

## **Lessons from Economic Upswings:**

### **Summary Theme Tables**

Prepared for:



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## **Availability**

Copies of this project report have been provided to the KTIDS Northwest. Copies of the report have also been deposited in the Kitimat Public Library and the Terrace Public Library. They may also be accessed through the UNBC Community Development Institute's website at: [www.unbc.ca/cdi/research.html](http://www.unbc.ca/cdi/research.html).

## **Project Reports**

- Lessons from Economic Upswings: A Case Study of the Peace River Region
- Lessons from Economic Upswings: Summary Theme Tables
- A Historical Guide of Recent Events across the Peace River Regional District: 2000-2012
- An Inventory of Community and Economic Development Strategies and Plans across the Peace River and Northern Rockies

## **Contact Information**

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## SUMMARY THEME TABLES

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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 under each theme. Beside each sub-heading is a numerical count of the total number of participants also raised that 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 C1, participants were asked to identify key pressure points for physical infrastructure. The most prominent theme was the demand pressures on physical infrastructure. For example, while 4 participants talked about growth pressures on water infrastructure, 3 of the participants noted that there has been heavy traffic going through the community, etc. When all of the sub-heading comments are added up, the theme of the demand pressures on physical infrastructure was raised 24 times.

**Table A1: What large industrial projects have been developed in your community?**

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**Oil and Gas (48)**

Oil and gas – general (9)  
Encana (8)  
Spectra Energy (6)  
Shell (3)  
Fracking – general (2)  
Fracking storage facility (2)  
Murphy (2)  
Talisman Energy (2)  
Alaska pipeline (1)  
CNRL (1)  
Encana – Tom’s Lake (1)  
Enersol gas facility (1)  
Louisburg Pipeline (1)  
North American Pipeline (1)  
Natural Gas (1)  
OSB Plant (1)  
Pipeline – general (1)  
Shell (1)  
Shell – Groundbirch (1)  
South Peace gas pipeline - Spectra Energy (1)  
Spectra Pipeline (1)  
Talisman Energy (Shale gas) (1)

**Mining (16)**

Mining – general (8)  
Walter Energy (3)  
Anglo Coal (1)  
Canadian Kailuan Dehua (1)  
Cardero Resources (1)  
Centerpoint Resources (1)  
Mining – Hudson’s Hope (1)  
Mining – Tumbler Ridge (1)  
Xstrata Coal (1)

**Wind Power (15)**

Wind energy – general (10)  
Bear Mountain wind farm (2)  
Capital Wind Power (2)  
Aeolis wind farm (1)  
Finavera Wind Energy Inc. (1)  
Wartenbe wind farms (1)

**Forestry (14)**

Forestry – general (4)  
Canfor (2)  
Bioenergy plant (2)  
Logging (2)  
Pellet plant (2)  
Co-generation (1)  
Pulp and paper (1)  
Sawmills (1)

**Hydro (7)**

Site C dam (8)

**Agriculture (5)**

Agriculture – general (3)  
Farming (1)  
Ranching (1)

**Construction (4)**

Construction – general (4)

**Transportation (2)**

Trucking (2)

**Education (1)**

Education – general (1)

**Health (1)**

Health – general (1)

**Hospitality (1)**

Hospitality – general (1)

**Retail (1)**

Retail – general (1)

**Services**

Services – general (1)

**Tourism (1)**

Tourism – general (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table B1: Local / Regional Government Policies – Pressure Points**

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**Complexity of Operations (18)**

- Challenges to keep development permits on track (2)
- Assigning the right to view land (1)
- Bureaucracy (1)
- Challenges to keep planning on track (1)
- Complexity of policies (1)
- Dealing with four levels of government – local, regional, provincial, federal (1)
- Difficult for smaller companies to work through bureaucracy processes (1)
- Difficult to determine extent of involvement by various levels of government (1)
- Environmental review processes give local governments more time to prepare (1)
- Limited capacity for city to develop infrastructure to respond to industry needs (1)
- Limited time to prepare for growth (1)
- Lots of paper work (1)
- Managing growth in infrastructure (1)
- Many resource projects are happening at once (1)
- Permits must be approved by council (1)
- Responding to environmental concerns (1)
- Responding to Aboriginal concerns (1)

**Lack of Communication (8)**

- Lack of communication between community and industry (2)
- Communication can be one-sided (1)
- Communicating opportunities/plans to residents (1)
- Difficult to overcome limited understanding of community as single-industry town (1)
- Lack of communication between industry and community after project begins (1)
- Government agencies don't recognize unique needs of places with 'bubble of growth' (1)
- Industry doesn't communicate housing needs (1)

**Taxation Pressures (6)**

- Competing with border communities that don't have the same PST / HST (1)
- Controversy with municipal taxation (1)
- Limited tax revenues to respond to increased use of infrastructure (1)
- Local government tax base doesn't include industry located outside of municipal boundaries (1)
- Local government tax base doesn't include head offices located outside of municipal boundaries (1)
- Transient workers don't pay taxes (1)

**Lack of Information (4)**

- Difficult to know transient population numbers that influence uses / community development (2)
- Difficult to know accurate population projections (1)
- Uncertainty regarding growth / potential projects (1)

**Limited Jurisdiction (4)**

- City limited to respond to industry requests for airport infrastructure (1)
- City limited to respond to industry requests for education / training (1)
- City limited to respond to industry requests for recruitment / retention (1)
- If local government impedes industry, provincial government rewrites rules (1)

**Other (4)**

- Pressure to maximize community benefits from dam development (2)
- High water consumption from additional tenants / basement suites (1)
- Difficult to respond to influx of workers with shut downs (1)

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Source: KTIDS Northwest Project Interviews 2012.



**Table B2: Local / Regional Government Policies – Actions**

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**Information and Research (8)**

Assessed dust / noise (1)  
Assessed need for additional airport parking (1)  
Assessed need for road upgrades (1)  
Developed own method to execute count of residents / transient population (1)  
Municipal population count completed to include transient population (1)  
Review UBCM studies on impact of municipal taxes leveraged to provide services (1)  
Used assessment tool by the International Hydro Power Association (1)  
Used UN assessment tool to assess dams / major industry projects (1)

**Funding (4)**

Fair Share developed to share tax revenues from industries outside of municipalities (2)  
Fair Share revenues fluctuate according to development (1)  
Negotiating to establish a Peace River Trust Fund with BC Hydro (1)

**Policies and Regulations (4)**

Ensure building contractors have adequate infrastructure in place (1)  
Initiated efforts to complete an integrated community sustainability plan (1)

**Policies and Regulations Cont'd**

Rezoning completed to accommodate high density development (1)  
Updated Official Community Plan to expand land designated for industry (1)

**Advocacy (3)**

Lobbying senior governments to address issues (2)  
Lobbying provincial government for more provincial services (1)

**Collaboration (3)**

Interagency group created (1)  
Leadership circle of industry, education, First Nations, etc. established (1)  
Regional workforce table established (1)

**Communications (2)**

Community consultation (1)  
Good communication with BC Hydro (1)

**Recruitment of Developers (2)**

Proactive to encourage development (2)

**Operations (1)**

Council members on call for special meetings to ensure permits are processed on timely basis (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table B3: Local / Regional Government Policies – Advice**

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**Communications (13)**

Initiate conversations with industry early to prepare for service / infrastructure needs (3)  
Have broad consultations with all stakeholders (2)  
Avoid calling an information meeting a community consultation meeting (1)  
Clearly communicate roles of local government and industry (1)  
Have better communication with industry (1)  
Have early consultations (1)  
Promote best practices of resource development (1)  
Promote clear intention of meeting (1)  
Talk to frontline workers (1)  
Use clear language for meetings (1)

**Collaboration (7)**

Work with industry to maximize benefits (3)  
Bring all stakeholders together (1)  
Create a working committee to look at future developments (1)  
Ensure MLA is on board (1)  
Need to work more closely with the province to maximize benefits (1)

**Planning (6)**

Have adequate zoning by-laws in place (2)  
Be proactive with planning (1)  
Continue to plan during commodity price changes (1)  
Ensure all adequate forms are in place (1)  
Ensure light and heavy industrial land is allocated for companies to develop (1)

