

An Inventory of Community and Economic Development Strategies and Plans in the Kitimat Area

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January 2013

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Acknowledgements

In the winter and fall of 2012, our research team visited Kitimat to conduct interviews to explore and track the social and economic changes being experienced in Kitimat. This is part of an ongoing project and our visits will continue over the coming years. We wish to thank all of the residents, community groups, business members, service providers, industry leaders, policy makers, and municipal staff who took the time to help out and to answer our many questions.

Special thanks to our local partners and organizations who provided advice and input for this work including staff at the District of Kitimat, the Kitimat Chamber of Commerce, and the Child Development Centre. In particular, we would like to thank Margaret Warcup, Gwen Sewell, Trish Parson, and Martin Gould for all of their advice and for collecting and providing us with additional information.

At the CDI, we would like to thank Julia Schwamborn for her assistance with conducting interviews, as well as for her assistance with the analysis. We would also like to thank Kourtney Chingee, Devon Roy, Alike Rajput, Erin MacQuarrie, Virginia Pow, and Regine Halseth for their assistance with compiling media stories, and Kyle Kusch for his assistance with compiling background socio-economic data.

Funding for this project was provided by the Canada Research Chair in Rural and Small Town Studies.

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Prince George
January 2013

Availability

Copies of this report have been provided to the Kitimat Public Library, the District of Kitimat, the Kitimat Chamber of Commerce, and the Child Development Centre. Copies of the report have also been provided to all participants. Reports have also been posted on the UNBC Community Development Institute's website: <http://www.unbc.ca/community-development-institute/research-projects>.

Project Reports

- Methodology Report
- A Review of Socio-Economic Characteristics in Kitimat
- Tracking the Social and Economic Transformation Process in Kitimat: Interim Summary Report
- An Inventory of Community and Economic Development Strategies and Plans

Contact Information

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1.0 Project Description

When major industrial investments come to small communities, the local social impacts can be significant and transformative. The town of Kitimat has been an industrial centre in northwestern British Columbia since the early 1950s. The town is now experiencing a large number of industrial construction projects that will change and renew the local economy. These construction projects will also impact and change the community. This research involves a long-term tracking study of the economic and social transformation processes now getting underway in Kitimat, BC.

The research will involve two aspects. The first is the tracking of available and emerging data on industrial projects, temporary and permanent workforces, and various other community economic and social development topics identified as important during these sorts of renewals. The second is the use of longitudinal, qualitative interviews with people involved in a range of community sectors to review how economic and industrial activity is reshaping and changing the community. The project work reported here was carried out by a research team from the UNBC Community Development Institute in the winter and fall of 2012 with the goal to track changes, pressures, and actions relevant to decision-making over community planning and infrastructure investments. This report includes an inventory of community and economic development strategies and plans in the Kitimat area. We hope that it can be a useful starting point for collating lessons and understanding issues from the recent past.

An Inventory of Community and Economic Development Strategies and Plans in the Kitimat Area

Aboriginal

City of Terrace. 2007. *Memorandum of Understanding (MOU) Re: The Securing of Provincial Airport Option Lands with the Kitselas First Nation and the City of Terrace (The Parties)*.

Terrace, BC: City of Terrace. Available on-line at:

http://www.civicinfo.bc.ca/Library/First_Nations_Service_Agreements/Memorandum_of_Understanding_Airport_Lands--Terrace_and_Kitselas_First_Nation--2007.pdf.

This document outlines the agreements, principles and related information about the joint airport land development project between the Kitselas First Nation and the City of Terrace.

Kitimat Modernization Project. 2012. *First Nations Relationships*. Available on-line at:

<http://www.kitimatworksmmodernization.com/pages/sustainability/consultation-with-first-nations.php>.

This project outlines ways in which education and culture can be mixed to allow students to have a hands on experience with the First Nations culture in the Kitimat area.

Province of British Columbia. 2012. *Haisla Nation and Province of British Columbia: Lease of Crown Land to Haisla Nation for Industrial Development*. Douglas Channel, British Columbia.

Victoria, BC: Province of British Columbia. Available on-line at:

http://www.newrelationship.gov.bc.ca/shared/downloads/haisla_framework_agreement.pdf.

This document describes the development area that will be leased to the Haisla to support industrial development. It also discusses issues such as subletting, rent, stumpage, lease renewal, and termination conditions.

Province of British Columbia. 2011. *Coastal First Nations/British Columbia Reconciliation Protocol Amending Agreement: Amending Agreement Between Wuikinuxv Nation, Metlakatla First Nation, Kitasoo Indian Band, Heitsuk Nation, 'Gitga'At First Nation, Nuxalk Nation and The Haisla Nation and Her Majesty the Queen in Right of the Province of British Columbia*.

