

Tracking the Social and Economic Transformation Process in Kitimat, BC: Interim Summary Report

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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>.

Project Reports

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

Contact Information

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1.0 Project Description

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

The research will involve two aspects. The first is the tracking of available and emerging data on industrial projects, temporary and permanent workforces, and various other community economic and social development topics identified as important during these sorts of renewals. The second is the use of longitudinal, qualitative interviews with people involved in a range of community sectors to review how economic and industrial activity is reshaping and changing the community. The project work reported here was carried out by a research team from the UNBC Community Development Institute in the winter and fall of 2012 with the goal to track changes, pressures, and actions relevant to decision-making over community planning and infrastructure investments. This report includes a summary of themes identified from stakeholder interviews in 2012.

2.0 Results

To explore the economic and social changes in Kitimat, participants were asked a series of questions about recent changes in the community, the benefits and concerns associated with large-scale industrial development, gaps and responses to service and infrastructure needs, the structure and capacity of local groups, the outcomes of local and regional partnerships, and how these changes impacted the overall quality of life for residents. This part of the report describes the key themes running through each set of questions that were posed to the participants.

2.1 Perceptions of Community Change

Participants were first asked to describe how community characteristics have changed in Kitimat both prior to the economic downturn that marked the closure of Methanex and Eurocan, as well as changes that have occurred during the recovery period over the last two years. Most of the comments about changes in the community focused on *employment* and the *economy*. Prior to the closure of Eurocan / Methanex, participants generally felt that there were lots of high paying resource sector jobs; although the adoption of technology in production had already started to reduce the resource-based industry workforce. Others talked about a breadth of employment opportunities for women in administrative / office duties, as well as in a range of service sector jobs. Participants generally felt, however, that there were few employment opportunities for youth. Since the closure of Methanex and Eurocan, the community experienced significant job losses in industry and across various service sectors. There was also an increase in residents who

needed to engage in long distance labour commuting. Since then, employment opportunities have emerged to accommodate new industry projects, such as those associated with the demolition of former industry sites, those associated with the construction of the Rio Tinto Alcan (RTA) Modernization Project and new liquefied natural gas (LNG) projects, as well as those associated with supportive professional consulting services and industry suppliers. Participants also generally felt that there have been more employment opportunities for Aboriginal residents, women, and youth both in industry and across various retail and service sectors. As industry increasingly moves towards more high skilled labour, some concerns were expressed about the lack of jobs for unskilled labour and the limited understanding about industry hiring processes and procurement requirements.

Closely related to changes in the economy were changes in the *retail / business sector*. Since the 1980s, the local retail sector has experienced a number of closures. At the same time, more retail / big box stores have located in Terrace. These challenges have persisted since the closure of Methanex and Eurocan in Kitimat. More recently, however, there have been new stores emerging such as A&W, Hype XI Tea, the Kitimat Public Market, and Tim Horton's. Concerns expressed about the retail sector included an aging commercial infrastructure, higher costs for commercial space, and limited days and hours of operation to accommodate shift workers.

People also talked to us about changes to *community engagement* through participation in *community and voluntary groups*. Prior to industry closures, participants felt that there were many vibrant community groups and volunteers, as well as many well attended events. Community and voluntary groups, however, have experienced a decline in membership and volunteers to support services and programs. At the same time, the volunteer base has been aging. These challenges have continued to persist both during periods of decline (after the industry closures of Methanex and Eurocan) and growth (associated with the RTA Modernization Project and the LNG projects). Concerns that participants have with community engagement include volunteer burnout, a lack of leadership and volunteer renewal, a lack of community engagement by workers, and the absence of workers' families in the community.

Community engagement was also impacted by changing *recreational* opportunities. Prior to the economic downturn, participants generally felt that there were lots of recreational programs and activities (both indoors and outdoors). A large industrial tax base provided the support needed to develop a broad range of recreational infrastructure. Despite industry closures, participants felt that good recreational opportunities continued to be provided within the community. Similar to other community groups, however, recreational groups experienced a decline in membership and participation due to the out-migration of young families and more restricted household budgets for those remaining in the community. More recently, recreational groups have stabilized, or in some cases increased, their membership. There has also been a growth in recreational activities for camp workers.

In terms of *services*, participants generally felt that, prior to the 1990s, the community had a good breadth of social, health, education, and other related community services. While the community benefitted from the construction of a new hospital, industry and government restructuring led to the reduction or closure of some schools and services. At the same time, participants felt that community and health care services have experienced an increased demand

for support. Key issues impacting services over time have included limited staff resources, the inability of senior governments to respond to sudden growth pressures with timely support to community groups, the limited availability of support (in terms of extended hours) for shift workers and their families, the limited availability of post-secondary education, limited apprenticeship and trades training opportunities, as well as long wait lists for health care services.

Participants also talked about changes to **local government** operations. Many acknowledged that the community has always benefitted from a large industrial tax base to support local infrastructure, services, and amenities. With a heavy reliance on a large industrial tax base, however, there were concerns about the ability of local government to be open to nurture new development approaches and opportunities. Local government operations have also been impacted by disputes with RTA. Following the closure of Methanex and Eurocan, a declining industrial tax base meant that there were cutbacks across all local government departments. Participants felt more positive about recent changes in local government operations that have included a new CAO / city manager, a new deputy CAO, a new economic development officer, and more planning staff, a more open and proactive approach by local council and local government staff to pursue new opportunities, as well as efforts to rebuild relationships with industry and First Nations groups. Moving forward, key concerns expressed about local government operations included outdated bylaws that no longer reflect current needs.

In terms of **infrastructure**, participants noted that prior to industry closures, the community had a well maintained physical infrastructure (e.g. sidewalks, roads, sewage, water, snow removal, etc.). Physical infrastructure continued to be maintained during the period of economic decline; although, some expressed concerns about cutbacks to snow removal and aging infrastructure. Since last winter, participants identified a number of improvements and upgrades to roads and sidewalks. Moving forward, concerns were expressed about the lost marina capacity, the limited access to waterfront property and walking trails, and the maintenance of heritage parks.

Housing issues have also continued to emerge as an important issue. Prior to, and during, the economic downturn, participants noted that residents enjoyed access to affordable housing. At the same time, concerns have been expressed about the aging housing stock. As new industry projects ramped up, participants expressed concerns about rising real estate and rental costs. Furthermore, with an aging population, participants identified the need for more accessible housing suitable for an older population. Moving forward, key housing concerns include a lack of rental accommodations, a lack of low-income housing, and a lack of multi-level care housing / accessible housing for older residents.

Furthermore, participants we spoke with identified a series of **demographic changes** to the local population. Prior to the downturn, Kitimat had a young, family-oriented population with few seniors choosing to retire in the community. The population also consisted of a large immigrant population that had been attracted to industry jobs. Following the closure of Methanex and Eurocan, the community experienced an out-migration of young families. The loss of younger residents, combined with a retention of local retirees and an influx of seniors recruited through the Retire in Kitimat initiative, meant that there has been an increase in older residents in the community. There continued to be a decline amongst different ethnic groups, which

subsequently impacted the membership of ethnic clubs and attendance at multicultural events. As industry construction and demolition projects emerged, the local population increased and has attracted a number of unskilled workers who are searching for work in the community.

2.2 Benefits and Concerns with Large-scale Development

After participants provided some background about how community characteristics have changed, they were asked to reflect on the benefits and concerns associated with large-scale industrial and economic development projects. When we first spoke to participants in the winter of 2012, they generally felt that recreation, community / voluntary groups, employment, business, and local government were key areas that benefitted from large-scale industrial or economic development projects. By the fall of 2012, employment and economic benefits continued to be largely associated with industrial or large-scale economic development projects, with fewer benefits associated with community / voluntary groups, recreation, and local government operations.