**Advocacy (4)**

Advocate for additional education / training benefits for workers (1)  
Advocate for best practices (1)

**Advocacy Cont'd**

Advocate for more tax dollars to flow back to the community (1)  
Use industry voice to advocate for more tax dollars to flow back to the community (1)

**Benefit Agreements (4)**

Ensure benefits go beyond mitigation (1)  
Maximize community benefits from dam / resource projects (1)  
Pursue shared benefit agreements (i.e. part ownership of water licenses on dam) (1)  
Use environmental review process to initiate discussions about benefit agreements (1)

**Infrastructure (3)**

Have industry erect a building for workers that can later be used for housing, daycare, or recreation (1)  
Install larger water infrastructure to service wider areas than camps (1)  
Upgrade roads to meet future standards (1)

**Research and Information (3)**

Apply findings from International Hydro Power Association framework to all industries to maximize benefits (1)  
Examine industry's overall community impacts (1)  
Obtain industry lists of needs (1)

**Human Resources (2)**

Have people in place to process forms (1)  
Have personnel keep track / routinely update data / developments (1)

**Power and Jurisdiction (1)**

Understand local government place / limitations in overall regime (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table C1: Physical Infrastructure – Pressures**

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**Demand Pressures on Infrastructure (24)**

Population growth puts pressure on water infrastructure (4)  
Heavy traffic going through the community (3)  
Population growth puts pressure on roads (3)  
Expansion of hotels is putting pressure on water (2)  
Expansion of housing is putting pressure on water (2)  
Industry uses a lot of water (2)  
Population growth puts pressure on utilities (2)  
Big trucks put pressure on roads / highways (1)  
Businesses using more water year round (i.e. Laundromat) (1)  
Expansion of RVs put pressure on water (1)  
Population growth puts pressure on all physical infrastructure (1)  
Population growth puts pressure on sewage infrastructure (1)  
Using lots of water during low / peak times of water cycle (1)

**Availability of Resources (3)**

Droughts (2)  
Low water levels (1)

**Public Conflict (3)**

Concerns with trucks leaving coal / dirt / mud on streets (1)  
Conflict with company access to farm water (1)  
Illegally parked trucks (1)

**Aging Infrastructure (2)**

Pump stations need upgrading (1)  
Water lines need upgrading (1)

**Communications (2)**

Negative feedback from industry (1)  
Secrecy of industry makes it difficult to anticipate needs (1)

**Funding (2)**

Fair Share doesn't cover infrastructure costs (2)

**Limited Planning (2)**

City is always reacting (1)  
Infrastructure not designed for expansion (1)

**Information and Research (1)**

Transient numbers not considered in infrastructure planning (1)

**Policies and Regulations (1)**

Water use restrictions must be imposed on regular basis (1)

**Political Barriers (1)**

Pressures to avoid overburdening tax payers with infrastructure costs (1)

**Repair Needs (1)**

Washouts (1)

**Time (1)**

Time needed to complete upgrades (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table C2: Physical Infrastructure – Actions**

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**Planning (12)**

Land allocated for water reservoir (2)  
Preplanning for a water treatment plant expansion (2)  
Encouraged more densification to reduce infrastructure costs (1)  
Infrastructure expansion plans to accommodate different growth potential completed (1)  
More proactive planning ahead of development (1)  
Planning upgrades to water treatment plant (1)  
Preplanning for infrastructure expansion (1)  
Preplanning for sewage facility upgrades (1)  
Preplanning for water twinning from the river to the reservoir (1)  
Smaller projects handled on a case by case basis (1)

**Infrastructure (9)**

Installed water meters (2)  
New water treatment plant completed (2)  
Built grey water reclamation plant to resell water to industry (1)  
Expansion of four way stops (1)  
Infrastructure developed to accommodate growth (1)  
New sewage reclamation plant completed (1)  
Road upgrades completed (1)

**Policies and Regulations (6)**

Implemented water usage regulations (2)  
Created new development permit regulations (1)  
Created new subdivision servicing regulations (1)  
Water conservation policies apply to both industry and residents (1)  
Water conservation policies developed (1)

**Collaboration (3)**

Waste water treated to support Shell gas plants (2)  
Industry collaborating with farmers to purchase water from farm land (1)

**Funding (3)**

Fair Share agreement (3)

**Research and Information (2)**

Examined water consumption history (1)  
Studies completed to support infrastructure plans (1)

**Communications (1)**

Met with contractors to address public complaints (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table C3: Physical Infrastructure – Advice**

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**Planning (6)**

Be adaptive to changing needs (1)  
Consider developing sewage infrastructure to accommodate industry potential (1)  
Consider developing water infrastructure to accommodate industry potential (1)  
Ensure physical infrastructure can sustain growth potential (1)  
Get staff / council together to anticipate emerging issues / needs (1)  
Pay attention to the expansion capacity of your infrastructure (1)

**Collaboration (2)**

Partner with industry to develop new sewage infrastructure (i.e. if industry needs sediment / holding ponds) (1)  
Partner with industry to develop new water treatment plants (1)

**Infrastructure (1)**

Develop a bio-energy program to use steam / heat produced by industry to heat public buildings (1)

**Research and Information (1)**

Obtain documents / studies to support infrastructure development (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table D1: Regional Transportation Infrastructure – Pressures**

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**Use of Transportation Infrastructure (18)**

Heavy highway traffic (12)  
More big trucks on highways (3)  
Lost air traffic to other places (1)  
Most trains carry only one product (1)  
More traffic in rural areas (1)

**Financial Barriers (11)**

Costs to repair / maintain highways (2)  
Charters don't have to pay terminal fees (1)  
Charters only have to play landing fees (1)  
Costs to twin the highway (1)  
Limited investment by CN in rail infrastructure (1)  
Limited provincial resources (1)  
No budget increases to accommodate increase use of roads / highways (1)  
No business case for CN to transport individual items along the rail line (1)  
No fees collected from industry charters to support airport improvements (1)  
No financial incentive for WestJet to come if people willing to drive to other airports (1)

**Availability (8)**

No intercommunity transportation (3)  
No organized transportation for health (1)  
No organized transportation for shopping (1)  
No regional transportation infrastructure/services (1)  
No schedule airport flights (1)  
Shortage of diesel fuel (1)

**Safety (8)**

More accidents (4)  
Overloaded trucks (2)  
Hitchhiking (1)

**Safety Cont'd**

Winter conditions (1)

**Infrastructure Capacity (7)**

Airport runway not long enough for jets (2)  
Limited transportation infrastructure to bring in workers (2)  
Airports not used to fullest potential (1)  
Limited airport capacity (1)  
Trains not used to fullest capacity (1)

**Maintenance (3)**

Impact of heavy trucks on highway infrastructure (3)

**Geographic Proximity (3)**

Distance to airport (2)  
Distance to nearest public transportation (1)

**Human Resources (2)**

Aging truck drivers (1)  
Fewer young residents interested in truck driving (1)

**Attitudinal Barriers (1)**

Driver frustration (1)

**Competition (1)**

Towns compete for air traffic (1)

**Limited Jurisdiction (1)**

Highway upgrades beyond local government jurisdiction (1)

**Operational Issues (1)**

Scheduled air traffic inadequate for industry (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table D2: Regional Transportation Infrastructure – Actions**

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**Expansion of Infrastructure (6)**

Highway is being twinned (5)  
More three lane spots (1)

**Research and Information (6)**

Completed consultation study to attract / expand airlines (1)  
Highway studies completed (1)  
Provide statistics / information to airlines looking to start in area (1)  
Studies completed to twin highway (1)  
Study completed to document heritage value / uniqueness of highway (1)  
Traffic counts (1)

**Collaboration (5)**

Airport society created (1)  
Collaboration between NHA and non-profit group to provide bus transportation (1)  
Committee formed (incl. city, industry, businesses) to address air travel costs (1)  
Industries have worked on road improvements (1)  
Work with BC Hydro to create staging area to bus people to work (1)

**Funding (3)**

Fair Share funding acquired to offset some infrastructure costs (1)  
Provincial funding for highway improvements approved (1)  
Workers are compensated for travel costs (1)