Victoria, BC: Province of British Columbia. Available on-line at:

http://www.newrelationship.gov.bc.ca/shared/downloads/Haisla_Amending_Agreement_Nov2011_signed.pdf.

This document outlines the amending agreement made between the aforementioned parties. The document contains the purpose of the agreement, provincial legislation, an engagement framework, resource revenue and carbon offsets sharing, economic strategies and the responsibilities of all parties involved.

Province of British Columbia. 2011. *Forest & Range Consultation and Revenue Sharing Agreement Between: The Haisla Nation and Her Majesty the Queen in Right of the Province of British Columbia*. Victoria, BC: The Province of British Columbia. Available on-line at: http://www.newrelationship.gov.bc.ca/shared/downloads/Haisla_April2011.pdf.

The purpose of this document is to complete an agreement for the Haisla participation in consultation processes in order to enhance their opportunities with respect to social, cultural, and economic well-being of the community.

Province of British Columbia. 2006. *Strategic Land Use Planning Agreement Between Haisla Nation and the Province of British Columbia*. Victoria, BC: Province of BC. Available on-line at: http://archive.ilmb.gov.bc.ca/slrp/lrmp/nanaimo/central_north_coast/docs/Haisla_FN_SLUPA_Signed.pdf.

This document provides details concerning the strategic land use planning agreement between the Haisla and the Province of BC. In addition to land use and management objectives, there is a description of the Haisla's traditional territory. It also outlines a framework for implementation, monitoring, funding, and resolving conflicts or disputes.

Selman, M. (2007) *Capacity Building in Kitimaat*. In: Building Local and Global Democracy, pp. 55-64. Harrowsmith, Ontario: Carold Institute.

This paper presents the issues that impact living conditions for individuals residing in Kitimaat Village. After listing several major problems that impact living conditions, it offers several ways to build capacity in Kitimaat.

Alcan / Rio Tinto Alcan

BC Transmission Corporation. 2007. *System Impact Study for Alcan Kitimat Smelter Modernization Project*. Report No. SPA 2007-74. Vancouver, BC: BC Transmission Corporation. Available on-line at: http://transmission.bchydro.com/nr/rdonlyres/5c6577c2-7939-4abc-b9af-5b9963d31cc7/0/alcanmodernizationproject_sppa_mo.pdf.

The purpose of this report is to assess the system performance based on a new smelter design proposed by Alcan. Key topics that are explored include the proposed potline load and model, the voltage and frequency requirements, load shedding, transmission line capacity, smelter disturbances, and contingencies.

Coopers and Lybrand Consulting. 1998. *Kitimat Works' Contribution to the Economy of British Columbia: 1997*. Prepared for Alcan Smelters and Chemicals Ltd.

This report provides details about Alcan purchases of goods and services in BC suppliers, statistics about payroll and benefit costs for employees, figures for property taxes paid to the provincial government and Northwest region, and an overall discussion of Alcan's contribution to the Northwest and BC economy.

Dang, V. 2005. Analysis of Alcan Kitimat Smelter's Approach in Maximizing Values of the Engineering Services. Master's Thesis. Vancouver, BC: Simon Fraser University. Available on-line at: <http://summit.sfu.ca/item/9973>.

This thesis explores the issues facing Alcan and consulting engineering firms to support heavy industrial activities in Kitimat. It also discusses the need for engineering services and provides an overview of engineering consulting services available in Kitimat. Other topics that are examined include threats of new entrants, competition, buying power, supplier power, threats of substitutes, constraints with engineering market demands and personnel turnover, advantages of using consultants, and strategies to cope with engineering issues.

Hess, R.A., E. C. Vance. 2000. Kitimat Works' Contribution to the Economy of British Columbia: 1999. Prepared for Alcan Primary Metal Group. Price Waterhouse Coopers.

This report provides details about Alcan purchases of goods and services in BC suppliers, statistics about payroll and benefit costs for employees, figures for property taxes paid to the provincial government and Northwest region, and an overall discussion of Alcan's contribution to the Northwest and BC economy.

Disability and Aging Plans

Measuring Up Kitimat Committee. 2009. *Measuring Up Kitimat Strategic Plan*. Kitimat, BC. Retrieved January 17, 2013 from: <http://webcache.googleusercontent.com/search?q=cache:dPyZq9KSjEcJ:www.sparc.bc.ca/resources-and-publications/doc/441-city-of-kitimat.pdf+Measuring+up+Kitimat&cd=1&hl=en&ct=clnk&gl=ca&client=firefox-a>.

The focus of this document is to provide information to create a more inclusive community for all members, especially seniors and those with disabilities.

