

Tracking the Social and Economic Transformation Process in Kitimat, BC



January 2014

Interim Report #2

UNBC Community
Development
Institute
Prince George, BC

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Since the winter of 2012, our research team has 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.

Previous reports about this project include:

- Methodology Report: January 2013;
- A Review of Socio-Economic Characteristics in Kitimat: January 2013;
- Tracking the Social and Economic Transformation Process in Kitimat: Interim Summary Report #1 – January 2013; and
- An Inventory of Community and Economic Development Strategies and Plans: January 2013.

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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>.

Previous reports about this project include:

- Methodology Report: January 2013;
- A Review of Socio-Economic Characteristics in Kitimat: January 2013;
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- An Inventory of Community and Economic Development Strategies and Plans in Kitimat: January 2013.

Project Reports

- Tracking the Social and Economic Transformation Process in Kitimat: Interim Summary Report – January 2014.

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TRACKING THE SOCIAL AND ECONOMIC TRANSFORMATION IN KITIMAT

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 during the second year of this study with the goal to track changes, pressures, and actions relevant to decision-making over community planning and infrastructure investments. This report includes a description of the methodology used to engage with community stakeholders and to track social and economic changes in the community.

2.0 Methodology

The data and information for this report was conducted through key informant interviews with local leaders, industry stakeholders, community services and voluntary organizations, businesses and general residents in Kitimat, BC.

2.1 Selecting Interview Participants

In 2013, the CDI team visited Kitimat in April to conduct interviews with residents, service providers, local leaders, industry representatives, business leaders, and members of community groups. The purpose of the interviews was to explore recent changes that have occurred in the community as a result of large-scale industrial development projects, to explore changes with community engagement, and to explore any new actions, initiatives, or changes with community organizations.

Participants were recruited through publicly available lists. During our visit in 2013, a total of 45 people were interviewed. The interviews lasted between 20 and 60 minutes. A general breakdown of interview participants is shown in Table 1.

Table 1: Distribution of Interview Participants

Sector	First Visit 2012		Second Visit 2012		Third Visit 2013	
	# of Participants	% of Participants	# of Participants	% of Participants	# of Participants	% of Participants
Community group	5	11.9	4	10.3	11	24.4
Business	4	9.5	1	2.6	5	11.1
Local government	12	28.6	15	38.5	12	26.7
Industry	2	4.8	1	2.6	2	4.4
Service provider	13	31.0	14	35.9	11	24.4
Seniors	6	14.3	4	10.3	4	8.9
Total	42	100.1	39	100.2	45	99.9

Source: Tracking Social and Economic Transformation in Kitimat Study.

2.2 Research Ethics

Research conducted by the UNBC Community Development Institute is bound by protocols at the University of Northern British Columbia that require all survey or interview guides be submitted to UNBC's Research Ethics Board for review. A key component to this protocol is to provide research participants with a copy of the consent form (Appendix B) that outlines the purpose of the study, how the research process will protect their anonymity and confidentiality, and that their participation is voluntary.

2.3 Interview Questions

The purpose of this project was to explore and track the social and economic changes in Kitimat. The reports associated with this project assemble a summary of key issues as identified from our interviews. A detailed description of questions asked in each section of the interview guides is provided in the appendices (Appendix B). In general, participants were asked questions in the following areas:

- how community characteristics have changed over the past six month period;
- how these changes have impacted residents and community organizations;
- changes in personal community engagement; and
- any changes in the pressures, activities, and capacity of community organizations.

2.4 Analysis

During each interview, comments were recorded and notes were taken. A summary file was created for each interview and was sent to individual participants for their review and clarification. After a final summary file was created for each interview, qualitative analysis was done to identify, code, and categorize patterns and themes that emerged from the data.

Each table consists of theme headings and sub-headings. The theme headings are bolded and have a numerical count beside them of the total number of comments received for that particular topic. Under each theme are sub-headings that are in plain, non-bolded font. These cover the range of issues captured under a key theme. Beside each sub-heading is a numerical count of the total number of participants that raised a specific issue. When all of the sub-heading comments are added up, they indicate the number of times that a particular theme was raised.

For example, in Table A1, participants were asked about how the characteristics have changed in the community over the last six months. The most prominent theme identified concerned the retail and business sector. For example, while 12 participants talked about the opening of a new Tim Horton's outlet, another 5 talked about the opening of the Warehouse One Jeans store. When all of the sub-heading comments are added up, the theme of changes in the retail / business sector was raised 111 times.

3.0 Results

As the CDI continued to track economic and social changes in Kitimat in 2013, participants were asked a series of questions about recent changes in the community, how those changes have impacted their personal involvement in the community, as well as how those changes have impacted their organization's capacity and activities in the community. This part of the report describes the key themes running through each set of questions that were posed to the participants.

3.1 Perceptions of Community Change

Participants were first asked to describe how community characteristics have changed in Kitimat over a period of six months between the fall of 2012 and the spring of 2013. Most of the comments about changes in the community focused on the retail / business sector and housing (Table A1). Overall, participants thought that the **retail / business** sector was busier with many new retail, professional, and industry-related businesses in Kitimat. While the expansion of retail / business activity produced pressure from an increased demand on available commercial space, people also spoke about a number of renovations to the commercial infrastructure in the community. In terms of **housing**, participants highlighted several key pressures stemming from increased housing and rental prices, limited rental and hotel accommodations, and the displacement of tenants during renovation projects. In response, the District of Kitimat has been working with industry and community groups concerning the development of camps, renovations to existing housing stock, hotel projects, and opportunities to use existing apartments to provide temporary housing for workers. A source of debate within the community emerged over the last six months with the proposal of the PTI camp near the downtown core.

A third key notable area of change in the community concerns **services**. While participants noted that there had been an increased demand for services, they also felt that their resources and capacity was stretched to meet that demand. Service providers have not only had limited human resources, but they have also experienced fluctuations and turnover with those limited human resources. Similar pressures were experienced by **voluntary** organizations in the community. The influx of clients with complex care needs and influx of people coming to the community looking for work has expanded the stress on the social infrastructure. Participants also generally felt that there has been an increase in referrals to both other service providers in the community and in distant regional centres. In response, participants talked about **local government** initiatives to set aside funding for social / community supports. Participants also spoke about the impact of fewer students and resources for some **educational** institutions in the community. Despite these pressures, participants talked about the strategic focus that educational groups have to address industry needs, and they also highlighted the increase of industry engagement in schools.

Participants also talked about several **economic** and **employment** changes in the community during this six month period. With the exception of forestry, for example, participants identified several investments to develop industry projects and infrastructure (i.e. RioTinto Alcan, Chevron, Apache, and Shell). A number of participants noticed investments to renovate and occupy space in the light industrial park and the commercial core of the community. The expansion of industry activity has also expanded employment opportunities, especially in construction. While some talked about labour shortage pressures, others noted a mismatch between the demand for skilled labour and the capacity of the local labour force or new residents who have come to the area looking for work. At the same time, businesses and retail stores have not been able to compete with industry wages to recruit and retain workers. As the community works through rapid change, a number of participants talked about **local government** initiatives to improve working relations with industry, First Nations groups, and community stakeholders.

As the economic activity has increased in the community, participants have also noticed changes with the traffic and **transportation** in town and along the highway corridor between Kitimat and Terrace. Some also spoke about the restructuring of transportation services as the airport shuttle was replaced with a subsidized taxi service. There have also been efforts to investigate the viability of ferry service options to the community. In terms of **recreation**, there were several positive comments about recreational facilities, programs, and events. Some recreational groups, however, continue to struggle and have not recovered from the last economic downturn. Despite the perception that camp workers focus on using facilities provided in camp, there were other participants who noted that industry and professional workers were involved in activities such as hockey, coaching youth baseball, and other sporting activities in the community.

Participants also spoke about several changes to the **dynamics of the population** in Kitimat. There was a general sense that the population continued to increase during this six month period with an influx of new families, youth, and new immigrants to the community. Concerns were raised, however, about poverty and homelessness in the community. Some were also concerned about the potential for Kitimat to become a fly-in, fly-out operation and the impact that this would have on the fabric of the community.

There were a number of other key issues that shaped perceptions about the local **quality-of-life**. In general, people felt that there was more hope and opportunities in the community. At the same time, however, there were concerns about the increased cost of living. A key concern that also emerged during this six month period was the perceived increased in **crime and safety** issues, such as drug and alcohol use, break and enters, assaults, and speeding. In return, these issues have impacted the perceived safety of women and children in the community. Despite these issues, participants generally felt that there was a strong sense of community. Looking forward, some issues, such as the possible PTI camp and the Northern Gateway Pipeline projects, have the potential to

impact **community cohesion**. Another area of concern moving forward concerns the limited connection or integration of camp workers into the fabric of the community.

3.2 Impacts of Changes on Participants / Organizations

Given the breadth of changes that occurred during the six month period, participants were asked if those changes impacted themselves or their organization (Table A2). Participants mostly talked about the impact that changes had on the **operations** of their organization. While for some, this included an increased demand for their business and services, a number of community service providers were also responding to more clients that have multi-faceted and complex needs. To enhance the capacity of some of these clients, attention and resources continued to be allocated to basic literacy and life skills. Participants also told us that they had, or were in the process of, revisiting a number of policies and procedures that guide their operations. The ongoing restructuring of senior government policies and programs, as well as fluctuations in resource commodity prices, have also increased pressure of the existing **funding** resources in the community. For some groups, this has meant a decline in government funding and a movement by industry to substitute funding with volunteer contributions to community organizations. Local government has responded to social service pressures by establishing a fund within the municipal budget to provide emergency support when needed. Local government and community stakeholders have also responded to these rapid changes and pressures by working to increase their **human resources** (i.e. staff, members, volunteers).

A key indirect impact that was discussed concerned **housing**. For example, participants talked about how housing pressures were impacting their clients and low-income residents. While there has been an increase in building permits and renovations to expand the housing infrastructure, the District of Kitimat has been working with various stakeholders and the housing committee to assess the viability of housing options (i.e. camps, social / emergency housing, family units, etc.). In terms of **planning**, rapid changes and growth have also prompted the District of Kitimat to revisit planning tools, policies, and procedures to guide community and economic development.

