

Tracking the Social and Economic Transformation Process in Kitimat, BC



January 2015

Interim Summary Report #3

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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:

- Tracking the Social and Economic Transformation Process in Kitimat: Interim Summary Report #2 – January 2014;
- 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:

- Tracking the Social and Economic Transformation Process in Kitimat: Interim Summary Report #1 – January 2014;
- 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 in Kitimat: January 2013.

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GLOSSARY

AA	Alcoholics Anonymous
ACAP	Airport Capital Assistance Program
AFNO	Association des Francophones et Francophiles du Nord-Ouest de Colombie-Britannique
AGM	Annual General Meeting
ATM	Automated Teller Machine
B&E	Break and Enter
CAO	Chief Administrative Officer
CDC	Child Development Centre
CMHC	Canada Mortgage and Housing Corporation
DARE	Drug Abuse Resistance Education
DCW	Douglas Channel Watch
DFO	Department of Fisheries and Oceans
EDO	Economic Development Officer
ER	Emergency Room
EVA	Ending Violence Association of BC
FIFO	Fly-in / Fly-out
HAC	Housing Advisory Committee
HPB	Housing Policy Branch
IAC	Interagency Committee
KCH	Kitimat City High
KCSS	Kitimat Community Social Services
KEDA	Kitimat Economic Development Association
KMP	Kitimat Modernization Project
KVI	Kitimat Valley Institute
LNG	Liquefied Natural Gas
MCFD	Ministry of Children and Family Development
MESS	Mount Elizabeth Secondary School
MLA	Member of the Legislative Assembly
MOU	Memorandum of Understanding
MP	Member of Parliament
NDIT	Northern Development Initiatives Trust
NHA	Northern Health Authority
NW	Northwest
NWCC	Northwest Community College
OCP	Official Community Plan
PTI	PTI Group is now Civeo (work camp provider)
RAP	Rental Assistance Program (BC Housing)
RCMP	Royal Canadian Mounted Police
RFP	Request for Proposals
RTA	Rio Tinto Alcan
SAFER	Shelter Aid for Elderly Renters
SART	Sexual Assault Response Team
SOS	International SOS provides medical services to the Kitimat Modernization Project
TKAS	Terrace-Kitimat Airport Society
TLT	TL&T Electric Ltd.
TSW	Tamitik Status of Women
UBC SCARP	University of British Columbia's School of Community and Regional Planning
UK	United Kingdom
VAWIR	Violence Against Women in Relationships
WCB	Worker's Compensation Board

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 involves 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 UNBC's Canada Research Chair in Rural and Small Town Studies during the third 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 June 2014, a research team representing the Canada Research Chair in Rural and Small Town Studies visited Kitimat to conduct interviews with residents, service providers, local leaders, industry representatives, business leaders, and members of community groups. The interviews explored recent changes in the community as a result of large-scale industrial development projects, changes with community engagement, changes in collaborative working relationships, and any new actions, initiatives, or changes with community organizations.

Participants were recruited through publicly available lists. During our visit in 2014, a total of 41 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

	First Visit 2012	Second Visit 2012	Third Visit 2013	Fourth Visit 2014
Sector	% of Participants	% of Participants	% of Participants	% of Participants
Community group	11.9	10.3	24.4	9.8
Business	9.5	2.6	11.1	17.1
Local government	28.6	38.5	26.7	26.8
Industry	4.8	2.6	4.4	9.8
Service provider	31.0	35.9	24.4	26.8
Seniors	14.3	10.3	8.9	9.8
Total # of Participants	42	39	45	41

Source: Tracking Social and Economic Transformation in Kitimat Study.

2.2 Research Ethics

Research conducted by the Canada Research Chair in Rural and Small Town Studies team 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 is 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 guide is provided in the appendices (Appendix B). In general, participants were asked questions in the following areas:

- how community characteristics have changed over the previous year;
- broader responses of the community to planning and coping with changes;
- changes in relationships across various stakeholders; and
- how the capacities, networks, and other assets are used to manage the impacts of changes in the community.

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 year. The most prominent theme identified concerned housing. For example, while 11 participants talked about how housing prices have continued to increase, another 8 people talked about RTA's efforts to bring in a cruise ship in order to alleviate housing pressures. When all of the sub-heading comments are added up, the theme of changes in housing was raised 201 times.

3.0 Results

As the research team continued to track economic and social changes in Kitimat in 2014, participants were asked a series of questions about recent changes in the community, community responses to those changes, and how capacities and assets were mobilized to respond to the challenges and opportunities associated with large-scale resource development. 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 from the spring of 2013 to the spring of 2014. Changes in housing conditions were the most prominent issue discussed (Table A1). Housing pressures continued to stem from increased housing and rental prices, limited rental and hotel accommodations, and the displacement of tenants during renovation projects. There were discussions, however, about new initiatives being pursued to address housing pressures such as the development of new subdivisions, the arrival of RTA's cruise ship, new hotel and work camp developments, efforts to educate residents about landlord / tenant rights, the opening of the extreme weather shelter, and continued planning and coordination through the Housing Advisory Committee.

In terms of the economy, the retail sector continued to show signs of growth through the development of new restaurants, stores, and contracting businesses; renovations with commercial infrastructure; and the sale of the Nechako Centre. During this period of rapid growth, opportunities to strengthen businesses and services continue to be restricted by high commercial rents, labour shortages, difficulty competing with industry wages, and difficulties recruiting and retaining staff due to high living costs. This period of rapid growth has increased employment opportunities for youth, however, as jobs have been provided through summer positions with industry, the local government, and many service sector businesses. The emergence of more job opportunities for women in work camps was also noted.

Another key theme highlighted by participants concerned recreation and civic programs. While several positive comments were received about the programs provided by Leisure Services, other recreational organizations and assets continue to be impacted by aging infrastructure, lack of volunteers, and limited access to waterfront areas. Broader community organizations, such as service clubs, churches, and ethnic groups, also continue to be impacted by limited and aging membership and volunteers that impede their renewal.

Over the past year, community and health services continue to be stressed with strong demand for supports. While these pressures persist, the stability of community social

services has been supported by the local government's initiative to establish a \$200,000 emergency fund for social services. New investments have been made in health care infrastructure through a new emergency room. Community groups, such as the food bank and Food Share, continue to have support throughout the community.

Recent robberies and assaults in the community prompted a number of participants to discuss their concerns about increased crime and safety issues. Housing pressures and violence against women continue to exacerbate challenges for vulnerable women in the community and increase pressures on community supports. Other safety concerns were related to increased traffic.

The District has continued to strengthen staffing levels in order to support planning, policing, fire services, permitting processes, communications, and stakeholder relations. With aging infrastructure and increased demands on water and sewage, physical infrastructure pressures continue to be a challenge for local government operations in order to better position the community to support rapid growth. Participants also reflected on environmental issues over the last year, including concerns about the pollution and deterioration of parks and river banks, air quality, and the potential impacts of the Enbridge pipeline project.

Impacts on Organizations

Given the breadth of changes in Kitimat, participants were asked to comment on the impacts of these changes on their organization. The most prominent concern for participants was about their human resources (Table A2). While some organizations experienced positive changes, such as increased membership and more local government staff, other services and voluntary groups were struggling to respond to high turnover rates, declining membership, and difficulty recruiting staff and volunteers. Human resource pressures were one factor that impacted the operations of organizations, resulting in increased workloads, fewer board meetings, fewer outreach activities, and increased pressure on management to cover periods of staff shortages. Recreational amenities, on the other hand, received industry bookings that exceeded their capacity; thereby, prompting a need to reorganize processes for booking. Changes in shift rotation schedules also meant that worker activities in the community were planned during evenings.

The emergence of several industry projects prompted stakeholders to work with other partners and invest more in education, information, and research. Such initiatives have included procurement bootcamps, an energy conference, assessing infrastructure capacity, information about housing needs and supports, and pursuing opportunities to learn from other rapidly growing jurisdictions. Recommendations for a more diversified communications strategy reflected a declined interest in print media and difficulties sharing timely information through weekly newspaper outlets. Some organizations, however, were benefitting from the skills of younger volunteers who have strong social

media skills to compliment the focus of more personal communication by older volunteers.

Increased pressures on social infrastructure have also prompted more coordination and partnerships through the Interagency Committee meetings, new committees, and various stakeholders within the community. The ability of stakeholders to manage the pressures, however, has been impacted by limited funding supports that have not been adjusted to respond to rapid growth, and by rising costs for limited space to support operations. Furthermore, housing pressures have re-shaped the initiatives of local government staff and organizations with more attention to new housing policies, such as strata conversion and secondary suite options, zoning amendments, tenant relocation plans, and engagement with the Housing Committee.

Change in Demand for Supports and Programs

There have been many changes in the demand for supports and programs over the last year (Table A3). In terms of community services, participants talked about an increased demand for preschool programming, child care, child development supports, parenting supports, immigrant services, emotional supports, health programs for seniors and disabled residents, and supports for unemployed residents. The demand for community services, however, was also noted to be more diverse and more acute; thereby, intensifying the pressures on limited resources in the community. Several new program initiatives were introduced, including more cultural awareness programs, as well as new programs delivered through the Tamitik Status of Women for men to develop leadership and address violence in the community.

The business community experienced an increase in customers, volume of purchases, and work camp orders. At the same time, positive signs of economic growth have been demonstrated as the local government had more building permit applications, an increased demand for rezoning, and an increased demand for information about development opportunities and processes. Others discussed the positive contributions of increased sales and tourism in the community.

Demands for housing have both diversified and intensified with an increased demand for general housing supports, transition housing for women and children, housing for seniors and physically / mentally disabled residents, and subdivision lots. Despite concerns about an increase in homelessness during the previous year, a new initiative to operate an extreme weather shelter was not well utilized.

An important notable difference in this tracking study has been the renewed interest in sports and recreation programs. Stakeholders, for example, noted that there is a strong demand for minor hockey, youth soccer, leisure programs, and moorage at the marina. Others felt that there has been an increase in attendance and engagement in community events. While there have been more industry bookings, there were concerns that recent

changes to adopt longer shift rotations have reduced worker engagement to evening activities.

Senior Government Preparations to Manage Renewed Industrial Activity

Communities that enter periods of rapid growth may not have sufficient local government tax revenues to address the breadth of investments and upgrades needed to support industrial growth that will provide broader economic development benefits. Participants were asked to comment on how senior levels of government (provincial and federal) have been engaged and prepared to manage the challenges and opportunities associated with renewed industrial activity. The most prominent issue discussed concerned the provincial government's engagement to address service pressures (Table A4). Positive contributions have been made to renovate the hospital's emergency room, initiate consultations to address violence, facilitate inter-ministerial meetings, invest in skills training, and support Early Years centres. During this period of rapid growth, however, there were concerns that services continue to be underfunded and are unable to respond to the pressures being experienced in the community.

In terms of housing, participants noted that BC Housing continues to engage with Kitimat's Housing Advisory Committee and have provided funding to complete a housing action plan and support the extreme weather housing program in the community. Others felt that the provincial government had not been proactive enough to manage housing pressures during the early stages of rapid growth. Despite pressures created during the KMP, there was a general perception that the provincial government will not invest resources until final investment decisions have been made for LNG projects. At the same time, however, participants noted that LNG proponents are waiting for a clear provincial taxation policy before finalizing investment decisions.

On a smaller scale, participants discussed several concerns with the engagement of the federal government, including being too focused on Enbridge, limited attention to develop the sea port, limited attention to address pollution along the riverbanks, and being under served by the Canadian Border Services Association. At the regional level, some participants felt that there has been limited visibility by the regional district to address marina pressures and the relocation of the garbage disposal area.

3.2 Responses to Planning and Coping with Changes in Local Industry

Building upon knowledge of the change and impacts on various aspects of the social and economic fibre of the community, participants were asked a series of questions about the responses to planning and coping with changes associated with large-scale industrial development. To start, participants were asked to reflect on the changes that have taken place in the community and to identify key pressure points. The most prominent theme concerned housing as a result of increased costs for rental and housing accommodations,

the displacement of residents, overcrowding, limited awareness of landlord / tenant rights, and increased demand for a range of social housing supports by vulnerable residents such as seniors, women, and those with physical and mental health disabilities (Table B1).

A second theme concerned health care pressures. As already noted, people with mental health disabilities have been affected by housing pressures, but they have also been impacted by limited mental health workers and supports in the community. General health care infrastructure and supports, such as access to doctors, availability of beds, and wait times in the emergency room, were also perceived to be strained during this period of rapid growth. Other key pressures that were highlighted include perceived increases in crime rates; limited access to recreational assets in the area; childcare pressures; aging infrastructure; limited commercial space; broad sectoral labour shortages; increased traffic; concerns about air quality and other environmental impacts; and pressures for local government to invest in infrastructure, additional staff, studies, and programs before receiving increased tax revenues in order to support industrial growth.

Participants were also asked how community development strategies and services were supported by senior levels of government (Table B2). To respond to housing pressures, BC housing has been involved with the Housing Advisory Committee, provided funding to a housing action plan and extreme weather shelter, and provided housing supports through their SAFER and RAP programs. Some have suggested that the supports provided through these programs have been insufficient to address the increase in rental rates. Local planning staff have also worked with Canada Mortgage and Housing Corporation to obtain housing data that has been used to inform strategic planning initiatives. Through the federal government's Homeless Partnering Strategy, funding was also obtained to support a housing resource worker to assist displaced and homeless residents.

There were participants, however, who suggested that they had not seen any visible involvement from senior levels of government to support community development strategies and programs. For others, while senior governments have been listening to local concerns, there has been limited action. Discussions about senior government support to strengthen the capacity of services revealed perceptions that organizations are generally under resourced in order to respond to the increased demand for supports. In terms of infrastructure and planning, the provincial government announced a \$1 million fund for the Northwest region of BC.

Changes in Industry Relationships in Kitimat

Given the breadth of pressures and rapid growth being experienced in Kitimat, participants were asked to reflect on how industry's relationship with the community has changed since the resurgence of industry activity. The most prominent change that was discussed involved donations (Table B3). In general, participants felt that industry-

community relationships have improved with more industry engagement in Kitimat. As construction and project planning continues to ramp up, participants have noticed an increase in industry donations to support community organizations (i.e. equipment purchases, event sponsorship, program support, etc.). This was a change from the previous reporting period when an economic recession had prompted a suspension of some donation programs. A new issue stemmed from debates about the ethical implications of accepting donations from Enbridge. Some suggested that there was no change in the level of industry support and that the level of support was small as industries have adopted an approach to more broadly distribute funds throughout the region. There was a general sense, however, that more substantial or legacy investments will be encouraged after final investment decisions have been made.

The discussion about worker engagement in the community was mixed. Long shifts and workforce rotations have continued to limit this engagement. There were examples, however, of positive contributions that workers were making to the community, including volunteer work for the Humane Society, sharing expertise with community organizations (i.e. engineering for community projects), park clean-up activities, and volunteer support for garage sales and Christmas hamper delivery. At a management level, participants talked about several events, such as open houses, focus groups, meetings, barbeques, and presence at community events, that were used to strengthen community relationships by fostering an understanding of industry projects and gathering information about community development concerns. Participants also talked about improved industry-community communications through meetings, community liaison officers, engagement with committees, and articles / ads in the newspaper. There were concerns, however, about community disputes that emerged due to proposed pipeline projects.

A smaller group of participants noted that industry-community relations had improved with greater industry engagement to address housing pressures. This included the provision of anonymous industry housing subsidies, the allocation of a cruise ship to house part of the RTA workforce, and participation in the housing committee. There have also been industry efforts to engage local business as contractors and suppliers, as well as to develop partnerships and joint ventures with nearby Haisla stakeholders.

Changes in the Relationship between Companies, Senior Governments, and Community Stakeholders

Building upon broad changes between industry-community relations, participants were asked to discuss more specific changes in the relationships between companies, senior governments, and community stakeholders (Table B4). First, while there was a general sense that industry-local government relations had improved, others felt that industry-Aboriginal relations continued to fluctuate. Recent Supreme Court rulings will continue to re-shape these industry-Aboriginal relationships. Building upon the general topic of working relationships, participants talked about mechanisms, such as the Leadership

Group, the Interagency Committee, and the Housing Committee that were used to strengthen cooperation between industry, local government, local stakeholders, and senior levels of government to address challenges and opportunities related to rapid growth. This has been complimented with more routine communication about the projects and efforts to address housing pressures. In terms of education and training, Rio Tinto Alcan started to use Wilcox Elementary School to support their training, and other LNG industries have been engaging in apprenticeship and job readiness programs.