Discussion about **employment** and **economic** benefits were largely focused on high paying jobs, good benefit plans, and job security. With the development of recent industry construction and demolition projects, several participants highlighted more job opportunities for women, retirees, former forestry workers, Aboriginal residents, and youth. In addition to providing a broader customer base for hotels, businesses, restaurants, and taxis, industry has provided opportunities for small business suppliers and professional / consulting firms. The Haisla have also benefitted from opportunities to provide RTA with security, shuttle, and camp services. The renewed economic activity in town has prompted more vacant commercial spaces to be rented, as well as many improvements and renovations to commercial and light industrial properties.

Participants felt that **community / voluntary groups** have benefitted from industrial and large-scale economic development projects through monetary, material, and equipment donations; sponsorship of events; and increased membership and volunteer resources for community groups. Similarly, participants highlighted a number of ways that industrial / economic development has benefitted **service organizations**. Again, these included monetary, material, and equipment donations for programs and events. Industry workers have also donated time to support many community groups and initiatives such as the Aluminum City Telethon, the food bank, and the animal shelter. Participants also noted that it was not just large industry that was providing community support, but that many contractors and professional firms were also engaged in community outreach activities. There have been partnerships to develop social infrastructure, such as the Kitimat Valley Institute (KVI).

In terms of **local government operations**, participants generally felt that a high industrial tax base provided the flexibility to maintain low residential taxes while maintaining good physical (i.e. snow removal) and community infrastructure, as well as support for community grant programs (i.e. museum and public library). Many also appreciated that Kitimat was a planned town with an extensive sidewalk infrastructure designed by American planner Clarence Stein. Participants also generally felt that industrial development strengthened the **housing** market and prompted renovations.

In terms of *recreation*, participants talked about industry sponsorship for recreational groups and events. There was also recognition that industry taxes helped to renew recreational infrastructure (i.e. the swimming pool) and to keep recreational program costs low. In the past, industrial donations of land and materials have helped to develop and maintain outdoor recreational assets such as soccer fields, the golf course, parks, campsites, and hiking trails. Industry and contractor donations have also supported the purchase of recreational equipment and sports programs for youth.

Furthermore, participants felt that industry supported the attraction and retention of families, retirees, and a diverse range of ethnic groups. Others noted that industry renewal supported the return of former residents who had left the community in search of work. Overall, an increase in economic activity provided the stability and positive energy to nurture civic provide and strengthen *community cohesion*.

When we talked to participants about their concerns associated with large-scale industrial or economic development projects in the winter of 2012, they generally felt that employment / economy, the environment, safety, and local government operations were key areas of concern. By the fall of 2012, employment / economic and safety concerns continued to be large issues associated with industrial or large-scale economic development projects; although more participants were then expressing concerns about housing and recreation.

Overall, key *employment* issues raised by participants included the downsizing of the workforce through the adoption of labour shedding technology, concerns about contracts being awarded to groups outside of the community, and unrealized expectations about local employment / economic benefits. At the same time, concerns were expressed about a lack of jobs for unskilled labour, more stringent hiring requirements and processes, and a limited understanding about union requirements and processes. When considering the impacts on the overall *economy*, participants felt that more attention was needed to economic diversification and pursuing opportunities with value-added industries. Other key economic issues identified included uncertainty about industry projects, economic leakage, and concerns about sustaining long-term growth.

In terms of *local government* operations, participants were concerned about the disconnection and limited communication between industry and the community due to previous litigation disputes with RTA. Industry ownership of waterfront property and surrounding land was perceived to impact local government options to attract and nurture development opportunities. Limited or interrupted access to waterfront areas also impacted *recreational* opportunities and participants' overall perception of their quality of life. The uncertainty or sudden rapid pace of industrial development can also make it difficult to strategic plan the need for, and use of, local government resources.

Large-scale industry / economic development was also felt to have a negative impact on *housing* by increasing the demand in both home ownership and rental markets; thereby, increasing housing and rental costs. There was also a perception that there is a limited supply of housing to keep pace with the influx of new residents and workers. Furthermore, while growth can provide the impetus for renovating and renewing the housing market, there were also concerns that such

renovations are displacing low-income residents. As vulnerable residents are displaced, there is an inadequate supply of social housing options to meet their needs.

In terms of *services / community groups*, key concerns about the impacts of industrial / economic development included an increased demand for social infrastructure and services (i.e. health care, education, employment, etc.), as well as concerns about a limited compliment of human and financial resources to meet that increased demand for services. Similar to local government operations, uncertainty about industry projects also makes it difficult for services / community groups to plan the need for, and use of, community resources.

Another issue identified by participants included *safety* issues, such as increases in criminal activities (i.e. assaults and break and enters), as well as concerns about drug and alcohol addictions. In terms of *environmental* issues, participants expressed concerns about environmental degradation, air quality, water quality, and potential pipeline spills. There were also concerns expressed about the impact of the industrial work environment on workers' health and safety. More recently when we spoke with participants, there was a perception that shift work, the transient nature of workers, and separate living arrangements of the workforce had a negative impact on *community cohesion*. There were also concerns that similar to impacts from the previous local government / RTA dispute, the Enbridge pipeline dispute could again divide the community.

2.3 Gaps and Responses to Service and Infrastructure Needs

Industrial and economic development projects can emerge quite rapidly and put pressure on existing physical, economic, social, and recreational infrastructures. In this context, participants were asked a series to questions to explore community responses to emerging pressures, as well as any service and infrastructure needs.

In the winter of 2012, participants were asked a series of questions about the key opportunities and challenges associated with economic development in the community. In terms of economic development opportunities, the two most prominent themes highlighted by participants included recreation / tourism and resource-based industries. In terms of *recreation and tourism*, participants spoke about the potential to expand four season tourism activities; to expand nature-based or eco-tourism activities; to expand water-based tourism activities and infrastructure; and to expand walking, hiking, and mountain biking trail infrastructure. Key *resource-based industrial development* opportunities that were highlighted included liquefied natural gas projects, bio-fuel, and related energy sector activities; the RTA Modernization Project; mining; secondary manufacturing; and light industry. However, participants also highlighted opportunities in retail / business, housing, and infrastructure. For example, additional *retail / business* opportunities included more restaurants, clothing stores, and the opportunity for existing businesses to obtain more benefits from industrial development by establishing sales booths at camp and by expanding their hours of operation to accommodate shift workers. In addition to port / wharf infrastructure, upgrades to existing commercial *infrastructure* would be needed to nurture business development. In terms of *housing*, key opportunities included housing renovations, new rental unit development, and property management. They also noted

opportunities to diversify the economy through strengthening the local **retirement** industry and by strengthening the role and capacity of the **service sector**.

There were, however, a series of challenges that need attention in order to nurture community economic development. Although several concerns were expressed about the proximity to the regional retail centre of Terrace, some felt that local **business development** was undermined by a lack of entrepreneurialism, limited capital, high commercial rental costs, and lengthy, bureaucratic development processes. Few businesses have tested or adjusted their hours of operation to accommodate the needs of shift workers. In terms of **strategic planning**, participants felt there is a need to identify gaps, to adopt flexible strategies that are capable of responding to pressures during both boom and bust periods, to ensure that community infrastructure and industry legacy is sustainable, and to consider environmental versus economic benefits. Participants suggested that **economic development** could be further nurtured by strengthening import and export strategies, as well as considering the benefits of short-term versus long-term employment and economic development. While **services** can play an important role to support industry activities and diversify the economy, under qualified workers and staff shortages in health and community services have made it difficult for local organizations to respond to the increased demand for supports. **Housing** investments need to be made to renew and expand the housing stock both for an aging population, for low-income residents, and for the next generation workforce. More attention is also needed to strengthen **collaboration and relationships** across industry, First Nations, and community stakeholders.