The pressures associated with rapid changes in the community have prompted an expansion of **communication** activities. In this case, participants talked about more meetings across industry and community stakeholders. The key with such communication initiatives has been to provide a foundation for building understanding across cultural, social, economic, environmental, and political contexts, as well as for planning and coordinating community responses for opportunities and challenges within the community. During this six month period, however, there were concerns regarding the effectiveness of communication initiatives to address key areas of debate and divisiveness within the community (i.e. escort service, PTI camp, Northern Gateway Pipeline Project).

As community stakeholders worked through these changes during this six month period, they also spoke about challenges, such as conflict over issues and resistance to change, that have influenced the effectiveness of their responses and initiatives. Furthermore, despite an increase in events to connect stakeholders with industry and broaden networks of support for new immigrants, there have also been challenges integrating new residents and immigrants into the community.

3.3 Changes in Personal Involvement

When we asked participants how their personal involvements in the community had changed over the six month period, most noted that they continued to be involved in a range of community groups as volunteers, board members, and executive members (Table A3). While some noted that there have been no changes to their community involvement, others anticipated that their involvement would decline in the near future. Key barriers impacting their involvement include lack of time and conflicts with other work and family commitments. For those who continue to be involved, key factors influencing their participation included personal values, family connections in the community, a desire to have a work / life balance, good infrastructure and facilities, and the ability to have flexibility in their involvement.

3.4 Changes in Organizational Activities

When we asked how changes have impacted their organization's activities over the six month period, most participants, again, talked about changes to their operations (Table A4). For some, changes to **operations** included expanded hours of operation, the extension of programs throughout the summer, and the expanded regional scope of their mandate. In other cases, services and programs were consolidated, scaled back, or not routinely offered. Others simply noted that they continued to provide the same **services and programs**. There was also the introduction / re-introduction of new services targeting Aboriginal residents, youth, seniors, and immigrants. People also spoke about the increased coordination across service providers and various stakeholders in the community and around the region. Participants also noted that a range of **events** continue to be supported in the community. New events, such as the 60th Anniversary, more evening events at Riverlodge, industry site tours, and the popsicle stick bridge building competition, were also highlighted by the people we spoke with.

Participants also noted that their **communication** activities had also changed. There was more communication to respond to inquiries, to support coordination, and to address any rumors or points of miscommunication. Participants also spoke about interest in technology applications, such as Facebook and Skype, to support develop informal supports such as carpooling, as well as to provide opportunities for workers to stay connected with their children throughout the day. Community organizations

pursued donations, sponsorships, and government *funding* for programs, services, equipment, and events.

People also talked about the *advocacy* initiated by different community groups, committees, and the District of Kitimat to pursue senior government funding, to obtain equipment, and to acquire improvements to physical infrastructure in order to enhance the mobility of the community. There have also been activities to update the *housing* stock in order to assess housing needs, as well as to plan airport *infrastructure* improvements. Participants also reported an increase in *collaboration and partnerships* between industry and community leaders / stakeholders, between business and community leaders / stakeholders, and across various community service agencies. A number of organizations have also been working to build the capacity of their members, staff, and clients through *educational* courses and workshops. These opportunities focus on business development and management, trades skills, and basic skills.

3.5 Changes in Organizational Capacity

Participants also highlighted a number of changes to their organization's capacity during the past six month period (Table A5). The most prominent theme concerned their *human resources*. Key issues concerning the human capital of their organization included a lack of volunteers, difficulty finding qualified staff, difficulty competing with industry wages, the exodus of organizational leaders, limited expertise, high turnover rates, aging membership, aging workforce, and conflicting commitments. There were, however, some organizations that were able to strengthen their human resources with more members or volunteers, as well as with more staff or contractors with specific expertise. Some had also successfully developed relationships with industry to engage industry workers to volunteer in local initiatives. There were also groups developing specific recruitment strategies to target youth and men to join their organization.

A second key area of capacity that experienced changes during the six month period was *financial* resources. The types of changes or pressures concerning financial resources, however, varied across the breadth of community groups. For example, while some had limited funding to support programs, others were able to obtain grants or raise money through various events. In some cases, people spoke about the limited capacity available to pursue or expand financial resources. For some, financial capital pressures also impacted their human and infrastructure capacity. Some had limited funds to rent space, while others noted that stagnant financial resources impacted their ability to acquire new staff. A key challenge for some groups is the inability of senior governments or other funding sources to increase support as pressures and demands on services change.

In response to human and financial capital pressures, participants noted that there has been an increase in *cooperation and partnerships* in order to share equipment and supplies, to transport goods, to hold joint events, to share space, to share staff and

volunteers, and to share workloads across various organizations. Some noted, however, that cooperation has increased the demand and pressure on the limited resources of organizations. Participants also noted that the extensive workload limits the cooperation for some stakeholders. At the same time, however, some argued for the need for their operations to become more efficient.

Another key capacity issues for participants concerned their **infrastructure**. In this context, key infrastructure issues included a lack of space, high costs for space, aging equipment, and aging infrastructure that is not conducive to the needs of an aging population. Furthermore, participants talked about the attention that has been given to develop a new Official Community Plan and by-laws to respond to the opportunities and challenges associated with different activities in the community.

3.6 Emerging Pressures and Needs

Finally, when participants were asked to reflect overall about the key existing or emerging pressure points in the community, two key themes were identified, including housing and community services (Table A6). In terms of **housing**, key pressure points included the need for more general and affordable housing, more seniors' housing, emergency housing options, renovations to the existing housing and rental stock, and the development of a camp policy. While some of these housing pressures can be resolved through cooperation between the District of Kitimat and the private sector, some participants talked about the need to identify a non-profit society capable of managing new social housing infrastructure in the community.

In terms of **community services**, key pressure points included a lack of doctors, medical technicians, mental health supports, and other health care related professionals. There was also a general sense that the influx of unskilled labour, as well as the existence of poverty and homelessness in the community, was placing greater demand on social infrastructure. People also spoke about the need to strengthen social infrastructure through investments in a walk-in medical clinic and multi-level / extended care. To respond to emerging social issues in the community, some recommended more resources for the RCMP and the fire department, as well as for various addictions and mental health programs. An expansion of resources to support youth and special needs programs was also recommended. Others advocated for new programs, such as Meals on Wheels, in order to respond to the needs of the aging population. Furthermore, to respond to the skilled labour shortage, there were calls for a more strategic and coordinated **education** and training program across multiple educational institutions. There was also an interest to invest more resources in mentoring programs for youth. To further strengthen the capacity of **community groups** and **partnerships**, there were recommendations to hire a social planning coordinator, to develop a volunteer centre, invest in volunteer mentoring programs, and invest in developing the capacity of board members.

Key pressure points concerning **transportation** infrastructure and programs concerned the absence of an airport shuttle, inconvenient bus transportation to other regional centres, road maintenance, and misuse of handicapped parking. To strengthen **recreational** infrastructure and programs, participants continued to advocate for public waterfront access, a bowling alley, a movie theatre, an expansion of winter and summer sports camps, and supports for recreation programs for special needs youth.

Participants also highlighted missed **business** opportunities in order to maximize local economic benefits from industrial expansion (i.e. trades services, seafood industry). In terms of **local government**, participants talked about the need for continued attention to quality-of-life and long-term planning. There were concerns expressed, however, about limited **provincial policy** and funding support to assist community stakeholders to respond to the opportunities and challenges in the community.

Finally, there were also several recommendations to improve **communication** strategies and infrastructure in the community, including a one-stop shop for information, a community calendar, more strategic communication across various stakeholders, and the allocation of resources to ensure that information about local, regional, provincial, and federal supports are up-to-date and available in multiple formats. Participants also spoke about the need for credible research and information in order to understand the scale and scope of temporary workers, as well as to support evidence-based practices.

4.0 Conclusion

The purpose of this report is to highlight some of the core themes that came out of the key informant interviews conducted in Kitimat to discuss the social and economic impacts of large-scale industrial and economic development projects. Appendix A contains the detailed tables that describe the range of responses to each question. These themes, together with the nuances captured in the appendices, can form the basis for understanding the pressures and changes occurring in the community, as well as for planning programs, policies, and infrastructure investments.

Several positive things have been done in Kitimat to respond to the opportunities and challenges facing community groups and residents, including:

- A continued effort to renew relationships with industry, First Nations, and community stakeholders;
- Attention to develop new planning tools and policies;
- The renewal of light industrial and commercial infrastructure;
- Testing new hours of operation;
- Expanding mandates and operations of programs;
- The expansion of businesses pursuing opportunities from industrial growth;
- Continued attention to address temporary and long-term housing needs;
- The development of synergies across community organizations to strengthen food security, health, employment and life skill supports, safety, and access to housing for more vulnerable residents;
- More collaboration to share equipment, space, staff, expertise, and maintenance support, as well as to transport goods and provide assistance with funding initiatives; and
- The development of initiatives to raise awareness and address the needs of an aging population.

Although our work focused on the impacts of large-scale development on various aspects of the community, there are a number of issues that fall outside of the local jurisdiction. Others are available for local action. Below, we have highlighted some possible areas that community groups and leaders can build upon to respond to the needs of residents and strengthen the resiliency of various facets of the community:

- Focus on broad community development foundations as a platform for any economic development strategy. Do not focus upon the economic development strategy first or alone.
- Properly resource, support, acknowledge and include over time a wide variety of groups from different sectors who will be critical to creating, implementing, monitoring, and adapting your new strategic initiatives.
- As part of a long-term approach to community and economic development, continue to invest in routine discussions with all appropriate stakeholders to inform the development and delivery of infrastructure and supports.