**Planning (3)**

Planned improvements for road access areas (1)  
Process in place to designate highway as a heritage site (1)  
Road maintenance / pavement management program rated all roads (1)

**Private Transportation (3)**

Industry charters planes (2)  
Industry charters buses (1)

**Recruitment / Retention (3)**

Recruiting larger airlines (3)

**Informal Transportation Networks (1)**

Informal ride sharing networks (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table D3: Regional Transportation Infrastructure – Advice**

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**Infrastructure Development (3)**

Ensure breadth of infrastructure (air, rail, highway) to allow industry to get product out (1)  
Ensure you have a long runway to attract jets (1)  
Expand highway infrastructure to accommodate heavy traffic (1)

**Research and Information (3)**

Assess demands for fly-in / fly-out traffic (1)  
Complete traffic counts (1)  
Include truck weights in traffic studies (1)

**Education and Training (2)**

More advanced planning to train next workforce of drivers (1)  
More safety training (1)

**Planning (2)**

Build two additional separate lanes in order to keep two lanes open during construction (1)  
Use assessment of commuter traffic as leverage to pursue other opportunities / benefits (1)

**Communication (1)**

Ensure MLA understands growth pressures with regional transportation infrastructure (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table E1: Housing – Pressures**

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**Availability (29)**

Lack of housing (12)  
No hotel vacancies (3)  
Long waiting lists (2)  
Shortage of rentals (2)  
Camps are full (1)  
Limited accommodation available for tourism (1)  
Limited housing options for seniors (1)  
Multi-family housing shortage (1)  
No accommodation for events (1)  
No housing for government workers (1)  
No housing for health care workers (1)  
No RV vacancies (1)  
Women in transition house can't find housing (1)  
Workers don't have a place to stay (1)

**Affordability (18)**

High housing costs (8)  
High rental costs (3)  
Lack of low income housing (2)  
Entry-level workers can't afford housing (1)  
Increases in housing costs has pushed people into poverty (1)  
Lower cost housing renovated into higher cost (1)  
Service industry workers can't afford housing (1)  
Unskilled workers can't afford housing (1)

**Population Dynamics (11)**

Big worker influx (3)  
Increase in families creates needs (2)  
Surge in population numbers (2)  
Workforce not settling with families (2)  
Increase in seniors with retiring workforce (1)  
Transient workforce brings fluctuation in needs (1)

**Development Challenges (8)**

Development takes planning and time (1)  
Difficulty attracting developers (1)  
Focus on workers distracts from seniors' need (1)  
Have to get land before they can build (1)  
High expense of remoteness deters developers (1)  
Industry grows faster than community (1)  
Lack of industry support for transitional/emergency shelters (1)  
Shock of previous closures keeps people from investing (1)

**Research and Information (6)**

No confidence in long-term projections (3)  
Census does not capture transient population (2)  
Incomplete population statistics influence needs assessments (1)

**Funding and Investment (3)**

Government not willing to reinvest in infrastructure/services (1)  
Housing network slowed down with lack of funds (1)  
No funding for low income/transitional housing and emergency shelters (1)

**Lack of Human Resources (3)**

Lack of construction trade workers (3)

**Community Cohesion (2)**

Temporary housing cause negative behaviors (1)  
Temporary housing means workers are not connected to the community (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table E2: Housing – Actions**

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**Planning (18)**

Encouraging densification (4)  
Developed OCP (2)  
Encouraging secondary suites (2)  
Mayor and council against camps (2)  
New zoning bylaws (2)  
City has changed their policy on lot sizes (1)  
Council working with industries to ensure they have a plan to build homes for their workers (1)  
Encouraging multiple house dwellings for first time home buyers (1)  
Encouraging smaller homes (1)  
Neighborhood plan for 220 acres of land completed to accommodate growth (1)  
Zoning has become more relaxed (1)

**New Infrastructure (15)**

Hotels built (4)  
Apartment / condo buildings built (3)  
Duplexes built (2)  
New subdivisions developed (2)  
Four-plexes built (1)  
Individual houses built (1)  
Open camps/trailers to address housing pressures (3)  
Suites built (1)

**Industry/Companies Initiatives (7)**

Companies enter into long term lease agreements with hotels/motels/apartment buildings (2)  
Bought hotel for workers and leased bottom floor to general public (1)  
Companies provide housing in apartments (1)  
Companies provide housing incentives (1)  
New developments driven by private industry (1)  
Tim Hortons and Subway bought houses to provide housing their immigrant and other workers (1)

**Coping Mechanisms (5)**

People are sleeping in their vehicles (2)  
Many workers share housing based on shift work (1)  
Transition house has been functioning as homeless shelter (1)  
Workers use college dorms (1)

**Recruitment of Developers (4)**

Attracting developers from Vancouver and Fort St. John (1)  
Connected investors and developers (1)  
Developers focused on smart growth strategies (1)  
Discussions with developers (1)

**Social Housing (4)**

Created warming shelter (1)  
Fort St. John received funding for housing women in abusive relationship (1)  
Secured some assisted living for seniors (1)  
Seniors' Needs Committee obtained low income/disabled housing (1)

**Community Collaboration and Agreements (3)**

Community partnered with business to offer affordable housing (1)  
Council working with industries to ensure that camps are temporary (1)  
Facilitated long term lease agreements for multi-family buildings (1)

**Forums/Meetings (2)**

Brought together stakeholders from government, industries, investors and sub-sectors (1)  
Hosted a housing forum to address industry needs and assess projections (1)

**Rentals (2)**

Rental of non-compliant basement suites (1)  
Rental of rooms in homes (1)

**Financial Incentives for Investment (1)**

Five-year tax break on six-family unit investments that qualify (1)

**Human Resources (1)**

Fort St. John hopes to hire a planner and director of planning and engineering (1)

**Marketing (1)**

Marketed the entire North Peace Region at RECON international North American Real Estate Residential and Commercial Conference/trade show in Las Vegas (1)

**Research and Information (1)**

Population forecasts completed (1)

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Source: KTIDS Northwest Project Interviews 2012.



**Table E3: Housing – Advice**

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**Planning Ahead (9)**

Anticipate industry's needs as they move faster than government (2)  
Ensure OCP is in place to avoid delays on development (2)  
Housing development needs to accommodate big population fluctuation (2)  
Ensure there is a comprehensive, balanced approach to housing development (1)  
Need an efficient planning department for development and issuing permits (1)  
Sign off on land (1)

**Importance of Communication (5)**

Connect with stakeholders early to discuss industry impacts on infrastructure (1)  
Involve developers with stakeholders (1)  
More communication between institutions and industry (1)  
More communication with government / industry (1)  
Talk to developers to understand the need for services / supports (1)

**Lack of Power (4)**

A lot hinges on whether the government will listen to communities (1)  
BC Housing would not listen (1)  
Bureaucrats would not listen (1)  
MLA would not listen (1)

**Building and Housing Costs (2)**

It is cheaper to work with existing infrastructure (1)  
Make housing affordable (1)

**Infrastructure (2)**

Avoid building all single family residences (1)  
Build suites/duplexes so there is rental potential if industry slows down (1)

**Research and Information (2)**

Have a good knowledge of the development community (1)  
Make sure that population forecasts are not skewed by new projects coming in or out (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table F1: Education and Training – Pressures**

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**Education and Training Needs (17)**

Not enough trades people (4)  
Influx of unqualified workers (2)  
Low high school graduation rates (2)  
Education limited to K-12 (1)  
European journeymen filling gaps (1)  
Lack of people with driver's license (1)  
Low Aboriginal high school graduation rates (1)  
Need for counselor training (1)  
Need for skills upgrades (1)  
Retraining needs for aging workforce (1)  
Training needs for people with disabilities (1)  
Young community population (1)

**Financial Barriers (13)**

Provincial funding cuts (6)  
Budget cuts make joint training difficult (1)  
College lacks control over program seat funding (1)  
Cuts in elementary schools (1)  
High accommodation prices affect students (1)  
High tuition costs for some programs (1)  
Limited training resources (1)  
Unqualified workers need funding for upgrades (1)