Community Responses to New Arrangements

Finally, we asked participants to reflect on how community leaders and organizations are responding to these new arrangements (Table B5). Participants continued to emphasize the deployment of committees as mechanisms to strengthen coordination. Some stakeholders were more proactive to connect with industry and ensure that key social and community development issues were represented during stakeholder meetings. Community organizations are also working to diversify their funding sources to address a broader range of organizational needs from training to program supports. Stakeholders also felt that the community is taking a more proactive approach to plan for rapid growth, including the development of a range of housing policies and more conversations about planning for industry legacy initiatives. At the same time, however, there were concerns that local government staff are finding it challenging to respond to rapid growth with existing resources.

3.3 Capacities, Networks, and Other Local Assets

With a basic understanding of stakeholders' responses to opportunities and challenges during this period of rapid growth, participants were asked a series of questions about the capacities, networks, and other local assets that were mobilized to manage the impacts of changes in the community. To start, participants were asked how leaders and organizations used their social networks to respond to social and economic changes in Kitimat (Table C1). Collaboration was the most prominent output that was supported by social networks as various stakeholders worked together through the Interagency Committee and as they worked together with other groups sharing common interests on topics such as youth programs, air quality, housing, economic development, poverty, physical and mental health, seniors' needs, religious services, and disaster management. Social networks are also being used to broaden networks and to continue building trust with other stakeholders. A third theme concerned the use of social networks to improve communication and to share information about initiatives, funding opportunities, successes, best practices, regulations, and processes. Stakeholders also used social networks to nurture negotiations and discussions about specific topic areas such as housing, health care, revenue sharing, and community development. By sharing information and broadening networks, stakeholders were able to use their social networks to develop new institutional capacity in order to address specific pressures

within the community. Furthermore, social networks were used to share specific expertise in order to troubleshoot issues, as well as to share human resources to deliver joint events.

When community leaders and groups were asked how they used their political connections and working relationships within local government, housing was the most prominent issue highlighted (Table C2). By working with local government staff, community groups were able to secure support for a housing resource worker, open an extreme weather shelter, pool resources to explore the needs for social housing, and broker support for residents who were displaced in the local housing market. Participants also used their connections within local government to improve communication and sharing of information about industry projects, social pressures, landlord / tenant rights, and housing data. By strengthening their relationship with local government staff, community stakeholders were able to tap into the expertise of District staff to support housing initiatives and planning for legacy investment proposals. Groups have also worked with local government staff to secure infrastructure and funding support for community services, recreation, and seniors' programs.

Connections and working relationships with senior levels of government were used to address a range of community and economic development issues (Table C3). For example, community stakeholders worked with senior governments to address housing pressures by obtaining advice and support for social housing feasibility and business plans, the extreme weather shelter, the Tamitik Status of Women's transition house, a housing resource worker, and a housing action plan. There were also concerns expressed, however, about difficulty obtaining support and engagement from senior levels of government to address housing pressures in advance of rapid growth. While senior levels of government have continued to communicate with stakeholders and track pressures in Kitimat, concerns were expressed about the level of support provided to strengthen services during this period of growth. However, stakeholders noted provincial government announcements about infrastructure funds and transportation studies for the Northwest Region. Others talked about the engagement of MLA and MP representatives as advocates against the Enbridge pipeline proposal. At the provincial level, elected officials are working more collaboratively with groups around BC such as the Tamitik Status of Women to address violence. Working networks with senior levels of government are also used to enhance cooperation and coordination between the Northern Health Authority and the Haisla, as well as with the Age Friendly Committee.

Participants were also asked to reflect on how community leaders and groups were using or leveraging their access to financial capital to address the opportunities and challenges associated with social and economic change. In response, participants noted that organizations are diversifying their financial assets by pursuing business and industry donations to obtain food and supplies for clients, rental subsidies, and support for community services and recreation programs (Table C4). Participants also talked about how community stakeholders were using their support from government funding, such as

the District's Emergency Fund and provincial government grants, for services, equipment, training, and staff. In the case of the Community Foundation, funds raised through the telethon are leveraged to obtain matching support from the Northern Development Initiative Trust. Community stakeholders have also been pooling their resources together for fundraising initiatives, as well as to share costs for training and development. Participants noted, however, that there continue to be barriers impeding access to financial resources. Organizations may encounter difficulty working through funding application processes due to limited and declining funding opportunities, uncertainty about grant criteria, difficulty working through funding applications, and a need to allocate limited organizational resources to complete capacity assessments to support funding applications.

When participants were asked to describe how community leaders and groups were using their human capital to manage the pressures and opportunities associated with change, many people talked about organizations using their human capital to deliver education and training for volunteers and to broaden awareness of landlord / tenant rights (Table C5). Organizations were also strengthening their human resources by strategically investing in joint training, practicums, mental health first aid training, cultural awareness, and procurement boot camps for businesses and contractors. Businesses and contractors were also pooling their human capital assets through joint ventures in order to improve their competitiveness for pursuing industry contracts. This includes a number of joint ventures with the Haisla. Industry, businesses, District staff, and community organizations also shared volunteers to support a number of initiatives in the community, such as the extreme weather shelter, the Humane Society, the food bank, Radley Park, and various events and fundraising initiatives. There continues to be concerns, however, about the limited pool of volunteers that are being burnt out and overwhelmed by the breadth of needs in the community. Services are also examining ways to share administrative, maintenance, and operational staff in order to maintain infrastructure and manage the delivery of programs. Participants also talked about how businesses, the District, and community groups were using their human capital to share expertise in order to build broader capacity within the community. For example, engineering and planning expertise was shared in order to move social housing initiatives forward.

With many organizations and businesses experiencing impacts and changes from growth, participants were asked to reflect on how community leaders and groups designed and mobilized their institutional capacity (Table C6). Institutional capacity generally refers to the mandates, policies, protocols, regulations, structures, and processes of organizations. Some participants felt that few organizations were renewing their mandates and policies to reflect the new pressures, needs, relationships, and realities of current growth. Others noted that mandates and policies were changed to accommodate new age groups, broaden supports for those living in poverty, requiring broader palliative care supports, or develop new protocols to respond to violence. There was also a general sense that businesses and organizations were changing their operations in response to rapid growth

by adjusting their hours of operations, expanding their operations, developing a new business plan, and changing how services are delivered and booked. Businesses and services have also changed their programs with new investments in immigrant services, family supports, violence prevention programs, low cost events and recreation programs, and programs for seniors and people with disabilities. In some cases, organizations are developing new organizational structures (i.e. committees, integrated management teams, coordinated response teams, one-stop shop for information, etc.) to respond to the changes associated with rapid growth. With a decline in members and volunteers, there continue to be concerns about the capacity of organizations to mobilize their institutional capacity.

Given the pressures that rapid growth can impose on limited, and potentially aging, infrastructure in small boom towns, people we spoke with were asked to discuss how local stakeholders were using their infrastructure to respond to the challenges and opportunities in Kitimat (Table C7). The most prominent issue overall for participants concerned space for community services and non-profit organizations. A key concern involved the limited availability of building or office space for organizations to operate their programs due to high rents and increased competition for space as commercial landlords look to optimize their financial benefits from this period of growth. Limited access to storage space was also an important issue. There were organizations, however, that were pursuing new arrangements to share space with other organizations for the temporary delivery of programs or obtain affordable space from the District and the Northwest Community College. Rio Tinto Alcan had also developed arrangements to lease space from the School District to support the delivery of training programs. Voluntary organizations were struggling to obtain access to meeting space due to the increased number of bookings for space throughout the community; although, many continued to access space at the public library, various churches, the Chamber of Commerce, the hospital, the Northwest Community College, the Luso Club Hall, and Riverlodge.

Small business operations and new potential business developments are also being impacted by commercial rent and lease pressures. Stakeholders are anticipating that some commercial infrastructure may be renewed during this period of growth with the recent sale of the Nechako Mall. In terms of social housing, new arrangements were made to use space at the fire hall to support the extreme weather shelter program. Accommodation infrastructure is also being renewed and expanded with the renovation and construction of new hotels.

An emerging issue for some stakeholders involved equipment needs, such as computers, desks, vehicles, and an elevator. Some volunteers have been using their own computer equipment to support the organization's needs. In terms of local government operations, stakeholders are examining the need for physical and transportation infrastructure upgrades.

With an influx of new residents and workers in the community, stakeholders were asked to discuss how leaders and groups used any cultural capital, such as cultural assets and traditions, to respond to the challenges and opportunities of social and economic change (Table C8). When people spoke about the membership of local cultural organizations, there were concerns that the declining and aging membership and limited engagement by younger residents were weakening the cultural assets and traditions in the community. There were some arts and cultural groups, such as the Concert Association, the Italian Club, and the Filipino group, that were starting to gain new members since the closure of Eurocan. Despite the pressure on members and volunteers, cultural organizations continue to hold several annual events. Outside of these events, however, there was a general sense that cultural groups have had less engagement. While some participants noted that relations with the Haisla have improved through more routine interaction and meetings to improve cultural awareness, there was a perception that Aboriginal cultural assets have been underutilized with calls for more opportunities for elders to share their stories through school visits and museum / mall displays. Immigration and cultural services continue to be strengthened through the provision of supports offered by the CDC, KCSS, the public library, and the Multicultural Association; although, there was also a sense that some new immigrants become integrated into the community through the networks and events of businesses.

Lastly, participants were asked to reflect on how community leaders and organizations were mobilizing their natural capital, through access to land and resources, in order to respond to opportunities and challenges in the community (Table C9). Overall, the community has limited control over much of the natural capital in the area. In terms of recreational lands, a major concern continues to be the impact of limited waterfront access on tourism and recreational opportunities. While local government has continued to engage in discussions with industry to obtain waterfront access, ongoing construction and industry ownership of surrounding waterfront areas continues to limit movement on this priority for the community. A new emerging issue concerns discussions between MK Bay Marina, the Haisla, RTA, and the regional district about the potential to expand the marina. The Haisla have strengthened their access to natural capital by obtaining the old hospital lands in Kitimat.

A number of church organizations are assessing the potential to use their natural capital to support social housing developments. Private developers have also purchased land to support the expansion of the housing stock. There are concerns, however, that high land costs are inhibiting housing and commercial development.

4.0 Conclusion

The global economy changes quickly and circumstances require almost constant attention to strategies in order for communities to respond to new opportunities and challenges as they arise. This project continues to track the social and economic impacts of large-scale industrial and economic development projects. The themes discussed, together with the nuances captured in the detailed tables 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. Housing, childcare, limited and aging retail and office infrastructure, and broad labour and volunteer shortages to support economic and community development are just some of the pressures that continue to be experienced in Kitimat.

Several initiatives continue to unfold in Kitimat as stakeholders respond to the opportunities and challenges, including:

- A continued effort to renew relationships with industry, First Nations, and community stakeholders;
- Attention to updating and developing new planning tools and policies;
- Local government investment in an emergency fund for community services;
- Expanding / renewing 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; and
- More collaboration to share equipment, space, staff, expertise, and maintenance support, as well as to transport goods and provide assistance with funding initiatives.

Rapidly growing places, such as Kitimat, however, cannot bear the brunt of infrastructure and development costs to support economic growth during the early phases of project planning, construction, and growth. Provincial and federal government policies need to recognize the unique context of rapidly growing communities where infrastructure and housing costs are significantly higher than other places of similar size. Traditional funding models will not work in contexts that do not reflect pressures emerging from shadow populations, higher costs of living, labour shortages, and higher costs for materials and construction. Additional resources must be viewed as “investments” rather than “expenses” in order to prepare and strengthen the capacity of resource-based regions.

Within the community, stakeholders should continue to strengthen the infrastructure, information management, and resources to support the engagement of a wide range of groups while developing and implementing new strategic initiatives. As more industry

projects continue to emerge, community stakeholders need to continue to work with industry and senior levels of government to pursue a long-term approach to planning legacy investments during the early planning and design phases of resource development. In this context, community and industry stakeholders need to confirm legacy investments before final investment decisions are made since FIDs represent firm budgets approved by corporate boards that cannot be changed afterwards. Stakeholders should pursue strategic investments that will be mutually beneficial for both the community, industries, and local and mobile workforces (i.e. training, recreational amenities, child care, mental health, housing, etc.). This includes a need to invest in a competitive labour landscape to support operations through orientation and relocation programs, living incentives, worker development, and stable community supports. By better understanding the information needs, pressures, opportunities, and actions throughout the life span of large-scale industrial development, stakeholders will be better informed to make decisions concerning the policies and investments needed to shape infrastructure and supports in the community.

APPENDIX A: TABLES

Table A1: Characterizing changes in Kitimat over the last year

Housing (201)

Housing prices increased (11)
 Low wage families cannot afford housing (11)
 Oviatt developing seniors housing by Strawberry Meadows (8)
 RTA brought in a cruise ship to relieve housing pressures (for managerial and technical staff) (8)
 New hotels are to be built (7)
 Rents increased (7)
 New subdivisions (6)
 People selling their houses and retiring south (6)
 PTI work camp being built behind hospital (6)
 Forest Hill Heights Subdivision being built by Wakita Construction (5)
 Renovictions are occurring (5)
 Condos built by Baxter Landing sold out (4)
 Emergency cold-weather-response shelter opened (4)
 Hotel to be built at Old Aluminum City Hotel (4)
 New houses on single lots (4)
 People live along river banks (4)
 Apartment buildings renovated (3)
 City Center mall preparing to build a hotel (3)
 Lack of affordable housing (3)
 More houses renovated (3)
 Overcrowding issues in Kitimat (3)
 Discrepancy between housing quality and housing prices (2)
 Fear of glut in housing market after RTA construction done (2)
 Hotel to be built behind Chamber of Commerce (2)
 Houses are selling (2)
 Lack of accommodations (2)
 New work camps (2)
 Non-local contractors working on housing construction (2)
 Old Aluminum City Hotel had a fire and was torn down (2)
 People *with* money still face housing issues (2)
 Seniors on fixed income face rent increases (2)
 Shelter hired someone part time (2)
 Shelter ran on volunteers (2)
 Work camps are expected to expand (2)
 42 unit hotel received a development permit (1)
 300 room hotel had a zoning amendment change (1)
 Aging trailer park infrastructure (1)
 Alberta investors purchased rental units (1)
 Alberta investors purchased trailer court (1)
 Alberta investors purchased two hotels (1)
 Assisted housing not an issue before influx of construction workers (1)
 Building high-end apartments creates a trickle down effects for affordable market values (1)
 Challenge attracting people due to housing cost (1)

Housing Cont'd

City was looking at charging a surcharge per bed at camps (1)
 Concern for housing for people with special needs (1)
 Concern over past oversaturation of low income housing (1)
 Concern over what to do for low income renters (1)
 Displaced seniors don't have family in town (1)
 Dr Mills to build townhouses (1)
 Families of senior management live in Vancouver (1)
 Groups waiting to build hotels contingent on industry decisions (1)
 Haisla to build hotel on old hospital grounds (1)
 Having secure housing allows youth to work in hospitality (1)
 High rental rates on Facebook created conflict (1)
 Home owners less impacted by housing pressures (1)
 Housing pressures intensified by speculation (1)
 Housing prices starting to stagnate (1)
 Housing Resource Worker started August (1)
 Hotels starting to have more rooms vacant (1)
 Hotel to be built across the street from the old hospital grounds (1)
 Increased demand for housing (1)
 Increased residential construction (1)
 Kiticorp renovating City Centre motel (1)
 KMP has biggest work camp at 1,500 (1)
 Landlords looking to earn more money (1)
 Longer term residents are being displaced (1)
 Low vacancy rates due to construction workers (1)
 Many houses converted to rental units (1)
 More economically feasible to commute from Terrace (1)
 More houses becoming available for rent (1)
 More issues with homelessness (1)
 More people living in camps (1)
 Most displaced people already left town (1)
 Need more social housing (1)
 New apartment building to be built behind golf course (1)
 New housing developments not aimed at families (1)
 Out of town people buying houses (1)
 Overcrowding issues in Village of Kitimaat (1)
 People are not defaulting on mortgages (1)
 People live at river and rent houses for income (1)
 People were renovicted from City Centre motel (1)
 Perceived adverse effect with property taxes (1)
 Preparations for hotel near city centre (1)
 Property owners see higher values as beneficial (1)
 PTI work camp being constructed near airport (1)
 Rentals occur to rent to construction workers (1)
 Rent is higher than Vancouver (1)
 Resentment over housing issues (1)

Housing Cont'd

Retirees move because of winter (1)
Sharing housing is too expensive (1)
Too expensive to live in Kitimat (1)
Tournaments cancelled due to limited accommodations (1)
Two local companies involved in renovations (1)
Youth are living at home longer (1)

Retail (105)