- Align messages across local leaders and various stakeholders.
- Groups may be formed to meet monthly to discuss small business / contractor issues with industry and to facilitate growth and engagement.
- Communities and stakeholders will need to ensure that they are equipped with knowledge about the nature and scope of transient or mobile worker populations and industry needs. Obtaining accurate information is critical to support planning and infrastructure investments.
- Community groups should continue to provide industry with service and business profiles. Some workers will come from a range of cultural backgrounds and may not have been exposed to the purpose or availability of some supports. Information about procurement requirements should also continue to be shared with the business community.
- Continue to ensure that information about local, regional, and national supports is up-to-date and accessible in multiple formats for workers and their families.
- Communities will need continued attention to identifying gaps, as well as updating policies and land use regulations / procedures.
- Build collaboration and involvement to support broad based implementation of strategic plans. Undertaking studies or strategies will not work if there is no buy-in from the groups that will be charged with implementing it. Similarly, issues around jurisdiction and action require involvement from a very broad base of groups.
- Collaboration should also involve pooling resources for gathering information and developing strategies.
- Explore the viability of a volunteer centre in order to build volunteer and leadership capacity in the community, as well as to nurture attention to board development.
- Continue to pursue social housing options with key local and provincial partners.
- Develop physical and smart infrastructure to support collaboration and enhance the local quality-of-life. This may involve attention to upgrade existing infrastructure or to transform infrastructure into multi-functional or multi-seasonal spaces.

Remember to be flexible and adaptive. The global economy changes quickly and circumstances require almost constant attention to strategies in order for them to respond to new opportunities and challenges as they arise.

Kitimat has experienced considerable change and transition since the fall of 2012. While the community will continue to experience the pressures and changes of the global economy, economic diversification will provide some balance and resilience. Our findings also suggest that there is a solid foundation to support residents and stakeholders to respond to emerging opportunities and challenges during these periods. In our efforts to track changes and pressures confronted in the community, there are a number of pressures that need to be addressed. Addressing these needs is important to

help workers and their families cope with the stresses associated with change and to improve their overall quality-of-life.

APPENDIX A: TABLES

Table A2: How have these characteristics changed in Kitimat over the past six months?

Retail/Business (111)

Tim Horton's opened (12)
 More businesses in town (9)
 Escort service proposed (8)
 More retail interest in Kitimat (7)
 More retail options (7)
 More interest from restaurants (5)
 Warehouse One Jeans opened (5)
 Business ownership has changed (4)
 Businesses inquiring about development (4)
 Businesses changing hours operation (3)
 Coffee shops in mall closed (3)
 Contractors busier with industry (3)
 Industrial development increasing business (3)
 More businesses in mall (3)
 Restaurants are busier (3)
 Businesses being renovated (2)
 Business hours don't match camp workers' hours (2)
 More contractors in town (2)
 More offices are opening (2)
 Aluminum City motel had many offers (1)
 Business community has grown (1)
 Camp workers don't shop in town (1)
 Camp opening on-site pub (1)
 Chamber trying to get businesses open on Sundays (1)
 Commercial rents increased (1)
 Community needs new shops built (1)
 Concern PTI lodge workers will not shop in town (1)
 Contractor prices increased (1)
 Contractors go to Tim Horton's (1)
 Demand for restaurants hasn't changed (1)
 Difficult to get local contractors (1)
 Empty commercial lots are filling up (1)
 Grocery store is busier (1)
 IDL renting space in town (1)
 Mall owner values of commercial property high (1)
 New women's store planned (1)
 No furniture store in town (1)
 Owner of mall may sell it (1)
 Sea Masters closed due to staffing issues (1)
 Some small businesses not seeing opportunities (1)
 Stores not be servicing older population (1)
 The pub in Nechako centre is quiet (1)

Retail/Business Cont'd

Women with Wings travel program targeting older women (1)

Housing (100)

PTI trying to develop workers' lodge in town (10)
 Rental rates have increased (8)
 PTI lodge will house up to 2500 workers (7)
 Housing prices have increased (6)
 Existing camps not at capacity (4)
 High turnover in housing market (4)
 More houses being renovated (4)
 New hotel being developed by mall (4)
 Apartments are being renovated (3)
 Limited affordable housing options (3)
 People can't afford rental units (3)
 Renovations have displaced people (3)
 Units sitting empty (3)
 Accommodations are full (2)
 Apartments purchased for temporary workers (2)
 Demand for housing growing (2)
 Property assessments have increased (2)
 Property being developed (2)
 Property values increased (2)
 Bechtel dealing with housing for workers (1)
 Bechtel workers occupy variety of apartments (1)
 Town meeting held about PTI lodge proposal (1)
 Demand for inexpensive homes (1)
 Demand for rentals (1)
 Difficult housing temporary construction workers (1)
 Families are sharing homes (1)
 High end homes being sold (1)
 Homeowners glad that property value increased (1)
 Housing availability is cyclical (1)
 Housing market is leveling off (1)
 Housing prices normal for 4-bedroom houses (1)
 Limited accommodations in Kitimat (1)
 More units are furnished (1)
 New subdivision being put in (1)
 No time to build PTI lodge (1)
 Not as many houses for sale (1)
 Open houses about PTI lodge have been held (1)
 People opposing PTI lodge don't understand scale of industrial development (1)
 Planned industry will strain existing camp infrastructure (1)

Housing Cont'd

Proposal for development of single family/duplex units with services (1)
PTI lodge presented rezoning application (1)
PTI lodge will change character of downtown (1)
PTI lodge would bring tax revenue (1)
Some landlords unsuccessfully tried escalating rent prices (1)
Vacant buildings are full (1)

Services (57)

Food Share is operating well (4)
Food bank may lose mall space (3)
Food bank use increased (3)
Increased service demand (2)
Influx of unemployed people stresses services (2)
Mental health services stretched (2)
Most niche/expertise services are flown in (2)
No significant change to social services (2)
Age Friendly Committee formed (1)
Age-Friendly Committee discuss health initiatives (1)
Anti-bullying programs still running (1)
Appointments for special needs assessment difficult to get (1)
Attention to substance abuse issues (1)
Food bank management may change (1)
Increase in referrals for kids with occupational therapy (1)
Increase in referrals for kids with special needs (1)
Increase in referrals for children's physiotherapy (1)
Interagency Committee working with Council (1)
Issue with WorkBC sending people to Kitimat with no plans in place (1)
KCSS carrying social crisis load (1)
KCSS clientele increased (1)
KCSS report highlighted many social issues (1)
KCSS resources are under pressure (1)
Lack of doctors (1)
Library open on Sundays as trial (1)
Limited funding for youth disability aid (1)
Medical services stretched (1)
Medical staff are flying in and out of community (1)
More supports needed (1)
Museum doing a historic photo display (1)
Museum open on Sundays during Christmas (1)
Need better supports for people willing to work (1)
New drug and alcohol program (1)
New healthcare manager (1)
New people going to museum (1)

Services Cont'd

New services in town (1)
Not realistic to provide niche/expertise services (1)
People going to Prince Rupert to access services (1)
People more vocal about what they want (1)
Proposed medical clinic in town (1)
Safe house is busier (1)
Services are not accessible (1)
Service BC difficult for older residents to access (1)
Some professional support offered locally (1)
Special needs assessments done in Vancouver (1)

Population Dynamics (46)

New people in community (7)
Industry bringing thousands of workers to Kitimat (5)
People move to town with no job / limited skills (4)
New families in Kitimat (3)
Young people coming back (2)
More children coming to community (2)
More homeless in community (2)
People coming without housing (2)
People moving to town with limited resources (2)
Community exodus has stopped (1)
Community needs more families (1)
Higher divorce rate from shift work (1)
Industry leaders commute to Kitimat (1)
Kitimat becoming a fly-in fly-out community (1)
Leaders are leaving (1)
More 'undesirables' in community (1)
More immigrants in community (1)
More people in town for construction jobs (1)
More refugees in community (1)
More teen pregnancies (1)
Most families at Kildala in poverty (1)
People leaving are being replaced by incoming residents (1)
People stranded in community (1)
People encouraged to come to Kitimat to work (1)
Some former long distance commuting workers moved to Kitimat (1)
Younger middle aged families doing well (1)

Transportation (43)

More traffic in town (5)
Increased highway traffic (4)
More vehicles in town (3)
More white vehicles (3)
More company trucks in town (3)

Transportation Cont'd

Taxi shuttle to airport on trial basis (3)
More construction vehicles in town (2)
No airporter bus (2)
Shuttle bus for construction workers to airport (2)
Airport ridership increasing (1)
BC Ferries not interested in new ferry line (1)
District assessed feasibility of ferry to Bella Bella/Klemtu (1)
Extra flights with Air Canada (1)
Federal government looking to make port public (1)
Good transit (1)
Haisla want to operate bus fleet (1)
Industry funded ferry assessment (1)
Kemano 2nd tunnel being built (1)
Kitimat Hotel van used to shuttle people (1)
More bad drivers (1)
More vehicles have handicap stickers (1)
No change in pedestrian activity (1)
People misusing handicap stickers (1)
RTA trucking water to camp (1)
Traffic hasn't changed significantly (1)

Crime / Safety (34)

Drug abuse is increasing (3)
Break-and-enters have increased (2)
Increase in crime is perceived, not real (2)
Kitimat Hotel owner assaulted (2)
More alcohol issues in town (2)
Safety concerns raised about PTI lodge (2)
Concern about safety of workers in escort service and in community (1)
Concern that escort workers will be prevalent near PTI lodge (1)
Concern that women know sex-assaulters (1)
Diversity of drugs in community increasing (1)
Drug problem more visible (1)
Fraud committed by residents who are struggling (1)
Increase in impaired driving (1)
Increase in violent crime (1)
Increased crime (1)
Increased sexual assaults (1)
Kitimat not a safe place to raise families (1)
More financial fraud cases (1)
People forming drug teams (1)
People more diligent about their safety / security (1)
People speeding in town (1)
People speeding on highway (1)

Crime / Safety Cont'd

RCMP reports show small changes in crime rates (1)
Strangers trying to pick up kids (1)
Two RCMP officers added (1)
Women don't feel safe (1)
Women not feeling safe at work (1)

Economy (33)