**Program Design (12)**

Disconnect between training and industry needs (3)  
Discrepancy between training modules and industry needs (1)  
Gap in training/industry needs - electrical trades (1)  
Gap in training/industry needs - instrumentation (1)  
Gap in training/industry needs - mechanical trades (1)  
Inadequate trades training programs (1)  
Length of training limits workers' opportunities (1)  
Need standard curriculum for worker mobility (1)  
Training not designed to qualify for assessments and easy solutions in the field (1)  
Training timeframe not efficiently designed (1)

**Program Operations (11)**

Short timeframe for program development (2)  
College program cuts (1)  
If programs not filled, discontinued (1)  
Low unemployment rate affects program participation (1)  
Need to reinstate training programs (1)  
Program scheduling affected by trainer shortage (1)  
Quality of training lags behind requirements (1)

**Program Operations Cont'd**

Small colleges must meet diverse needs (1)  
Too many different apprenticeship programs (1)  
Workforce needs to be trained in short time (1)

**Infrastructure (7)**

Technology/equipment changes quickly (2)  
Housing availability affects students (1)  
Housing development limits college growth (1)  
Not enough schools for population growth (1)  
Too few training locations (1)  
Training equipment not up to date (1)

**Human Resources (5)**

College staff cuts (1)  
Limited number of educators available (1)  
Retention problems with trained workers (1)  
Shortage of first-aid instructors (1)  
Shortage of ICBC driving instructors (1)

**Availability (4)**

Limited education opportunities (3)  
Limited options for specialized training (1)

**Policies and Regulations (4)**

Centralized mandatory training by industry (1)  
Disconnect between northern needs and Province (1)  
National initiatives for oil/gas training lag behind development (1)  
Safety regulations change (1)

**Collaboration (2)**

Need for industry-community collaboration (2)

**Communication Barriers (2)**

Need more communication (1)  
Networking takes time (1)

**Planning (2)**

College industry committees are still reactive (1)  
Industry speculative in early stages, cannot plan/invest in programs (1)

**Research and Information (1)**

Lack knowledge of industry needs (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table F2: Education and Training – Actions**

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**Availability of Programs (38)**

Dual credit apprenticeship program at high school (6)  
Driving programs (2)  
Medical training initiative (2)  
Offering upgrades (2)  
Regional development programs (2)  
Academic and management training (1)  
Apprenticeship programs (1)  
Carpentry programs (1)  
Culinary arts programs (1)  
Early learning centres for project-based learning (1)  
Employment skills access program at college (1)  
Ensure focus on electrical skills (1)  
Ensure focus on industrial instrumentation (1)  
Ensure focus on power engineering (1)  
Essential skills program (1)  
Fire fighter training at provincial institutions (1)  
High school apprenticeship creates interest (1)  
High school apprenticeship retains youth (1)  
High school apprenticeship speeds up qualification (1)  
Looking to increase service sector training (1)  
Offering ticket renewals (1)  
Oil and gas training programs (1)  
Oil field medic program (1)  
Search and rescue training (1)  
Send students to China for coal training (1)  
Social work training (1)  
Specialized training (1)  
Training for local high school graduates (1)  
Wind energy training programs (1)

**Collaboration (16)**

In-house training coordinated with official curriculum (2)  
Partnerships with other communities to share capacities (2)  
Collaboration with high school (1)  
College-high school collaboration (1)  
Industry committees at the college (1)  
Industry helps community development (1)  
Industry provides safety briefings (1)  
Industry training programs with First Nations (1)  
Joint Trades Committee (college, high school, chamber) (1)  
Local government-college collaboration (1)  
Local government-provincial committee (1)  
Ministry initiative to match people with training opportunities (1)  
Program development with industry (1)  
Worker orientation with employers at college (1)

**Communication (10)**

College-industry communication (4)  
College communication with other organizations (1)  
Good communication with industries (1)  
Networking to exchange knowledge (1)  
Province-wide connections (1)  
Regional training forges networks for students (1)  
Transportation/service industry-college communication (1)

**Infrastructure (9)**

Oil drilling rig on campus (3)  
Coal simulator at college (2)  
Outsource to bring in new machinery for training (1)  
Schools expanding (1)  
Schools looking for innovative creation of additional space (1)  
Student residence development (1)

**Funding (7)**

College has to fund courses (1)  
Fire dept covers cost of other training opportunities (1)  
Industry funding for specific training (1)  
Labour Market Consortium Funding (1)  
Region set aside money for related tasks (1)  
Training costs carried by employers (1)  
Try to fill programs to maintain funding (1)

**Recruitment (4)**

Reserve training seats for Aboriginal students (2)  
Local hiring of un-/under-employed (1)  
Target people outside the workforce (1)

**Program Operations (3)**

Design programs according to local interest (1)  
National Apprenticeship Program undergoing improvement (1)  
Restructuring of school system (1)

**Research and Information (2)**

Acquired good knowledge of industry needs (1)  
Industry/training needs assessment (1)

**Human Resources (1)**

Bring Chinese experts in for coal training (1)

**Planning (1)**

Local training initiatives matched to needs (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table F3: Education and Training – Advice**

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**Communication/Collaboration (6)**

Early discussions (2)  
Communicate education timeframes to industry (1)  
Communicate with industry (1)  
Find key contact for companies (1)  
Industry open houses (1)

**Collaboration (4)**

Educational institutions work with industry/community for funding (1)  
Form partnerships (1)  
Industries should take coordinated approach (1)  
Industry-college collaboration (1)

**Program Development (6)**

Develop programs in a timely manner (2)  
Focus on mandatory safety training (1)  
Offer many programs regionally to retain people (1)  
Offer current licensing (1)  
Schools/employment agencies need to focus on diverse education suited to the individual (1)

**Research and Information (5)**

Know changing industry needs (3)  
Know the capacities of the community (1)  
Study expected population influx (1)

**Financial (3)**

Develop tuition assistance (1)  
Get sponsorship for programs (1)  
Secure government support (1)

**Human Resources (2)**

Need journeymen to mentor apprentices (1)  
Use local resources/capacities (1)

**Planning (1)**

Planning is important (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table G1: Health Care – Pressures**

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**Human Resources (32)**

Lack of doctors (9)  
Difficult to recruit doctors (5)  
Difficult to attract / retain healthcare practitioners (4)  
Difficult to retain doctors (3)  
Lack of nurses (3)  
Aging nursing staff (1)  
Difficult to fill casual nurse positions in rural communities (1)  
Difficult to recruit ambulance attendants due to competing oil patch salaries (1)  
Difficult to recruit people with limited housing (1)  
Difficult to staff the new hospital (1)  
High demand for nurses (1)  
Lack of social workers (1)  
Lack of surgeons (1)

**Access to Health Care Services (24)**

Limited healthcare services (4)  
No walk-in clinics (3)  
No access to afterhours care without calling 911 (2)  
Shortage of ambulance service coverage (2)  
Clinic hours are not 24/7 (1)  
Doctors not accepting new patients (1)  
High demand on the emergency ward (1)  
High waitlist for health care supports (1)  
Hospitals and clinics are busy (1)  
Lack of after hours needle exchange (1)  
Limited services to help community workers deal with depression (1)  
Long wait list for surgery (1)  
Long waiting times in emergency room (1)  
Loss of weekend emergency coverage (1)  
People with chronic illness can't always see the same doctor (1)  
Pressures on the health care center (1)  
Seniors out-migration due to lack of services (1)

**Industry/Transient Worker Pressures on Health Care System (9)**

Emergency room used for non emergency needs (2)  
Industry requires a robust healthcare system due to high risk activities (2)  
Camp workers use town services (1)  
Can't close hospital because of industry (1)  
Health concerns due to the pollution from oil and gas industries (1)

**Industry/Transient Worker Pressures on Health Care System Cont'd**

Pressure on doctors due to industry workers (1)  
Transient workers not recorded by the census limit provincial support (1)

**Infrastructure (4)**

Hospital service quality suffered due to poor hospital facility (1)  
Need for more hospitals (1)  
Old hospital was in poor shape (1)  
Small hospital (1)

**Limited Funding (4)**

'Fee for services' physician makes less money in small communities (1)  
Front line workers not in secure positions as any cuts directly affect their wages (1)  
Inability to change compensation in government contracts as community changes (1)  
Northern Health is challenged due to limited provincial funding (1)