Furthermore, we asked participants to characterize community efforts to nurture and attract more entrepreneurs / businesses. In this context, the **District of Kitimat** and the **Chamber of Commerce** were noted to play a key role to encourage or attract new business development through lobbying, building relationships, emphasizing a business-friendly environment, developing an information centre, promoting local shopping, delivering events / workshops to building the capacity of the business community, and by investing in long-term planning through gap analyses and worker attraction surveys. KTIDS and 16/37 Economic Alliance have also been involved to nurture and attract economic development. There were concerns, however, that the competitiveness of the **business environment** is impeded by the high presence of union jobs, high commercial rents, and local government **policy** restrictions on business development. Human resources were also impeded by high turnover, as well as limited attention to mentorship and succession planning. In terms of **communication**, welcome and information packages were provided to new residents. Some felt, however, that it is difficult to find information about advice or grants to support entrepreneurial development. There were also a number of participants who were not aware of any efforts to nurture business development.

Given the breadth of opportunities and challenges that were discussed, we asked people to talk about key pressures that the community faced with the influx of large-scale industry or economic development projects. The most prominent areas of concern included pressures with housing, health care, protection services, community services, and education. Key **housing** pressures included a lack of affordable, accessible, or low-income housing, an increase in rental costs, a lack of general housing to accommodate the influx of new residents and workers, and a lack of seniors' housing. In terms of **health care**, participants expressed concerns about a lack of doctors, longer waiting times at emergency, a lack of addictions and mental health supports, a

lack of technician and nursing staff, and a lack of multi-level care beds and supports for an aging population. **Protection services** were responding to issues such as assaults, drugs, alcoholism, break and enters, and other criminal activities. Participants also spoke about the challenges of responding to an increased demand for **community supports** with limited financial and human resources. Key **educational** pressures identified included school closures, larger class sizes, and fewer teaching resources to support the education of youth in the community. There were also participants who talked to us about the increased need for post-secondary training in order to transform low-skilled workers so they could be ready to engage in new industry opportunities. There were also participants who felt that there is an inadequate level of **businesses**, such as hotels, restaurants, and stores, to respond to the needs of new residents and workers. Participants also talked about the **lack of physical infrastructure** to support recreation (i.e. waterfront access) and an aging population (i.e. automatic doors, larger handicapped parking spaces). There were also concerns about a lack of **local government** staff to support ongoing community and economic development initiatives.

Given the range of pressures being experienced in the community as a result of large-scale industry or economic development, participants were asked a series of questions about how local services and community groups responded. To start, in the winter of 2012, participants were asked if they felt local services were successful in meeting the needs of residents so people could pursue emerging opportunities. In general, participants felt that there was a good range of services and programs available in the community. For example, there were several positive comments about the supports provided by **community and health organizations**, such as the food bank, churches, the Child Development Centre (CDC), the Northern Health Authority (NHA), Kitimat Community Services (KCS), and the Tamitik Status of Women, in order to enhance the food security, health, and access to housing for more vulnerable residents. Participants also highlighted the role of agencies such as KCS and the United Way to provide employment services and counselling to support the transition of unemployed residents and former Eurocan workers. Local institutions, including KVI, Northwest Community College (NWCC), and KCS also played an important role to deliver both basic and high skilled educational opportunities. During this period, RTA also provided apprenticeship opportunities. Some noted, however, that the uncertainty of proposed projects limited the ability of adequate resources, programs, and supports to be put in place.

In the fall of 2012, we also asked participants a series of questions to identify the key residents / organizations that continue to play a role to respond to these pressures. For example, groups such as the Kitimat Housing Committee, the Interagency Committee, the Advisory Planning Commission, BC Housing, and seniors have been assessing overall **housing** needs, as well as specific gaps in social housing and seniors' housing. Recently, a housing needs assessment commissioned by the Kitimat Housing Committee was completed in 2012. The Chamber of Commerce has also been liaising with the Housing Committee to monitor and identify housing issues. Seniors' housing needs have also been met through the Kiwanis Senior Citizen Housing Society and Delta King Place. Given emerging housing market pressures, the Ministerial Association and the Tamitik Status of Women have been assisting evicted tenants to find new housing options. The local government has also been working with the private sector as entrepreneurs renovate rental accommodations and construct new housing stock.

Participants again identified a range of organizations and businesses that continued to respond to **community service** needs. To address **food security** issues, organizations such as the Kitimat Food Bank, Food Share (KCS), local schools, local churches, Overwaitea, SuperValu, industry, taxis, and residents have been working to gather donations and distribute food through hampers and lunch programs. A number of residents collect and repair **clothing** that is donated to Dunmore House. The CDC has also been providing a range of youth programs, such as extended child care hours, connecting children with their parents through Skype, and delivering programs for developmentally challenged **youth**. The Multicultural Society and the Welcoming Committee have been providing support and information to **newcomers** in the community. KCS was also recognized for its efforts to deliver **employment services**. Community organizations, local government representatives, and business / industry stakeholders were also working more closely together through the Interagency Committee to enhance communication and synergies in the delivery of community supports. Community service programs have also been supported through the community foundation; the Aluminum City Telethon; and donations from residents, businesses, and industry.

With an influx of workers and an aging population, there has been an increased demand for **health care** services. Key groups that have been responding to strengthen health care infrastructure, services, and staff resources include the Health Advocacy Group, the Kitimat Hospital Foundation, the NHA, the Hospital Auxiliary, and the Kitimat Housing Committee. Key projects include emergency room renovations, acquiring new hospital equipment, and fundraising to expand multi-level care units. There is also an emergency response unit in place to respond to industry accidents.

When we asked participants to identify key groups that were responding to **educational / training** needs, people talked about the safety training and apprenticeship programs offered by KVI and NWCC. The Northwest Regional Skills Training Table has also been working to develop a skills training strategy to respond to local and regional labour needs. To support basic skill development, KCS has been offering literacy programs. The Ministerial Association has been offering leadership programs to build the capacity of the non-profit sector.

To respond to **safety** concerns, the KCS, the Tamitik Status of Women, and the RCMP have been working to provide crisis intervention and address violence / abuse issues in the community. The Sexual Assault Team has also developed protocols to respond to crises. The Social Impact Committee toured areas that were identified to pose safety concerns to women and have brought these issues forward to industry. The RCMP established road blocks, curfew programs for offenders, and continue to provide reports on their activities to council. They also liaise with industry, camp security, and the Kitimat Interagency Committee to monitor emerging safety issues. While continuing to deliver fire suppression services throughout the community, the fire department has been completing industry inspections to support construction activities.

Local government has also been responding to economic development inquiries and needs by meeting with industry delegates; expanding their management, economic development, and planning staff; and through more frequent council meetings. The Advisory Planning Commission has also been processing an increase in development permits. Local government staff and council representatives have been liaising with the Interagency Committee, the Social

Impact Committee, and other community groups. Through the Age-Friendly Committee, Measuring Up the North, and the Retire in Kitimat initiative, a number of residents and local leaders have also been working together to diversify the economy and respond to the needs of an **aging** population.

A number of community groups and stakeholders, such as the local government, industry, the Naturalist Group, and residents, have also been involved to renew, maintain, and advocate for **physical infrastructure** needs. In addition to pursuing waterfront access, key priorities have included attention to community parks, sidewalks, and marina infrastructure in order to enhance the local quality of life. Industry has also been working to renovate industrial infrastructure to support new economic development initiatives.

While Leisure Services was recognized for its leading role to deliver affordable **recreation** and **social** programs, the Kitimat Snowflake Seniors Centre, the Naturalist Club, the retired teachers, and residents were also identified for their role to enhance recreational infrastructure and social programs. The Activation Committee has also been connecting multi-level care residents with programs to remain active. The Naturalist Club has also been working to raise awareness about environmental issues.