Chevron and Apache cooperating on LNG project (2)
More financial investment in community (2)
Northern Gateway still under review (2)
Province acknowledges town's role in economy (2)
Shell developing Eurocan/Methanex site (2)
Camp workers don't spend money in town (1)
Chevron will be operating LNG project (1)
Economy has grown (1)
Hartley Bay is considering windmills (1)
Higher income residents inspire confidence in community (1)
Logging activity where pipeline may go (1)
Many opportunities for sub-contractors (1)
More industry representatives (1)
More projects being proposed (1)
More signs in industrial park (1)
No discussion of forestry (1)
Northern Gateway will build the economy (1)
People coming to town to capitalize on growth (1)
Refinery proposal gaining support (1)
Refinery proposal reduces risks of transporting oil (1)
RTA plant still modernizing (1)
Service centre benefitting from industrial activity (1)
Shell deal with RTA to use ports for LNG export (1)
Shell pipeline planned for LNG (1)
Shell project in permitting stage (1)
Still demand for light industrial land (1)
Storage yards emptying as they fill up (1)
Wood fibre sent to Prince George or Vancouver Island (1)

Employment (33)

People aren't trained for available jobs (4)
More construction workers expected (3)
Not enough job opportunities for people (2)
High competition for service industry workers (2)
Shell construction force will be the largest (2)
A&W hired a special needs youth (1)
Better wage opportunities (1)

Employment Cont'd

Chamber has grant to assess skills of immigrants (1)
Chevron hiring staff for office in Vancouver (1)
Classifieds are packed with job opportunities (1)
Difficult finding trades people (1)
Haisla people available for work (1)
Immigrants not finding work in trained fields (1)
In-house expertise services lacking (1)
Jobs available in food industry (1)
Many operations workers expected to come (1)
Many residents still working elsewhere (1)
People don't understand importance of tickets (1)
People don't want minimum wage jobs (1)
Retirees aren't being replaced (1)
RTA bringing in more management (1)
RTA needing skilled engineers (1)
Small businesses can't compete with industry for labour (1)
Small businesses can't retain workers (1)
Some people travel from Terrace to work (1)

Recreation (33)

Recreation facilities are good (3)
Leisure services having movies in park through summer (2)
Recreational programs are good (2)
Bechtel workers playing sports in Kitimat (1)
Camp has own gym (1)
Camp workers don't attend local hockey games (1)
Drop in youth program at Riverlodge (1)
Gazebo at marina (1)
Golf club is struggling (1)
Golf course needs help of an accountant (1)
Golf course running a deficit (1)
Gym is busier (1)
Leisure services providing days with free access to recreation centre for anniversary (1)
More community events (1)
More recreational infrastructure planned (1)
New adult hockey team (1)
No significant change in recreational programs (1)
Not many new people using recreation centre (1)
Only have one marina (1)
People not buying golf club memberships (1)
Recreation centre is busier (1)
Recreation department meeting diverse interests (1)
Recreation programs extended to end of August (1)
Road hockey is popular (1)

Recreation Cont'd

Same activities available (1)
Some camp workers go golfing (1)
Some evening recreation programs (1)
Trails close to village (1)
Workers volunteering with youth basketball (1)

Community/Volunteer Groups (30)

New people not involved in community groups (3)
Church support funds have been worn down (2)
Community groups discussing social issues (2)
Lapointe Engineering involved in youth bridge building competition (2)
No changes in community / volunteer groups (2)
Workers volunteering for dog-walking (2)
Bechtel volunteers working with youth (1)
Church attendance remained the same (1)
Craft fair attended by local / regional residents (1)
Endowment fund created for youth with developmental disabilities (1)
Girl Guides / Brownies may close due to lack of volunteers (1)
Industry donation to community groups (1)
Industry focusing on volunteer support rather than donations (1)
Lack of youth volunteers (1)
Money raised for a trail buggy for a child in need (1)
Need the younger generation to step forward (1)
New people are becoming the volunteer base (1)
Non-profit services in demand (1)
Non-profits are noticeably stretched (1)
Pay it Forward organized to connect people with items in need (1)
People don't volunteer to support community (1)
Sea cadets started again (1)
Some groups not open to changing operations (1)

Community Cohesion (24)

Conflict over proposed PTI lodge (6)
Camp workers don't come into town (2)
Enbridge a divisive community issue (2)
Positive spirit in community (2)
A&W showing community spirit (1)
Community members rallied to keep school (1)
District trying to rebuild industry relations (1)
Don't want to be branded by Northern Gateway pipeline (1)
Factions in community being broken down (1)
Mayor mending relationship with First Nations (1)
Residents against escort service (1)

Community Cohesion Cont'd

Rumours and grievances limiting cooperation (1)
Schisms in community are a concern (1)
Strong sense of community (1)
Younger generation appreciates community more (1)
Younger generation is active and valuable to community (1)

Local Government (23)

District set aside funding for social service crises (3)
Taxes may be increased (2)
Bigger priorities than building a municipal hall (1)
Cannot plan funding for community groups (1)
Council discussing changes (1)
Council isn't making decisions (1)
Council needs to be more proactive (1)
Council not ready for change (1)
Council noticing strains in social infrastructure (1)
Council recognition of Haisla territory varies (1)
Council wants meeting about camp policies (1)
District hired more maintenance workers (1)
District responding to escort service business license application (1)
District respectful of locals by knowing what can be offered (1)
EDO working with mall owner (1)
Local gov't open to community engagement (1)
More rezoning applications (1)
Municipal officer is busier (1)
Not certain what tax revenue will be (1)
Push for local government to support social services / planning (1)

Education and Training (20)

Immigrants are well educated (2)
Classes are full (1)
College wants administration courses in Kitimat (1)
Job searching skills training for students (1)
Kildaschool almost closed (1)
KVI busy with courses (1)
KVI has strong First Nations focus (1)
KVI has strong LNG labour focus (1)
Local schools stressed by incoming youth (1)
Most go to Terrace for some trades training (1)
No change in literacy supports (1)
Not enough youth in Kitimat for more schools (1)
Roy Wilcox centre rented out for training (1)
Schools are losing students (1)

Education and Training Cont'd

Schools are losing teachers (1)
St. John Ambulance provides first aid training (1)
St. John Ambulance provides safety training (1)
St. John Ambulance operating in town (1)
Students paired with trades peoples (1)

Quality-of-life (18)

Community is busier (5)
Camp workers have everything provided (3)
People have more hope about future (2)
Cost of living increased (1)
Food prices increased (1)
Many positive changes in community (1)
More opportunities in Kitimat (1)
More stress in families where both parents work (1)
People are asking for money (1)
People stay in Kitimat because of family (1)
Town is quiet (1)

Communication (11)

Anti-camp leaflets distributed (2)
Many misperceptions of work camps (2)
Anti-camp leaflets not based on facts (1)
Enbridge lunch for women held (1)
Local government proactive about gauging public opinion (1)
More town hall meetings (1)
Newspaper has more columns (1)
Newspaper has interesting issues being debated (1)
Youth doing video project and presenting it to community (1)

Culture / Ethnicity (8)

Assumption that seniors of different cultures have support (1)
Escort service difficult for Christian community (1)
Escort service difficult for ethnic community (1)
Luso Club used to do more (1)
Many Portuguese residents (1)
Many Filipinos residents (1)
Substantial Asian population (1)
Welcoming Communities having a dinner for new immigrants in Kitimat (1)

Seniors (7)

Active seniors' centre (2)
Active seniors' group (1)
Growing seniors community (1)
Involved seniors community (1)

Seniors Cont'd

Need more seniors assisting other seniors (1)
Seniors' centre picked up through volunteers and advocacy (1)

Aboriginal (5)

Coastal First Nations not getting along with Haisla (1)
First Nations are receiving funding from industry projects (1)
Haisla are very organized with industry (1)
Haisla are well organized (1)
Haisla have paid consultants (1)

Infrastructure (5)

Building requests have increased (1)
Infrastructure changes planned for 2014 (1)
Legacy of PTI lodge could be subdivision ready property with infrastructure (1)
More access ramps on the streets (1)
Speculation on new power sources from rivers (1)

Other (10)

Community change is faster (4)
Change is more noticeable (2)
Characteristics haven't changed (1)
Community change is complex (1)
Potential changes in government doesn't impact industry (1)
Still an element of unknown in community (1)

Source: Tracking Changes in Kitimat Study 2013.

Table A3: Have any of these changes impacted either yourself or your organization in any way?

Operations (36)

More people using business services (5)
 District busy managing growth (2)
 Age Friendly Community Committee formed (1)
 Booking more company groups (1)
 Clients need life skills and support (1)
 Concerns about stepping into senior government responsibilities (1)
 Council dealing with business license for escort service (1)
 Council decided there is a need for a camp policy (1)
 Council open to cutting “red tape” to support development (1)
 ESL classes through colleges available (1)
 Few changes to public works (1)
 Increased complexity helping people with health issues (1)
 Increased complexity helping unemployed people (1)
 Issues are on larger scale (1)
 KCSS providing tutoring and language classes for citizenship test (1)
 KTIDS pushing for diversification (1)
 Library is open on Sundays (1)
 More people coming to library on Sundays (1)
 More requests for time and resources to meet demands on services (1)
 Multiple service needs (1)
 Need practical courses for school (1)
 No increase in business (1)
 Not many new customers at bank (1)
 People go to Lounge more frequently (1)
 Rotary developing ideas of benefit for community (1)
 Schools offering courses that aren’t in demand (1)
 Services around camp will be upgraded if camp goes ahead (1)
 Staff checking use of recreational programs and facilities (1)
 Tamitik Status of Women asked to engage with escort service (1)
 Trades based math course developed (1)
 Women staying longer at transition house (1)

Funding (24)

Council allocated funding for social supports (3)
 Local resources being drained (2)