Economic Development

Bray, L. and Hoffman, R. 2005. *The 2nd Kitimat Valley Future Search Conference Draft Incomplete: "How do we maintain and create jobs in the Kitimat Valley between now and the year 2011"*. Prepared for District of Kitimat, Mayor and Council.

This report contains findings from a workshop to assess existing projects and future strategic action needs in Kitimat. Key topics include a review significant historical events for residents; as well as a discussion of positive and negative issues impacting business, community wellness, education, industry, labour, and community cohesion.

Canada's Economic Action Plan. 2012. *Economic Action Plan 2012*. Ottawa: Government of Canada. Available on-line at: <http://www.budget.gc.ca/2012/plan/pdf/Plan2012-eng.pdf>.

In regards to Kitimat, this document goes over supporting responsible energy development (safety of tankers) and the Liquefied Natural Gas Plan.

Hewlett, D. 2009. *Canada's Inland Coast British Columbia: The regional economy*. Kitimat, BC. Available on-line at: http://www.tourismkitimat.ca/images/uploads/Kitimats_Economy_2008.pdf.

This document provides basic information about Kitimat and provides a summary of different business investments made for Kitimat. In addition, it talks about Kitimat's general economy and proposes future strategic directions for the district.

Institute of Chartered Accountants of BC. 2010. *BC Check-Up: Live, Work, Invest in BC. North Coast Development Region*. Vancouver: Institute of Chartered Accountants of BC. Available on-line at: http://www.bccheckup.com/pdfs/reg_nc_2012.pdf.

This document tracks the employment statistics, unemployment rates, business and investment activities, bankruptcies, education statistics, and use of social safety net programs for the region.

K. T. Industrial Development Society. 2009. *Economic and Industrial Development Survey (Wave Two): Detailed research report 2009*. Available on-line at: http://www.ktids.ca/documents/ktids_public_econdev_poll_report.pdf.

This survey was completed to better understand the individuals in the community, and their awareness, comprehension and wishes in regards to economic development between Kitimat and Terrace.

LSM Consulting and Resource Matters! 2003. *Kitimat: Unleashing the Potential*. Kitimat, BC. Available on-line at: <http://www.riotintoalcaninbc.com/media/documents/Unleashing%20the%20Potential%20Kitimat.pdf>.

An economic development plan derived from a study done to better understand the role of large industries in the area. A survey is listed to better understand the community's perception of industries in the area.

McLellan, W. R. and B. D. Mayhew. 1987. *District of Kitimat Economic Development Strategy 1987*. Prepared for District of Kitimat. Kitimat, British Columbia.

This report assesses the strengths and weakness of potential economic development opportunities for Kitimat. Proposed projects that are discussed include marketing, Kitimat airport development, community beautification, small craft harbour development, tourism, retail, port development, and other transportation infrastructure.

Nechako-Kitamaat Development Fund Society 2012. *NKDF Society Annual Report 2011-2012*.

The 2011-2012 annual report that goes over background information about the NKDF society and their BC-Alcan Northern Development Fund. Different local governments and legally incorporated non-profit organizations are welcome to apply for funding within the communities listed in the document. It lists the specific principles that guide the choice of who will receive funding. It provides all the information on previous and on-going funding.

Rajput, A. Ryser, L. and Halseth, G. 2012. *A Historical Guide of Recent Events across the Peace River Regional District: 2000-2012*. Prince George, BC: Community Development Institute, University of Northern BC. Prepared for KTIDS Northwest.

This document provides a timeline about different facets of the community, such as the events occurring in business and community services.

Ryser, L. Schwamborn, J. and Halseth, G. 2012. *Lessons from Economic Upswings: Summary theme tables*. Prince George, BC: Community Development Institute, University of Northern BC. Prepared for KTIDS Northwest.

These summary theme tables include detailed responses about pressures, actions, and recommended best practices for regions experiencing growth. Topics include physical infrastructure, regional transportation, local government, housing, education and training, health care, protection services, recreation, and community services.

Ryser, L. Schwamborn, J. and Halseth, G. 2012. *An Inventory of Community and Economic Development Strategies and Plans across the Peace River and Northern Rockies*. Prince George, BC: Community Development Institute, University of Northern BC. Prepared for KTIDS Northwest.

This document is an inventory of community and economic development strategies for the area across the Peace River and Northern Rockies. Topics include things such as culture, environment, forestry, housing, health, oil and gas, recreation and services, as long with many other topic areas.

Ryser, L. Schwamborn, J. and Halseth, G. 2012. *Lessons from Economic Upswings: A case study of the Peace River region summary theme report*. Prince George, BC: Community Development Institute, University of Northern BC. Prepared for KTIDS Northwest.