Furthermore, we asked participants to identify any additional gaps in services or supports. In the winter of 2012, the most prominent gaps identified included deficiencies in community programs, health care services, and education and training. In terms of **community and employment services**, participants felt that more resources and program support was needed to address the needs of low-income residents and to guide people with multiple barriers to employment. There were also requests to expand the community's capacity to address violence and safety issues in the community. Given the limited financial and travel capacity of more vulnerable residents, there were calls for more outreach supports and availability of provincial programs in the community. The influx of workers has produced an increased demand for **health care** services. As a result, there were calls for more doctors, a walk-in clinic, more addictions and mental health supports, more emergency room staff, and more frequent access to visiting specialists. With an aging population, participants also felt that more attention was needed to develop the multi-level care facilities and to provide broader access to home support. Participants felt that there is a need to strengthen **education and training** opportunities by delivering strategic local trades training and apprenticeship opportunities that can meet industry requirements. Furthermore, given the gap between industry and non-industry wages, as well as the growing and aging population, participants identified the need to invest in a wider range of social **housing** infrastructure.

In the fall of 2012, we continued to track participants' perceptions of additional changes, investments, or planning that they felt were needed to respond to the pressures facing the community. The most prominent theme included more attention to address **housing** needs, such as low-income housing, seniors' housing, and general housing. Participants also spoke about a need to streamline application procedures for housing and housing grant programs. In order to prepare the workforce to be ready to take advantage of emerging employment opportunities, participants felt that better coordination across **educational** institutions was needed to deliver a consistent and broader range of post-secondary training. With local labour shortages, concerns

were also expressed about the limited presence of NWCC. As economic development activity expands, there were also calls to expand local schools and teaching resources for youth. To enhance the capacity and operations of **community services**, participants identified a need for long-term stable funding and more volunteers. There were also calls for greater coordination across government ministries. Key recommendations for **health care** services included more multi-level care beds, more doctors, more technicians, and more emergency services.

Many participants also spoke about the need to enhance **communication** infrastructure and protocols. This included recommendations for a one-stop shop for gathering and sharing information, as well as an electronic billboard to promote events. A need was also identified for the Interagency Committee to share and promote information with a broader range of community groups. Others felt that there was a need for more routine communication about industry initiatives and progress in order to reduce uncertainty. While communication can provide a foundation for improved coordination, there were also calls for more **cooperation and partnerships** in order to reduce the replication of supports and to create greater synergies across community stakeholders.

Participants also provided several recommendations to improve **local government** operations, including the development of a city hall, hiring more staff, and strengthening cooperation with the provincial government. In terms of **physical infrastructure** gaps, participants continued to feel that there is a need for the local government to work with industry and the provincial government to acquire waterfront property that could be used for recreation and leisure. Other recommended physical infrastructure projects included a recycling facility, repairs to the West Side Road, and the installation of more automatic doors to respond to the needs of an aging population. Participants also offered a series of recommendations for economic development stakeholders. In terms of **businesses**, participants advocated for more small retailers, hotels, and restaurants. In terms of **industry**, participants advocated for greater synergies between industry, training, and employment services, as well as the development of a strategic legacy program for community groups.

While participants generally felt that the community is equipped with good **recreational** infrastructure, some felt that additional investments could be made to develop an all weather track, to expand hiking and river trails, and to provide workers and residents with ready-to-go fishing / tackle boxes. Greater attention to resolving marina infrastructure issues was also deemed to be important.

2.4 Capacity of Local Groups

The organizational structure of local groups can provide a foundation to support the capacity and stability of ongoing activities. These structures also facilitate decision-making and communication with groups both inside and outside of the community. In this section, organizational characteristics, such as the presence of a board of directors, the strength of membership, any changes in organizational supports, and changes in logistical capacity, will be explored.

Board of Directors

A board of directors can play an important role in a community organization by creating policies, hiring executive personnel, providing guidance on the mandate / focus of organizational activities, and monitoring the organization's operations. A board can also play an important role to manage an organization's assets and resources. By drawing upon a broad range of sectors and networks across the community, a board can also enhance its resiliency and limit uncertainty as it is able to access a range of support networks when needed. By incorporating a broad range of sectors and networks in a board of directors, an organization is able to communicate with many interest groups across the community and demonstrate that its activities have wider appeal and community support.

Just over 60% of the participants we spoke with noted that community groups they were involved with had a board of directors. Just over half (55%) of these boards had between 7 and 10 members, with an additional 30% of community groups containing less than 7 board members. There were, however, some community groups that reported having more than 10 board members. When we asked participants to describe the composition of their boards, small business, seniors, industry, local government, and various community services were prominent sectors involved with various boards of directors. Over the past six months, most participants noted that there had been no changes with their boards. There were, however, some organizations that experienced a decline in board members due to out-migration, as well as a number of community groups that were able to recruit new board members. Other changes included a loss of First Nations and industry representation, and a strategic move to reduce the size of the board of directors.

Membership

Building and maintaining membership interest and commitment can ensure that an organization is able to fulfill its mandate. Within a context of decline or rapid change, however, community organizations can face many challenges with mobilization. While these groups may experience increased demands for services or support, they may have fewer members or volunteers to draw upon when needed. These challenges can impact the ability of community groups to carry out their activities or ongoing operations.

When we asked participants to describe how many members existed within their organization, almost half had between 11 and 25 members. There were, however, some groups that consisted of 10 or fewer members (12.9%). Approximately, 30% of the people we spoke with belonged to community groups with stronger membership levels of more than 50 members. When we asked participants how the membership of community groups had changed over the past six months, prominent concerns included a loss of members, an aging membership, and inactive membership. There were, however, some organizations that have stabilized their membership, as well as others who have been able to recruit new members or staff.

Changes in Services / Supports

Community groups often fill critical service gaps, develop supports tailored to meet local needs, and expand opportunities for social interaction and capacity building. The operations of public and voluntary groups, though, can vary and are influenced by factors such as changes in senior government policies, changes in community demographics, or changes in budgetary and human resources. When we asked participants to describe any changes to key services / supports provided by their organization, most simply stated that they were continuing to deliver the same programs, events, or funding support for community initiatives. There were, however, a number of new services and programs, such as Food Share, more seniors' fitness and support programs, a new sea cadet program, and Work BC. There were also new out-of-town trips for seniors and workers. Some participants also noted that they were pursuing or providing more education and training opportunities for their staff, members, or clients. Others were focusing on developing their organization's leadership and volunteer capacity. They were also engaging in more communication with industry and other community stakeholders. Other new initiatives included attention to expanding and maintaining infrastructure, developing new policy manuals, and collating new research and information to inform future investments in programs and infrastructure.

We also asked participants if the focus or mandate of their organization had changed over the last six months. In this case, fifteen participants noted that there had been no change to the focus of their organization's activities. Some participants, however, noted that their organization was now providing new goods, services, or programs (i.e. life skills, prevention of child abuse, fitness and wellness). In contrast, limited funding and volunteers meant that other community groups needed to close or reduce their activities or services. There were also changes to the operations of community groups, including more community outreach and a restructuring of board governance and involvement in daily operations. Other organizations were engaging in more fundraising activities.

Changes in Organizational Capacity

Given the changes in key services and activities, we asked participants to talk to us about any changes that their organization has experienced with its logistical capacity over the past six months. Four key themes emerged from those discussions. The most prominent theme involved limited **human resources**. Key factors impacting human resource capacity included declining membership, a lack of full-time and casual staff, varied levels of participation, an aging volunteer base, burnout, and time constraints. The second key theme impacting the logistical capacity of community groups was **funding**. Most of the comments concerned a decline in funding to support ongoing activities, services, and programs. Limited funding was due to a decline in gaming funds, a loss of provincial government funding, and fewer options to get donated materials from business / industry. There were groups, however, who were able to expand their funding resources through local government grants, local fundraising initiatives with retail businesses, the acquisition of a grant writer, and obtaining fees for services. Key concerns with **infrastructure** included no access to office space, high rental costs for space, aging equipment and infrastructure, and a lack of meeting and storage space. In terms of **operations**, key capacity issues included increased workloads, lack of administrative capacity,

limited attendance, difficulty dealing with multiple opinions, and infrequent meetings and **communication**. On a positive note, participants felt that their operations had benefitted from increased coordination and sharing of information across community groups.