Funding Cont’d

No criteria yet for distributing municipal social support funding (2)
 No increase in requests by groups for money (2)
 Companies focused on providing voluntary supports vs. funding (1)
 Companies want to sponsor legacy projects (1)
 Difficult securing capital for museum elevator (1)
 Expectation that senior governments will provide more support (1)
 Industry needed to create funding for projects (1)
 Many children can’t attend programs without sponsors (1)
 More borrowing against equity (1)
 New people not accounted for in tax base (1)
 No company sponsorship available for kids (1)
 People doing renovations are consolidating debt (1)
 People doing renovations taking out equity (1)
 PTI camp has to be built before it has revenue (1)
 Pursuing support for a special needs youth drop-in centre (1)
 RCMP has same resources (1)
 Resources based on file count, not speculation (1)

Housing (20)

Affordable housing options lacking (4)
 More building permit requests (2)
 Apache obtained access to Eurocan site for camp (1)
 Discussions about cold weather housing (1)
 Engineering department getting inquiries about accommodating camps (1)
 Hotels open to talk about worker accommodations (1)
 Housing assessment showed housing shortage (1)
 Housing committee did an assessment (1)
 Inquiries about renovating houses (1)
 Inquiries about temporary accommodations (1)
 Momentum of housing committee not sustained (1)
 New proposals for multi-family housing sites (1)
 Planning for housing a big issue for community (1)
 PTI camp proposal before council (1)
 Residents can provide feedback about PTI camp (1)
 Retired teachers having troubles affording increased rent (1)

Communication (18)

- Advisory Planning Commission meeting more (1)
- Challenges discussing worker needs with business (1)
- Chamber had breakfast meeting with Chevron and Apache (1)
- Council asking for more feedback (1)
- Council can plan meetings with proponents of projects (1)
- Council having many meetings during the week (1)
- Council holding open house about PTI camp (1)
- Difficult to know where to direct people looking for housing (1)
- Difficult to present to pipeline Joint Review Panel (1)
- District trying to cut communication barriers with industry (1)
- Focus groups working to understand needs of immigrants (1)
- Industry getting involved in community (1)
- Information on impact of escort services being gathered (1)
- New council approach to develop relationships (1)
- No technical discussions with Shell yet (1)
- People don't understand escort services are legal (1)
- Presented at pipeline Joint Review Panel (1)
- Public handbook about PTI camp available (1)

Planning (15)

- Planned amendments for OCP (2)
- Addressing issues and items in new OCP (1)
- AFCC pursuing accessibility issues in town (1)
- Challenge getting local support for planning (1)
- Council taking time to plan community vision (1)
- Difficult to plan when things changing so fast (1)
- Escort service prompted District to look at bylaws (1)
- Forming a municipal camp policy is new to administration (1)
- Gathering information about recreation centre use for planning (1)
- KTIDS worked with UNBC to produce action planning reports (1)
- Location of PTI camp contrary to current OCP (1)
- More rezoning applications (1)
- Proposed subdivisions require zoning changes and planning (1)
- Working on OCP for Ministry (1)

Human Resources (12)

- District hiring more employees (3)
- Difficult hiring new municipal employees (1)
- Doubled the number of staff in organization (1)
- KTIDS changing to membership based on regional representation (1)
- More members in organization (1)
- Must hire municipal workers before industry revenue increases (1)
- Need staff to support development (1)
- New program coordinator for new immigrants to community (1)
- No change in membership for organization (1)
- Students graduating without right math skills (1)

Infrastructure (6)

- AFCC asked for an elevator for museum (1)
- Camps rent shooting range for employees' use (1)
- District has limited land available for industrial development (1)
- Industry rents shop at high school (1)
- No public water access (1)
- People focused on gaining access to public water (1)

Advocacy (5)

- Met with ministers to discuss Kitimat issues (2)
- Nothing concrete from meeting with ministers (1)
- Lobbying senior governments for support (1)
- Provincial government visits community (1)

Social Cohesion (5)

- Culture barriers difficult for immigrant youth (1)
- Difficult to connect immigrant youth to community (1)
- High school forming drop-ins and teams to be inclusive (1)
- Settlement inclusion program for teachers and students promoting tolerance (1)
- Welcoming Communities trying to include refugees in community (1)

Attitudinal Barriers (4)

- Resistance to change (2)
- People not focused on future issues (1)
- Some people opposed to proposed economic development (1)

Events (4)

- Camp tour offered to residents (1)
- Multicultural Society seeking to increase events (1)
- Tour of KMP site done (1)

Events Cont'd

Welcoming Communities organizing dinners for council and new immigrants (1)

Conflict (2)

Friction between local and camp workers over shooting range use (1)

People attending Council meetings opposed to escort service (1)

Cooperation / Partnerships (2)

Council trying to work together better (1)

Welcoming Communities / CDC received grant for program coordinator for new immigrants (1)

Transportation (2)

Increased traffic congestion (1)

More traffic complaints (1)

Other (4)

Council more optimistic (1)

Council seeing more opportunities (1)

Didn't see change until last fall (1)

Enthusiasm for enhancing quality-of-life (1)

Source: Tracking Changes in Kitimat Study 2013.

Table A4: How has your personal involvement in the community changed over the past 6 months?

Community Involvement (85)

Rotary Club (5)
 Hospital Foundation (4)
 Chamber of Commerce board member (3)
 Interagency Committee (3)
 Advisory Planning Commission member (2)
 Age Friendly Community Committee (2)
 Before / after school care (2)
 Community Foundation (2)
 District Council (2)
 Golfing (2)
 Kitimat Valley Naturalist Club (2)
 Knights of Columbus (2)
 Strong Start (2)
 United Way committee member (2)
 131 Committee of First Nations (1)
 Administrators Association Executive (1)
 Aquasize (1)
 "Be a Friend" anti-bullying program (1)
 Community Futures board member (1)
 Community kitchen (1)
 Consultant with SMIT Marine Canada (1)
 Design Panel (1)
 Downtown revitalization (1)
 Dragon boat team (1)
 Early learning coordinator (1)
 Food Bank (1)
 French Immersion program (1)
 Gyro Club (1)
 Heritage Committee (1)
 Hiking (1)
 Housing Committee (1)
 Humane Society (1)
 Italian Club (1)
 KCSS board member (1)
 KEDA (1)
 Kitimat Arts for Youth (1)
 Kitimat Concert Association (1)
 Kitimat Health Advisory Group (1)
 KTIDS (1)
 Lakelse Community Recreation Association (1)
 Line dancing (1)
 Meetings with RTA (1)
 Organizes team activities (1)
 Parents Advisory Committee (1)
 Pentecostal Church (1)
 Played against junior basketball team (1)
 Portuguese Club (1)
 Preschool (1)

Community Involvement Cont'd

Recreation / Leisure Services Committee (1)
 School art workshops (1)
 Shooting Club (1)
 Skating (1)
 Snow Valley Nordic Ski Club (1)
 Snowflake Community Fair Grounds (1)
 Snowshoeing (1)
 Support for extended care facility (1)
 Table tennis (1)
 Teaching first aid (1)
 Teaching transport endorsement (1)
 Terrace-Kitimat Airport Society (1)
 Tai Chi (1)
 Volunteer at skating club concession (1)
 Welcoming Committee board member (1)
 Yoga (1)

Community Events (21)

Attend the seniors' centre (3)
 Attend community events (2)
 More community events (2)
 60th Anniversary Committee (1)
 Egg colouring event (1)
 Involved with popsicle building competition (1)
 July 1st Committee (1)
 Lunch with Retired Teachers Association (1)
 Ministerial Association breakfast meeting (1)
 Movement to have a combined church in the park on Canada Day (1)
 Participate in local hockey tournament (1)
 Participate in sing-a-long at Mountainview (1)
 Participated in camp tour (1)
 Retire in Kitimat potluck dinner (1)
 Support for Canada Day (1)
 Support for Peace Day (1)
 Tea with retired nurses (1)

Barriers to Community Involvement (20)

Lack of free time (5)
 Job limits involvement (3)
 Spent time on vacation (2)
 Time conflicts with different commitments (2)
 Work long days (2)
 Accessibility limits involvement of seniors (1)
 Conflict of interest (1)
 Go out of town to shop (1)
 Haven't been able to take vacation (1)
 Less skiing due to lack of snow (1)

Barriers to Community Involvement Cont'd

Too tired to do activities as often as before (1)

Changes to Community Involvement (16)

No change (5)

Term is coming to an end soon (2)

Considering withdrawing from organization (1)

Decreased number of commitments (1)

Don't go to restaurants often (1)

Fewer people going to Chalet as before (1)

Greater interest in community meetings (1)

Interested in supportive housing (1)

Less engaged with volunteering (1)

No longer involved with community groups (1)

Spending time with family (1)

Factors Promoting Involvement (14)

Able to make a good wage (1)

District ready to include community in industry talks (1)

Good family / life balance (1)

Good leisure services (1)

Good outdoor recreation opportunities (1)

Have sense of community investment (1)

Involvement is connected to work (1)

Kids planning to stay in community (1)

Many challenging volunteer opportunities (1)

More flexible since kids are older (1)

More optimistic about the future (1)

Splitting work / community involvement with husband (1)

Non-profits encourage flexible involvement (1)

Willing to help other organizations (1)

Source: On the Move: Labour Mobility Study 2013.

Table A5: How has your organization's activities changed over the last 6 months?