Food shelves are low on stock (5)
New stores/ restaurants in town (5)
Commercial rent increased (4)
Mr. Mikes opened (4)
Nechako Centre sold (4)
Supervalu almost closed due to lease agreement (4)
Constant Cravings no longer open on Saturday due to limited staff (3)
New clothing stores in the mall (3)
Tim Horton's opened (3)
Trigo's open and closes later in the day (3)
Trigo's open on Sundays (3)
A & W shortened hours of operation due to lack of staff (2)
Businesses doing well (2)
Declining levels of customer service in service industry (2)
Increase in camp orders at grocery stores (2)
Increase in customer count and volume (2)
Increase in restaurant patronage (2)
More activity in service industry (2)
Nechako Centre slated for renovations (2)
Second hand store in Nechako Centre Mall (2)
Some business renovated (2)
Trigo's changed hours due to staffing (2)
Video store closed (2)
Ability to buy local has increased (1)
Abundance of fast food restaurants (1)
Amenities guide adapted to incorporate changes in store hours (1)
Businesses cleared out of City Centre Mall for hotel (1)
Businesses have high turnover rates (1)
Dairy Queen added a drive thru (1)
Dairy Queen closes early due to lack of staff (1)
Economic activity has not brought investors (1)
Enigma Productions is new (1)
Gas stations busier (1)
Home-based businesses less common (1)
Home renovation / building supply businesses do well (1)
Jean Warehouse opened in mall (1)
Ladies clothing store opened in mall (1)
Large companies resist raising minimum wage (1)
Limited support for entrepreneurs (1)
Mall is not busy right now (1)

Retail Cont'd

Need more commercial space (1)
New businesses have unknown/ no reputations (1)
New businesses mostly construction / industry (1)
New industry project offices in mall (1)
New kayak business (1)
New lawn care businesses (1)
New renovation businesses (1)
No new retail coming (1)
No vacant stores in the mall (1)
Overwaitea / local stakeholders advocated to support Supervalu in lease issue (1)
People purchasing expensive vehicles (1)
People shop in Terrace (1)
Restaurants have shorter hours /closed days (1)
Retail can only retain inexperienced youth that lack customer service skills (1)
Retail can only retain very senior staff (1)
Retail not busier because workers largely remain in camp (1)
Seafood restaurant in Village of Kitimaat closed (1)
Service Centre has space issues (1)
Small business has diminished (1)
Some retail businesses have not seen an increase in spending (1)
Some vacant commercial spaces (1)
Supervalu employees grandfathered with good wages remain on (1)
Union is fighting to raise minimum wage (1)

Employment Opportunities (92)

Difficulty competing with industry wages (15)
Retail staff shortage (11)
More opportunities for trade workers (5)
Lots of employment opportunities (4)
Help wanted signs on most doors (3)
Northern Health Authority cannot attract staff due to high cost of living (3)
Retail employees move to physical labour jobs (3)
Stores have shorter hours due to staff shortages (3)
District has difficulty competing with industry for employees (2)
FIFO workers from Quebec (2)
High turnover at local banks (2)
Many minimum wage / service industry jobs available (2)
Shortage of hospitality industry staff (2)
1500 workers working on RTA-KMP (1)
2900 people involved at the peak of KMP (1)
Bish Creek site employed many Haisla / Kitimat residents (1)
Busier service industry led to more hiring (1)
Camp at Eurocan requires janitorial/ cooking staff (1)
Camps have high turnover (1)
Cannot get workers to build Aluminum City Hotel (1)

Employment Opportunities Cont'd

Divers from the UK did marine work at Bish Creek site (1)
Few applicants for financial sector jobs (1)
Fewer labor jobs (1)
Few people arriving without skills (1)
First Nations get experience at the local stores and move to camps (1)
Grandfathered senior staff able to compete with industry wages (1)
Haisla First Nation employment is good (1)
Industry hires locals with advanced education (1)
Industry is bringing people in from outside (1)
Influx of people looking for jobs (1)
KCSS communicated around BC to only send people with trades tickets (1)
Locals employed through construction (1)
Locals employed through local contractors (1)
More youth working in service sector (1)
More seniors working in service sector (1)
Over 1,000 workers operating the old smelter (1)
People are working 10-12 hour/days (1)
People are working longer shifts in industry to make higher wages (1)
People don't advertise jobs in Northern Sentinel (1)
Recreation centre difficulty competing with industry for employees (1)
Retired trades men back under contract (1)
RTA Legacy Agreement includes jobs for Haisla (1)
RTA's cruise ship serviced by 100 workers (1)
Some temporary foreign workers from Australia / South Africa (1)
Temporary foreign workers generally from US (1)
Tim Horton's has been hiring since they opened (1)
Uncertainty over net jobs after RTA downsizes (1)
Unemployed lack skills to access industry jobs (1)

Recreation and Civic Programs (66)

No change in recreation programs (5)
Recreation facilities busier with influx of people (4)
Access to waterfront has declined (3)
Good recreational programs and facilities (3)
Youth programs offered at the Riverlodge (3)
Hirsch Creek Golf Club was experiencing financial difficulties (2)
Large companies increased meeting room rental at rec centre (2)
Limited recreation amenities (2)
Loss of recreational opportunities because of pipelines (2)
No bowling alley (2)
Two more adult hockey teams (2)
Camps have their own rec facilities (1)
Curling has declined (1)
Demand for legacy infrastructure for youth and recreation (1)

Recreation and Civic Program Cont'd

District has good youth programs (1)
Enough coaches for soccer (1)
Events are better attended (1)
Focus on recreation for camp workers vs. local people (1)
Golf club could not find enough volunteers (1)
Golf club hired consultant to assist operations (1)
Golf club shut down kitchen last year (1)
Golf club to contract out operations and catering (1)
Growth in pre-school programming (6 and under) (1)
Increased success rates of programs (1)
Increase in leisure access programs to assist low income people (1)
Leisure and learning programs have increased class sizes (1)
Local teams must travel all the time (1)
Lower minor hockey numbers (1)
New people have not been using rec facilities (1)
New Pickle Ball program (1)
New Tai Chi program (1)
No change for ice hockey memberships (1)
Not enough coaches for hockey (1)
No theatre (1)
Outdoor rec areas taken over by industry workers (1)
Outdoors town with lots of fishing and tourism (1)
People go to movie theatre in Terrace (1)
Radley park eroding away (1)
Recreation facilities utilized more effectively (1)
Recreation group bumped due to limited meeting space (1)
Same levels of events provided (1)
Selling more ice times (1)
Soccer pick-up consists of mostly local workers (1)
Struggling to find enough coaches (1)
Transient workers have minimal impact on recreation services (1)
Work schedules make it difficult to judge whether facilities are used more (1)
Volunteers working on Radley park (1)

Community Organizations (52)

Not much change in community groups (4)
Workers do not have time to volunteer (3)
Decline in church numbers (2)
New community dinner at the local church (2)
Alliance church is setting up a community garden (1)
Community has aging volunteers (1)
Community organizations are struggling (1)
Decline in Kinsmen numbers (1)
Decline in membership (1)
Decrease in activity (1)
Fewer volunteers as people move out of town (1)
Fewer younger people in youth groups (ex. Brownies) (1)
Food bank relies on declining church volunteers (1)

Community Organizations Cont'd

Hard to find leaders to step in (1)
Hard to find older leaders for youth groups (1)
Hours of food bank means it is mostly retirees volunteering (1)
Increase in demand for food bank (1)
Less involvement in community groups (1)
Local business continue support for community groups (1)
Local businesses have not been approached by new groups (1)
Loss of core people involved in groups (1)
New people joining 50+ center (1)
One off events receive lots of volunteers (1)
Overwaitea donates in kind / gift cards to food bank (1)
Overwaitea donates in kind / gift cards to Humane Society (1)
Past service club services taken over by District (1)
People too busy to volunteer (1)
People volunteering for shorter lengths of time (1)
Retired teachers group meets weekly (1)
RCMP is looking volunteers (1)
Rotary asked to assist in community dinner (1)
Rotary club has challenges finding members (1)
Rotary club has the same people volunteering (1)
Same events and activities offered (1)
Same groups in community (1)
Same people volunteering (1)
Seniors hold barbeques (1)
Senior volunteers travel south for winter (1)
Struggle to get board/ executive members (1)
Tough to find / retain volunteers (1)
Transient workers less likely to volunteer (1)
Volunteering opportunities for senior women (1)
Volunteer sector is working 6 or 7 days a week (1)
Volunteer wanted ads are in newspaper (1)
Youth fundraisers usually adult supervised (1)

Social Services (51)

KCSS / CDC have drawn from Emergency Funds (4)
Emergency room renovated to increase efficiency not capacity (3)
Increase in case loads (3)
\$200,000 Emergency Fund was set up (2)
Increased demand for childcare as more women work in camps (2)
Lack of child care (2)
No change in social services (2)
Wait time for doctors increased (2)
Access medical services on timely basis (1)
Better at Home Program started in community out of KCSS (1)
Camps and industry have own medical personnel (1)
Decrease in food bank use (1)
Emergency is very busy (1)

Social Services Cont'd

Food bank clients are referred to social services (1)
Food bank is still operating (1)
Food Share receives donations from one grocery store (1)
Gap with recruitment for mental health (1)
Hospital food is freeze dried (1)
Hospital resources strained (1)
Hospital room shortage (1)
Increased demand on services (1)
Increased load with vulnerable people requiring assistance (1)
Increase in grocery store sales means less left over to donate to Food Share (1)
Lack of hospital space means patients stay in lower mainland longer (1)
Mayor is working with social service groups (1)
Mental health services are not overworked (1)
Need for respite house in Kitimat for challenged youth (1)
NHA is encouraging medical care closer to home (1)
Norwalk virus at one of the camps (1)
Proposed elder abuse group in Kitimat (1)
Salvation Army closed (1)
Salvation Army thrift store evicted (1)
Service groups require more funding (1)
Shortage of doctors (1)
Shortage of hospital beds (1)
Some families are getting subsidized (1)
Speaker on elder abuse (1)
Tamtik Status of Women's shelter is busy (1)
Wait time for lab appointments increased (1)

Local Government (48)

Increase in planning staff (3)
District wants to remove walkways they cannot maintain (2)
Gap in funding increased assessments and permits vs. collecting industry tax revenues (2)
Local government is busy (2)
Local gov't is overwhelmed by rate of change (2)
Residents resist proposed walkway removal (2)
Assessments on residential properties increased (1)
Building inspector is busy (1)
Chamber is working with the District (1)
Chevron may pay district tax through old Eurocan lands (1)
Council avoiding knee jerk reactions (1)
Council meetings are televised (1)
District has not communicated its strategies well (1)
District staff is retiring / not being replaced (1)
Going to hire more RCMP officers (1)
Hired another deputy fire chief (1)
Hired another fire fighter (1)
Hired communication person (1)
Home taxes increased by 30% (1)

Local Government Cont'd

Increased time spent on enquiries and proposals regarding work camps (1)
Increase in demand for government services (1)
Increase in District staffing (1)
Increase in economic development staff (1)
Increase in engineering department (1)
Kitimaat Village was not part of plebiscite (1)
Local government overwhelmed with industrial requests for permits / assessments (1)
Local government planning for next 5-20 years (1)
Local government tries to be united (1)
Mayor is working with social service groups (1)
Mayor shifts stance to favour outsiders (1)
Municipality created road blocks for some potential investors (1)
Municipality looking at by-law changes to enable more units on market (1)
Municipality should have explored more options looking at future challenges (1)
Municipality singles out Kiticorp to pay \$200,000 bond for renovations (1)
New building inspector (1)
Planning department is ahead of the curve (1)
Shell may pay district tax through Methanex (1)
Struggle finding people to live in community (1)
Things do not move quickly enough (1)
Unprecedented levels of commercial and residential zoning (1)
Zoning bylaws dominating district work load (1)

Crime and Safety (36)

Crime has increased (4)
Recent ATM robbery (4)
Perception of safety has decreased (3)
Assaults (2)
Increase in alcohol and drug use (2)
Increase in break and enters (2)
Seniors perception of safety declined (2)
Violence against women (2)
Concerns about speeding, drinking and driving (1)
Crime rates lower than expected for growth rate (1)
Crime stats are posted (1)
District is increasing RCMP staff (1)
Hear the ambulance sirens more frequently (1)
Housing issues have produced a decline in women's safety (1)
Increase in public drinking (1)
Increase in rapes (1)
Jewelry store had a smash and grab (1)
More disposable money means people can afford drugs (1)
Need stronger police presence (1)
Outsiders have not been notable in crime stats (1)
People lock their doors more (1)
People still leave their doors unlocked (1)

Crime and Safety Cont'd

Safe place to live (1)

Transportation (35)

Traffic increased (13)
Increased traffic puts strain on roads and parking (3)
More contractors, trades, and industry people on the roads (3)
Airport capacity increased (2)
Increase in accidents / poor driving habits (2)
No bus to the airport (2)
Airport set to undergo renovations / expansions (1)
City has subsidized taxi rate to airport (1)
Exit / entrance signs ignored in parking lots (1)
Haisla put up a temporary fence at marina (1)
Haisla to develop gas station at marina (1)
Marina had to reduce size of operations (1)
Lack of parking at the MKBay marina (1)
Large industrial trucks are driving through residential areas (1)
Traffic not a challenge (1)
West Jet has come to the airport (1)

Economic Structure (27)

Increased speculation (3)
Good tax base (2)
Money made in camps not spent in town (2)
More work camp activity (2)
Work transitioning into the industrial sector (2)
Black refinery locally supported (1)
Chevron is working on terminal (1)
Enbridge doing geo-tech work north of Bish Creek (1)
Increased cost of living while minimum wage remains same (1)
LNG pipeline coming in (1)
LNG proponents doing geo-tech work north of Bish Creek (1)
Lots of construction (1)
MacLean Engineering here for two years (1)
Money is circulating from camps (1)
More interest by North American retail / hospitality investors (1)
New companies in town (1)
RTA modernization project costs increased (1)
RTA modernization is continuing on (1)
RTA project is delayed (1)
Small businesses resist big box stores (1)
Town is busier as RTA hits peak construction (1)

Opportunities for Youth (27)

RTA offers fewer summer student positions (3)
District hires same level of students (2)
Grocery stores offer youth employment (2)
More students have summer jobs (2)
No change in youth opportunities (2)

Opportunities for Youth Cont'd

Youth employed at Tim Horton's (2)
Youth opportunities are with service jobs (2)
Chamber has funding for a summer First Nation student (1)
District pays above minimum wage for summer students (1)
LNG Canada hired 4-5 students (1)
More jobs for youth (1)
More jobs for youth at Dairy Queen (1)
More jobs for youth at Mr. Mike's (1)
More jobs for youth at Shopper's Drug Mart (1)
Non-profit's summer student wages are restricted by contracts (1)
Not enough summer students applying for non-industry jobs (1)
Not many opportunities for youth (1)
Opportunities have increased for camp service positions for youth (1)
Returning post-secondary students fill service jobs (1)

Physical Infrastructure (21)

Old hospital lands transferred to Haisla (4)
Haisla Bridge capacity is too low for larger loads (3)
New hotels / accommodations putting pressure on sewage system (2)
Aging infrastructure (1)
Bridge is aging (1)
Community is preparing for the boom based upon speculation (1)
Cruise ship charged a fee for use of district sewage system (1)
Cruise ship has own water system (1)
Highway between Kitimat and Terrace not well maintained in winter (1)
Market value of land has increased (1)
New infrastructure slated for new apartment building behind golf course (1)
Preliminary work for LNG sites underway (1)
Roads are being upgraded (1)
Snow removal services reduced (1)
Work on the bridge improves access to recreation (1)

Community Cohesion (14)

Recognize fewer people in town (8)
Enbridge plebiscite divided community / local government / Haisla (3)
Shift away from the small town feel (2)
Increase in "us vs. them" between the camps and community (1)

Demographics (14)

Growth in the community (3)
Increase in young families (3)
More people are moving into camp (2)

Demographics Cont'd

Aging population (1)
Increase in the school population (1)
Not a lot of families moving in yet (1)
Out-migration of active seniors (1)
Third generation of Kitimatians in community (1)
Young people can now stay instead of moving to find work (1)

Environment (13)

Concerns of negative impacts from more people in work camps (1)
DCW has focused on media work and countering Enbridge information (1)
DCW trying to get local attention and support (1)
Douglas Channel Watch increasing empowerment of community (1)
Douglas Channel Watch is raising awareness of Enbridge (1)
Federal government announcement of pipeline will create tension (1)
Hirsch Creek not maintained (1)
Hirsch Creek polluted with garbage (1)
Increase in garbage (i.e. fast food cups) (1)
Kitimat Health Advocacy Group raising concerns about emissions (1)
People will work through tensions of pipelines to protect environment (1)
Side roads have discarded furniture, appliance etc. after people evicted (1)
There are pit toilets on the river banks (1)

Opportunities for Women (9)

Increased opportunities for camp service positions for women (5)
More balance between men and women at modernization site / customer service (1)
Wage differential between men and women persists (1)
Women in camp service jobs have higher wages than town service jobs (1)
Women perform lighter weight work but paid comparable to men (1)

Cost of Living (7)

Prices for food increased (3)
Price for gas increased (2)
Cost of living requires a dual income to survive (1)
Medical costs increased (1)

Education (5)

KVI (RTA and Haisla) training trades people from scratch (1)
Middle school integrated into senior secondary school (1)
Roy Wilcox training space for RTA (1)

Education Cont'd

Schools have not had an increase in students (1)
Training for locals to increase employment (1)

Poverty (4)

Increase in clients impacted by violence who used to function well (1)
Increase in homelessness (1)
Increase in poverty as people can't afford housing (1)
Women face risk of homeless from rising housing costs (1)

Household Changes (1)

FIFO increases household stress (1)

Source: Tracking the Social and Economic Transformation in Kitimat, 2014.