2.5 Local and Regional Partnerships

As community stakeholders work together to respond to emerging pressures with limited resources, they increasingly confront complex issues that require multiple supports, expertise, and coordination. Often, these complex issues are beyond the mandate or capacity of any individual organization or stakeholder. Within this context, partnerships provide a foundation to respond to multi-dimensional problems. Through partnerships, community groups can access a broader range of information, expertise, and resources. They may also acquire new skills, acquire technical support, or adopt new management or operation protocols. Partnerships can also demonstrate that initiatives have wider appeal, legitimacy, and support across the community. As such, participants were asked a series of questions about cooperation and partnerships both within and outside of the community.

To start, participants were asked to characterize the level of cooperation amongst local community / economic development groups. In the winter of 2012, participants felt that, overall, there were positive levels of cooperation in the community. In terms of **community development**, these positive levels of cooperation were demonstrated as more groups were working together to develop a common voice, to pool resources for fundraising initiatives, to share and use resources more efficiently to support program operations, to share best practices, and to avoid duplication of services. In terms of **economic development**, participants felt that working relationships had improved across the local government, the Chamber of Commerce, and industry. There was also stronger coordination and cooperation across economic development groups across the region. In some cases, participants felt that industry and business closures fostered improved cooperation. Furthermore, participants talked about improved cooperation **across community and economic development groups** through the Interagency Committee, through business and industry support for community groups, and through collaboration across industry, First Nations, and recreational groups to expand recreational infrastructure. There were concerns about poor relations with First Nations groups, as well as the division over the Enbridge pipeline project, that may be impeding cooperation.

When we revisited local stakeholders in the fall of 2012, they generally felt that a positive level of cooperation had continued to develop amongst local community and economic development groups over the past six months. Some positive steps that were deemed to be strengthening local cooperation included attention to rebuilding relationships with industry and First Nations stakeholders, as well as a number of ongoing partnerships across community groups and stakeholders to deliver community, transportation, and protection services. People also spoke about organizations that were designed to be collaborative by including a number of organizations in their membership. Such organizations included the Interagency Committee, the Social Impact Committee, the Housing Committee, the Community Foundation, the Health Advocacy Group, the Hospital Foundation, and the Northwest Regional Skills Training Table. Collaboration was also fostered through the inclusion of a broader range of groups in local meetings and through routine, timely, and open communication. Collaboration also improved

through operations as stakeholders developed a common vision, achieved greater efficiency, and determined who could best address local gaps. In some cases, groups shared volunteer labour and resources to support programs and events. Some also felt that local government, industry, and contractors were engaging more with community organizations.

There were, however, some participants that did not feel there was a strong level of cooperation. A key concern was that the effectiveness of operations was still restricted by groups working in silos. For some, cooperation seemed scattered. There was frustration with an overlap of activities across collaborative groups. Another concern identified with collaborative groups was the inability to move beyond sharing information towards more action-oriented activities. Routine communication and meetings can be difficult as stakeholders have conflicting schedules. Others were unsure about how to contact specific stakeholders such as industry and First Nations groups. Some expressed concerns that the provincial government does not always consult the local government about land issues. There was also a perception that there is a lack of cooperation amongst the business community and amongst educational groups. Furthermore, some felt that local leaders and staff are still struggling to repair past conflicts with industry / First Nations groups that continue to impact trust and collaboration.

When we asked participants if their organization had any partnerships with volunteer groups, businesses, institutions, or government inside of the community, almost 80% said 'yes'. Those who did not have any local partnerships were asked to identify any barriers to forming local collaborative relationships. In this respect, key issues that were identified included a lack of interest and commitment, a lack of time, a lack of volunteers, previous conflicts, different expectations, and an unwillingness to share resources. There were also concerns that some collaborative relationships are 'stuck' on sharing information and have not become action-oriented.

For those that had local partnerships, a number of key benefits and outcomes were identified including:

- improved communication and access to information;
- access to a broader range of funding and in-kind resources;
- improved operations through new protocols, joint delivery of programs, expanded operations, and coordination of supports;
- improved access to infrastructure such as meeting space and equipment;
- new services and programs;
- access to more human resources, including technical, administrative, and voluntary support;
- enhanced community support; and
- a transfer of skills that enhanced the capacity of participating groups.

Overall, participants rated local partnerships to be very effective. When we asked participants to describe what made their local partnerships so effective, the most prominent factor focused upon *operations*. This included attention to developing clear responsibilities and ensuring responsibilities were equally distributed. There was also good preparation and a commitment to follow through with the timely completion of tasks. While some partnerships benefitted from formalized governance structures to reduce uncertainty and confusion, others felt that informal

operations provided them with the flexibility to get things done. In some circumstances, partnerships benefitted from working with individuals who had similar working styles.

Another important theme included routine **communication**. Through routine meetings and the sharing of information, some participants also felt that they obtained a better understanding of each other's operations. Local partnerships were also effective due to their strong levels of **social cohesion**. In this respect, many groups shared common interests and goals. Others benefitted from having a long-term prior relationship and mutual respect. Some participants felt that local partnerships were strengthened by specific human resources as partners provided complimentary expertise, allocated staff or volunteers to support partnership activities, or were able to offer experience with partnership work. Furthermore, some participants felt that their partnerships were effective due to the provision / sharing of **funding** / in-kind resources, as well as access to **space**.

There were some participants, however, who felt that their local partnerships were not functioning effectively. Participants expressed concerns about partnership operations, funding resources, conflicts, communication, human resources, and access to space. For example, some felt that local partnership operations were not action oriented. Concerns were also expressed about partnership demands, conflicting approaches to partnership activities, different mandates and regulations, and a lack of commitment to partnership operations. Participants also felt that partnership activities were impeded by a lack of funding, stable human resources, and access to space to support partnership work. Previous conflicts and competition amongst local organizations also continue to persist and impact working relationships between some groups. Others felt that there was a lack of communication and willingness to share information with partners. Furthermore, we asked if any local partnerships had been terminated over the previous six month period. While most local partnerships continued to operate, some no longer exist as the project / initiative had been completed, the partners no longer existed in the community, donations were no longer provided, or due to a lack of manpower.

We also asked participants if their organization had any partnerships with volunteer groups, businesses, institutions, and government groups outside of the community. Almost 80% of participants said 'yes'. Again, we asked those who did not have any partnerships with groups outside of the community to identify any barriers to forming collaborative relationships with external groups. Key issues that were identified included difficulty getting to know potential partners, difficult establishing routine meetings and communication, prior conflicts, different viewpoints and priorities, a lack of financial and human resources, a limited willingness to allocated resources to nurture partnerships with external groups, large distances, resistance to change, and a lack of interest.

For those that had partnerships with groups outside of the community, a number of key benefits and outcomes were identified including:

- improved communication and access to information;
- expanded networks;
- improved understanding of protocols and procedures;
- access to a broader range of funding and in-kind resources;

- improved operations through joint service agreements, new protocols, changes in administration / organizational structure, and expanded operations;
- the provision of new services and programs;
- the transfer of knowledge and skills between partners;
- access to more human resources, including technical and voluntary support;
- support to maintain infrastructure;
- access to more space and equipment;
- enhanced community support; and
- an enhanced quality of environment.

Overall, participants felt that their partnerships with groups outside of the community were effective. When we asked participants to describe what made their partnerships with groups outside of the community so effective, the most prominent factor again focused upon *operations*. Given the distance and limited familiarity with some partners outside of the community, some felt that their collaboration benefited from a formalized governance structure. Participants also noted that clear responsibilities were developed and there was attention to ensure responsibilities were equally distributed. There was also an enthusiasm and commitment to follow through with the timely completion of tasks. Furthermore, these types of partnership operations were strengthened by a flexibility and openness to new approaches, as well as an ability of all partners to maintain realistic expectations.