Operations (51)

Activities remained the same (6)
 Library now open on Sundays (3)
 Airporter bus replaced with subsidized taxis (2)
 Busier with clients (2)
 Museum considering opening on Sundays (2)
 Need to create vision (2)
 Adopting comprehensive approach to community development (1)
 Adopting comprehensive approach to economic development (1)
 CDC may extend summer programs (1)
 CDC summer programs may increase (1)
 Company working to book charters for region (1)
 Conducting group workshops rather than individual workshops (1)
 Considering expanding hours of operation (1)
 Consolidated kids' reading programs (1)
 Diversity of projects and work has increased (1)
 Engaging in cleanup activities (1)
 Family Resource Program cutback (1)
 Greater focus on trades' education (1)
 Half day rates for workers to go on guided tours (1)
 Hardware store extending hours (1)
 Hours increase with number of complex clients (1)
 Housing committee updating 2013 housing stock (1)
 Housing issues not being addressed (1)
 Issues with bad tenants sneaking into housing placements (1)
 More applications for seniors' housing (1)
 More flights out of airport (1)
 More items on Council agenda (1)
 Not much change in operations (1)
 Parenting programs not routinely offered (1)
 People utilizing Internet access (1)
 Policy manual completed for ski club (1)
 Probation officers do worker background checks (1)
 Program demand did not change (1)
 Push for Legion to increase catering availability (1)
 Recreation centre use increased (1)
 Standardized systems to a corporate level (1)
 Trying to promote Kitimat through fishing (1)
 Trying to shift focus into administrative role versus operations (1)

Operations Cont'd

Uncertain summer programs during CDC contract negotiations (1)
 Watch playground more with increased crime (1)

Services / Programs (23)

Computer courses at seniors' centre (2)
 Chamber offers skill development sessions for members (1)
 Developed "Learning is Nutrition" program (1)
 First Nations police program running again (1)
 First Nations Resource Centre at school (1)
 Held PST workshop (1)
 KCSS offers free ESL support (1)
 KVI offers credited ESL course (1)
 New lesson plans about First Nations cultures (1)
 New service for older women travelling alone (1)
 Operate school safety program (1)
 Operating various boating companies (1)
 Program to recognize contributing members of community (1)
 Programs targeting computer / financial literacy of seniors (1)
 Relationship workshops for substance and mental health treatment programs (1)
 Seniors brought on charters (1)
 Seniors participate in child development program (1)
 Tamitik trying to include men in programs (1)
 Taxi trial program for transportation to airport (1)
 Trades based math course at schools (1)
 Various programs / opportunities coordinated for seniors (1)
 Welcoming Communities working to place immigrants in programs (1)

Communication (21)

Chamber offers community information (2)
 More information inquiries to Chamber (2)
 Chamber addresses rumours in Kitimat (1)
 Chamber connects newcomers with opportunities (1)
 Chamber engaging with members concerns (1)
 Chamber held AGM (1)
 Council hosting dinner / lunch meetings for businesses (1)
 Council meets with RCMP (1)
 District working to dissuade unprepared people from coming to Kitimat (1)

Communication Cont'd

EDO and Chamber share advertising (1)
Kitimat EDO started a Facebook page (1)
Maintain communication with other services (1)
Marketing airside property (1)
More noon meetings of Council (1)
More reports for Council being provided (1)
More special Council meetings (1)
Police department meets with Interagency (1)
Social media being used for carpooling and rides to airport (1)
Trying to connect kids to parents with Skype (1)

Events (19)

Community groups supporting Peace Day (2)
Continue supporting sporting events (2)
Groups planning for 60th anniversary celebrations (2)
Schools host Peace Day programs (2)
Art show at the museum (1)
Concert Association shows nearly sold out (1)
Getting industry involved in popsicle bridge competition (1)
More evening events at Riverlodge (1)
Participate in Relay for Life (1)
Participated in Health and Safety Fair (1)
Photographic display in mall for 60th anniversary (1)
Retired Teachers Association had a dinner (1)
Spring bird walks done at end of April/May (1)
Tour of industrial sites provided (1)
United Church had a dinner (1)

Funding (16)

District allocated funding for social services (4)
Sponsor youth sports and clubs (2)
Cautious about spending money on housing for temporary workers/residents (1)
Community Futures has fewer funding requests (1)
Donations maintain Family Resource Program (1)
Funding from Welcoming Communities for ESL (1)
Funding from Welcoming Communities to provide support for immigrants (1)
Knights donate to food bank (1)
Legion applied for funding for search and rescue program (1)
Money raised for wheelchairs (1)
NHA/Rotary/Tamitik funded nurses to be trained with rape kit use (1)
Participate in fundraisers for Relay for Life (1)

Collaboration/Partnerships (15)

Assisting Naturalists with bird records (1)
Bechtel / carpentry class built camp mural frames (1)
Bechtel worked with District to clean up park (1)
Chamber involved in Hospital Foundation (1)
Chamber involved in social housing initiatives (1)
Community groups involved in Peace Day (1)
District / chamber delivered procurement sessions (1)
Food Share providing food at schools (1)
Groups / government working to remove old boat (1)
Kermode Friendship Centre came to the school (1)
Knights and Wheelchair Foundation working to get wheelchairs in hospital (1)
Knights provide assistance for food bank (1)
Police participating in sporting clubs (1)
Push for first responders to engage with Legion (1)
Seniors' centre trying to connect with other community groups (1)

Advocacy (9)

AFCC trying to Age Friendly Community designation (1)
Chamber pursuing visibility with provincial government to promote small businesses (1)
Emphasis on lobbying senior government support (1)
Heritage Committee lobbying for sidewalks to remain in OCP (1)
Knights and Wheelchair Foundation advocating for wheelchairs in hospital (1)
Legion helps groups advocate (1)
More people attending council meetings (1)
Naturalists continue lobbying against Northern Gateway (1)
Work to have Port Authority board representation (1)

Human Resources (9)

First Nations support workers at school (1)
First responders don't stay in community long (1)
Link worker counsels student / parents to supports (1)
Link worker for students dealing with conflict (1)
Link worker for students dealing with divorce (1)
Nurses trained in the use of rape kits (1)
Seniors' Centre members' participation varies (1)
Shooting club sent someone to do FAC (1)

Human Resources Cont'd

Trying to get more industries involved in
Adventures in Industry (1)

Infrastructure (9)

Airport parking extended (1)
Airport parking lot still overflows (1)
Considering installing canopy at airport (1)
New outdoor exercise equipment installed (1)
Rental properties underutilized (1)
Rent out centre to other groups (1)
Seniors' Centre a comfortable place to go (1)
Seniors' Centre close to recreation centre (1)
Welcoming Communities opened an office (1)

Mandate (9)

Chamber has contract for promoting tourism (1)
Concern about stepping into areas of senior
government responsibility (1)
Designated as a Peace School (1)
Developed environment side of operations (1)
Expanding services for people with housing needs
(1)
KTIDS became more regional in scope (1)
Looking to expand services for people with
developmental disabilities (1)
Representing charter companies in area (1)
Retire in Kitimat transferred to EDO (1)

Source: Tracking Changes in Kitimat Study 2013.

Table A6: How has your organization's capacity changed over the last six months?

Human Resources (121)

Lack of volunteers (10)
 New communications officer at EDO (5)
 Can't compete with industry for labour (4)
 Difficult finding employees (4)
 Difficult finding qualified workers (4)
 Lack of District planning staff (4)
 More planners being hired (4)
 Developing expertise in community (3)
 Difficult retaining employees (3)
 Membership increased (3)
 Overlap of volunteers (3)
 People are burnt out (3)
 Added staff members (2)
 Aging workforce (2)
 Board members have full time jobs (2)
 Community leaders leaving (2)
 District hired a consultant (2)
 Lack of young volunteers (2)
 Limited number of staff (2)
 Members are aging (2)
 Need more maintenance support (2)
 Bechtel workers engaging in community (1)
 CDC provides training for youth workers (1)
 CDC workers integrated well with school staff (1)
 Community losing volunteers (1)
 Constantly consider staffing needs (1)
 Deputy CAO arrived in September (1)
 District has a grant writer (1)
 District lost an inspector (1)
 EDO stretched (1)
 Employees are coming from other cities (1)
 Employees are coming out of high school (1)
 Engineering services fully staffed (1)
 Expanding inspector staff (1)
 Experienced officers replaced by new ones (1)
 Full time assistant hired (1)
 Have good board of directors (1)
 Have part time staff working on stats (1)
 Have part time staff working on tourism tasks (1)
 Higher worker turnover rate (1)
 Hired students to do clean up at shooting range (1)
 Hiring more IT personnel (1)
 Increased stress with more people looking for housing (1)
 Lack of board members (1)
 Limited number of members (1)

Human Resources Cont'd

May need to hire another engineer (1)
 Membership declined (1)
 More police hired (1)
 More tellers (1)
 Museum art workshops supported by spouse of RTA worker (1)
 Need help with enquiries (1)
 Need specialized police units (1)
 Need staff in place to support development (1)
 Need to hire contractors when lacking in house expertise (1)
 No change in membership (1)
 No extra police (1)
 Overlapping new staff with exiting staff (1)
 People more involved in their careers (1)
 Population decline negatively impacted membership (1)
 Retirees not volunteering as much (1)
 Retirees want to travel more (1)
 Schools no longer have spare janitors (1)
 Senior hosts staff the seniors' centre in summer (1)
 Seniors' centre hires a summer student activity coordinator (1)
 Some Chamber members not based in Kitimat (1)
 Some maintenance done by volunteers (1)
 Staff mobility within District (1)
 Staff trying to balance work with life (1)
 Trying to expand male membership (1)
 Trying to recruit volunteer youth workers (1)
 Volunteerism could be stronger (1)
 Volunteers wanting to retire (1)
 Workers not volunteering (1)
 Working to recruit more doctors and nurses (1)

Financial Issues (40)

Lack of funding for programs (3)
 Apache funding for awards event (1)
 Bull-o-rama funds Hospital Foundation (1)
 Can only apply to District for grants (1)
 Community Foundation received grant from businesses (1)
 Community Foundation received NDIT grant (1)
 Contractors discourage people with high quotes (1)
 Difficult hiring staff ahead of revenue increases (1)