Table A2: Organizational Impacts

Human Resources (76)

Increased membership (5)
District hired communications staff (4)
Hired more planning staff (4)
High turnover rates (3)
Difficult recruiting workers (2)
Hired another deputy fire chief (2)
Hired economic development support position (2)
Increased staff – general (2)
Increased wages to attract / retain staff (2)
Need additional engineering staff (2)
New volunteers stepping forward (2)
Shortage of staff (2)
Board of directors same (1)
Casual workers have restricted availability with other commitments (1)
CDC recruited / coordinated volunteers for extreme weather shelter (1)
Chamber contracts out graphic design (1)
Chamber hired new full-time worker (1)
Child First Coordinator in place (1)
Consultant hired for contract work (1)
Decline in membership (1)
Deputy CAO in place (1)
Difficulty recruiting technical staff (1)
Difficulty recruiting volunteers (1)
Difficulty to recruit coaches (1)
District hired second building inspector (1)
District needs another building inspector (1)
Easy to get volunteers for local gov't committees (1)
Few camp workers come to church (1)
Fewer church members (1)
Fewer people attending local gov't committee meetings (1)
Fewer staff issues in summer with increased availability of summer students (1)
Hired another fire fighter (1)
Hired retired home support worker (1)
Hiring freezes exacerbate staff challenges (1)
Increased hours for part-time District staff (1)
Increased volunteer pool (1)
Less engaged after retirement (1)
More staff at recreation centre (1)
Mostly retirees volunteer due to hours of operation (1)
Need more staff to respond to speculation (1)
New housing resource worker position (1)
No difficulty recruiting / retaining workers (1)
Obtained more engineering support (1)
Reduced certification requirements for hiring staff (1)
Reduced staff (1)
Regional District hired consultant to look at public access to tide water (1)

Human Resources Cont'd

Senior centre coordinator full-time (1)
School / work schedules balanced at Overwaitea (1)
Shift schedules limit volunteer opportunities (1)
Shortage of trades workers for non-industry needs (1)
Staff burnout (1)
UBC SCARP intern working at District on housing (1)
Union working to increase base wages (1)
Use local workers (1)
Working to recruit more RCMP (1)
Younger volunteers are spokespeople (1)

Operations (34)

Busier (2)
Able to maintain adequate stock levels (1)
Camp security reduces RCMP workload (1)
Changed outdoor camping program (1)
Community activities for workers now planned in evenings (1)
Difficult balance between frontline work and advocacy / awareness of issues (1)
Difficulty finding clients affordable housing (1)
Drug testing for industry workers reduces pressures (1)
Fewer board meetings (1)
Fewer community outreach activities (1)
Focusing on programs to strengthen families (1)
Focusing to provide moorage at marina for local / regional residents (1)
Formalized process to document image use (1)
Immigrant services has grown (1)
Increased workloads during the week to reduce workloads for weekend staff (1)
Industry bookings exceeded facility capacity (1)
Job tasks are constantly changing (1)
Keeps job interesting (1)
Library open on Sundays now (1)
Longer shift rotation schedules (1)
Management working extended periods to cover staff shortages (1)
More focus on business expansion / retention (1)
More referrals (1)
More time constraints (1)
Needed to reorganize processes for bookings (1)
Planning Commission dealt with fewer issues thoroughly (1)
Planning in state of uncertainty (1)
Pursuing more flexible times to offer programs (1)
RCMP only contacted for criminal activity in camps (1)
Reactive (1)
Responsibilities are distributed to more staff (1)

Operations Cont'd

Revamped summer programs due to changing demographics of youth (1)
Staff responsibilities changed (1)

Education, Information, and Research (22)

Delivery of procurement boot camps (2)
BC Environment hasn't released airshed study (1)
CDC assessing practices of alternative schools (1)
Chamber shares information about anti-spam legislation with businesses (1)
Community reps visited towns with camps in Australia (1)
Identifying real vs. perceived needs (1)
KEDA delivered Let's Talk Energy Conference (1)
Lack information on timing of projects (1)
More involvement in environmental assessment processes (1)
More requests for archival information / images (1)
Need to assess sewage capacity / demands (1)
Planning dep't had meetings about housing needs and supports (1)
Planning dep't had meetings about housing policy options (1)
Presenting a targeted, strategic case about real housing issues to province (1)
RCMP focus reports on fallout crime (i.e. drugs) (1)
Tenants provided information about Residency Tenancy Act (1)
Uncertainty about project impacts on community (1)
Visitor Info staff received training in Prince Rupert (1)
WCB requires small business to provide training for harassment in the workplace (1)
Working to complete State of the Child report (1)
Working to learn from other places (i.e. Fort McMurray) (1)

Communications (22)

Community meetings to address trailer court sale concerns (1)
Created a Facebook page (1)
Difficult to distribute timely information with weekly newspaper (1)
Don't advertise (1)
Dispelling myths about development progress (1)
Few people read print media (1)
Finished engagement with JRP (1)
Job advertisements in newspaper (1)
KEDA advocating for public access to tide water (1)
More limited awareness of all aspects of operations (1)
Need to diversify communication strategy (1)
Older volunteers focus on personal communication (1)
Recruiting workers through informal chats (1)

Communications Cont'd

Rely on word of mouth (1)
Share more information through Interagency Committee (1)
Volunteers traveled to Enbridge AGM in Calgary (1)
Volunteers travel to speak to environmental groups in Vancouver (1)
Worked on plebiscite vote (1)
Working to be more visible in the community (1)
Work with online application employment centre (1)
Younger volunteers bring social media skills (1)

Cooperation / Partnerships (14)

Attend more Interagency Committee meetings (1)
CDC / TSW cooperating (1)
Difficult to have time to cooperate with new staff (1)
KCSS / Delta King cooperating (1)
KCSS / TSW cooperating (1)
Lack of time to cooperate (1)
Looking to develop integrated case assessment sub-committee (1)
More committees (1)
More partnerships to sustain services (1)
Revived VAWIR coordination committee (1)
Seniors' Centre / Age Friendly Committee cooperating (1)
Seniors' Centre / Better at Home cooperating (1)
Seniors' Centre / Leisure Services cooperating (1)
TSW / Chamber of Commerce cooperating (1)

Funding (13)

Can't compete with industry wages (3)
Budget restricted by labour wage demands (1)
Contracts revisited due to increased staff costs (1)
Gift sales fluctuate (1)
Increased rates for archival images (1)
Lack of funding (1)
Little change in tax base (1)
Managing growth with resources available (1)
More grant writing (1)
Provide funding to certify potential staff with first aid, food safe, etc. (1)
Received funding to support children's literacy (1)

Infrastructure & Equipment (10)

Children's program moved to upstairs gallery (1)
Commercial lease extended (1)
Commercial space costs increased (1)
Concerns original walkways are deteriorating (1)
Downsized office space (1)
Lack of space (1)
Need for more trails, pathways, and sidewalks (1)
Purchased building to control business costs (1)
Rent for space has increased (1)
Working to obtain more equipment for RCMP (1)

Policies (9)

- Adapted strata conversion policy (2)
- Exploring secondary suite policy options (2)
- 25 year cap put on work camps (1)
- District explore density bonusing fee for work camp beds (1)
- Landlords must develop tenant relocation plan if needed (1)
- More zoning bylaw amendments (1)
- Tenants must be offered first opportunity to buy (1)

Program Changes (9)

- Delivering healthy relationships in younger grade 6 / 7 classes (1)
- Expanding low-cost events / programs (1)
- New spin bike class (1)
- New volunteer started Mahjongg (1)
- RCMP engaged in school tours (1)
- RCMP engaged with air cadets (1)
- RCMP engaged with youth at-risk (1)
- RCMP involved with DARE program (1)
- Ron Poole delivers presentations to seniors (1)

Evaluation (5)

- Reviewing program operations (2)
- Looking at new ideas for programming (1)
- Reviewing drop-in program hours (1)
- Reviewing onerous approach to deal with issues (1)

Cohesion (4)

- Fewer neighbourhood block activities (1)
- Hold annual employee appreciation golf scramble (1)
- More efforts to incorporate employee's spouse (1)
- Recreation centre increases public events to foster sense of community (1)

Housing (4)

- High housing prices allows retirees to sell homes and leave (1)
- More involved with Housing Committee (1)
- Need to find housing before hiring staff (1)
- Staff worried about rising housing costs (1)

Conflict (3)

- Community stakeholders wrote letters for Supervalu during lease dispute (1)
- Deal with stressed people (1)
- Overwaitea manager supported Supervalu during lease dispute (1)

Attitudinal Barriers (2)

- Developers resistant to changes (1)
- Some developers not interested in social housing (1)

Networks (1)

- Being attached to certain groups reduces credibility (1)

Source: Tracking the Social and Economic Transformation in Kitimat, 2014.

Table A3: Change in Demand for Supports and Programs

Community Services (25)

Acute cases with children are increasing (1)
Continued requests for government forms (wills, divorce, bankruptcy) (1)
Decreased demand for food bank (1)
Growth in preschool programming (1)
Increased demand for child care (1)
Increased demand for child development supports (1)
Increased demand for immigrant supports (1)
Increased demand for supports by unemployed migrants / families (1)
Increased demand to support parents with mentally disabled kids (1)
Influx of new food bank clients from other towns (1)
Library busier on non-instructional days (1)
More cultural awareness programs (1)
More demand for emotional support for clients (1)
More diverse service needs (1)
More focus on risk reduction (1)
More health programs for people with disabilities (1)
More health programs for seniors (1)
New immigrants not joining Multicultural Society (1)
New programs targeting obesity (1)
No increase in students (1)
Some food bank clients moved back to Village (1)
Sustained demand for library entertainment, studying, and computer resources (1)
TSW delivering new workshop on bullying with the Haisla (1)
TSW had leadership breakfast for men (1)
TSW's Be More than a Bystander program targets males (1)

Business Supports (17)

Increase in customer counts (2)
Business declined (1)
Business events delayed to provide more preparation time (1)
Few new business customers (1)
Increased demand for auto repair / maintenance (1)
Increased demand for lift kits, wheels, and tires (1)
Increased demand to supply work camps (1)
Increase in customer purchase volumes (1)
Increased property values for hotels (1)
KEDA brought Mr. Black to Kitimat to discuss refinery proposal (1)
More inquiries about development opportunities (1)
More proposals to rebuild hotels / motels (1)
New customers opening up bank accounts (1)
Not many new mortgages (1)
Smaller contractors opened up bank accounts (1)
Some business activities cancelled due to increased activity (1)

Housing (13)

Enquiries about work camp / construction camps increased (1)
Extreme weather shelter not well utilized (1)
High demand for housing supports (1)
Increased demand to educate tenants / landlords about rights (1)
Increased demand for subdivision lots (1)
Increased demand to support those impacted by renoventions (1)
Increased demand at transition house (1)
More inquiries about Carriage houses (1)
More mental health clients applying for social housing (1)
More younger, lower income residents applying for social housing (1)
New subdivisions are being constructed (1)
Wait lists for Delta King increased (1)
Wait lists for Kiwanis increased (1)

Sports and Recreation (11)

Continued strong demand for minor hockey (1)
Continued strong demand for youth soccer (1)
Growth in 36 and under hockey league (1)
Fewer people curling (1)
Leisure / learning programs increased class sizes (1)
Longer shift rotations reduced worker engagement in evening activities (1)
Increased demand at marina (1)
Mah-jong is a new activity (1)
More industry bookings for rec facilities (1)
More leisure programs for low-income residents (1)
Pickle ball is a new activity (1)

Local Government (10)

More building permit applications (3)
Increased demand for commercial / residential rezoning (1)
Increased demand for information about development opportunities (1)
Increased demand for population projections (1)
More delegations / investors are visiting Kitimat (1)
More requests for information about housing renovation permits / processes (1)
More requests submitted to Planning Commission (1)
Need to update statistics / information regularly (1)

Communications (6)

Attended more LNG open houses (1)
More demand for lobbying (1)
More demand for writing letters (1)
More discussions with Haisla (1)
Started grassroots campaign (1)

Communications Cont'd

Used volunteer support to get Enbridge plebiscite vote out (1)

Events (3)

Chili Bake-Off hosted at seniors centre (1)
Increased attendance at community events (1)
Increase in one-time events / activities at seniors' centre (1)

Tourism (3)

Increased demand for aluminum sculptures (1)
Increased gift sales (1)
Increased visitor counts to museum (1)

Demand for Partnerships (2)

Increased demand for cooperation between schools and RCMP (1)
Naturalists / Douglas Channel Watch worked on plebiscite vote (1)

Other (1)

No change in demand for supports (1)

Source: Tracking the Social and Economic Transformation in Kitimat, 2014.

Table A4: Do you feel that senior levels of government have been engaged and prepared to manage the challenges and opportunities associated with renewed industrial activity?

Provincial Government – Services (22)

NHA provided funding for ER renovation (3)
 BC gov't looking to close alternate school (KCH) (2)
 Allowable medical travel cost tax deductions have affected residents who must commute long distances (1)
 BC gov't having consultations to address violence (1)
 BC gov't looking at integrated / streamlined contracts (1)
 BC gov't made addressing violence a key priority (1)
 BC gov't provided funding for training skilled trades workers (1)
 BC gov't provided mobile emergency unit as temporary ER (1)
 BC gov't providing funding for Early Years centres (1)
 BC gov't renovated emergency room (1)
 Kitimat health services underfunded by province (1)
 Kitimat schools are underfunded by province (1)
 Local grants not approved by province (1)
 MCFD is short staffed (1)
 More inter-ministerial talks about services (MCFD, Health, Education) (1)
 NHA administration in Terrace has limited engagement in Kitimat (1)
 Province micro-managing service contracts (1)
 School District did not communicate proposed school closure well (1)
 TSW met with provincial office for domestic violence (1)

Provincial Government – Housing (16)

Province not supportive of local gov't's housing contribution policies for industry / work camps (3)
 BC Housing attends the Housing Committee meetings (2)
 BC Housing not proactive to offer requested support (2)
 Housing minister feels housing not an issue in Kitimat (2)
 Province funded a housing action plan (2)
 BC Housing difficult to work with (1)
 BC Housing not active at a higher level (1)
 BC Housing visited Kitimat (1)
 Province funded emergency shelter last winter (1)
 Province slow to respond to social housing needs (1)

Provincial Government – General (14)

Gov't won't invest until final investment decisions (2)
 LNG proponents waiting for clear provincial taxation policy (2)

Provincial Gov't – General Cont'd

Premier visited Kitimat (2)
 Indirectly received provincial gov't support from NDIT (1)
 Ministry of Community, Sports, and Cultural Development visited to assess what support was needed (1)
 Premier visited to announce transfer of old hospital lands to Haisla (1)
 Province doesn't go beyond funding studies (1)
 Province focusing on working committees instead of financial support (1)
 Province supported part-time person for Northwest Readiness Project (1)
 Provincial gov't has limited understanding of industry impacts on municipalities (1)
 Provincial gov't working with District to advance files in advance of final investment decisions (1)

General (11)

Senior gov'ts focused on Aboriginal relations (3)
 Senior gov't won't provide support until too late (2)
 Gov't agencies expecting organizations to do more with less (1)
 Senior gov'ts aware of housing pressures (1)
 Senior gov'ts aware of transportation pressures (1)
 Senior gov'ts offer little attention to address seniors' needs (1)
 Senior gov'ts providing funding for welding to temporarily address aging Haislabridge that needs replacement (1)
 Senior gov'ts sending staff to touch base (1)

Federal Government (5)

Federal gov't focused on Enbridge (2)
 Canadian Border Services Association under services area to clear customs (1)
 DFO hasn't addressed pollution along riverbank (1)
 Sea port underdeveloped (1)

Regional District (3)

Lack of communication from regional district (1)
 Limited visibility by regional district to address marina issues (1)
 Limited visibility by regional district to address relocation of garbage disposal (1)

Provincial Government – Environment (2)

BC Ministry of Environment hasn't released Kitimat Airshed Study (2)

Provincial Government – Infrastructure (2)

BC gov't announced \$1 million infrastructure fund
for Northwest (1)

Province funded West Douglas Channel Corridor
Analysis (transportation study) (1)

Source: Tracking the Social and Economic Transformation in Kitimat, 2014.