Partnerships with groups outside of Kitimat were also effective due to their strong levels of *social cohesion*. In this respect, groups shared common interests and goals and benefitted from long-term relationships. In some cases, the participation of an organization's members or board members in other groups helped to bridge and facilitate collaboration. Furthermore, some participants felt that their partnerships with groups outside of the community were more effective due to their routine communication, as well as their ability to connect local groups with a broader range of financial and human resources.

On the other hand, participants also identified a number of problems that impacted the effectiveness of partnerships with groups outside of the community. To start, participants felt that the operations of partnerships had been impacted by different expectations and scales of operations. In some cases, limited flexibility about positions on issues and with day-to-day operations resulted in a loss of momentum in partnership activities. Personality conflicts, territorialism over service areas, and a lack of trust have also limited the potential of some collaborations. Other key problems that impacted these types of partnerships included a fluctuation in human resources, infrequent communications, a lack of committed financial resources to support partnership activities, and geographic isolation. Finally, when we asked participants if any partnerships with groups outside of the community had been terminated over the last six months, just over 10% said 'yes'. These partnerships were not continued due to large periods of inactivity, the absence of partners at events and meetings, and the removal of supporting infrastructure.

2.6 Impacts on Overall Quality of Life

Given the breadth of pressures and opportunities stemming from large-scale developments in Kitimat, we asked participants to describe how they felt such projects impacted the overall local quality of life. Prior to the economic downturn, participants felt that industry had a positive impact on their quality of life by:

- establishing a well-planned town with an extensive sidewalk system;
- enhancing the economic well-being of residents;
- maintaining an affordable cost of living;
- enhancing recreational opportunities; and
- supporting a broader range of services, amenities, and activities throughout the community.

Concerns about industry impacts on local quality of life were largely focused upon the impacts of the economic downturn as a result of the adoption of labour shedding technology and local industry closures. Most notably, these changes prompted out-migration, business closures, the loss of some amenities, and a loss of revenue / support for community groups and facilities. Participants also spoke about the decline in voluntary support for community groups. Industrial restructuring was also accompanied by a restructuring or reduction of services.

During our second visit in the fall of 2012, we asked participants to reflect on how large-scale industrial / economic development projects have impacted the local quality of life during the previous six month period. In this context, large-scale developments had positively impacted the local quality of life by providing households with more hope and strengthening community cohesion. More economic certainty provided the impetus for additional business investments and housing renovations. Growth also provided increased clout to make requests for community services and groups, as well as to look at the renewal of local organizations. Furthermore, participants felt positive about the ability to get quick access to recreational activities and events.

With economic growth and an influx of workers in the community, there have been concerns about an increased demand for services and, in some cases, longer waiting times for community services. The community has not been able to recover the volunteer and membership base for community groups, as well as some of the recreational amenities (i.e. theatre, bowling alley) that were lost during the last economic downturn. Restricted waterfront access was also perceived to limit the potential to enhance environmental and recreational assets in the community that could strengthen local quality of life. There were concerns that the rising cost of living is producing financial pressures for low-income residents. Some also felt that the community is experiencing emerging safety concerns. There were a number of participants, however, who did not notice any changes in their quality of life.

3.0 Conclusion

The purpose of this report is to highlight some of the core themes that came out of the key informant interviews conducted in Kitimat to discuss the social and economic impacts of large-scale industrial and economic development projects. Appendix A contains the detailed tables

that describe the range of responses to each question. These themes, together with the nuances captured in the appendices, can form the basis for understanding the pressures and changes occurring in the community, as well as for planning programs, policies, and infrastructure investments.

Several socio-economic changes have been observed in the community. While employment pressures emerged with the adoption of labour shedding technologies and the closure of Methanex and Eurocan, recent construction projects associated with the RTA Modernization Project and LNG plants have provided new opportunities for contractors, suppliers, consulting professionals, First Nations, and local residents. There continue to be challenges to renew and broaden retail infrastructure and services. In addition to the restructuring of health, education, and other community services, community groups have been challenged with a diminished voluntary sector. With an out-migration of younger families and an influx of temporary camp workers, the population is also aging.

Large-scale economic development projects have provided benefits to the community, including employment, economic spin-offs, support for service providers and community groups, support to develop and maintain recreational infrastructure, and a large industry tax base to support flexibility with local government operations. There are also a number of pressures that must be addressed. There are unskilled workers who have been unable to transition and benefit from a more highly skilled workforce environment. Many service providers and voluntary groups have limited human and financial resources to respond to the increased demand for their supports. There is a lack of housing options to reflect the range of incomes, the needs of an aging population, and the needs for the next generation workforce. Furthermore, uncertainty about large-scale economic development projects continues to undermine investments in the community.

It is important to acknowledge, however, that several positive things have been done in Kitimat to respond to the challenges facing community groups and residents, including:

- An expansion of municipal staff to support a proactive and responsive approach to community economic development;
- An effort to renew relationships with industry, First Nations, and community stakeholders;
- Improvements and upgrades to physical and recreational infrastructure;
- The distribution of information about local services and businesses to new residents and workers;
- The delivery of business development workshops and distribution of information about procurement system requirements;
- The completion of a housing needs assessment;
- The formation of a skills training table to examine training needs;
- The development of initiatives and synergies across several community organizations to strengthen food security, health, employment and life skill supports, safety, and access to housing for more vulnerable residents;
- The development of initiatives to raise awareness and address the needs of an aging population;

- The organization of interagency committee meetings to share information across a range of service providers, business leaders, government staff, and industry leaders; and
- The formation of partnerships to expand networks, provide access to a broader range of expertise and resources, improve protocols and coordination of supports, support new services and programs, transfer skills, and enhance community support.

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

- Ensure policies and plans are updated to support current needs and strategic directions;
- Continue to strengthen and build open relationships with industry, First Nations, business leaders, service providers, and community groups;
- Continue to build and strengthen synergies and clusters within the business community;
- Develop a purposeful, strategic plan to strengthen succession planning and the capacity / leadership skills of the volunteer base;
- Continue to support and build upon opportunities for collaboration and synergy across community groups;
- Continue to strengthen social infrastructure and access to space to support the operations of community organizations;
- Lobby for more resources and personnel to provide services and outreach supports within the community;
- Continue to support and expand connections with non-local networks and organizations that can link community groups with a broader range of resources, expertise, and information;
- Renew physical infrastructure to respond to the needs of an aging population;
- Strengthen year round recreation and tourism infrastructure and activities for people of all ages;
- Continue to support and broaden infrastructure and opportunities for social interaction to allow residents to connect with a broader range of support networks; and
- Continue to ensure that information about local, regional, provincial, and federal supports is up-to-date and accessible in multiple formats for residents.

Kitimat has experienced considerable change and transition since the closures of Methanex and Eurocan and the announcement of new industrial investments in the community. While resource-based industries will continue to be important, the community will also continue to experience boom and bust pressures from changes in the global economy. Economic diversification will provide some balance and resilience to these issues. Our findings also suggest that there is a solid foundation to support residents and stakeholders to respond to emerging opportunities and challenges during these periods. In our efforts to track changes and pressures confronted in the community, there are a number of pressures that need to be addressed. Addressing these needs is important to help workers and their families cope with the stresses associated with change and to improve their overall quality of life.

Appendix A: Detailed Tables

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 1, participants were asked to characterize Kitimat prior to the economic downturn. The most prominent theme was employment. For example, while 13 participants talked about the availability of high paying, resource-based industry jobs, 10 participants noted that there were few jobs for youth. When all of the sub-heading comments are added up, the theme of employment was raised 114 times.