Financial Issues Cont'd

Enbridge hearings consuming resources (1)
Engineering department is largest part of District budget (1)
Funding focused on short term issues (1)
Funding has decreased (1)
Funding not meeting demand needs (1)
Funding received for outdoor exercise equipment (1)
Funds raised not matching effort of planning (1)
Government funding is limited (1)
Government funding only allows limited wage increases (1)
Had to increase staff wages to remain competitive (1)
High utility costs (1)
Industry no longer sponsoring local groups (1)
Industry should adopted a school (1)
Industry wants to sponsor key legacy initiatives (1)
Kitimat provides large tax base for NHA (1)
Knights of Columbus received funding for a scholarship (1)
KTIDS considering mandatory member fees for board representation (1)
Lack of resources for before / after school care program (1)
Limited funding for new staff (1)
Low income parents don't know how to fundraise well (1)
Need funding for playground equipment (1)
Need more program sponsorship (1)
Need to diversify contracts (1)
NHA prioritizing funding on larger cities (1)
Organization lost funding support (1)
School District charges a lot for rented space (1)
Schools on fixed budget (1)
Seniors' centre could be a benefactor of industry support (1)
Trying to get funding for new museum cases (1)
Workers donate money (1)

Cooperation / Partnerships (26)

Able to use CDC photocopier (1)
Bandstra Trucking transports wheelchairs for free (1)
Cab driver delivers Food Share services to school (1)
CDC / telethon / Arts for Youth share a summer worker (1)
CDC does Community Foundation's bookkeeping (1)
CDC provides equipment support (1)

Cooperation / Partnerships Cont'd

Church helps with music on Peace Day (1)
Collaborations place demands on groups (1)
Construction company donated peace poles for Peace Day (1)
Cooperating shares the workload (1)
District lets seniors' centre rent space for \$1 (1)
District help seniors' centre with maintenance (1)
District working with BC investment office (1)
Legion / Masons host a dinner once a month (1)
Library / hospital trying to get books for babies (1)
Masons, seniors, and Rotary work on Youth Leadership camp (1)
No change in partnerships (1)
Northern Health difficult to work with (1)
Overload on community groups limiting continued cooperation (1)
Partnerships with businesses (1)
Partnerships with District (1)
Partnerships with high school (1)
RTA and Haisla signed a legacy agreement (1)
RTA provides support for Peace Day (1)
Seniors' centre able to access Riverlodge for free (1)
Work with KCSS / Food Share on making community garden (1)

Operations (24)

Employee hours extended (3)
Need to become more efficient (2)
Board makes decisions on housing applications (1)
Bull-o-Rama put on again (1)
College reduced its presence in Kitimat (1)
Conflicting schedules makes it difficult for groups to meet (1)
Contractors not doing small jobs anymore (1)
Difficult knowing what job should be (1)
District planner works long hours (1)
Enbridge hearings consume energy of members (1)
Health services in smaller communities being cut back (1)
KDI has own society to get recognition for university based courses (1)
Legion events given priority in Legion space (1)
Need to be more effective (1)
NHA has not increased number of beds in Kitimat (1)
People not looking at big picture issues (1)
Pressure for schools to focus on science (1)

Operations Cont'd

- Procedures take too long to deal with applications (1)
- Professional certifications maintained (1)
- Too many municipal committees (1)
- Uncertainty of CDC contracts affects school care program (1)

Infrastructure (30)

- Council moving meetings to NWCC (4)
- Commercial space unavailable (2)
- Lack of space for community groups (2)
- Aging education infrastructure (1)
- Aging equipment not an issue yet (1)
- Baseball fields need maintenance / repair (1)
- Building not suited for an aging population (1)
- College renting space at reasonable price (1)
- Connections in community help secure donated space (1)
- Derelict buildings sitting empty (1)
- Downsizing commercial space (1)
- Groups able to rent Legion space (1)
- Lack of automatic doors in community (1)
- Looking at ways to modernize recreational infrastructure (1)
- Need a community room at the school (1)
- Need new equipment (1)
- Need photocopier repairs (1)
- Need to be more wheelchair accessible (1)
- NWCC rents space to community groups (1)
- Recreational infrastructure aging (1)
- Renovating derelict buildings would make good affordable housing (1)
- Riverlodge access for community groups (1)
- School care program rents space in Kildala (1)
- Some school property not well used (1)
- Store items in homes of members (1)

Policy and Planning (11)

- Attention given to developing sustained growth (1)

Policy and Planning Cont'd

- Changes to inspection bylaws will reduce stress on inspector (1)
- Council trying to introduce changes to building inspection bylaws (1)
- Difficult to plan with so much uncertainty (1)
- Had to be recertified to secure contracts (1)
- Industry workers cannot perform maintenance because of union policy (1)
- Legacy agreement gives Haisla influence with industry (1)
- Municipal Insurance Agency developed new building bylaw (1)
- New inspection bylaws place greater reliance on 3rd party professionals (1)
- New OCP in development (1)
- Plans being drafted by Deputy CAO (1)

Communication (6)

- Board of Directors meets when needed (1)
- CDC staff participate in school meetings (1)
- Cell numbers being removed from business cards (1)
- Connections formed through Interagency (1)
- Continue to engage with RCMP on the SART team (1)
- Need to promote trades more in schools (1)

Attitudinal Barriers (3)

- Difficult dealing with conflicting viewpoints (1)
- First Nations stalling some industry development (1)
- Original residents don't want change (1)

Incentives (2)

- District has free pool passes for children (1)
- Workers volunteering to spend time with kids (1)

Other (1)

- Decline in Bull-o-Rama attendance (1)

Source: Tracking Changes in Kitimat 2013.

Table A7: Are there any other important pressure points now or arising within the community at this time related to the economic transformation?

Housing (89)

- Need more affordable housing (7)
- Need more housing (6)
- People squeezed out of housing market (5)
- Housing is the key issue (4)
- Housing prices increased (3)
- Need more seniors' housing (3)
- Need to plan for both long term and short term housing needs (3)
- Tenants evicted for renovations (3)
- Camp should be set up near industrial area to follow community plan (2)
- Housing stock needs to be renovated (2)
- Limited available housing (2)
- Need to manage expectations about what is affordable (2)
- PTI camp controversial in community (2)
- PTI camp proposed in community (2)
- Seniors want more housing options (2)
- Apartments were renovated (1)
- BC Housing should consider subsidizing housing during boom period (1)
- Cheaper to buy than rent (1)
- Concerns about planning for PTI camp (1)
- Construction companies have booked up available rooms (1)
- Construction companies renting alternate accommodations (1)
- Could have seniors housing connected to school (1)
- Could work with Community Foundation to develop a housing authority (1)
- District must take leadership with social housing (1)
- Housing assessment based on 2006 census data (1)
- Housing assessment identified significant needs (1)
- Housing assessment not resulting in action (1)
- Housing assessment will soon be out of date (1)
- Housing needs assessment had gaps in it (1)
- Landlords increasing rent based on high demand (1)
- Landlords not following BC Tenants guide (1)
- Limited options at Delta King (1)

Housing Cont'd

- More housing pressures from influx of workers (1)
- More support needed to address increase in rental costs (1)
- Need a camp policy (1)
- Need age appropriate housing to support seniors at home (1)
- Need new subdivisions (1)
- Need staff to work on issues identified in housing assessment (1)
- Need support housing for evicted tenants (1)
- Need to assess how to provide affordable housing (1)
- Need to assess how to provide social housing (1)
- Need to assess need for affordable housing (1)
- Need yard maintenance support (1)
- New seniors' home likely to be developed (1)
- New seniors' housing will be too costly (1)
- No homeless shelter for men (1)
- No temporary accommodations available (1)
- No tenant worker in Kitimat (1)
- Non-profit society needed to manage affordable housing (1)
- Not a lot of movement in housing market (1)
- One apartment owner has support units available (1)
- PTI camp will help address temporary housing needs (1)
- Rental rates have increased (1)
- Seniors not wanting to move into housing until property is sold (1)
- Seniors' housing near school would let seniors watch kids play (1)
- Some construction workers staying in Terrace (1)

Community Services (63)

- Emergency room busy (4)
- Lack of doctors (4)
- Medical services strained (4)
- Need more medical technicians (3)
- Homeless placing greater demand on social infrastructure (2)
- Lack of mental health support (2)
- Long wait times for medical tests (2)
- Need drop in medical clinic (2)

Community Services Cont'd

Need more extended care (2)
Need more policing at night (2)
Need more RCMP (2)
Aging population may facilitate 'Meals on Wheels' program (1)
Fire department gets called out at night (1)
Homeless residents put safety pressures on service providers (1)
Increased pressures on mental health services (1)
Interested in developing drop in centre for special needs youth (1)
Jail used more (1)
Kitimat not equipped to support influx of unemployed people (1)
Lack of drug / alcohol supports (1)
Lack of youth support (1)
Larger population would support more services (1)
Limited occupational therapy (1)
Limited space in programs for youth (1)
Limited speech therapy (1)
Long waitlists for youth health services (1)
MCFD services spread out (1)
Medical testing in Kitimat is inadequate (1)
Monthly fee for home care (1)
More pressures from influx of unskilled labour (1)
Need a lending library (1)
Need evidence based practice in health services (1)
Need evidence based practice in social services (1)
Need more comprehensive hospital services (1)
Need more frequent visits from health specialists (1)
Need more home care for seniors' in Kitimat (1)
Non-local workers put pressure on services without contributing to taxes (1)
People have to go to Terrace to access services (1)
Planning social services key for future (1)
Pressure on food bank (1)
Pressure on Food Share program (1)
Shortage of medical staff (1)
Walk-in clinic proposed (1)
Want new industry proponents to do gender and safety analysis (1)
Welcoming Communities focused on immigrants and refugees (1)
Will need complex care in 5 years (1)

Communication (31)

Need a place for service availability information (2)

Communication Cont'd

Council working to combat distrust with industry (1)
Developing a community calendar (1)
Difficult distinguishing Service BC and Work BC (1)
Hear about things after they happened (1)
Internet based paper behind on current events (1)
Lack of communication (1)
Local news in Terrace provides some support (1)
Many misperceptions based on social media embellishment (1)
Need a community calendar to know when groups meet (1)
Need a website that coordinates services and activities (1)
Need better communication about developments (1)
Need communication among community leaders (1)
Need communication with community (1)
Need community-based research to increase credibility of research (1)
Need credible, unbiased reports about emissions (1)
Need more communication among services (1)
Need residents to participate in meetings (1)
Need summaries of housing needs identified in assessment (1)
Need to address issues collectively (1)
Need to convince business that immigrants are capable and hireable (1)
Need to find ways to share information (1)
Need to stop BC employment offices from sending people to Kitimat (1)
People coming don't understand they need credentials to work (1)
People don't understand number of workers coming to Kitimat (1)
People don't understand that construction companies hire in their home office location (1)
People misinformed about developments (1)
People not reading reports (1)
Town hall meetings to discuss escort service application (1)
Working to understand scope / scale of temporary workers (1)