This document provides information about key pressures and responses associated with economic growth in the Peace River Region. Theme areas that are discussed include housing, education, physical infrastructure, community services, regional transportation, local government, and others.

Synergy Management Group Ltd. 2006. *Foreign Investor Attraction Prospectus*. Prepared for K.T. Industrial Development Society. Available on-line at: http://www.ktids.ca/documents/ktids_investor_prospectus.pdf.

This document provides a description of key proposed investment opportunities, such as port development, secondary aluminum manufacturing, refinery manufacturing, distribution and warehousing services, oil and gas services, and other related support services. A socio-demographic description of the region, as well as some of its infrastructure and facilities, is also included.

Synergy Management Group Ltd. 2004. *Proprietary Economic Modeling and Impact Analysis for the North Coast Region (Kitimat – Stikine and Skeena – Queen Charlotte Regional Districts) Executive Summary*. Nanaimo, British Columbia. Prepared for the Province of British Columbia, Ministry of Sustainable Resource Management.

This report looks at the net wealth balance of the region, an annotated review of opportunities identified in past reports for the region, and an analysis of potential regional economic development options.

Education

Literacy Kitimat Now Task Group. 2010. *Kitimat Community Literacy Plan*. Kitimat, BC.

This document goes through a time-line that the Literacy Kitimat Now Task Group have put together to show what priorities and tasks have been established. It also supplies an inventory of literary resources for specific age groups. In addition to this, it addresses the specific challenges and areas that are lacking with literary support. It concludes with a community profile and their specific goals for the community.

Meredith, G., A. Blix, R. Hoffman, and D. Hewlett. 2001. *Post Secondary Outdoor Pursuits Education Assessment of Kitimat, British Columbia*. District of Kitimat, Economic Development.

The purpose of this project was to assess the merits of outdoor assets in the Kitimat area to support an outdoor pursuit education program. It also includes an inventory of programs listed in Western Canada at this time.

Northwest Community College. 2005. Northwest Community College Strategic Plan. Available on-line at: http://www.nwcc.bc.ca/about/president/pdfs/nwcc_strategic_plan.pdf.

The strategy suggested in this plan talks about the best ways to provide quality learning to all of its campuses, including but not limited to, the Kitimat campus.

Northwest Community College. n.d. *Aboriginal Service Plan*. Terrace, BC: Northwest Community College. Available on-line at:
<http://www.nwcc.bc.ca/About/PDFs/NWCC%20Aboriginal%20Service%20Plan.pdf>.

This report discusses socio-economic, health, financial, cultural, and geographic barriers to learning for Aboriginal residents. There is an overview of existing programs and services in communities throughout the Northwest. Other topics include new workforce demands, support services for learning, best practices, and partners involved with the plan (including KVI).

Shamsher, M., Decker, E., and Leggo, C. (Eds.). 2003. *Teacher Research in the Backyard: Kitimat-Terrace Teacher Research*. BC Teachers' Federation. Available on-line at:
<http://www.bctf.ca/uploadedFiles/Public/ProD/TeacherResearch/TeacherResearchInTheBackyard.pdf>.

This document contains a compilation of research into topics such as literacy, learning incentives, teaching practices, intervening strategies, and strategies to support students' personal development.

Environment

Touchinski, S., Nguyen, T., Toner, S., and Holm, J. 2010. *Surface Water and Sediment Quality*. Calgary, Alberta: Amec Earth and Environmental. Prepared for Enbridge Northern Gateway Project. Available on-line at:
http://www.northerngateway.ca/assets/pdf/tdr/Terrestrial%20Technical%20Data%20Reports/Surface%20Water%20and%20Sediment%20Quality_TDR.pdf.

This document provides a baseline description of the characteristics of surface water and sediment quality for areas that may be impacted by the Enbridge Northern Gateway Project. This includes a discussion of the characteristics around the Kitimat River Basin and Douglas Channel.

Kitimat Valley Naturalists. 2011. *Marine Birds, Mammals, and Kitimat Estuary*. A Review of Enbridge Project Documents. Kitimat, BC: Kitimat Valley Naturalists. Available on-line at:
<http://www.ceaa-acee.gc.ca/050/documents/54521/54521E.pdf>.

This document contains information about marine birds, mammals, and other environmental assets in the Kitimat Estuary that have been, and could be, impacted by industrial development.

Ministry of Environment. 2010. *Updated 2007 Community Energy and Emissions Inventory: Kitimat District Municipality*. Victoria, BC: Ministry of Environment, Province of BC. Available on-line at:

http://www.env.gov.bc.ca/cas/mitigation/ceei/archive_2007/RegionalDistricts/Kitimat-Stikine/ceei_2007_kitimat_district_municipality.pdf.