**Proximity to Services (4)**

Distance from hospital creates pressures for ambulance service (1)  
Distance from hospital creates pressure for births (1)  
Nearest hospital is over 1 hour away (1)  
On-call ambulance staff can't work long distances from local area (1)

**Workloads of Health Care Practitioners (4)**

Burnout of medical staff (1)  
Doctor burnout (1)  
Health practitioners are overworked (1)  
Nursing staff working lot of hours (1)

**Planning Pressures (3)**

No planning for the projected population increase (1)  
Northern Health reluctant to hire doctor due to the census portraying incorrect statistics (1)  
Surgeons are not part of the same MSP which makes it difficult to address the need for them (1)

**Other (2)**

Community capacity is limited (1)  
High incidence of post-partum depression (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table G2: Health Care – Actions**

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**Infrastructure (6)**

New hospital facility in Fort St. John (3)  
Walk-in clinic (2)  
Hospital facility expansion plans include seniors' care facility (1)

**Funding (5)**

Council talking to Northern Health about increased funding (1)  
Encana sponsored cross-medical training (1)  
Funding for a 16 week support group for women with mental health and drug addictions (1)  
Northern Health funding for needs assessment (1)  
Provincial government supported the construction of a new hospital (1)

**Recruitment (5)**

Federal and provincial efforts to recruit doctors and nurses (1)  
Health committee to address retention/recruitment programs for doctors / nurses (1)  
Northern Health Authority and school district worked together to recruit professionals (1)  
Recruitment of South African doctors (1)  
South African doctors recruit from their home country (1)

**Partnerships (4)**

Community donated 40 acres of land for the new hospital (1)  
Deal between industry and Hudson's Hope to place a doctor in the community (1)  
Formed Medical Services Working Group (1)  
Partnerships formed to develop new hospital (1)

**Access to Services (3)**

Doctors' offices operate on a walk-in clinic basis (1)  
Extended hours for pharmacy (1)  
Expansion of NHA support programs (1)

**Training (3)**

College and UNBC have nursing programs (1)  
Dawson Creek is engaged with the Northern Medical Program (1)  
Special training (1)

**Research and Information (2)**

District conducting their own census to demonstrate accurate need for practitioners (1)  
NHA informed about projected population growth to support planning (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table G3: Health Care – Advice**

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**Communication (6)**

Have discussions with provincial/industry stakeholders immediately (3)  
Strongly communicate needs to government ministries (2)  
Build on good relations (1)

**Availability of Services (3)**

Cheaper to treat people in walk-in clinics than emergency ward (1)  
Ensure emergency services are 24/7 (1)  
Ensure walk-in clinics are in place to avoid overuse of emergency facilities (1)

**Planning (3)**

Ensure both industry and residents' needs are addressed by NHA (1)  
Ensure health authority has plans in place to respond to projected increases as they materialize (1)  
Health authorities need to be proactive (1)

**Research and Information (3)**

Obtain industry emergency plans (1)  
Obtain projected industry health needs (1)  
Obtain list of industry on-site health services (1)

**Collaboration (2)**

Ensure industry / First Nations are part of advocacy group for health needs (1)  
Work closely with health authority to provide services (1)

**Funding/Benefits (2)**

Advocate for northern living allowance to help with attraction/retention of health care workers (1)  
It takes a long time to get funding into place (1)

**Infrastructure (2)**

Ensure there is a helipad at the hospital (1)  
Prepare for stresses to infrastructure (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table H1: Community Services – Pressures**

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**Financial Barriers (13)**

No redistribution of provincial funds to accommodate changes (2)  
Cannot request more government funding (1)  
Charities and foundations have changed the way they allocate funding (1)  
Child development center has fewer resources (1)  
Cost of delivering services has increased (1)  
Cost of living increased (1)  
Funding challenges divert attention from delivering services (1)  
High and low wage dichotomy (1)  
Lost provincial support (1)  
Non-profit services operate on a shoestring (1)  
Non-profit services too reliant on gov't grants (1)  
People have limited financial management skills (1)

**Increased Demand for Services (7)**

Population growth means pressure on services (2)  
Child development center has increased referrals (1)  
Increase in victims service program users (1)  
Increased demand for couples/marriage/family counseling (1)  
Increased numbers of sex trade workers in transition house (1)  
Oil field creates transient populations (1)

**Lack of Community Services (7)**

Child development center service has declined (1)  
Cutbacks in social services (1)  
Lack of services for unemployed (1)  
No substance abuse centre (1)  
No service to help with training / job application (1)  
People have to leave town to access services (1)  
Reliance on neighbors for social support (1)

**Emerging Demographic Needs (6)**

Language barriers with immigrant workers (2)  
More integration/settlement needs for immigrants (1)  
Immigrant women do not qualify for social assistance/benefits (1)  
No service to help with community integration (1)  
No settlement programs for immigrants (1)

**Operational Challenges (5)**

Departments working in isolation (1)

**Operational Challenges Cont'd**

Did not have capacity to implement community action plan (1)  
Lack of social services increased RCMP workload (1)  
Police becoming the social safety net (1)  
Pressure on existing workers to take extra shifts (1)

**Long Waiting Lists (4)**

Child development center has long waiting lists (1)  
Minor cases worsen due to long waiting lists (1)  
Specialized services have longer waiting lists (1)  
Waitlists for community services has increased (1)

**Emerging Social Issues (4)**

Change in community due to organized crime (1)  
Problems related to unemployment – drug etc. (1)  
Transition house had safety concerns (1)  
Unprepared workers entering town without correct tickets/clothing (1)

**Changing Government Expectations for Service Provision (3)**

Expectations that non-profits perform like businesses (1)  
New requirements to develop integrated/shared services (1)  
Provincial government announced a new organization model - hybrid business and non-profit (1)

**Family Pressures (3)**

Family pressures (1)  
Long distance commuting causes social stress/family separation (1)

**Limited Human Resources (2)**

Lack of social workers (2)

**Attitudinal Barriers (1)**

Groups/government/economic development commission does not see social service planning as their responsibility (1)

**Policy Barriers (1)**

Industry has no legislated breaks for commuting workers (1)

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Source: KTIDS Northwest Project Interviews 2012.



**Table H2: Community Service – Actions**

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**Expansion of Services (6)**

College offers training for community services (1)  
Mother Goose drop-in offers parenting advice (1)  
Provide support for families with school aged children (1)  
Restorative Justice Program in place (1)  
S.U.C.C.E.S.S program in place (1)  
Women’s Resource Center in place (1)

**Funding (6)**

Corporate donations (2)  
Applied for federal funding (1)  
Community donated material for youth centre (1)  
Local business donations (1)  
Services relied on internal capacity to reallocate resources (1)

**Collaboration (4)**

Committee in place to maintain / address social service needs (1)  
Coordinating committee in place (1)  
Early childhood community planning table (1)  
Inter-agency group meetings as needed (1)

**Expansion of Immigrant Supports (4)**

ESL training (1)  
Essential skills program for new immigrants to understand Canadian culture (1)  
Immigrant settlement programs (1)  
Recreational programs for immigrant groups (1)

**Human Resource Management (4)**

Groups share grant writer (1)  
Hired a grant writer (1)  
Increased the percentage of contracts that went to first line workers (1)  
Mental health workers expanding workload due to shortage of social workers (1)

**Planning (1)**

Family friendly initiative created a community action plan (1)

**Other (2)**

Efforts to get a social worker have failed (1)  
Service groups reactive to needs (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table H3: Community Services – Advice**

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**Communications (8)**

Exchange information so that everyone is working in the same direction (2)  
Align your message with the plans/mandates of local government (1)  
Be proactive and routinely communicate the importance of strong social services (1)  
Communicate that newcomers should not come without trades tickets or housing (1)  
Ensure financial support services are known (1)  
Face to face inter-agency meetings (1)  
Get people connected to the community/service supports available (1)

**Collaboration (7)**

Create strong partnerships with other agencies (3)  
Develop strong relationships (1)  
Ensure a coordinating committee is in place (1)  
Identify key partners (1)  
Identify and develop opportunities for other stakeholders (1)