Table B1: Key Pressure points within the community related to economic transformation

Housing (138)

Housing is the key pressure (10)
Rents increased (8)
House prices increased (7)
Lack of accommodations (6)
Displacement (5)
Overcrowding (5)
Renovictions (5)
Service / retail staff can't afford rent (4)
Apartment buildings for sale (3)
Apartment building residents' renovicted (3)
Need for low income housing (3)
Need more affordable housing (3)
Greed from property owners (2)
Homelessness (2)
Housing affordability (2)
Housing still affordable for middle/ high income families (2)
Kitimaat Village is facing same housing issues (2)
Low income at risk in housing market (2)
Low income families forced from town b/c of housing prices (2)
New demand for social housing (2)
Over priced housing (2)
People living at river can't afford rent/ find place (2)
People with mental health issues renovicted (2)
Retirees on fixed incomes face evictions (2)
Transition house over capacity (2)
Apartments renovated (1)
Buy and Sell ads for expensive rental units (1)
Concern over 'glut' after construction (1)
Concern over housing for disabled youth (1)
Displacement/ renovicted seen as 'just one of those things' (1)
Emergency shelter had limited demand (1)
Evictions from single occupancy hotel (1)
Growing resentment over housing (1)
Haisla moving back to Kitimaat Village due to high rents (1)
Homes renovated (1)
Houses are being purchased rapidly (1)
Housing boom starting to slow down (1)
Housing for mental health needed (1)
Housing issues hold back entrepreneurialism (1)
Housing Needs Assessment identified housing needs were 80% women (1)
Housing pressures hard for fixed/ no income (1)
Increased use of transition house (1)
Increase in houses on market (1)
Increase in trailers/fifth wheels in mobile parks (1)
Increase of camps and hotels (1)
Less willingness to purchase homes (1)
Limited awareness of tenancy rights (1)

Housing Cont'd

Limited income affected by rising rents (1)
Motel rates increased (1)
Need a response for low income residents facing housing crisis (1)
New hotel is being built (1)
No longer cheap to retire in Kitimat (1)
Out of town companies purchased and renovated buildings (1)
Out of town companies raise rent (1)
Out of town investors expected to have less connection community (1)
People can no longer afford to stay here (1)
People being taken advantage of by housing (1)
People in industry less impacted by housing crisis (1)
People living in holiday trailers on roads etc (1)
People on disability income are affected (1)
People with drug and alcohol issues renovicted (1)
People with mental health issues evicted from North Star Inn (1)
PTI is building their lodge (1)
Rental income not re-invested in property (1)
Rental/ tenancy regulations are confusing for landlords/ tenants (1)
Rental units turned into furnished-short term (1)
RTA brought ferry for workers (1)
Stress for people worried about evictions (1)
Tenants under lease have less legal protection from rent increase (1)
Trailer park infrastructure is aging (1)
Two people died from housing crisis (1)
Unknown intentions of new owners of apartment buildings (1)
Vulnerable people seen as disposable (1)
Women earning less than \$26 k at risk of being homeless (1)
Women from shelter cannot get housing (1)

Health Care (27)

People with mental health issues affected by stress of housing crisis (3)
Clinicians at Northern Health have social work field not psychiatric (1)
Closest access point for more medical services is Terrace / Prince Rupert (1)
Clubhouse has two community workers (1)
Concern for wellness of community workers (1)
Concern over lack of beds (1)
Concern over wait times at ER (1)
Hospital room shortage (1)
Limited mental health supports (1)
Limited supports connected with Delta King clients (1)

Health Care Cont'd

Local medical services are limited (1)
Long wait times for doctor (1)
Many mental health positions available (1)
Mental health lost psychiatric nurse - not replaced (1)
Mental health lost team leader -not replaced (1)
Mental health patients are being squeezed (1)
Mental health patients have trouble keeping full time work from extra stress (1)
Mental stability affected when displaced (1)
No bus to airport for medical appointments (1)
No increase in services available (1)
No palliative bed /funding (1)
Pressure on hospital from construction workers (1)
Short on counsellors (1)
Stats indicate there is no problem with health care (1)
Wait list for mental health (1)

Crime and Safety (15)

Perception of increased crime rate (3)
Lack of RCMP officers (2)
Fear of organized crime groups (1)
Housing crisis increases stress / violence/ uncertainty for women (1)
Increased physical altercations (1)
Increased use of private liquor store (1)
Increase in sexual assaults (1)
More B&E, car thefts, property damage etc. (1)
More crime may be linked to more people (1)
More people at bars (1)
Police reports available on website (1)
RCMP under more pressure due to drugs (1)

Recreation (14)

Haisla put up a fence at marina (2)
Lack of parking at marina (2)
Limited access to water front (2)
Can't get boat moorage (1)
Desire for a bicycle / walking path to estuary (1)
Desires for legacy buildings (bowling alley, movie theater) for youth (1)
Difficult to access space at marina (1)
Discussion between district/Haisla over marina (1)
Locals cannot afford access to channel vs tourists (1)
Marina reduced size of operations (1)
Not a lot of activities for youth (1)

Childcare (13)

Daycare/ childcare pressures (7)
Some commute to Terrace for childcare (2)
Lack of ECE personnel (1)
People looking for childcare on Buy and Sell / Facebook (1)
Preschool in the village is at capacity (1)
Shift schedules do not dovetail with day care schedules (1)

Infrastructure (12)

Capacity of aging bridge an issue (2)
Need to expand infrastructure: sewer/water/streets (2)
Water and sewage system pressure (2)
Businesses' access to space limited (1)
Businesses have had to move around (1)
Business rental lease increased (1)
Desire for a second bicycle/ walking bridge (1)
Government assistance required for new infrastructure (1)
Need for commercial space (1)

Labour Force (11)

Staff shortage for minimum wage jobs (3)
Shortage of trades people (2)
Industry / contractors hire retired trades people (1)
Lack of workers (1)
People without skills cannot get work (1)
Pressures at the local level will be magnified as projects are developed (1)
Shortage of labour for construction (1)
Youth left because there were no jobs (1)

Transportation (11)

Increase in traffic (4)
Bad drivers (2)
Transportation (2)
Bus to Village limits number of food hamper bags (1)
Medical bus to Terrace now available (1)
No bus service to airport (1)

Environment (7)

Alcan beach up for development and dredging (1)
Court case over RTA's increased SO₂ emissions (1)
Emissions contribute to acid rain/ health issues (1)
Fear of industry impacts on channel and air (1)
Kitimat Health Advocacy Group raises concerns of emissions (1)
LNG plants processing techniques differ (1)
Winds blow emissions towards Lakelse Lake and Terrace (1)

Local Government (6)

Approved hotel/ motel and PTI Lodge (1)
City snow clearing is adequate but decreasing (1)
Front ended a lot of costs for industrial expansion speculations (1)
Lack of planning for housing and industrial activity when RTA rented houses (1)
Struggle to determine how much expansion is needed for after construction (1)
Taxes have gone up (1)

Community Cohesion (5)

Community fabric is being torn (1)
Concern for loneliness of transient workers (1)

Community Cohesion Cont'd

Concern Kitimat will turn in a Fort McMurray (1)
People coming to only make money (1)
People forced from community (1)

Local Business (4)

A&W has staff shortages (1)
Constant Craving closed on Saturdays due to staff shortages (1)
Entrepreneurialism may follow after big investments go through (1)
Trigo's has staff shortages (1)

Education / Training (3)

Middle school is now at MESS (1)
Wanted to combine KCH and MESS (1)
Wanted to shutdown alternative high school (1)

Poverty (1)

Poverty increases as people cannot afford housing (1)

Social Supports (1)

Need for social supports to maintain standard of living (1)

Source: Tracking the Social and Economic Transformation in Kitimat, 2014.

Table B2: How have community development strategies, services, and programs been supported by senior levels of government?

Housing (54)

Provincial involvement in Housing Advisory Committee (9)
 Provincial funding for action plan (6)
 Proposed new bylaws to ensure industry support for affordable housing (4)
 Provincial support for housing assessment (3)
 BC Housing supported Extreme Weather Shelter (2)
 District supported Extreme Weather Shelter (2)
 Province sent low income families to fill vacancies in past (2)
 Extreme weather shelter (2)
 Action plan relies on non-profit partners (1)
 Chamber of Commerce involved in housing (1)
 Churches have capacity for social housing project but province has responsibility (1)
 Churches involved in housing (1)
 Extreme weather shelter supported by volunteers (1)
 Federal funding for housing resource workers (1)
 Funding for victims of rising rents (1)
 Housing discussions between province / district (1)
 Lack of gov't funding for affordable housing (1)
 Lack of housing strategy (1)
 Lack of volunteers for winter shelter (1)
 Limited use of winter shelter (1)
 Local government collecting rental data (1)
 Local government pressure to create subsidized housing (1)
 Local government working with CMHC to collect data (1)
 Not all affordable housing strategies public (1)
 Province initiated cooperation with district on housing (1)
 Province waiting for industry FID before supporting housing (1)
 Provincial funding for housing (1)
 Provincial information / staff support for housing (1)
 Provincial support through SAFER and RAP programs insufficient (1)
 Slow social housing development (1)
 Social housing efforts underway (1)
 Some support from other levels for housing (1)

General Involvement (38)

No visible senior government involvement (8)
 Local government pressure on industry leads to provincial involvement (4)
 Northern Health not actively participating (3)
 Disconnect with community realities (2)
 Province is aware of impacts (2)
 Province listening but not acting (2)

General Involvement Cont'd

Senior government reluctant to acknowledge problems (2)
 Chamber of Commerce working with district (1)
 Lack of communication between local government and community (1)
 Lack of strategic local involvement in upper level decision making (1)
 Limited understanding of industry impacts (1)
 Local government slow moving (1)
 No district funding (1)
 No response to funding requests (1)
 No visible district involvement (1)
 Province and district cooperating to advance files (1)
 Province consulting to identify gaps (1)
 Reactive rather than proactive despite awareness of coming boom (1)
 Retire in Kitimat less active (1)
 Senior government communicating with staff (1)
 Slow senior government response to emergencies (1)
 Senior levels of government supportive (1)

Services (7)

Community consultation about child care (1)
 Limited staffing levels for services (1)
 Mental health clients need more support (1)
 Province working to close school with daycare (1)
 Provincial funds for Kick it Up Kitimat (1)
 Provincial involvement in child care unclear (1)
 Service agencies struggle to manage client needs (1)

Planning (6)

Council members appointed to committees to address issues (1)
 District funding for social development plan (1)
 NDIIT assistance for new planning staff (1)
 OCP does not reflect community realities (1)
 Provincial \$1M infrastructure and planning fund (1)
 Population projections completed (1)

Infrastructure (4)

Infrastructure decline (1)
 No downtown improvements (1)
 Sidewalks need improvement (1)
 Sidewalks could be expanded (1)

First Nations (3)

Provincial focus on First Nations (2)
 First Nation involvement in Housing Advisory Committee (1)

Recreation (2)

District expanding Radley Park (1)
District possibly expanding Hirsch Creek Park (1)

Seniors (2)

Churches involved in seniors' housing (1)
Lack of provincial and federal support for seniors (1)

Transportation (2)

Looking for provincial support for airport expansion (1)
Transportation study commissioned (1)

Business(1)

Local government and service support for farmers' market (1)

Source: Tracking the Social and Economic Transformation in Kitimat, 2014.

Table B3: How has the industry's relationship with the community changed since the resurgence of industry activity?

Donations (53)

Shell donated to hospital for portable ultrasound (4)
 Anonymous industry support for families/individuals in need (2)
 Chevron gives small donations (2)
 College refused Enbridge scholarship offer (2)
 Industry donations depend on investment decision (2)
 Shell / Chevron investing money in community (2)
 Visible RTA support of hockey games (2)
 \$15,000 to extreme weather shelter (1)
 Administrative cost too high for small donations (1)
 Bechtel focuses on volunteering vs. donations (1)
 Community groups created wish list for Chevron / Shell (1)
 Community undecided what type of contributions to ask for (1)
 Enbridge contributed money to school board (1)
 Enbridge funding for training programs/apprentices (1)
 Endowment contribution to be encouraged after final investment decision (1)
 Funding activity from industry increased (1)
 Funding decreased in early stages (1)
 Funding decreased during downturn (1)
 Funding more difficult to get (1)
 Funding more spread out into other communities (1)
 Funding remains the same (1)
 Funding requests overwhelming for industries (1)
 In-kind and cash donations for Christmas (1)
 Industry contributions gave incentive for NHA funding (1)
 Industry donates cash to community functions (1)
 Industry donations to golf course terminated (1)
 Industry helping organizations (1)
 Industry gave money to college (1)
 Industry sent bus to Terrace for Christmas shopping (1)
 Larger companies are generous (1)
 LNG donation of \$500 to kids sports (1)
 LNG funding for community projects (1)
 LNG scholarship for trades (1)
 No visible sponsorship of community events (1)
 RTA in-kind donations to Angel Tree Program (1)
 RTA offers door prizes instead of monetary contributions (1)
 RTA sponsoring golf carts (1)
 RTA watching funds after modernization (1)
 Search and Rescue received industry donation (1)
 Seniors seek funding from Shell / Chevron (1)
 Shell donated \$15,000 annually to Kitimat Community Foundation (1)
 Shell donated \$15,000 to Emergency Services (1)
 Support to Kitimat Arts for Youth (1)

Donations Cont'd

Unions buy public swim slots (1)

Worker Engagement (28)

Bechtel workers involved with Humane Society (4)
 Short-term workers don't engage in community (3)
 Workers don't have time (3)
 Community engagement part of Lapointe Engineering staff review (2)
 Shift schedule changes have reduced worker engagement (2)
 Worker engagement stayed the same (2)
 Bechtel practices community outreach (1)
 Contractors active in fundraising (1)
 Industry encourages worker engagement (1)
 Industry inquired about opportunities to become actively involved at a voluntary level (1)
 Industry offers schedule flexibility for community engagement (1)
 RTA contractors involved in community projects (1)
 Shell workers volunteer for church garage sale (1)
 Volunteer activity still considerable (1)
 Workers contributed to Christmas hamper delivery (1)
 Workers helped with Hirsch Creek Park clean-up (1)
 Workers not participating much (1)
 Workers often don't consider Kitimat their home (1)

Events (26)

LNG open houses (5)
 Industry participated in Relay for Life (3)
 RTA open houses (3)
 Enbridge open houses (2)
 Industry involved in ACT Telethon (2)
 Shell barbeque (2)
 Bechtel team activities for workers (1)
 Chevron open house poorly attended (1)
 Enbridge barbeques (1)
 Enbridge supportive of community events (1)
 Industry floats in parades (1)
 Job fairs (1)
 Present at Clean up the River Day (1)
 Shell focus groups (1)
 Shell invites seniors to focus groups (1)

Industry / Community Relationship - General (22)

RTA relationship better (4)
 A lot of industry effort (2)
 A lot of concern in the community (1)
 Alcan used to be more community-oriented (1)
 Enbridge more visible before the plebiscite (1)
 Chevron has good relationship with District (1)
 Chevron less engaged than Shell in town (1)

Industry / Community Relationship Cont'd

Chevron more engaged than Shell at provincial level (1)
Enbridge's project status leads to most effort to be corporate citizen (1)
Industry engagement for cooperation (1)
Kitimat LNG not as proactive as LNG Canada (1)
Less engagement after social license obtained (1)
Local industry representatives are engaged but headquarters hold them back (1)
Shell is active and involved (1)
RTA and Canada LNG want to contribute (1)
RTA less engaged (1)
RTA trying to maintain Alcan format of community work (1)
Shell engaging in the community before starting work (1)

Communication (22)

Shell making an effort to maintain community dialogue (4)
LNG projects provide opportunities for community dialogue (2)
Chevron and Apache invisible (1)
Chevron and Apache promote community at conferences (1)
Chevron and Kitimat LNG lack communication with District (1)
Chevron communicates with local government but not stakeholders (1)
Chevron meeting with Douglas Channel Watch (1)
Enbridge communicates through newspaper (1)
Enbridge communication initially lacking (1)
Enbridge Community Advisory Board meeting in Prince George (1)
LNG educating community about project (1)
Proactive community relations departments (1)
RTA, Bechtel, Shell, Chevron, Enbridge good community consultants (1)
RTA in regular dialogue with community groups (1)
RTA making an effort to maintain community dialogue (1)
Shell, Chevron, and RTA at committee table (1)
Shell communicates through newspaper (1)

Housing (10)

Large industry donation for subsidized housing (2)
RTA brought in cruise ship (2)
Shell is at the table with housing committee (2)
Camp housing may be repurposed later (1)
RTA responded to lack of camp vacancies (1)
RTA interfacing with community on housing (1)
RTA offered living out allowances (1)