Table 1: Characterizing Kitimat – prior to the global economic downturn

Employment (114)

Lots of high paying resource industry jobs (13)
Limited job opportunities for youth (10)
Job opportunities for youth focused in retail/restaurant sector (7)
Alcan reduced workforce (6)
Job cuts with adoption of technology (6)
Loss of jobs due to Methanex closure (6)
Expanding industry jobs for women (5)
Youth summer employment program at Alcan (5)
Limited job opportunities outside industry (4)
Limited job opportunities for women (3)
Women employed in health care services (3)
Women employed in retail/business sector (3)
Youth employment opportunities with the District (3)
Low paying jobs for women (2)
More women stayed at home (2)
Union jobs (2)
4 day work weeks (1)
Aging workforce (1)
Alcan office jobs for women (1)
Alcan suppliers reduced their workforce (1)
Comfortable workforce (1)
Easier for people to be rehired in industry (1)
Employment opportunities stable (1)
Employment opportunities varied (1)
Fluctuating employment cycles (1)
Gap widening between industry and non-industry workers (1)
High labour turnover on pot lines (1)
High paying municipal jobs (1)
Increasing number of people collecting income assistance (1)
Industry jobs required less education (1)
Jobs with local companies (1)
Light industry jobs for youth (1)
Limited after school jobs (1)
Limited job opportunities outside government (1)
Limited part-time jobs (1)
Limited service sector jobs (1)
Lots of jobs for educated/qualified people (1)
More than one bread winner households (1)
Most hiring in the 1980s/early 1990s (1)
Summer youth jobs at the museum (1)
Unions more outspoken to pursue demands (1)
Unions concerned about potential Alcan focus on power sales (1)
Value-added employment (1)
Women employed in administration (1)
Women employed in community services (1)
Women employed in government (1)
Youth employment at the library (1)
Youth jobs in life guarding (1)

Employment Cont'd

Youth jobs to babysit (1)
Youth jobs to mow lawns (1)

Recreation (69)

Lots of recreational programs/opportunities (7)
Swimming pool (7)
Lots of outdoor activities (6)
Ice rinks (5)
Lots of amenities with large industrial tax base (5)
Soccer fields (3)
Vibrant minor hockey (3)
Boating (2)
Lots of recreation clubs (2)
Affordable hobbies (1)
Affordable sports (1)
Ball fields (1)
Cross country skiing (1)
Easier to get coaches (1)
Event attendance fluctuated (1)
Exercise classes (1)
Golf course (1)
Good recreation department (1)
Good sports facilities (1)
Gymnastics (1)
Higher registration in youth programs (1)
Hiking trails (1)
Karate club (1)
Limited non-sport activities for youth (1)
Limited winter recreation opportunities (1)
Lots of annual events (1)
Recreational infrastructure attracted workers (1)
Recreation centre (1)
Recreation staff open to suggestions (1)
Rinks operated at higher capacity (1)
Sailing (1)
Skate park (1)
Ski hill (1)
Track fields (1)
Used to have large Canada Day festival (1)
Used to have large winter festival (1)
Used to have more sports teams (1)
Youth would referee hockey (1)

Economy (48)

Methanex closed (9)
Eurocan was operational (4)
Focus on industry (4)
Vibrant economy (4)
Recession was not impacting Kitimat (3)
Affluent community (2)
Kitimat modernization project uncertain (2)
Methanex opened (2)

Economy Cont'd

Perception that industry would never change (2)
Stable economy (2)
Used to have BC Hydro (2)
Used to have BC Tel (2)
Alcan shipped in everything from Vancouver (1)
Boom and bust economy (1)
Diversified industrial base (1)
Growth in 1960s (1)
Growth in 1970s (1)
Hub in the 1950s (1)
Limited new development (1)
RTA modernization project started (1)
RTA was lead industrial presence (1)
Used to have Pacific Northern Gas office (1)

Retail / Business (54)

Used to have more retail (17)
Most residents shop at big box stores in Terrace (7)
Closure of the Bay (5)
Used to have a shoe store (4)
Depressed business sector (2)
Lack of entrepreneurial spirit (2)
Lots of stores in the 1950s/1960s (2)
Underground/home-based business sector (2)
Building materials available (1)
Decline/closure of restaurants (1)
High commercial rents (1)
Higher retail prices (1)
Lack of shopping (1)
Limited business infrastructure (1)
Stable retail sector (1)
Some people shop on-line (1)
Take it or leave it mentality with retailers (1)
Used to have a sporting goods store (1)
Used to have men's wear store (1)
Used to have more women's clothing stores (1)
Used to have more bars (1)

Community / Voluntary Groups (33)

Lots of volunteers (7)
Generous community support (4)
Strong community/voluntary groups (4)
Used to have stronger community participation (2)
Active church groups (1)
Active service clubs (1)
Breadth of women's groups (1)
Decline of church congregations (1)
Decline of service club membership (1)
Parents involved in fundraising (1)
People involved through kids' activities (1)
Same people would volunteer (1)
Service clubs had strong membership base (1)
Some voluntary groups can be invisible (1)
Some voluntary groups disbanded with aging population (1)

Community / Voluntary Groups Cont'd

Vibrant political groups (1)
Volunteer fire department disbanded (1)
Well organized events (Telethon, Cancer Relay) (1)
Women took active roles in the community (1)
Welcome to Kitimat dinner started in 2007 (1)

Services (35)

Good breadth of social services (7)
Good hospital (3)
Community services well developed (2)
Good services with large industrial tax base (2)
Public library (2)
Challenges to recruit/retain health care specialists (1)
Community services stressed by influx of unemployed searching for work (1)
Employment services (1)
Erosion of services since early 1990s (1)
Good cooperation across service providers (1)
Good doctors (1)
Good one-on-one support (1)
Hospital used to be a regional hospital (1)
Limited daycare for shift workers (1)
Limited need for health care services with younger population (1)
Limited quality of service provided (1)
Long waiting list to access health care services (1)
Mental health supports for adults (1)
Mental health supports for youth (1)
Museum (1)
New hospital opened in 2002 with fewer services (1)
Post office (1)
Women's committee (1)
Women's shelter (1)

Infrastructure (27)

Good infrastructure (6)
Good snow removal (6)
Good sidewalks/pathways (4)
Roads were well maintained (4)
Aging sewage infrastructure (1)
Aging water infrastructure (1)
Amenities well supported/used by residents (1)
Good sewage infrastructure (1)
Good water infrastructure (1)
Industry supported extensive infrastructure (1)
Low density (1)

Local Government (25)

Large industrial tax base (6)
District's legal action vs. Alcan over power sales (4)
Low residential taxes (2)
Debates with industry about tax base (1)
Debates with provincial gov't about tax base (1)
District staff not open to new approaches (1)
District was too satisfied with industrial base (1)

Local Government Cont'd

Higher expectations for local government (1)
High industrial taxes affected viability of Eurocan (1)
Lack of vision (1)
Limited barriers for council actions (1)
Proactive local government until early 1980s (1)
Stubborn council (1)
Too much control by city manager (1)
Too much control by local government (1)
Unable to see breadth of opportunities with resources in area (1)

Population/Demographics (19)

Few retirees stayed (4)
Young population (4)
Population decline (2)
Youth out-migration (2)
Few grandparents (1)
Alcan/RTA rotates people every 4 years (1)
Good population base to support programs (1)
Influx of immigrant workers (1)
Large population turnover in the 1970s (1)
Out-migration with Methanex closure (1)
Stable population (1)

Community Cohesion (13)

Divided community over legal action vs. Alcan (5)
Close knit community (2)
Used to know everyone (2)
Caring community (1)
Lots of opportunities to socialize (1)
Low morale (1)
Welcoming of newcomers (1)

Education/Training (13)

Industry/union emphasized need for education and training to get jobs (3)
Youth must leave for education/training (3)
Limited post-secondary education opportunities (2)
Alexander school closed (1)
Cormorant school closed (1)
High schools were full of students (1)
Limited apprenticeship opportunities for youth (1)

Education/Training Cont'd

Used to have school music/band programs (1)

Housing (11)

Affordable housing (3)
Limited housing construction (2)
Low housing prices (2)
Delta King opened in 2007 (1)
Housing potential never realized (1)
Lots of choice in housing (1)
Older housing stock (1)

Culture and Ethnicity (8)

Vibrant ethnic groups (6)
Annual multicultural dinner (1)
Slow erosion of ethnic groups (1)