**Development of Supports (6)**

Develop an addictions support service (1)  
Ensure a family resource center program for non emergency services is in place (1)  
Ensure options/facilities available for family support (1)

**Development of Supports Cont'd**

Need for settlement services to help integrate people into the community (1)  
Offering essential skills for new residents (1)  
Programs for maintaining a healthy lifestyle (1)

**Financial Management (4)**

Continue to ask companies for support even if they decline (1)  
Find more efficient ways to handle programming (1)  
Find projects that interest industry (1)  
Share space and administrative costs with partner agencies (1)

**Operations (4)**

Ensure adequate staffing levels (1)  
Rebrand non-profits in order to gain support (1)  
Stay flexible with work hours (1)  
Understand different systems and how things are interlinked (1)

**Planning (2)**

Advanced planning to make people aware of the issues (1)  
Transition house needs to be prepared for a change in cliental (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table 11: Protection Services – Pressures**

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**Crime Issues (22)**

Drug related crime (5)  
More crime (3)  
Domestic violence (2)  
More alcohol abuse (2)  
Driving under the influence (1)  
Gangs (1)  
Increase in court cases (1)  
Increase in social problems (1)  
Individual incidents (1)  
Organized crime (1)  
Serious drug crimes in first year (1)  
Sexual assault (1)  
Speeding (1)  
Unsafe driving (1)

**Human Resources (8)**

Increased need for RCMP officers (3)  
Challenge to fill victim service positions due to high industry wages (2)  
Inexperienced officers (2)  
Loss of staff sergeant impacted community policing program (1)

**Community Dynamics (6)**

Disposable income brings potential for crime and community dysfunction (2)  
Fewer calls to the local reserve due to increased local employment opportunities (1)

**Community Dynamics Cont'd**

Increase of highly paid high school graduates leads to negative behaviour (1)  
Increased population puts a strain on resources (1)  
Lifestyle choices lead to an unhealthy community (1)

**Operations (6)**

Pressures on the victim services (2)  
Others have to pick up the work of internal victim services (1)  
Pressures on the RCMP (1)  
RCMP has to pick up the workload of reduced staffing at sheriff's office (1)  
Restorative Youth Justice Program is struggling (1)

**Funding (3)**

Difficult to change from project-based funding to more sustainable funding (1)  
Had to deal with cutbacks (1)  
No funding stream to provide operational supports for programs (1)

**Infrastructure (2)**

Potential need to expand RCMP - Site C means that the current building not suitable (2)

**Research and Information (2)**

RCMP staff is based upon inaccurate census that does not include transient populations (2)

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Source: KTIDS Northwest Project Interviews 2012.

**Table I2: Protection Services – Actions**

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**Collaboration (3)**

Mine rescue teams are allowed to use the fire department training facility (1)  
Some firefighters are on mine rescue teams (1)  
Tied into the provincial intelligence network to target organized crime (1)

**Communication (3)**

Communicate to understand capacity of mine rescue team and firefighters (1)  
Communication with community groups and senior management team with the city (1)  
Council communication with local RCMP (1)

**Planning (3)**

Annual performance plan sent out about community concern (1)  
Preparation strategies for protection services to be completed before Site C completion (1)  
Work with the city and province to identify growth areas in the detachment (1)

**Funding (2)**

Community has authority to pay for extra policing resources if needed (2)

**Human Resources (1)**

Increased RCMP personnel (1)

**Mitigation (1)**

Downtown crime was minimized by having people stay in homes (1)

**Policies and Regulations (1)**

Mines are required to have mine rescue services at all sites (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table I3: Protection Services – Advice**

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**Mutual Agreements/Collaboration (2)**

Develop mutual aid agreements with mines that have equipment or could provide assistance (1)  
Training facilities can be open to mine rescue teams (1)

**Planning (2)**

Be proactive to address protection service needs (1)  
Plan for increases to infrastructure / capital assets (1)

**Communication (1)**

Discuss emerging issues (1)

**Education and Training (1)**

Training / experience in the detachment is needed (1)

**Funding (1)**

Pursue industry to get funding for equipment, training and infrastructure (2)

**Human Resources (1)**

Monitor employee workloads (1)

**Policies and Regulations (1)**

Reinforce the importance of a strong community policing policy (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table J1: Recreation and Amenities – Pressures**

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**Increased Demand for Recreation (5)**

- High demand for recreation facilities by workers (1)
- Increased desire from newcomers to have events and activities (1)
- People expect big city amenities (1)
- Population growth creates increased need for recreation facilities (1)
- Young community created recreation needs (1)

**Limited Access to Recreation (5)**

- Aquatic center is only open in summer (1)
- Campsites full of workers can't accommodate recreational campers (1)
- Can't implement swipe card system at swimming pool as it must be staffed with lifeguards (1)
- Some recreation activities limited in the winter (1)
- Unable to keep arena facility open year round (1)

**Lack of Community Engagement (4)**

- Lack of initiative from residents to instigate cultural/social events (1)
- Loss of community cohesion – influx of people (1)
- Transient workers have limited community connections (1)
- Volunteerism is decreasing (1)

**Lack of Recreation Facilities (2)**

- Lack of recreation facilities (1)
- Lack youth recreation facilities (1)

**Financial Pressures (1)**

- Some people can't afford recreational activities (1)

**Geographic Proximity (1)**

- Remoteness limits growth of recreation (1)

**Other (3)**

- Few pressures in recreational needs (2)
- Not much change in recreation pressures/needs (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table J2: Recreation and Amenities – Actions**

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**Created Indoor Recreation Opportunities (17)**

New recreation facility in Fort St. John (5)  
Dinosaur museum developed (2)  
Swimming pool (2)  
Casino (1)  
Created recreation opportunities (i.e. basketball and hockey) (1)  
Curling rink (1)  
Fitness facility built (1)  
Ice rink (1)  
Paleontology project (1)  
Privately operated fitness facilities (1)  
Youth drop-in centre was built (1)

**Created Outdoor Recreation Opportunities (9)**

Skate park (3)  
RV park (2)  
Campgrounds (1)  
Fishing and boating (1)  
Golf course (1)  
Hiking trails (1)

**Updates to Existing Infrastructure (7)**

Expanded campsites (2)  
Turned old arena into indoor soccer pitch (2)  
Expanded recreational facility (1)  
Taylor turned curling rink into indoor soccer in summer (1)  
Taylor turned curling rink into pool in summer (1)

**Continuing Improvements (3)**

Continuing to add things as the community grows (1)  
Increased tourism is helping to develop recreation attractions (1)  
Recreation is improving in response to growth (1)

**Financial Support (3)**

Fairshare program has helped to provide recreation facilities (1)  
Share operating costs for facilities (1)  
Taylor gave every child free swimming lessons (1)

**Industry Partnerships (3)**

Camps will have recreation and social facilities (1)  
Encana supporting multicultural events (1)  
Encana working with local municipality to develop facilities (1)

**Human Resources (2)**

Fort St. John is engaged in building community (1)  
Volunteers have taken the lead to develop recreation and amenities (1)

**Planning (2)**

Held a referendum for recreation facility (1)  
Planning organized sports (1)

**New Technology (1)**

Swipe card system put in at gym facilities to enable workers to use facility at any hour (1)

**Other (3)**

Extensive array of social and cultural activities (2)  
Library (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table J3: Recreation and Amenities – Advice**

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**Infrastructure (3)**

Camps need to provide recreation supports to keep workers busy (2)  
Provide social infrastructure – arts/music/amenities (1)

**Communication (1)**

Promote benefits of recreation facilities for breadth of residents – young mothers, disables, seniors (1)

**Funding (1)**

There is a role for industry to give donations (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table K1: Hiring – Pressures**

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**Lack of Human Resources (14)**

Shortage of trades people (3)  
Shortage in skilled labour (2)  
All industries operate short-staffed (1)  
Shortage of trades people for household repairs (1)  
Shortage of committed labour (1)  
Shortage of qualified service sector staff (1)  
Shortages in electrical (1)  
Shortages in instrumentation (1)  
Shortages in pipe fitting (1)  
Shortages in welding (1)  
Social services short-staffed (1)