Business (8)

Bechtel assists with local development / contracting (1)
Construction workers don't spend a lot of money in town (1)
Less workers shopping in the community (1)
Local businesses missed out on opportunities with Bechtel (1)
Local industry busier catering to large industry projects (1)
RTA business limited to one local supplier (1)
RTA worked with KTIDS to identify business and training needs (1)
Trans Canada Pipeline/Coastal Gas Link proactively connecting with businesses (1)

Disputes (7)

Community division regarding Enbridge / LNG (4)
Emission appeal scheduled (1)
Kitimat Health Advocacy Group raising concerns about emission (1)
Plebiscite created division (1)

Infrastructure (6)

Hoping for more legacy projects (1)
Industry agreed to contribute funds to Haisla bridge study and repairs (1)
Issues with water access (1)
Need second bridge (1)
RTA expanding their dock (1)
Tour showed re-opening of Alcan Beach (1)

Partnerships (6)

Kitimat LNG more involved with Haisla (1)
LNG benefits for Haisla (1)
Reverse discrimination in terms of joint ventures (1)
RTA involvement with Haisla increased (1)
RTA Legacy Agreement with Haisla provides jobs (1)
Shell announced partnership for front end engineering design company (1)

Employment Relations (3)

RTA donation program based on worker safety hours terminated (1)
RTA hard on their employees (1)
Workers feel replaceable (1)

Services (3)

RTA conducted community impact assessment (1)
RTA talks with community on social indicators (1)
RTA talks with community on health stressors (1)

Table B4: Key changes in the relationship between companies, senior governments, and community stakeholders

Working Relationships (20)

Industry / local gov't relationships improved (5)
Industry invested efforts to improve First Nations relations (2)
Supreme Court ruling requires Aboriginal permission for resource development (2)
BC Housing difficult to work with (1)
Chamber is rebuilding relationships with industry (1)
Federal preoccupation with bitumen has distanced it from local gov't (1)
Industry / First Nations relations have fluctuated (1)
Local gov't attention on new industry rather than RTA (1)
Local gov't / Haisla relations improved (1)
Local gov't / Haisla relations still strained (1)
Many groups trying to develop relationships with industry (1)
Power sales conflict strained RTA relationship (1)
RTA no longer a local company (1)
Transient workers weaken industry / community relationship (1)

Cooperation Mechanisms (17)

Shell liaison attends housing committee meetings (3)
Shell liaison attends Interagency Committee (3)
Bechtel regularly attends Interagency Committee meetings (2)
More stakeholders solving problems together through housing committee (2)
More stakeholders solving problems together through Age-Friendly Committee (1)
More stakeholders solving problems together through Interagency Committee (1)
RTA active with Public Advisory Committee (1)
Some interagency meetings held on site at Shell (1)
Ministerial Association formed housing society (1)
Tier I Industry Leadership Group has improved communications with local gov't (1)
Uncertain how RTA follows up on Interagency information (1)

Communications (14)

RTA has routine communication about cruise ship logistics (2)
Companies reluctant to discuss violence (1)
Companies reluctant to discuss family impacts (1)
Douglas Channel Watch sponsored presentation about whales / tankers (1)
Industries have been engaging with the community early on (1)
More industry communication about projects (1)

Communications Cont'd

Northern Gateway opened office for community communication (1)
RTA needs to make minutes more public (1)
Shell does good job inviting community stakeholders to learn about project (1)
Shell has a community liaison officer in Kitimat (1)
Shell offers workshops / open houses (1)
Shell proactively encouraging written feedback (1)
PTI promoting their temporary lodging project (1)

Education and Training (11)

RTA using Wilcox Elementary for training (6)
Haisla provide training through KVI (2)
LNG Canada involved in apprenticeship programs (1)
LNG Canada involved in job-readiness program (1)
Industry sponsored training programs (1)

Social Cohesion (10)

Enbridge pipeline has divided community (4)
Concerns about Enbridge accountability (2)
Enbridge pipeline has divided council (2)
Enbridge pipeline divided community / Haisla (1)
Limited trust between local gov't / province (1)

Economic Development (6)

Contractors no longer required to have local office (1)
Little use / benefit for local businesses (1)
Long period for industry to pay contractors (1)
New contractors built business with new equipment, but failed to obtain contracts (1)
Retire in Kitimat initiative transferred to EDO (1)
Village of Kitimaat increased revenues from LNG plant located on land (1)

Funding / Donations (6)

Community foundation feels supported (1)
Industry to contribute funds for housing based # of work camp beds (1)
Local gov't requested provincial gov't assistance (1)
Many community groups approaching businesses for support (1)
Northern Gateway interested to support community through sponsorships (1)
RTA funding is more broadly distributed around the region (1)

Infrastructure (6)

Old hospital lands transferred to Haisla (2)
ER renovated (1)

Infrastructure Cont'd

Mobile unit from Olympics brought in as temporary ER (1)

Rec centre approached RTA to use rec facilities (1)

RTA work camp rec facilities have limited use of local rec assets (1)

Partnerships (4)

Industry partnerships / joint ventures mostly with First Nations (3)

Industries are starting to work together on legacy projects (1)

Services (3)

Health services are internalized at RTA camp (1)

More workers access mental and public health to retain their job (1)

NHA is working with Chevron / Shell to implement model like RTA SOS (1)

In-kind Support (3)

Rotary / Wakita Construction worked to secure plaque to rock near cenotaph (1)

Wakita Construction in-kind support for local ski trails (1)

Wakita Construction donated equipment use for golf course (1)

Worker Engagement (2)

Bechtel connects workers with volunteer opportunities (1)

LNG held a community barbeque (1)

Emergency Planning (1)

Shell, LNG, Enbridge, RCMP, etc. engaged in disaster management scenario planning exercises (1)

Source: Tracking the Social and Economic Transformation in Kitimat, 2014.

B5: How are community leaders and organizations responding to these new arrangements?

Coordination Mechanisms (7)

More groups working through collaborative committees to address local needs (2)
Councillors continue to engage in committees (1)
Housing committee was formed (1)
Kitimat Health Advocacy Group was formed (1)
Social Impact Group is coordinating responses (1)
Working more with groups in the region (1)

Communication / Relations (5)

Being proactive to connect with industry (1)
Bring lens of safety issues to community / provincial tables (1)
Bring lens of violence to community / provincial tables (1)
More discussions with BC Housing (1)
Working to improve local gov't / Haisla relations (1)

Funding Supports (5)

Anonymous industry provided rental subsidies (1)
Community groups are accessing more provincial grants (1)
Community groups are diversifying their revenue sources (1)
Local gov't partly funded housing resource worker position(s) (1)
More discussions with industry to obtain support for training local professionals (1)

Planning and Legacy (5)

Local gov't planning for boom period (2)
More conversations about corporate social responsibility / legacy (2)
Proactive planning for the boom (1)

Operations (4)

Businesses are more geared towards industry (1)
Local gov't officials too comfortable with longstanding positions (1)
Local gov't overwhelmed by increase in activity (1)
Missed opportunity to have rec facilities more utilized by workers (1)

Policies (4)

Council is avoid knee jerk responses (1)
Developing a social housing contribution policy (1)
New housing policies are being developed (1)
Strata conversion policy adopted (1)

Human Resources (3)

Community groups recruit Bechtel volunteers (1)
Hired housing resource worker(s) (1)
Increasing police officers (1)

Infrastructure (1)

Increasing police equipment (1)

New Community Supports (1)

Addressing displacement of long-term tenants (1)

Source: Tracking the Social and Economic Transformation in Kitimat, 2014.

C1: How have community leaders and groups used their *social networks*?

Collaboration (44)

IAC share initiatives and work together (4)
Haisla / Douglas Channel Watch (DCW) working together on pipeline issue (3)
Decreased committee activity (2)
Efforts duplicated through similar services (2)
Groups are not cooperating (2)
CDC approached library to deliver fun/ play days for kids (1)
CDC working on children first initiative to bring children groups together (1)
Coordinating through IAC (1)
Coordination across learning institutes not taking place (1)
DCW / residents working together on air quality appeal (1)
Economic development working with NDIT (1)
Efforts to form steering committee to tackle labour market proposal (1)
Find ways to work together to address violence (1)
Food Bank and Food Share program share extra food with each other (1)
Food bank, Food Share, Community Garden working together (1)
Food Bank working on housing issues (1)
Food Share and Food Bank working to coordinate services (1)
Haisla partner with Northern Health programs (ex. childhood obesity) (1)
Hierarchical versus horizontal structure inhibits collaboration (1)
IAC good place to create ad-hoc committees (1)
IAC good stimulus for partnership (1)
IAC has efficient response structures in place (1)
IAC is a network not an action committee (1)
KCSS, Chamber of Commerce, and CDC work with TSW (1)
KCSS working with other stakeholders on housing issues (1)
KEDA meets regularly to work together (1)
Learning institutes coordinating to assist unemployed people (1)
Leisure Services try to engage schools for swimming programs (1)
Mental Health and Addictions working on housing issues (1)
Planning commission looking at housing issues (1)
SART work with Haisla Health Centre (1)
Service organizations coordinate supports with senior's centre (1)
Social Impact Group working to coordinate responses to community needs (1)
Worked with DCW on plebiscite vote (1)

Collaboration Cont'd

Work with Chamber of Commerce (1)
Work with colleagues in Northwest (1)
TSW working on housing issues with other stakeholders (1)
Work needed to nurture coordination with RCMP (1)
Worst Case Scenario disaster management exercises between RCMP and industry (1)

Broadening Networks (38)

Enbridge brings Northwest groups together (3)
Member of Chamber of Commerce (2)
More people attending IAC meetings (2)
Better at Home reached out to the seniors' centre (1)
Churches part of HAC (1)
Coastal First Nation, Haisla First Nation council, DCW, Skeena Wild and Northwest Institute for Bioregional Research meet about Enbridge (1)
Continue building trust with First Nations (1)
DCW went to Enbridge's AGM in Calgary (1)
DCW went to Vancouver to speak with environmental groups (1)
Early Child Development Table brings service providers together for State of Child Care (1)
Enbridge controversy brings Northwest groups together (1)
Food bank has engaged with IAC (1)
Groups are not using social networks strategically (1)
HAC interacting with seniors' centre (1)
HAC is made up of service providers, district staff, and councillors (1)
Haisla appointed to HAC (1)
Hospital Foundation networks with Community Futures / Industry (1)
IAC trying to include business more (1)
Industry active with IAC (1)
Involved with Economic Development Association of BC (1)
KEDA members connected with Chamber, Community Futures, and Airport Society (TKAS) (1)
Knights' members involved with HAC (1)
Leadership breakfast for men (1)
Local planning staff attend child care group (1)
Meet regularly with Smither's non-profit housing operators (1)
Multicultural Society is umbrella group for all cultural groups (1)
Museum affiliated with the National Science and Technology Museum in Ottawa (1)
Network with Skeena Wild, Lakelse Lake Watershed, Prince Rupert groups concerning SO2 emissions (1)
Northern Health absent from HAC table (1)

Broadening Networks Cont'd

Planning staff attends IAC meetings (1)
Previous manager more involved in Chamber of Commerce (1)
Service / cultural clubs meet couple times a year (1)
Sexual Assault Response Team (SART) has a representative from Haisla (1)
TSW is part of the IAC (1)

Communication / Sharing Information (26)

IAC networks used more for sharing info (6)
Sharing success stories / best practice approach (2)
60 groups in Terrace/ Kitimat receive IAC meeting minutes (1)
Anti-violence met regionally in Terrace to brainstorm issues about impacts of economic development (1)
Communications between groups via emails results in actions (1)
Councillor updates seniors on initiatives (1)
Does not engage in Facebook etc. (1)
EVA BC produced report on violence against women in resource towns (1)
IAC allows for multi-discipline discussion (1)
IAC keeps district staff informed on all district activities (1)
IAC shares information on available grants (1)
CDC children first initiative to improve programs/ awareness of programs (1)
Groups do not always know when IAC meetings take place (1)
Information between meetings distributed by CDC through listserv (1)
Information given to seniors on tenant-landlord rights (1)
Information shared to avoid gossip/ speculation (1)
Information shared to understand bureaucratic processes (1)
Information shared via Facebook, Twitter, email (1)
Need for brochure to clearly indicate program differences/ complimentary (1)
Touch base with Williams Lake Service Coop about their model (1)

Negotiation / Discussions (16)

Churches discuss seniors/disability housing issues (3)
Housing Advisory Committee (HAC) discusses housing issues (3)
Business discuss how to benefit community development (2)
Chamber discusses housing issues with other stakeholders (1)
Kitimat hospital advisory group looks at stressed health services (1)
Meetings between District / industry (1)
Met with colleague in Houston over concerns (1)
Municipality met mayors over revenue sharing (1)

Negotiations / Discussions Cont'd

Museum on National Science and Technology
Museum website for energy discussion (1)
Talks between District of Kitimat, City of Terrace and Kitimat Stikine Regional District (1)
Impact Management Group met monthly to discuss problems (1)

Advocacy (6)

HAC advocates for housing (2)
Church groups advocate for tenants (1)
IAC gathers letters of support (1)
Overwaitea rally with Supervalu over lease (1)
Supervalu supported by community over lease issue (1)

Sharing Expertise (5)

Chamber provides perspective on task force of children's first initiative (1)
Expertise shared about operating a grass roots organization (1)
IAC good place to trouble shoot issues (1)
Local companies help church groups looking at affordable housing (1)
Regional groups brought ideas and support (i.e. for the website) (1)

Overlap of Members (4)

Administrators and councillors sit on housing and health care committees (1)
KTIDS directors are part of KEDA (1)
Naturalist and Heritage Societies are same people (1)
Same people in IAC as in Housing Groups (1)

Referrals (4)

Chamber connects people to local businesses (1)
Community organizations refer clients/members to other services (1)
Housing workers are first point of contact/ know where to refer (1)
New people referred to join IAC (1)

Building Institutional Capacity (3)

Mountainview Housing Society formed out of HAC meetings (1)
Broader range of groups invited to be involved in telethon (1)
Society formed of Knights, Luso Canada, the Filipino, hospital board and others to raise funds for hospital/ community projects (1)

Increased Stress (3)

Everyone struggling with time poverty (1)
Increased stress challenges relationships (1)
Increased stress limiting engagement with IAC (1)

Emotional Support (1)

Morale support / emotional support (1)

New Protocols / Policies (1)

SART developed protocols with Haisla around sexual assaults (1)

Source: Tracking the Social and Economic Transformation in Kitimat, 2014.

C2: How have community leaders and groups used their political connections and working relationships within local government?

Housing Issues (21)

- District funded housing coordinator after federal funding expired (2)
- District opened extreme weather shelter (2)
- Extreme weather shelter ran by District / volunteers (2)
- Funds allocated by local government for winter shelter (2)
- CDC / District CAO meet about housing (1)
- CDC has two housing workers employed by the District (1)
- Council members work to address housing issues (1)
- District looking at affordable housing (1)
- Housing crisis is not municipality's normal role (1)
- Local government work on MOU agreement for land with Mountainview Housing Society (1)
- Local government allocated funds for people who couldn't afford rent (1)
- Mayor found grants to support people struggling with rising rents (1)
- Mayor sought support for reinvicted people (1)
- Mayor working with stakeholders to provide family rent subsidies (1)
- Municipality does not have resources to solve housing crisis (1)
- New committee in town to address homelessness (1)
- Positive working relationship with municipality helped obtain housing coordinator funding (1)

Communication / Information (13)

- Council/ administrative staff met with Energy Services BC to learn about problems (1)
- Council/ administrative staff travelled to Fort St. John for planning positives and negatives (1)
- Council does not always listen to local groups (1)
- District heightened briefings with RCMP (1)
- District hired communication person (1)
- District needs to communicate more (1)
- Go to council with problems and they listen (1)
- Housing coordinator delivers updates/ presentation to council (1)
- Housing resource worker and planning department collecting housing stats (1)
- Local government works to educate tenants/ landlords on rights (1)
- Need for more informal opportunities to gather community input (1)
- Planning members work with CMHC collecting community data (1)
- Province comes to council meetings and public hearings to express concerns (1)

Human Resources / Expertise (9)

- Local government administration/ council volunteer and work in committees (4)
- District staff is stretched (1)
- Local government staff adds capacity everywhere (1)
- Local planning staff help Mountainview Housing Society with planning /connect engineering staff (1)
- Mayor and Council provide guidance to community leaders for legacy projects (1)
- Volunteers from District operate extreme weather shelter (1)

Collaboration (8)

- Chamber working with the District (1)
- District may be able to facilitate cooperation (1)
- Interagency Committee/ Mayor/ CAO/ Deputy CAO work on key pressure points (1)
- Interagency Group/ Mayor/ CAO/ Deputy CAO have good relationship (1)
- Leisure Services partnered with Haisla (1)
- Local government sees importance of strong relationship with First Nations (1)
- Local groups work together to approach council (1)
- Working at a political and staff level (1)

Infrastructure (7)

- CDC / District CAO met about daycare location (1)
- Fire hall used for extreme weather shelter (1)
- Heritage group went to council about walkways (1)
- Landscaping of rec building by District staff (1)
- Local government helping to look for food bank premises (1)
- Municipality encourages higher density building and development (1)
- Senior's centre located in Riverlodge (1)

Service Funding (7)

- District helped address TSW deficit (1)
- Fire hall is well funded by District (1)
- Food bank can ask local government for money (1)
- Library is well funded by District (1)
- Museum is well funded by District (1)
- Organizations are able to receive financial support from local government (1)
- RCMP are well funded by District (1)

Seniors' Issues (5)

- Age Friendly Committee working with community grant writer to access Plan H funds through Kick it Up Kitimat (1)
- Applying for New Horizon's grant with District partner (1)

Seniors' Issues Cont'd

District CAO presentations at seniors' centre (1)
Local government provided letters to pursue funding
for seniors' conference (1)
Senior's coordinator paid partially by District (1)

Policies (3)

District proposed room tax on industrial camps (1)
Local government social housing policy faced a split
vote and issues not dealt with (1)
Negotiating with Haisla requires use of proper
protocols (1)

Advocacy (1)

Mayor became involved with Supervalu when lease
threatened (1)

Events (1)

Local government always represented at functions (1)

Operations (1)

Municipality created road blocks with potential
investors (1)

Recreation (1)

Golf course got \$100,000 from city (1)

Source: Tracking the Social and Economic Transformation in Kitimat, 2014.