Key topics that are covered in this report include source emissions, vehicle consumption of energy, commercial and residential consumption of energy, and the amount of parks and protected greenspace.

Ministry of Environment. 2005. *Drinking Water Source Quality Monitoring 2002-03: Lakelse Lake and Mountain Creek surface water, and Jackpine Flats groundwater*. Available on-line at: http://www.env.gov.bc.ca/epd/regions/skeena/water_quality/drinking_monitoring/lakelse_mtn_jackpine/lakelse_report.pdf.

This document briefly goes over both the Lakelse Lake and Mountain Creek Surface Water, and Jackpine Flats Groundwater programs. Multiple tests were taken over the span of a year to better understand the water quality. Conclusions and recommendations for all water sources mentioned are given at the end of the report.

Pilot Project Team. 2011. *Zero Waste Challenge and Curbside Recycling Pilot. Prepared for RDKS Plan Monitoring Advisory Committee*. Available on-line at:

<http://www.terrace.ca/documents/Zero-Waste-Challenge-Final-Report.pdf>.

This report summarizes the Zero Waste Challenge project. It addresses the challenges and problems with the project, and gives a list of advice to follow to further improve the program.

Regional District of Kitimat-Stikine. 2012. *Zero Waste Challenge Guide*. Available on-line at: http://www.rdks.bc.ca/sites/default/files/news_docs/challenge_guide_final_oct_27reduced.pdf.

This document outlines a guide to overcome the challenges faced when trying to reduce waste. The idea is to achieve zero waste (that is product waste, not organic) to achieve zero waste in roughly 10-20 years.

Regional District of Kitimat-Stikine. 2005. *Summary of Groundwater Quality Monitoring at Jackpine Flats 2002-03*. Available on-line at:

http://www.rdks.bc.ca/sites/default/files/docs/MWLAP_Jackpine_Drinking_Water_Summary_2002-2003.pdf.

This document summarizes the Groundwater Quality Monitoring Program of 2002-03. It goes over the results found from the program, providing a list of the chemicals and other substances found in the water.

Fishing

Applied Aquatic Research Ltd. 2007. *Fish and Fish Habitat Investigations for the Proposed Kitimat-Summit Lake Natural Gas Pipeline Looping Project*. Prepared for Pacific Trail Pipelines Ltd. Calgary, Alberta: Applied Aquatic Research Ltd. Available on-line at: <http://www.noelgyger.ca/H2O/Non-Tidal/Streams/KitimatRiver/KitimatRiver-FishAndFishHabitatInvestigationsForNaturalGasPipeline.pdf>.

The purpose of this study is to examine the impacts of the proposed Pacific Northern Gas Ltd. project to extend the natural gas transmission pipeline. The document includes a description of proposed routes, provincial and federal regulatory standards, fish presence in various watersheds, and habitat assessments.

Forestry

Integrated Land Management Bureau. 2006. Kalum Sustainable Resource Management Plan. Available on-line at: http://archive.ilmb.gov.bc.ca/slrp/srmp/north/kalum/plan/Kalum_SRMP.pdf.

This document discusses resource-based land use issues in the Kalum LRMP area, including with regards to forestry.

Pöyry Forest Industry Consulting Inc. 2010. *Eurocan Mill Viability Assessment: Summary Report*. Prepared for the Eurocan Viability Group. Available on-line at: <http://www.kitimat.ca/assets/Residents/PDFs/Eurocan%20Mill%20Viability%20Assessment,%20Summary%20Report.pdf>.

This report examines the viability of operating the Eurocan Mill. Key topics discussed include fibre supply, market analysis, and asset and viability evaluation.

Health

District of Kitimat. 2008. *District of Kitimat and Northern Health Protocol Agreement*. Kitimat, BC: District of Kitimat.

This protocol is meant to provide a foundation for both organizations to work together on healthy living programs in the municipality.

Heart and Stroke Foundation & Yukon and the BC Recreation and Parks Association. 2009. *Physical Activity Strategy*. Kitimat, BC. Available on-line at: <http://www.physicalactivitystrategy.ca/pdfs/PAS%20Newsletter%20Fall%202009.pdf>.

This document provides information about Walk BC's accomplishments, and how Kitimat plans to follow in those footsteps. Examples are given as to how a more active and healthy community can be achieved.

Northern Health 2012. *Understanding the State of Industrial Camps in Northern BC*. A Background Paper. Prince George, BC: Northern Health Authority. Available on-line at: https://www.northernhealth.ca/Portals/0/About/NH_Reports/documents/2012%2010%2017_Ind_Camps_Backgrounder_PIV1Comb.pdf.