**Attraction/Retention (12)**

High turnover in public service sector (3)  
High level of competition among employers (2)  
All businesses have recruiting difficulties (1)  
Attraction/retention of skilled workers difficult (1)  
Difficult to attract people to the North (1)  
High school graduates are attracted to high paying industry jobs (1)  
High turnover in industry workers (1)  
Industry has recruiting and training difficulties (1)  
Sub-trades can't compete with industry incentives (1)

**Financial Barriers (9)**

High cost of living (2)  
Low wages in union jobs uncompetitive (2)  
Public sector can't compete with industry wages (2)  
High wage expectations (1)  
Service sector can't compete with industry wages (1)  
Small business can't compete with industry wages (1)

**Capacity (6)**

Aboriginal workforce has training gaps (1)  
All industries operate short-skilled (1)  
Industries need large numbers of trained workers at once (1)

**Capacity Cont'd**

Non-profits have shortage of management skills (1)  
Small contractors have lack of management skills (1)  
Young community with little work experience (1)

**Operations (6)**

Business hours are affected by staff shortage (1)  
Decreasing quality on service sector (1)  
Limited human resources increases workloads (1)  
Longer wait times in service sector (1)  
Maternity leaves affect non-profit sector (1)  
Need resources to review applications (1)

**Policies and Regulations (4)**

Can only hire locally if trained locally (1)  
European workers create costs and bureaucracy (1)  
Frustration with unneeded make work projects (1)  
More certifications required (1)

**Education and Training (3)**

Need training/re-training to support advancement (1)  
On-the-job training needs for junior staff (1)  
Shortage of trainers affects workers in need of mandatory qualifications (1)

**Aging Workforce (2)**

Retirement affects hiring needs (2)

**Cultural Barriers (1)**

Aboriginal workers don't want to leave reserves (1)

**Planning (1)**

Many small businesses have no succession plans (1)

**Other (1)**

Decreasing unemployment rates (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table K2: Hiring – Actions**

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**Job Advertising (15)**

More job fairs (3)  
Internet hiring (2)  
International recruitment (2)  
Hiring through local college (1)  
Industry initiative (1)  
Labour job postings (1)  
Local hiring (1)  
National recruiting for protective services (1)  
Recruiting through universities (1)  
Volunteer recruitment through word of mouth (1)  
Volunteer recruitment through ads (1)

**Attraction and Retention Incentives (13)**

Offering quality of life incentives (2)  
Cater to family needs (1)  
Employer creativity (1)  
Financial incentives (1)  
Fitness incentives (1)  
Franchises pay high wages (1)  
Franchises offer material incentives (1)  
Good vacation and health benefits (1)  
Honorarium for volunteers (1)  
Offer health and wellness programs (1)  
Recreation passes (1)  
Team building days (1)

**Collaboration (7)**

Agency collaboration to recruit family members (1)  
Chamber-college joint recruitment (1)  
District-high school joint recruitment (1)  
Employer-high school partnerships (1)  
Industry approached local government for help (1)  
Industry works with Employment Services (1)  
Skills Force Roundtable with the Ministry of  
Advanced Education (1)

**Staff Scheduling (6)**

Contract instructors at the college (2)  
Flexible work hours (2)  
Agreeable shifts (1)  
Schedule longer hours for workers (1)

**Communications (4)**

Chamber-federal-provincial communication (1)  
Communicate with staff (1)  
Industry-education communication (1)  
Local government-BC Hydro communication (1)

**Education and Training (3)**

Education to enable local bidding (1)  
Literacy programs for immigrants (1)  
Private and public training for mandatory  
qualifications (1)

**Infrastructure (3)**

Community website (1)  
Create one-stop for industry bidding (1)  
Establish camps for workers (1)

**Operations (2)**

Employees take on additional tasks (1)  
Internal monitoring (1)

**Policy and Regulations (2)**

Provincial/federal review of immigration laws (1)  
Trade and Leader Mobility Agreements (1)

**Foreign Workers (1)**

Retain international workers (1)

**Job Advertising (1)**

Job banks at the college (1)

**Planning (1)**

Succession planning (1)

**Programs and Strategies (1)**

Family-friendly business certification (1)

**Research and Information (1)**

Track Aboriginal hiring at the hospital (1)

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Source: KTIDS Northwest Project Interviews 2012.



**Table K3: Hiring – Advice**

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**Communication (7)**

- Advocate (1)
- Facilitate industry-college communication (1)
- Follow models like North Opportunities (1)
- Maintain inter-agency communication (1)
- Release detailed information (1)
- Release information early (1)
- Target advertising to different generation (1)

**Operations (7)**

- Acknowledge people beyond their education (1)
- Create family-friendly culture (1)
- Develop workplace team culture (1)
- Display high expectations for advancement (1)
- Develop relationship with workers (1)
- Maintain positive workplace climate (1)
- Make realistic promises (1)

**Planning (6)**

- Be prepared for increased turnover (1)
- Be prepared for increased service needs (1)
- Be prepared to import labour/expertise (1)
- Be prepared to increase frontline resources (1)
- Industry looks for best return on workforce investment (1)
- Stay ahead of the demand (1)

**Research and Information (6)**

- Develop databases of useful resources (1)
- Have accurate information about the community (1)
- Have information about amenities (1)
- Have information about climate (1)

**Research and Information Cont'd**

- Have information about cost of living (1)
- Identify needs early (1)

**Hiring Procedures (4)**

- Be clear about opportunities for women (1)
- Be clear about what you are looking for (1)
- Have intake procedures to make applicants feel valued (1)
- Identify entry level opportunities (1)

**Infrastructure (4)**

- Have amenities / services to attract professionals (2)
- Coordinate community development with industrial development (1)
- Provide camp space (1)

**Attraction/Retention Incentives (2)**

- Be aware of the risks of offering incentives (1)
- Offer northern living allowance (1)

**Collaboration (2)**

- Collaborate with local college (1)
- Work with stakeholders at all levels (1)

**Education and Training (2)**

- Advocate for business orientation programs (1)
- Mentor Aboriginal people to engage in workforce (1)

**Programs and Strategies (1)**

- Promote family-friendly business certification (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table L1: Attraction and Retention of Businesses – Pressures**

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**Financial Barriers (16)**

Difficulty competing with oil and gas wages (5)  
Commercial space is expensive (2)  
Contractors are expensive (1)  
Cost of living (1)  
Costs of opening a business (1)  
High housing costs (1)  
High taxes (1)  
Lack of long-term contracts with industry due to high competition (1)  
Long wait periods for contractors to be paid by industry (1)  
Small contractors don't have enough credit to hold them over until industry payments received (1)  
Triple net costs (renters cover fair share of taxes, maintenance, cleaning, snow removal, utilities) (1)

**Human Resources (15)**

Difficult to find good employees (2)  
Difficulty hiring workers (2)  
Immigrants often only on 6 month visas or two-year terms (2)  
Businesses are competing against each other for employees (1)  
Business owners burnt out from managing and operating front end of stores (1)  
Constant labour turnover (1)  
Difficulty hiring workers for 7 day operations (1)  
Difficulty hiring workers for long working hours (1)  
Difficult to find entry level workers (1)  
Lack of available contractors (1)  
Oil and gas sector poaches workers from other businesses / industries (1)  
Women married to oil patch workers don't have to work (1)

**Policies, Regulations, and Procedures (6)**

Businesses in electoral areas do not need business licenses (2)  
Contractors must submit invoices to Houston, TX (1)  
Franchises won't locate to town if it doesn't meet their criteria (1)  
Local contractors don't meet industry's procurement requirements (1)  
Lots of hurdles for businesses to overcome to locate in town (1)

**Infrastructure (4)**

Limited commercial space (2)  
Big industry owns/occupies most rental properties (1)  
Commercial space is not attractive (1)

**Capacity (3)**

Chamber of Commerce has limited functionality (1)  
Don't have a mature service sector (1)  
Limited ability of local contractors to do scale of work required by industry (1)

**Research and Information (3)**

Don't know how many businesses exist in rural electoral areas (1)  
Don't know what tomorrow's demand will be (1)  
Lack of information about why businesses left (1)