Table C3: How have community leaders and groups used their political connections and working relationships with *senior levels of government*?

Housing Issues (30)

BC Housing funding for extreme weather shelter (4)
 Federal gov't funded housing coordinator as a three month pilot project (3)
 Province disagreed with District's proposed industry housing contributions (3)
 BC Government funded consultant to do Housing Action Plan (1)
 BC Housing conference in PG discussed waitlists/ how to maintain properties (1)
 BC Housing connected with housing committee (1)
 BC Housing increased TSW funds to meet transition house need(1)
 BC Housing looking at opportunities (1)
 BC Housing not providing funding but staff support (1)
 CMHC presentations to community stakeholders (i.e. feasibility plans, business plans for social housing developments) (1)
 Expiring contract with BC Housing was a learning experience for the board (1)
 Housing Policy Branch (HPB) encourages communities to find own solutions (1)
 HPB at table with \$50,000 from BC Housing (1)
 MLA hosted housing forum in Kitimat (1)
 NHA rep has not attended Housing Advisory Committee (1)
 Planning department works for seed funding with CMHC's Rob Jazwell (1)
 Province wants industry projects built before committing to housing supports (1)
 Provincial funds not used to support winter shelter operated by District (1)
 Provincial Minister urged District to work with province on housing issue (1)
 Pushed/ lobbied provincial housing support (1)
 Talk of training operators at conference for nonprofit housing (1)
 Undergoing assessment for housing needs (1)
 Winter shelter follows BC Housing regulations (1)

Communication and Information (20)

BC Housing involved in conversations (2)
 CMHC responds to local stakeholders' questions (1)
 Council talked to MP Bob Zimmer /MLA Nathan Cullen about Enbridge pipeline (1)
 Discussion about prevention to address violence (1)
 District has meaningful negotiations with province (1)
 District met with Oil and Gas Commission (1)
 Do not hear from federal government (1)
 Federal changes found in newspapers (1)

Communication and Information Cont'd

Major investment office in Victoria good support for connections / questions (1)
 Ministry of Community, Sports and Cultural Development visited community (1)
 No early notice of Premier Christie Clark visit (1)
 Planning department uses CMHC rental stats (1)
 Province consultation in BC about violence (1)
 Provincial board for ending violence met with Shirley Bond to introduce lens to business sector (1)
 Provincial government has limited understandings of industry impacts on community (1)
 Shirley Bond will link Executive Director for Ending Violence with other ministries (1)
 TSW going to tables to bring violence lens (1)
 TSW met provincial office for domestic violence (1)
 Work on numbers/ studies to lobby for support from province (1)

Services (13)

BC Government does not give enough funds for health / education (1)
 Chamber and Coast Mountain School District meet over changes in training at high school (1)
 Discussion to obtain mobile MRI from Northwest (1)
 Emergency room renovated (1)
 Haisla and Northern Health new partnerships on childhood obesity (1)
 Hospital Foundation talking with NHA / Age Friendly Committee about initiatives (1)
 Hospital received province funding to expand emergency services (1)
 MCFD funding daycares/ preschools renovations (1)
 MCFD program at risk by closing the school (1)
 More money from MCFD if cooperating with school districts (1)
 Northern Health liaison works with the Village's health unit (1)
 Northern Health relying on communities to replace equipment (1)
 Provincial grants available for health/ wellness initiatives/ daily operations (1)

Advocacy (9)

MLA/ MP advocate vs. Enbridge(3)
 2013 throne speech to address violence (1)
 Senior gov'ts have been supportive (1)
 MP opposed Enbridge/ potential jobs (1)
 Nathan Cullen part of Enbridge plebiscite (1)
 Premier wrote letter to three ministers about violence (1)
 Province is supportive in word (1)

Infrastructure (8)

\$1 million infrastructure fund announced for NW(2)
Need for new bridge brought to senior gov't (2)
\$1.6 million transportation study of West Douglas
Channel Corridor (1)
Collaboration between federal, provincial, and local
government with Haislafor Kitimat Port
Management (1)
Looking to extend highway to RTA as part of
provincial highway system (1)
TKAS completed long term airport strategy
submitted to BC gov't (1)

Funding - General (6)

CAO trying to get federal/ provincial money (1)
Indirect provincial support from NDIT (1)
Limited federal grants available (1)
Organizations apply for grant through programs (1)
Province is liberal with grants (1)
Senior government grants not approved (1)

Relationships (5)

Distrust between local level and provincial (1)
Effort to leverage relationships with local/senior
government not coordinated (1)
Province appears more engaged with Haisla (1)
Province works with District to advance files/ what to
do before final LNG investment (1)
Senior government's committees/ professionals touch
base with staff for further action (1)

Cohesion (2)

Disconnection from government candidates (1)
Promises are not followed through by government
candidates (1)

Human Resources / Expertise (1)

Province has part time person in Terrace for
Northwest Readiness Project (1)

Other (9)

Not sure/ Have not heard (7)
Limited involvement from Regional District (1)
Province has not stepped up (1)

Source: Tracking the Social and Economic Transformation in Kitimat, 2014.

Table C4: How have community leaders and groups used their access to *financial capital* ?

Donations (26)

Grocery store donate food/ gift cards to food bank (2)
Bechtel camp bottle money to Humane Society (1)
Businesses not asked a lot for donations (1)
Community soccer teams ask for donations from bank (1)
Corporate citizen gives rental subsidy to displaced (1)
District/ Industry contribute to weather shelter (1)
Donations from new companies in town (1)
Food bank receives company donations (1)
Former resident donates \$3-5K /year to food bank (1)
Grocery store donates to Humane Society daily (1)
Industry cash donations to concert association (1)
Industry donations to hospital (1)
Industry donations to housing subsidies (1)
Industry donations to Search & Rescue (1)
Industry/ workers provide cash/ in-kind support during Christmas to food bank (1)
Kids Sport groups received \$500 from an LNG (1)
Knights donated \$2000 to food bank (1)
Personal donations from signs/communication (1)
Received high quality gifts from companies (1)
Resident on disability donates \$200-\$300 a month to food bank (1)
Rio Tinto/ Bechtel have been generous (1)
Seniors ask for bank donations (1)
Small business contributes in-kind donations (merchandise, services, gift certificates) (1)
Smaller organizations seek donations (1)
Telethon/ Community Foundation have list to solicit donations (1)

Government Funding (24)

Emergency fund supported KCSS and CDC (3)
Local gov't partly fund housing resource workers (3)
\$1 million infrastructure funding for Northwest (2)
\$200,000 Emergency Fund (local government) (2)
District gives out grants as much as possible (2)
Golf course got District grant (2)
BC Housing provides subsidies for Kiwanis (1)
Children First Initiative gets provincial funds (1)
Grant for Pickle Ball equipment (1)
Looking to NDIT for \$250K for airport infrastructure (1)
Multicultural Society approach District for support (1)
Multicultural Society asks council for help with renting locales for functions (1)
NHA increase staff/ food budget of Delta King (1)
Part of housing action plan funding from NDIT (1)
Provincial / federal grants for health wellness initiatives/daily operations (1)
Provincial funding for asset management training (1)

Barriers to Funding (15)

Criteria for grants not always clear (1)
Difficult for small groups to access resources (1)
Difficult paper work to apply for funds (1)
Fewer gaming commission funds (1)
Funding regulations limits ability to save for larger projects (1)
Government does not have any money (1)
Government waiting on LNG before funding (1)
Grants are limited to certain areas (1)
Need capacity assessment for funding (1)
Need grants for targeted populations (1)
Nonprofits are using more assets to write grants (1)
No upfront funding to response to industrial expansion (1)
Province infrastructure grant for bridge is limited (1)
Provincial grants/ RFPs don't allow admin time (1)
TKAS loses ACAP funds if ridership increases (1)

Cooperation (7)

Community groups work together / share profits on telethon (1)
Groups work together on grant applications (1)
KCSS/CDC pool funds to bring team building facilitator (1)
Non-specific funding allows other agencies to participate/ cost share (1)
Northwest groups working to train workers in one location (1)
Shared travel costs with Village to bring expertise (1)
Work with NDIT to obtain funding (1)

Funding – General (7)

CDC did smaller grants with Envision (1)
CDC doing more grant writing (1)
Community groups not suffering resource curse (1)
Food bank does not need to apply for grants (1)
Grant writer pulled back in house with district (1)
Grant writer support from NDIT (1)
Groups not pursuing grants (1)

Fundraisers (4)

Churches have garage sales (1)
Knights fundraise for hospital equipment (ex. ultrasound machine) (1)
Telethon raised average \$50,000 / year (1)
Walk for Cancer raised \$116,000 (1)

Share Resources (4)

Christmas hampers to Village through food bank (1)
Food Bank provides excess supplies to women's shelter (1)
Food Share sends things to Village (1)

Share Resources Cont'd

Village school received food from Food Bank (1)

Sponsorships (4)

Accepting/ rejecting support from Enbridge seen as endorsing/ rejecting project (1)

Cedar Ridge Construction and Lapointe Engineering sponsor honorariums for BC Lion's speakers (1)

Enbridge sponsored scholarships in Terrace deemed 'dirty' money and not given out (1)

Northern Gateway community sponsorship (1)

Communication (3)

Community needs to know if funds go to principal or community (1)

Grant workshops in Prince Rupert for planning capital replacement of infrastructure (1)

Interagency groups share grant information (1)

Leveraging for More Funding (3)

NDIT match fundraising \$25K/ year for two years (2)

Hold \$25K/ year to get NDIT matching funds (1)

Policies (3)

City proposed camp surcharge per bed to go towards social housing (2)

Development permit revenue should be invested (1)

Events (2)

Need support from industry to host events (1)

Oviatt provided funds for leadership breakfast (1)

Programs (2)

Knights offer scholarship program (1)

Knights support youth soccer and hockey (1)

Support Levels (2)

Community groups (esp social service) have increased demand/ need for money (1)

Same support types/ levels for community groups (1)

Contracts (1)

NHA signed contract to operate Delta King (1)

Source: Tracking the Social and Economic Transformation in Kitimat, 2014.

C5: How have community leaders and groups used their *human capital* (skills, experience, expertise)?

Education and Training (30)

Resident Tenancy Act rights courses for tenants (3)
\$1million for 6 municipalities from province goes towards asset management training (1)
Catholic school looking for teachers (1)
CDC/ Haisla/ MCFD has done joint training (1)
CDC offered practicum for recreation student (1)
CDC will deliver mental health first aid course to firemen/ police/ social services (1)
Chamber meeting with Coast Mountain School District over training in high school (1)
Collaborative training with child protective workers through MCFD (1)
Haisla have cultural discussions with staff (1)
Housing coordinator trained shelter volunteers (1)
Limited post-secondary education opportunities (1)
Looking at cross training for staff shortages (1)
More kids means more funds needed for schools (1)
Must leave Kitimat for post-secondary education (1)
Need to enhance/ find alternative practicums (1)
Need to increase training of trades (1)
Need training for primary receiver of 911 calls (1)
New technology of modernization project requires mind set changes of workers (1)
Procurement/ RFP boot camps teaches local business to take advantage of projects (1)
Province working on retraining opportunities (1)
Team training exercises done (1)
Restaurant does roll playing exercises (1)
School do not have increased student enrollment (1)
Social work practicums limited due to MCFD staff shortages (1)
Teachers are retiring (1)
TSW brought child protection workers/ anti-violence for training (1)
Too busy to give feedback over practicums (1)
Volunteers trained for weather shelter program (1)

Human Resources (23)

Weather shelter ran on volunteers/ paid volunteer coordinator (2)
Bechtelworkers sort bottles for Humane Society (1)
Club dynamics changed (1)
Difficult finding/ retaining volunteers (1)
Difficult finding volunteers for night shift with mental health clients (1)
District employees volunteer at weather shelter (1)
District increasing RCMP staff (1)
District needs safety officer (1)
Food for kids provided by principal /teacher/food bank (1)
Food for kids stopped when principal left (1)
Golf course renewed board / membership (1)

Human Resources Cont'd

Groups expanded number of people available (1)
Have a staffing plan (1)
Housing/ Chamber worker initiated winter shelter (1)
Need to for younger / new residents volunteers (1)
Northwest Counselling increased full-time counsellors visiting Kitimat / Kitimaat (1)
Parents have to volunteers for kids' activities (1)
Parents too tired to be involved (1)
Senior volunteers are burnt out (1)
Village of Kitimaat does not have person to hand out food bank food (1)
Volunteers maintain Radley Park (1)
Volunteers working more/ different hours (1)

Industry Joint Ventures (22)

Larger companies partnering with smaller companies to obtain contracts (3)
Haisla encouraged joint ventures (2)
Kitimat Iron partnered with non-local company (2)
TLT/ Fred's Equipment / Levitt joint venture (2)
Zanron teamed up with another company (2)
101 Industries partnered with Brascoopotlines (1)
101 Sheet Metal partnered with Focus (1)
Bear Creek had joint venture with Haisla (1)
ESNS has joint venture with Haisla (1)
Industries partnering over issues of collective responsibility (1)
Levitt purchased Fred's Equipment (1)
Local/ nonlocal companies share shops/workers (1)
Progressive Ventures working with Haisla to increase opportunities (1)
Smaller companies give local presence advantage to gain contracts (1)
Synergies between Focus /Lapointe work (1)
Without legal agreement larger company may gain contract/ give little work to smaller company (1)

Sharing of Expertise (15)

Local companies help church groups looking at affordable housing (3)
Lapointe expertise offered for design/engineering for Mountainview Housing (2)
City offers planning expertise to Kitimaat Village (1)
Economic development working with NDIT to build local capacity (1)
First Nations short on capacity/ skills must spend money to fill needs (1)
Housing worker educated tenants/ landlords about rights (1)
Housing worker stopped eviction process (1)
Lapointe Engineering assists golf course (1)
Lapointe Engineering designing special roof (1)

Sharing of Expertise Cont'd

Local expertise not tapped(1)
Victoria Investment Office gives support/advice (1)
Technical tasks done by younger volunteers (1)

Sharing Staff / Volunteers (12)

Developing agreement across organizations to share staff (2)
Catholic Church partnered with Filipino Catholic community for food booth fundraiser (1)
CDC partnered with school district to share speech pathologist (1)
Discussion about merging boards for Kiwanis / Delta King (1)
Food bank tapped into churches for volunteers (1)
Luso Club supports Multicultural Association (1)
Maintenance person shared between Delta King / Kiwanis Village (1)
Multicultural Association unsuccessful teaming up with other groups on initiatives (1)
Opportunity for businesses to share admin staff (1)
Same person manages Delta King/ Kiwanis (1)
Sharing home support staff with NHA (1)
TSW shares staff to deliver workshops (1)

Communications / Sharing Information (9)

Better at Home information connected with senior's centre (1)
DCW brought people to talk about environmental impacts of oil/ gas industry (1)
Information on bureaucratic processes shared (1)
Information on operating grass roots organizations shared (1)
Information shared to avoid gossip/ speculation (1)
Plebiscite Facebook page done by young volunteers (1)
Plebiscite older volunteers did personal communication (1)

Communications / Sharing Information Cont'd

Regional groups brought ideas/ supports (1)
Updates to seniors (1)

Community Events/ Services (6)

Chamber puts on function (ie with LNG Canada) (1)
District partners with Haisla for Kitimaat basketball tournament (1)
KEDA hosted community meetings (1)
Parent Advisory Group runs hotdog events for multicultural society (1)
United Church (Kitimat)/ United Church (Terrace) hosted combined services/ hotdog lunch (1)
United Church/ Presbyterian Church combine summer services (1)

Committees (3)

More committees are starting up(1)
People transfer knowledge across committees (1)
RTA does more committees regarding KMP (1)

Community Partnerships (2)

Chamber working with KEDA on LNG labour market proposal (1)
Recreation centre partnerships allows same/ increased service levels (1)

Outsourcing (2)

District outsourcing infrastructure needs to Vancouver (1)
Golf course hired business operations consultant (1)

Industry Human Resources (1)

Smaller contractors increasing as construction companies overwhelmed (1)

Source: Tracking the Social and Economic Transformation in Kitimat, 2014.