This report details basic information about industrial camps in British Columbia. It provides information on where the camps are located, what the camps primary resource is, who operates and owns the camp, and whether or not it is still operating. It then addresses the health issues that can arise from the camp's living conditions and the challenges in changes those. The paper has several suggested solutions to resolve the health concerns.

Housing

Berlin, R. and Ramlo, A. 2011. *In the Eye of the Beholder: Housing Affordability in British Columbia*. Vancouver, BC: Urban Futures. Available on-line at: <http://www.urbanfutures.com/reports/Report%2081.pdf>.

This report examines occupancy affordability for communities around British Columbia, including Kitimat.

Canada Mortgage and Housing Corporation. 2011. *Rental Market Report: British Columbia Highlights*. Ottawa: Canada Mortgage and Housing Corporation. Available on-line at: http://www.cmhc-schl.gc.ca/odpub/esub/64487/64487_2012_B01.pdf.

This report contains information about vacancy rates for communities in British Columbia.

District of Kitimat. 2013. *Comprehensive Housing Needs Assessment*. Kitimat, BC: District of Kitimat. Available on-line at: <http://www.kitimat.ca/assets/Municipal~Hall/PDFs/Kitimat%20Housing%20Needs%20Assesment%202012-03-23.pdf>.

This document summarizes Kitimat's current housing situation, demands and offers recommendations to the current situation. In addition to this, it also details what future housing demands might look like for the district, as well at what housing should look like to account for the future demand.

Hydro

BC Hydro. 2005. 2005 Integrated Electricity Plan: Regional workshops. Kitimat, BC. Available on-line at:

http://www.bchydro.com/etc/medialib/internet/documents/info/pdf/info_iep_kitimat_regional_workshop_presentation.Par.0001.File.info_iep_kitimat_regional_workshop_presentation.pdf.

This plan looks at electricity needs and demands. It then describes options available for Kitimat in regards to electricity. It also discusses steps that can be taken in both short-term and long-term to create a better plan for the district.

BC Utilities Commission. 2007. *Kemano Completion Project Review: Summary Report*. Vancouver, BC: BC Utilities Commission.

As a part of the Kemano Completion Review, this document looks at the financial benefits and regional economic impacts, as well as environment, social, and other related community impacts from this project.

Creative Links. 2011. *Northwest Transmission Line Labour Market Partnerships Project: Labour Market Research Summary*. Prepared for the Labour Market Partnerships Steering Committee. Available on-line at:

http://www.bchydro.com/etc/medialib/internet/documents/projects/ntl/NTL_LabourMarket_ResearchSummary.Par.0001.File.NTL-LabourMarket-ResearchSummary.pdf.

Key issues discussed in this report include a labour supply / demand gap analysis, as well as a discussion about barriers and strategies to address labour supply issues in the Northwest.

Ingenia Consulting. 2011. *Human Resource Strategy for the Northwest Transmission Line Labour Market Partnership*. Prepared for the Northwest Transmission Line Labour Market Partnership Steering Committee. Available on-line at:

http://www.bchydro.com/etc/medialib/internet/documents/projects/ntl/NTL_HR_StrategicPlan.Par.0001.File.NTL-HR-StrategicPlan.pdf.

Key issues that are raised in this document include employment supply and demand, opportunities for training, and strategic actions for a coordinated approach to address labour force issues.

Roslyn Kunin and Associates, Inc. (RKA, Inc.). 2003. *An Economic Study on the Use of Hydropower in Kitimat for Aluminum Production as Opposed to Export*. Vancouver, BC: Roslyn Kunin and Associates. Available on-line at: <http://zonecours.hec.ca/documents/E2005-P7-419121.kitimat.pdf>.

The purpose of this report is to examine the economic impact of using hydro power from the Kemano generating station for the production of aluminum in Kitimat compared to selling power as a commodity. As a part of this assessment, the report examines the population and economic structure of the Kitimat area, the economic impact of aluminum production for the Kitimat-Terrace region and for the province, the impact that this production has on government revenues, and power sales and electricity markets.

Manufacturing

Lions Gate Consulting Inc., Sunderman and Associates, and DE Park and Associates. 2002. *Investment Attraction Manufacturing Sector Target Study Cities of Kitimat, Prince Rupert and Terrace*. Vancouver, BC: Lions Gate Consulting Inc.

The purpose of this study is to assess the potential of key manufacturing sectors in the Northwest. The report includes an overview of the manufacturing sector, a discussion of opportunities in existing manufacturing sectors (i.e. aluminum, magnesium, semiconductors, petrochemicals, value-added wood manufacturing, and seafood processing), as well as a discussion of new manufacturing opportunities for the region.