**Attitudinal Barriers (2)**

Difficult to attract people to the North (1)  
Local contractors are naïve (1)

**Communication (2)**

Don't know where to find information about contract bids (1)  
Industry doesn't know where contractors are (1)

**Demand for Services (2)**

Increase in demand for goods / services (1)  
Long line ups to access goods / services (1)

**Collaboration**

Limited coordination across businesses (1)

**Competition (1)**

Out-of-town shopping (1)

**Education and Training (1)**

Business owners don't have time to attend training / development workshops (1)

**Networks (1)**

Small businesses don't have recruiting contacts overseas (1)

**Risk Management (1)**

Taking risks with investments (1)

**Other**

Challenges for industry to move into new area (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table L2: Attraction and Retention of Businesses – Actions**

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**Education and Training (7)**

Chamber Learning Network offers 4,000 online courses for businesses (1)  
Community Futures provides monthly workshops for business development (1)  
Contractors are obtaining certifications required to bid on contracts (1)  
Discussions taking place about how to improve educational opportunities in North (1)  
Education/training provided to support businesses (1)  
Guest speakers are invited to discuss marketing strategies (1)  
Training business ambassadors to do business survey work (1)

**Infrastructure (7)**

Camps set up close to town (1)  
Expansion of bed and breakfasts (1)  
Expansion of commercial space (1)  
Expansion of housing (1)  
New hotels in town (1)  
Regional Economic Development Link used to facilitate contractor preparedness for RFPs (1)  
Quick pay used to enable suppliers to submit invoices online and be efficiently paid by industry (1)

**Research and Information (7)**

Asking businesses about expansion plans (1)  
Completed assessment of commercial space (1)  
Energy Services BC provides contractors with information about procurement requirements (1)  
Fort McMurray mayor shared lessons (1)  
Identified opportunities for commercial investment (1)  
Industry updates/conferences routinely organized (1)  
Modified survey software to support regional business retention program (1)

**Collaboration (5)**

Community Futures is establishing a roundtable on economic development (1)  
District has involved business / industry in housing forum (1)  
Economic development departments connect industries/businesses with hotels/apartment owners (1)  
Economic development department works with industries / businesses to assist with recruitment / development (1)  
Horn River Basin group formed to facilitate growth and engagement with industry (1)

**Human Resources (4)**

Immigrants / temporary foreign workers hired (2)  
Economic development officer hired to recruit businesses (1)  
Head offices of food industry have recruiting contacts overseas (1)

**Marketing / Promotion (3)**

Businesses/supplier profiles provided to industry (1)  
Chamber promotes the community through its magazine (1)  
Community Futures provides a package to potential investors / business owners (1)

**Planning (3)**

Developing a business / retention strategy (1)  
Discussions taking place about how to improve recruitment and retention (1)  
Regional business retention program (1)

**Capacity (1)**

Energy Services BC is developing a BC-based business procurement system (1)

**Networks and Relationships (1)**

Relationship building when industry comes in (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table L3: Attraction and Retention of Businesses – Advice**

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**Communication (4)**

Address communication gap between industry / contractors (1)  
Communicate needs early (1)  
Expand advocacy (1)  
Need routine communication with government and industry to identify emerging projects (1)

**Collaboration (3)**

Bring all stakeholders together to collectively move agendas forward (1)  
Ensure mayors collaborate to discuss issues / move agendas forward (1)  
Understand how to work together to expand business sector (1)

**Planning (2)**

Don't miss opportunities that could be taken up elsewhere (i.e. laundry, transportation, etc.) (1)  
Pursue best interests for overall community vs. one sector (1)

**Education and Training (1)**

Ensure adequate education / training supports exist to support business development (1)

**Funding (1)**

Get communities to share costs for needed information / development of strategies (1)

**Marketing / Promotion (1)**

Must promote business case for attracting new ventures (1)

**Networks / Relationships (1)**

Use stakeholder contacts provincially / federally to move agendas forward (1)

**Organizational Capacity (1)**

Need a local payment system in place to quickly process contractor invoices (1)  
Provide support to develop a strong Chamber of Commerce (1)

**Relationships (1)**

Build relationships and trust with industry (1)

**Research and Information (1)**

Obtain a BC Business Counts through the Economic Development Assoc. of BC (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table M1: Environment – Pressures**

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**Impacts of Industrial Practices (15)**

Impacts of fracking (3)  
General impacts from the oil and gas industry (2)  
Industry impacts on natural environment (2)  
Close proximity of logging operations (1)  
Concerns over gas flares (1)  
Concerns over sour gas burn off (1)  
Debates over industry standards (1)  
General impacts from the forestry industry (1)  
Impacts of hydraulic fracturing (1)  
Opposition to Site C (1)  
Pipelines leave a big footprint (1)

**Impacts on Water Quality (10)**

Industry impact on water supply (6)  
Concerns over water security in dry season (1)  
Dam is changing river into a reservoir (1)  
Impact on aquifers (1)  
Water supply in Dawson Creek comes from one small river (1)

**Environmental Assessment and Regulations (5)**

Alberta has stronger environmental regulations for companies to have 80% recyclable water (1)  
Lack of a cumulative impact analysis of all industries together (1)  
Oil and gas industry does not go through the environmental review process (1)  
Perception that industry will do as they wish (1)  
Provincial government is trying to rush through environmental concerns (1)

**Impacts on Air Quality (4)**

Air quality concerns (3)  
Dust (1)

**Impacts on Wildlife (4)**

Caribou and Grizzly population are threatened by resource development practices (2)  
Impacts of Enbridge pipelines on Rocky Mountain wildlife (1)  
Impacts on mountain area wildlife (1)

**Impacts on Agricultural Land (2)**

Housing expansion is encroaching onto agricultural land (1)  
Urban areas don't acknowledge industry impacts on rural farmland (1)

**Lack of Power (2)**

Local gov't has little decision making power (2)

**Other (5)**

Concerns over dealing with the landfill (1)  
Concerns over dealing with the sewer system (1)  
Lack of planning for environmental impacts (1)  
Pollution impacts on First Nations traditional land use practices (1)  
Rural - urban disconnect (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table M2: Environment – Actions**

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**Water Conservation (6)**

Changed water meters and charged for water (2)  
Water conservation bylaws (2)  
Funds raised from water use will go to Water Utility  
Fund for water reservoir (1)  
Residential water consumption dropped (1)

**Environmental Assessment and Guidelines (4)**

Industries meet their environmental standards (1)  
Looking into impact assessment of Pine River (1)  
Projects going through the environmental assessment process (1)  
Site C Joint review panel have created guidelines (1)

**Consultation (3)**

Community consultations (1)  
Discussions with industry about environmental stewardship (1)  
Site C consultation process is under way (1)

**Government Involvement (2)**

Ministry of Environment more engaged (1)  
Part of the Community in Bloom program (1)

**Communications (1)**

Elected officials gaining firsthand knowledge of Talisman operations (1)

**Research and Information (1)**

Water and air quality studies completed (1)

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Source: KTIDS Northwest Project Interviews 2012.

**Table M3: Environment – Advice**

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**Policies and Regulations (5)**

BC Ministry of Environment needs to have strong regulations for land management (1)  
Need to learn from Alberta's land management/acquisition/consultation policies (1)  
Industry needs transparent environmental policies (1)  
Need standardized regulations across provinces (1)  
Small municipalities need backup from other ministries to enforce environmental protection (1)

**Collaboration (4)**

Community and industry need to work together through environmental issues (1)  
Enbridge pipeline should be taken through the Pine Pass Route with the other pipelines (1)  
Environmental assessment helps to bring discussion and mitigate impacts on communities (1)  
Environmental protection should include social services to assist those who are impacted (1)

**Planning (3)**

Easier to manage existing water resources than look for more resources (1)  
Involve youth (1)  
Prior planning is important (1)

**Communications (2)**

Familiarity with industry is important (1)  
Industry open houses for public information (1)

**Research and Information (2)**

Challenge industry to do further research into environmentally friendly techniques (1)  
Expand research to find new approaches (1)

**Other (2)**

Community needs a healthy balance of industry and environmentalism (2)

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Source: KTIDS Northwest Project Interviews 2012.