C6: How have community leaders and groups designed and mobilized their *institutional capacity*

Mandates and Policies (20)

Few groups renewing their mandates (5)
Riverlodge increased / broke down age groups for youth programs (2)
Broadening mandate to assist women / kids who are homeless / at-risk homeless (1)
CDC broadened mandate to deliver new services (1)
CDC considering changing name to reflect new breadth of programs (1)
Community foundation replaced telethon society (1)
Community groups lack energy to renew their mandates (1)
Hospice / Palliative Care broadening mandate to provide more services (visiting, transportation) (1)
KEDA looking to champion public labor access (1)
KTIDS disbanded (1)
Local gov't updating OCP (1)
New policies being formed regarding distribution of telethon funds vs. investment in principal (1)
Organizations remain complacent (1)
TSW broadening mandate to engage men (1)
TSW / Haisla developed protocols to respond to sexual assaults (1)

Operations (17)

Golf course has new group working to renew its structure / business plan (5)
Businesses adjusting hours of operation (1)
Business expansions (1)
Change in family composition is changing delivery of services (1)
EDO focusing on business recruitment / retention (1)
Kitimat Port Management examining structure with federal, provincial, local, Haisla stakeholders (1)
Library open Sundays (1)
Logistics of food safe, coordinating food, etc. made it tough to sustain food kitchen (1)
More investment in risk reduction (1)
More outreach activities to assist women to find accommodations (1)
Providing supports to different population (1)
Reorganizing fees / how bookings are done for industry (1)
Telethon grant selection committee now has no ties to organizations applying for funds (1)

Program Changes (15)

CDC has new immigration program (2)
Delivering healthy relationship / prevention / education programs to younger students (1)

Program Changes Cont'd

KCSS delivers Food Share (1)
Leisure Services pursuing new program ideas (1)
Looking to expand low cost community events (1)
More investments in family supports (1)
More programs for people with disabilities (1)
More programs for seniors (1)
More programs to assist low-income residents to access rec programs (1)
More programs to target obesity (1)
Need workshop / program for FIFO couples (1)
New camping / outdoor skills program (1)
New spin bike class (1)
TSW program to engage men / boys in Be More than a Bystander (1)

Coordination Mechanisms (6)

Exploring sub-committee of integrated case management for high risk cases (1)
Hospital Auxiliary engages with the Hospital Foundation (1)
More coordination between Leisure Services / schools (1)
More involved with Housing Committee (1)
Revived coordination committees (Violence Against Women in Relationships) (1)
Working with Haisla on Sexual Assault Response Team (1)

Communication (3)

CDC pursuing resources to develop a one-stop shop for information (1)
Need to educate residents about purpose of Housing Advisory Committee to manage expectations (1)
Sharing information on activities / initiatives to reduce overlap (1)

Human Resources (3)

Decline in members / volunteers has limited ability to mobilize institutional capacity (3)

Conflict (2)

Government RFPs pit groups against each other (1)
Territorial conflicts across groups over the delivery of services (1)

Evaluation (1)

CDC evaluating drop-in programs (1)

Table C7: How have community leaders and groups used their *infrastructure* to respond to challenges / opportunities

Space for Community Services / Nonprofits (66)

Building / office space is limited (12)
 High rents for space a challenge for nonprofits (8)
 Difficult to secure storage space (4)
 Uncertainty of space (3)
 CDC connecting with NWCC to use space for programs (2)
 District leases seniors' centre space for \$1 / year (2)
 Food bank needs a new space (2)
 Hospice moved from mall to NWCC (2)
 KVI offers trades courses at closed school (2)
 Local gov't assisting food bank to explore other space options (i.e. church) (2)
 Nonprofits renting space month to month (2)
 Province looking to close KCH (2)
 'Be More than a Bystander' breakfast at fire hall (1)
 Can't access school space during strikes (1)
 Closure of elementary schools (1)
 Commercial landlords provide short notice that nonprofit space could be rented out (1)
 Confidentiality issues prevent group from sharing space (1)
 Contractors have assisted with the Humane Society's rabbit project (1)
 Delta King provides space for Angela's Hearing Solutions (1)
 Groups looking to rent space from NWCC (1)
 Groups looking to use space at KCH (1)
 Haisla used Delta King tub temporarily (1)
 Hospital is too small (1)
 Humane Society needs more space (1)
 Interagency group has been troubleshooting space issues (1)
 KCSS / Ministerial Association partnering on community garden (1)
 Low office vacancy rates limits ability to expand (1)
 No efforts to address space issues (1)
 Northwest Counselling using courthouse space (1)
 Recycling centre needs more space (1)
 Rising rental rates quickly exceed nonprofit budgets submitted for provincial funding (1)
 Staff training for community groups delivered using Chamber space (1)
 TSW invited other community project staff to use their space (1)
 United Church basement not accessible for people with limited mobility (1)
 Youth Centre asked to rent out space during day as they only use space at night (1)

Meeting Space (25)

Baptist Church providing space for community supper (2)
 Churches have meeting space (2)
 Lack of meeting / presentation spaces (2)
 Library offers meeting space (2)
 Luso Club has a hall (2)
 Most meeting spaces are booked (2)
 Riverlodge offers meeting space (2)
 Some meeting spaces are not accessible (i.e. no elevator) (2)
 Community groups meet in personal homes (1)
 Groups have used meeting space at Chamber (1)
 Hotels don't have conference / meeting rooms (1)
 KEDA uses Chamber basement for meetings (1)
 Many free meeting spaces for nonprofits (1)
 Multicultural Association uses hospital multipurpose room (1)
 Multicultural Association uses NWCC meeting room (1)
 Organizations are sharing meeting rooms (1)
 United Church space used for AA meetings (1)

Commercial Space (16)

Commercial rent increased (5)
 Small businesses impacted by rent increases (4)
 High rental rates for vacant commercial space (2)
 Supervalu almost closed due to lease (2)
 High commercial rents inhibits economic model to start new business (1)
 Nechako Mall recently sold (1)
 Overwaitea renovated their building (1)

Accommodation Infrastructure (12)

Fire hall donated space to support extreme weather shelter (4)
 Churches are exploring options to use their land for social housing (2)
 New hotels are being built (2)
 Camps developed to address housing pressures (1)
 New hotel being constructed on old demolished motel site (1)
 Opportunity to use Knights' land for social housing not deemed financially feasible (1)
 PTI camp under construction (1)

Equipment (8)

Age Friendly Committee drafted support letters for museum elevator (1)
 Fred's Equipment invested in industrial equipment rentals (1)

Equipment Cont'd

Industry bookings exceed facility capacity (i.e. chairs, tables, etc.) (1)
RCMP planning equipment need to address growth (i.e. computer desks, vehicles) (1)
Retired Teachers Association submitted support letter for museum elevator (1)
Search & Rescue donated cots to support extreme weather shelter (1)
Smaller contractors buying trucks / equipment for small contracts (1)
Volunteers use their own computer equipment (i.e. laptop, screens) (1)

Industry Infrastructure (6)

RTA using Wilcox Elementary for training (5)
Camps have own medical facility (1)

Physical Infrastructure (5)

District bylaw charges sewage / treatment plant usage per bed for RTA cruise ship (1)
Need to study downstream impacts on infrastructure before adding density (1)
Major sewage upgrades needed before influx of large work camps (1)

Physical Infrastructure Cont'd

Sidewalks now have sloped curbs (1)
Wider sidewalks needed (1)

Transportation Infrastructure (5)

Airport Authority exploring need for expansion (1)
Bridge work has improved industry / recreation access (1)
More charters using airport for mobile workers (1)
Traffic lights fixed with faster turning time to accommodate increased traffic (1)
West Douglas Channel Corridor Analysis looking at road from Bish to Highway 16 (1)

Recreational Infrastructure (4)

Gazebo near the marina is in disrepair (1)
Leisure Services promoting rec facilities to support school programs (1)
Riverlodge using Youth Centre to run daytime programs during school strike (1)
Wakita continues to take seniors out in the boat (1)

Local Government (1)

Local gov't commissioned building assessment for renovations and maintenance (1)

Source: Tracking the Social and Economic Transformation in Kitimat, 2014.

Table C8: How have community leaders and groups used their *cultural capital* (i.e. cultural traditions, societal norms) to respond to challenges / opportunities

Membership (19)

Cultural groups losing their elders and traditions (3)
 Cultural groups have fewer members (3)
 Multicultural Association struggling with membership (3)
 Few younger residents involved with cultural groups (2)
 Luso Club remains strong (2)
 Aging membership in Multicultural Association (1)
 Fewer Greek members (1)
 Filipino group is growing (1)
 Italian group has new members (1)
 Lower season ticket prices have increased Concert Association memberships (1)
 Luso membership declining (1)

Events (17)

Annual Multicultural Association dinner (6)
 Multicultural Association has a flag raising event (3)
 Festival du Bois (2)
 Dinner theatre sold out (1)
 International food fair (1)
 Lapointe Engineering has an annual multicultural day with staff / families (1)
 Legion dinners (1)
 Luso Club dinners (1)
 Sikhs celebrate an event in the fall (1)

Engagement (10)

Cultural groups less involved in the community (2)
 Aboriginal groups don't attend other cultural activities (1)
 Ethnic elders could share stories with schools (1)
 Greeks less involved in the community (1)
 Italians have donated money to hospital (1)
 Italians re-engaging in July 1st celebrations (1)
 Limited cooperation amongst cultural groups outside of annual potluck (1)
 Luso Club is very active (1)
 Multicultural Association less active with fewer / older members (1)

Aboriginal (9)

Improved relations with Haisla (2)
 Aboriginal elders could share stories with schools (1)
 Enbridge plebiscite improved Haisla relations (1)

Aboriginal Cont'd

Haisla aware they must be consulted with (1)
 Haisla invited to have cultural discussions with staff (1)
 Haisla obtained more jobs through RTA Legacy Agreement (1)
 Haisla have more joint ventures (1)
 Need to develop photos / text of elders stories (1)

Services (8)

Immigration and Settlement Services is busy (3)
 CDC has new immigration program (1)
 KCSS provides literacy supports for immigrants (1)
 Library provides tour for newcomers (1)
 Multicultural Association continue to provide support for new residents (1)
 New immigrants integrated through companies (1)

Infrastructure (4)

Greek hall not used (2)
 Luso Club operates their hall (2)

Demographics (3)

More Chinese moved to town (1)
 More Japanese moved to town (1)
 More Koreans moved to town (1)

Cultural Traditions (2)

Portuguese dancing still taught to youth (1)
 Restarted community band (1)

Information (2)

Difficult to know how new immigrants are integrated into the community (1)
 Not aware Welcoming Communities associated with Immigration and Settlement (1)

Organizational Capacity (2)

AFNO is active again (2)

Transportation (1)

Limited transportation impedes Aboriginal participation in evening / weekend events (1)

Other (4)

No change (4)

Source: Tracking the Social and Economic Transformation in Kitimat, 2014.

Table C9: How have community leaders and groups used their *natural* capital (access to land / resources) to respond to challenges / opportunities

Recreational Lands (37)

Limited access to waterfront (9)
 Local gov't continues discussions with industry to obtain waterfront access (6)
 Alcan Beach open again (2)
 Local gov't trying to obtain waterfront property for park (2)
 Loss of Moon Bay from RTA construction (2)
 Marina has uncertain future (2)
 Restricted waterfront access limited growth of new recreational businesses (2)
 Limited access to Alcan Beach (2)
 Unclear who is taking lead role to resolve waterfront issue (2)
 Haisla land ownership prevents marina expansion (1)
 Hikes through Kitimaat require permission (1)
 Limited efforts to address waterfront access (1)
 Local gov't can't acquire waterfront property (1)
 Marina is busy (1)
 MK Bay Marina, Haisla, RTA, and regional district negotiating ownership of marina (1)
 Regional district working to improve waterfront access (1)
 RTA donated land to local gov't for parks (1)

Aboriginal Land Assets (25)

Old hospital lands transferred to Haisla (19)
 Haisla own land surrounding municipality (3)
 Haisla obtained property near Bish Creek from province (2)
 Haisla obtained land from RTA Legacy Agreement (1)

Housing Developments (13)

Catholic Church exploring opportunity to use land for social housing (2)
 Housing Committee working to improve land access for housing development (2)
 Local gov't working with province to identify land for housing (2)
 Alliance Church exploring opportunity to use land for social housing (1)
 Crown land is too far from centre to support viable housing development (1)
 District exploring opportunity to use Mountainview property for housing (1)
 Housing developers purchased land under former Alcan era (1)
 Land between NWCC and hospital is available (1)
 Limited land to support housing development (1)
 New Crossroads development outside of town (1)

Commercial Land (8)

Nechako Mall is sold (2)
 City Centre Mall has empty space (1)
 Crown land leased to support gravel / rock quarry (1)
 District lacks land to leverage for partnerships with developers (1)
 High land costs inhibit developers (1)
 Limited land available to support commercial development (1)
 Nechako Mall sits empty (1)

Source: Tracking the Social and Economic Transformation in Kitimat, 2014.

APPENDIX B: INTERVIEW MATERIALS FOR SPRING 2014

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 Greg Halseth, the Canada Research Chair in Rural and Small Town Studies and his research team at UNBC. 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 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 - Participation in the interview is entirely voluntary and, as such, interviewees may choose not to participate. Interviewees may choose not to answer any questions that make them uncomfortable, and they have the right to end their participation in the interview at any time and have all the information they provided withdrawn from the study and destroyed. The interview will be audio recorded for accuracy and a copy of the interview notes will be sent to the interviewee. They will have two weeks to provide any edits or corrections back to the research team.

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. 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:

Part 1: We want to touch base about changes in Kitimat over the past year and the impacts you have noted for your community and your organization.

How have the following characteristics changed in Kitimat over the past year?

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

How has the demand for your supports and programs changed over the past year? Please explain.

Do you feel that senior levels of government have been engaged and prepared to manage the challenges and opportunities associated with renewed industrial activity?

Part 2: Now we want to talk about the broader responses of the community to planning, preparing, and coping with changes in local industry.

What are the key pressure points within the community related to the economic transformation?

How have community development strategies, services, and programs been supported by senior levels of government?

How has the industry's relationship with the community changed since the resurgence of industry activity?

What would you describe as the key changes now occurring in the relationship between companies, senior levels of government, and community stakeholders / organizations?

How are community leaders and organizations responding to these new arrangements?

Part 3: Now we want to talk about the capacities, networks, or other local assets that Kitimat may or may not be using to help manage the impacts of these changes and investments.

How have community leaders and groups used their **social networks** to respond to challenges / opportunities as a result of the social and economic changes in the community?

How have community leaders and groups used their **political connections** and working relationships within **local government** to respond to challenges / opportunities as a result of the social and economic changes in the community?

How have community leaders and groups used their **political connections** and working relationships with **senior levels of government** to respond to challenges / opportunities as a result of the social and economic changes in the community?

How have community leaders and groups used their **access to financial capital** to respond to challenges / opportunities as a result of the social and economic changes in the community?

How have community leaders and groups used their **human capital (skills, experience, expertise)** to respond to challenges / opportunities as a result of the social and economic changes in the community?

How have community leaders and groups designed and mobilized their **institutional capacity (mandate, policies, protocols, processes, etc.)** to respond to challenges / opportunities as a result of the social and economic changes in the community?

How have community leaders and groups used their **infrastructure (i.e. space, equipment, physical infrastructure, etc.)** to respond to challenges / opportunities as a result of the social and economic changes in the community?

How have community leaders and groups used their **cultural capital (i.e. cultural traditions, societal norms)** to respond to challenges / opportunities as a result of the social and economic changes in the community?

How have community leaders and groups used their **natural capital (access to land / resources)** to respond to challenges / opportunities as a result of the social and economic changes in the community?

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?