Transportation (19)

No bus service to airport (2)
Subsidized taxi service for low income residents (2)

Transportation Cont'd

Bus service to Terrace not convenient (1)
Disabled persons unable to use handicap parking (1)
Highways are busy (1)
Highways need to be maintained (1)
Lack of transportation to airport (1)
Lack of transportation to other towns (1)
More traffic in town (1)
Need airport bus service again (1)
Need commuter train (1)
Need to monitor handicap parking usage (1)
Parking monitor could be a student summer job (1)
People not happy about traffic (1)
PTI camp will increase traffic in town (1)
Roads need to be repaired (1)
Traffic impacts not as intense as 80s (1)

Recreation (15)

Future access to beach uncertain (2)
Need waterfront access for public (2)
Could offer summer / winter sports camps (1)
Kids without sponsorship can't attend programs (1)
No bowling alley (1)
No movie theatre (1)
Only basic television at seniors' home (1)
Recreation programs could attract professionals (1)
RTA controls most of waterfront (1)
RTA provides access to hospital beach (1)
Special needs youth need a safe space to attend drop in programs (1)
Special needs youth need different programs (1)
Youth worker could accompany special needs youth to drop in centre (1)

Business (11)

Concerns about PTI camp impact on business (2)
Bars busy at night (1)
Could be taking more people fishing (1)
Entrepreneurs not stepping up (1)
Escort service controversial in community (1)
Need businesses to renovate (1)
Need more trades services (1)
No packaging of seafood (1)
No seafood restaurant (1)
Overall business improvements needed (1)

Provincial Policies (11)

Senior government not providing Kitimat with needed supports (5)

Provincial Policies Cont'd

Provincial offices sending unskilled labour (2)
FairShare agreement discussions taking place across province (1)
Government only supporting blanket initiatives from Victoria (1)
Provincial offices don't understand employment needs in Kitimat (1)
Provincial programs lump Kitimat and Terrace together (1)

Employment (11)

Need more skilled trades workers (2)
Concern about using fly-in, fly-out workers (1)
Difficult to hire locally (1)
Employment for women unstable (1)
Lack of trained workers in service industry (1)
Need more employment opportunities for women (1)
Need to monitor service worker progress (1)
Pay rate for immigrants lower than others (1)
People try to get employment beyond their reach (1)
Service workers need customer service training to attract customers (1)

Social Issues (11)

Many safety concerns in relation to PTI camp (2)
Concerns about camp workers doing drugs (1)
Concerns about camp workers drinking alcohol (1)
Concerns about crime related to escort service (1)
Increased crime is perceived (1)
Kids not dressing for weather (1)
Many safety concerns related to escort service (1)
More potential for crime (1)
No increase in crime (1)
Some kids aren't been fed properly (1)

Population Dynamics (9)

Influx of unskilled labour (2)
Don't want a mini-metropolitan area (1)
Influx of 'at-risk' people (1)
People coming to Kitimat with no money (1)
Population dropped after industry closures (1)
Professionals relocating with young kids (1)
Some construction workers coming with families (1)
Some construction workers only stay temporarily (1)

Education (9)

Need strategic planning for education and training programs (2)
Fewer students (1)
Kids need diverse role models, not just a degree (1)
Kids need help with developing sense of responsibility (1)
Kids need help with developing social skills (1)
Lack of instructors for safety training (1)
No transition programs for young adults (1)
Skills training shortage (1)

Infrastructure (6)

Dental office inaccessible to seniors (1)
Desire for sidewalks from PTI lodge to hospital (1)
Doctors sharing one office (1)
Hospital designed for larger population was torn down (1)
Lack of automatic buttons on doors (1)
Potential need for larger hospital (1)

Local Government (8)

Have to plan future development carefully (1)
Industry will provide better tax base (1)
Need more long term planning (1)
Need to assess how projects impact community (1)
Need to develop long term planning (1)
Need to have contingency plans in place (1)
Need to plan post-construction community vision (1)
Need strategies to retain/attract families (1)

Quality-of-life (7)

Industry reduces emissions of one kind / increases another (2)
Air quality an issue (1)
Asthma concerns (1)
Need cleaner air (1)
Need cleaner water (1)
Rental parents have less money to spend on family needs (1)

Community / Volunteer Groups (7)

Could get seniors reading to students (1)
Difficult recruiting board members (1)
Have a volunteer program servicing special needs (1)

Community / Volunteer Groups Cont'd

Lack of support for non-profits (1)
Need a place to direct volunteers to groups (1)
Need to help youth figure out how and when to volunteer (1)
Need volunteer mentorship program for new immigrants (1)

Collaborations / Partnerships (5)

Charitable tax receipts for local groups offered through Community Foundation (1)
Difficult developing collaborations between service providers while addressing ethics (1)
Need full time social planning coordinator to build partnerships (1)
Need for social planning coordination (1)
RTA built relations with Haisla (1)

Economy (6)

Chinese investors interested in Kitimat (1)
Industry needed to support development (1)
Need more investors to move forward (1)
Need to process resources rather than exporting raw materials (1)
Some potential developments below radar (1)
Town needs to specialize in what it does well (1)

Seniors (4)

Need a seniors' advocate (1)
Need to connect seniors with community supports (1)
Need cleaning supports (1)
Need to find ways to reduce seniors' anxiety (1)

Attitudinal Barriers (2)

People have dim view of camp workers (1)
Some leaders don't trust industry (1)

Sense of Community (2)

Industry would be more involved in community if management lived there (1)
People concerned about sense of community near camp (1)

Other (3)

Industry not under as much scrutiny (1)
Need to assess how to adapt to changing circumstances (1)
Not ready for rapid change (1)

APPENDIX B: INTERVIEW MATERIALS FOR SPRING 2013

1. Consent form
2. Interview guide

Tracking the Social and Economic Transformation Process in Kitimat, BC

Interview Consent Form for Local Leaders and Service Groups

Purpose – This project is being conducted by the Community Development Institute at UNBC (Greg Halseth and Laura Ryser). The purpose of this project is to examine the impacts of major industrial and economic projects in Kitimat, BC. It will examine the benefits, challenges, and tensions created across various facets of the community. It will also explore how the characteristics of place, such as community capacity, relationships, infrastructure, and institutions, shape the experiences with, and responses to, new development.

How Respondents Were Chosen – Interviews are being conducted with local leaders, economic and industry representatives, community groups, service providers, and residents who have an interest in, and can provide insights into, the impacts of major economic projects in Kitimat. All of these names come from publically available community listings. Interviewees were selected for their potential to provide information that can help to better understand community preparedness, as well as the impacts of major developments on workers, their families, and the community. The interview should take about 15-30 minutes to complete.

Anonymity And Confidentiality - The names of participants will not be used in any reporting, nor will any information which may be used to identify individuals. All information shared in this interview will be held within strict confidence by the researchers. All records will be kept in a locked research room at UNBC and will be accessible only to the research team. The information will be kept until the final project report is complete. After which time, shredding and file erasure will destroy all information related to the interview.

Potential Risks And Benefits - This project has been assessed by the UNBC Research Ethics Board. The project team does not consider there to be any risks to participation. We hope that by participating you will have a chance to provide input into issues relevant to community responses to, and impacts from, major economic developments.

Voluntary Participation - Your participation in the research project is entirely voluntary and, as such, you may choose not to participate. If you do participate, you may choose to not answer any question that makes you uncomfortable, and you have the right to terminate the interview at any time and have all the information you provided withdrawn from the study and destroyed.

Research Results - In case of any questions that may arise from this research, please feel free to contact Dr. Greg Halseth (250-960-5826, halseth@unbc.ca) in the Geography Program at UNBC. The interviews will be recorded for accuracy and a copy of the notes will be shared with you to ensure accuracy. All participants will receive a copy of the final project report. The final report will also be posted on the Community Development Institute's website.

Complaints - Any complaints about this project should be directed to the Office of Research, UNBC (250) 960-6735, or email: reb@unbc.ca

I have read the above description of the study and I understand the conditions of my participation. My signature indicates that I agree to participate in this study.

(Name -please print)

(Signature)

(Date)

**TRACKING THE SOCIAL AND ECONOMIC TRANSFORMATION PROCESS IN KITIMAT
INTERVIEW GUIDE**

Interviewee Name: _____

Contact Information: _____

Connection/Role in the Community: _____

Interviewer: _____

Date: _____ Place: _____

Interview Time: Start _____ Finish _____

Comments on Interview:

A1. How have the following characteristics changed in Kitimat over the past six months?

Prompts:

- Economic structure
- Local government
- Employment opportunities
- Opportunities for women
- Opportunities for youth
- Recreation and civic programs
- Infrastructure (roads, pool, etc.)
- Community / voluntary groups
- Social Services
- Retail services

A2. Have any of these changes impacted either yourself or your organization in any way? If yes, please explain.

A3. How has your personal involvement in the community changed over the past 6 months?

Prompts:

- Family changes
- Lifestyle
- Work
- Changes with your involvement in local businesses/organizations
- Attendance at community events

A4. How has your organization's activities changed over the last six months?

Prompts:

Changes in programs and program demands (new programs developed, lost programs)

Changes in activities and tasks

Hours of operation

Positive developments

Pressures

A5. How has your organization's capacity changed over the last six months?

Prompts: staffing levels, volunteers, funding, quality of space / equipment, partnerships, etc.

A6. If not already touched upon, from your perspective, are there any important pressure points now or arising within the community at this time related to the economic transformation?

Concluding Question

From the experiences you have had in the community, do you have anything else that has not been touched on here that you would like to comment on?