Ocelot Chemicals Inc. 1991. *An Overview of the Expansion Proposed for the Kitimat B.C. Petro Chemical Complex*. A Presentation in Support of an Application to the Government of the Province of British Columbia.

This report contains details about proposed expansion plans for the petro chemical complex in Kitimat. It includes a discussion of the feasibility of the expansion, as well as environmental and socio-economic impacts associated with the plans.

Oil and Gas

Bay, J. and Schultz, S. 2010. *Manoeuvring Study of Escorted Tankers to and from Kitimat*. Prepared for Northern Gateway Pipelines. Force Technology. Available on-line at: http://www.ceaa.gc.ca/050/documents_staticpost/cearef_21799/2559/exsummary_and_mainreport.pdf.

This report contains of description of simulations for escorted tankers in the Kitimat area. Key topics discussed include environmental parameters, wave conditions, manoeuvring performance, passing, safe speeds, berthing and unberthing at the terminal, and additional recommendations for additional aids to navigation.

Environmental Assessment Office, Transport Canada, Environment Canada, and Indian and Northern Affairs Canada. 2006. *Kitimat LNG Terminal Project: Assessment Report and Comprehensive Study Report*. Victoria, BC: Environmental Assessment Office, Government of British Columbia. Available on-line at: <http://www.ceaa-acee.gc.ca/050/documents/14504/14504E.pdf>.

This document is an assessment report and comprehensive study of the Kitimat LNG Terminal Project. Key topics included in the report include a review of the statutory approvals, an assessment of the information and public consultation process, an assessment of alternatives to the project, and a review of the environmental and socio-economic impacts. A discussion of First Nations interests and issues is also included.

Ministry of Energy and Mines. 2013. *British Columbia's Liquefied Natural Gas Strategy*. Victoria, BC: Province of British Columbia. Available on-line at: http://www.gov.bc.ca/ener/popt/down/liquefied_natural_gas_strategy.pdf.

The Liquefied Natural Gas Strategy talks about how this area can create jobs for individuals in BC. It also talks about how LNG is a more environmentally friendly energy choice for BC. A discussion of the role of the LNG projects in Kitimat in this strategy is included.

Ministry of Energy and Mines. 2013. *British Columbia's Natural Gas Strategy*. Victoria, BC: Province of British Columbia. Available on-line at: http://www.gov.bc.ca/ener/popt/down/natural_gas_strategy.pdf.

Key topics addressed in this strategy include existing and potential new markets, employment opportunities, engaging First Nations and communities, and potential partnerships. A discussion of the role of the LNG projects in Kitimat in this strategy is included.

National Energy Board. 2011. *Reasons for Decision in the matter of KM LNG Operating General Partnership*. Ottawa: Government of Canada. Available on-line at: <http://www.arcticgas.gov/sites/default/files/documents/km-lng-neb-decision-11-10-13.pdf>.

This report provides details about the application presented to the National Energy Board about the Kitimat LNG terminal, as well as details concerning the board's decision. Key issues that are discussed include the regulatory framework for gas export licenses, as well as environmental and socio-economic issues associated with the project.

Poten & Partners. 2010. *2015-2035 LNG Market Assessment Outlook for the Kitimat LNG Terminal*. Prepared for KM LNG Operating General Partnership. New York: Poten & Partners. Available on-line at: <http://www.arcticgas.gov/sites/default/files/documents/km-lng-10-10-poten-partners-lng-mkt-assess.pdf>.

This document examines markets and competing supplies for LNG. There is also a discussion about long-term LNG pricing, oil price scenarios, and recent term deals in the Far East.

Planning

Acres Consulting Services Limited. 1983. *The Kitimat-Terrace Corridor: An Analysis of Potential Industrial Developments and Associated Land Demand*. Vancouver, British Columbia.

This study assesses the projected land requirements for potential industrial developments in the region.

District of Kitimat. 2008. *Official Community Plan*. Kitimat, BC: District of Kitimat. Available on-line at: <http://www.kitimat.ca/assets/Business/PDFs/official-community-plan-2008.pdf>.

Key topics that are addressed in this plan include community context, policies and objectives to support economic development and quality of life, land use and future developments, and monitoring and reporting.

Dowling Knapp Architects Inc. and Envision Collaborative. 1994. *Kitimat Downtown Design Guidelines*. Prepared for the Kitimat Downtown Revitalization Association. Available on-line at: <http://www.kitimat.ca/assets/Business/PDFs/design-guidelines.pdf>.

This document provides design guidelines to support the revitalization of Kitimat's downtown core. Key topics that are addressed include facades, entrances, weather, materials, signage, lighting, colour, and landscaping.

Social Development

Halseth, G., Ryser, L., and Manson, D. 2009. *Planning Future Strategic Directions: Addressing Service Gaps in Kitimat*. Prepared for the United Way of Northern British Columbia. Prince George, BC: Community Development Institute, University of Northern British Columbia.

This report provides information about social challenges and pressures faced by residents in Kitimat. Key topics included service gaps for youth, families, seniors, health, poverty, literacy, housing, and food and nutrition. This information will provide a foundation to inform the United Way of Northern BC's strategic planning and investments in the community.

District of Kitimat, City of Terrace, Province of BC, and Northern Savings Credit Union. n.d. Kitimat & Terrace Community Service Guide: Resources to assist workers in the transition. Available on-line at:
http://www.nathancullen.com/images/uploads/Community_Services_Guide.pdf.

This guide provides an inventory of employment transition and community support services to assist workers impacted by West Fraser's closure of the Eurocan mill.

Rahman, S. n.d. *Mapping the Gap: Linking Aboriginal Women with Legal Services and Resources*. Vancouver, BC: West Coast Leaf. Available on-line at:
www.westcoastleaf.org/userfiles/file/mapping_the_gap-aboriginal_Final.pdf.

This document provides a list of legal resources that exist for Aboriginal women in BC. There is also a discussion of legal resources that are often sought by Aboriginal Women, legal resources that are underutilized, gaps in legal resources, as well as the use of online legal resources. Kitimat was one of the participating communities in the study.

Sustainability

K. T. Industrial Development Society. 2009. *Wind Turbine Manufacturing: The business case for locating in the Kitimat/Terrace corridor of Northwest British Columbia, Canada*. Kitimat, BC. Available on-line at: http://www.ktids.ca/documents/Wind_Turbine_Business_case.pdf.

This document goes over why wind turbine sites would be beneficial specifically to the Kitimat/Terrace region. Topics addressed in the report include wind turbine manufacturing site requirements, market conditions in BC and Canada, a description of existing Northwest wind projects, and workforce needs.

Transportation

BC Transit. 2008. *Kitimat Transit System: Conventional and custom transit services: Transit strategy*. Kitimat: BC Transit. Available on-line at:
<http://www.bctransit.com/regions/kit/news/bpl/pdf/kit-bpl1074.pdf>.

This document explores the possible future of Kitimat's transportation services to allow for growth and development. The primary focus of this is to allow for transportation to link services to all major areas, both major activity centers and residential areas.

CE International Enterprises Ltd. 1988. *Port Development and Marketing Study*. Port of Kitimat, BC.

The purpose of this study was to update Kitimat's Master Plan and to assess the viability of harbor facilities that would be suitable for the local context. Key issues that were assessed included demand, the potential port market, and to assess potential operating costs.

Brandsaeter, A. and Hoffmann, P. 2010. Marine Shipping Quantitative Risk Analysis. Prepared for Enbridge Northern Gateway Project. Oslo, Norway: Det Norske Veritas. Available on-line at: http://www.ceaa.gc.ca/050/documents_staticpost/cearef_21799/2559/marine_shipping.pdf.

This report provides a quantitative risk analysis of marine shipping in relation to the proposed Enbridge Northern Gateway Project. The risk assessment considers topics such as collisions, grounding, damage to marine structures, fires, and improper cargo transfer. This includes a discussion of the probabilities of these incidents and risks associated with navigation in the Kitimat terminal area.

Steering Committee of the Major Project review Process. 1991. *Review of Prospectus for Kitimat-Terrace Port Society Proposal*. Victoria, BC: Ministry of Development, Trade and Tourism and BC Environment.

This report discusses issues raised in response to a proposal to construct a marine terminal near the Eurocan facilities in Kitimat. Key navigational issues, as well as environmental and socio-economic impacts are discussed.

Terrace-Kitimat Airport Advisory Committee. 1997. *Terrace Kitimat Airport*. Prepared for the Regional District of Kitimat-Stikine. Kitimat, British Columbia.

This document provides a site description of the airport, as well as a description about airport infrastructure capacity, airport services, and weather observation. The report also provides statistics about airport related employment.

Terrace-Kitimat Airport Advisory Committee. 1997. *The Airport at 50 – A History of Terrace-Kitimat Airport 1943 - 1993*. Prepared for the Regional District of Kitimat-Stikine. Kitimat, British Columbia.

This document provides a history about the Terrace-Kitimat Airport from 1943 to 1993. This includes a description of airport investments over time.

If readers have any suggestions for additional plans or reports that can be added to this inventory, please feel free to send copies, titles, and / or Internet links to:

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