Quality of Life (8)

Safe place to raise children (4)
High standard of living (3)
Low cost of living (1)

Arts and Culture (5)

Painting (1)
Photography (1)
Used to have more choirs (1)
Vibrant arts / culture groups (1)
Women's dance groups (1)

Environment (3)

Eurocan/West Fraser paid \$14 million for repairs to Haisla fishery (1)
Industry contamination of Haisla eulachon fishery (1)
Overfishing (1)

Youth (2)

Fewer opportunities for youth (1)
Service clubs sponsor youth (1)

Transportation (1)

Bus service (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 2: Characterizing changes in Kitimat since the global economic recession

Employment (92)

New jobs with RTA modernization project (11)
 Job losses (10)
 Increase in long distance labour commuting (8)
 Increase in construction jobs (4)
 Limited jobs for youth (4)
 Adoption of technology has reduced workforce (3)
 Alcan layoffs through attrition (3)
 Limited jobs outside industry (3)
 District layoffs (2)
 Good job opportunities for youth (2)
 Increased demand for skilled workers (2)
 More opportunities for women in trades (2)
 Jobs for women in management/administration (2)
 Limited job opportunities for women (2)
 Summer student employment program continued (2)
 Companies recruiting/hiring through the Internet (1)
 Expanding job opportunities with Apache (1)
 Fewer accounting jobs (1)
 Few retail/restaurant jobs for youth (1)
 Good pensions/benefits limited job loss impacts (1)
 Hiring process more complex (1)
 Increased competition to get employees (1)
 Job losses concentrated amongst younger workers (1)
 Jobs available for qualified women (1)
 Jobs for women in business (1)
 Jobs for youth with trades tickets (1)
 Job losses with Bechtel (1)
 Labour Council working with companies to hire locals (1)
 Lack of local skilled trades workers (1)
 Layoffs affected long distance commuting workers from around region (1)
 Loss of retail sector jobs (1)
 Loss of small business jobs with Eurocan closure (1)
 Lots of jobs for trained workforce (1)
 Lots of part-time jobs in service sector (1)
 New developments offer limited employment (1)
 New jobs with energy projects (LNG) (1)
 More high paying jobs in broader range of sectors (1)
 More jobs for women as secretaries (1)
 More jobs for women in camps (1)
 More jobs for women in health care (1)
 More jobs with business suppliers (1)
 More jobs in health care (1)
 More jobs in community social services (1)
 More jobs in trades (1)
 Retail decline impacted women's employment (1)
 RTA contractors laid off (1)
 RTA has broadened hiring policies (1)

Community/Voluntary Groups (79)

Declining membership (11)

Community / Voluntary Groups Cont'd

Lack of volunteers (10)
 People still engaged in volunteering (6)
 Same people involved in many groups (6)
 Aging volunteers (5)
 Fewer younger residents involved (4)
 Volunteer burnout (4)
 Declining population base for recruitment (3)
 Less community participation (3)
 Lack of new leaders (2)
 Pressures with anticipated community needs (2)
 Camp workers don't engage in the community (1)
 Community groups are stable (1)
 Community groups more vocal (1)
 Community groups prioritizing tasks (1)
 Community groups starting to rejuvenate (1)
 Community proactive to build relationships (1)
 Community work required for youth to graduate (1)
 Elks folded (1)
 Fewer families involved in groups (1)
 Fewer volunteers with more women working (1)
 Good breadth of community groups (1)
 Humane Society renovated building (1)
 Increased competition for members (1)
 Increased competition for volunteers (1)
 Lack of recruitment (1)
 Less enthusiasm for volunteering (1)
 Limited succession planning (1)
 More environment-based groups (1)
 New residents spearheading volunteer initiatives (1)
 Responsibility for playground equipment, pool, etc. transferred from service clubs to local gov't (1)
 Voluntary groups do lots of fundraising (1)
 Volunteer opportunities at hospital (1)
 Younger generations don't attend church (1)

Retail/Business (84)

Retail sector declining (10)
 Limited retail (9)
 Increased shopping at big box stores in Terrace (8)
 Basics always available (6)
 Fields is closing (5)
 High retail prices (4)
 Aging city mall centre (3)
 A&W opened (2)
 Aging Nechako Centre (2)
 Inadequate customer service (2)
 More on-line shopping (2)
 Retail owners not maintaining buildings (2)
 Aging retail signage (1)
 Business opportunities not realized (1)
 District/mall working to attract new businesses (1)
 Fewer car dealerships (1)

Retail/Business Cont'd

Fewer gas stations (1)
Good hardware store (1)
Good marine store (1)
High retail rental costs (1)
Improved retail service (1)
Influx of investors (1)
Less support for restaurants (1)
Less walk through traffic (1)
Lost one realtor (1)
Lots of home-based businesses (1)
More focus on labour/services and less on goods (1)
Movie store closed (1)
Movie store opened (1)
Older European mindset to save money (1)
People shop in Vancouver (1)
Pubs are struggling (1)
Retail sector is improving (1)
SAAN's closed (1)
Shop in Kitimat Initiative (1)
Shoppers Drug Mart opened (1)
Smaller customer base (1)
Source is closing (1)
Sporting goods store closed (1)
Stable Chamber membership (1)
Small businesses rejuvenated (1)

Economy (64)

Eurocan closure (28)
RTA modernization project announced (9)
Methanex closure (7)
Economic uncertainty (4)
BC LNG facility (2)
Alcan modernization project delayed (1)
Apache LNG facility (1)
Apache purchased Eurocan site (1)
Community packages brought to Bechtel workers (1)
Efforts to attract amenity migrants (1)
Fish hatchery decreased stock (1)
Increased opportunities for business suppliers (1)
Limited provincial gov't support to save Eurocan (1)
More consulting firms (1)
Natural gas price fluctuations (1)
Natural gas prices supported LNG development (1)
People more open to opportunities in valley (1)
Shell purchased Methanex site (1)
Structure of LNG changing (1)

Recreation (67)

Swimming pool renovated (7)
Community protested potential arena closure (5)
Lots of recreational opportunities (5)
Recreation groups have smaller attendance (4)
Good recreational programs (3)
Higher costs for recreation activities (3)
Bowling alley closed (2)

Recreation Cont'd

Fewer kids in minor hockey (2)
Fewer people using recreation facilities (2)
Good breadth of recreational infrastructure (2)
Lots of recreation for youth (2)
Reduced hours for recreation programs facilities (2)
Smaller community events (2)
Banks sponsor soccer (1)
Boxing club (1)
District works with local recreational groups (1)
Excellent arenas (1)
Families had limited funds for recreation (1)
Fewer tournaments (1)
Good fishing opportunities (1)
Good recreational facilities (1)
Hockey clubs stagnant (1)
Indoor walking track (1)
Limited outdoor recreation (1)
Lots of community events (1)
Lots of outdoor recreational opportunities (1)
Lots of recreation groups (1)
Lower population base to support sports teams (1)
Minor cuts to recreation programs/facilities (1)
More difficult to get coaches (1)
More people using ATVs (1)
More people using dirt bikes (1)
No change in recreation programs/infrastructure (1)
Outdoor recreation groups are informal groups of friends (1)
Outdoor recreation outings are not advertised (1)
Recreation programs decreased (1)
Risk of losing facilities (i.e. golf course) (1)
Soccer (1)
Stronger industrial tax base to support recreational infrastructure (1)

Population Dynamics (49)

Out-migration (11)
Increase in retirees (6)
Youth out-migration (5)
Aging population (4)
Aging workforce (4)
Loss of young families (4)
Former residents returning (3)
Influx of social assistance families (2)
Out-migration of educated/trained people (2)
Smaller sized families (2)
Fewer younger men (1)
Increase in single mothers (1)
Influx of people looking for work (1)
Influx of workers for RTA (1)
More retirees returning to Kitimat (1)
Out-migration of retirees (1)

Services (46)

RCMP cutbacks (3)

Services Cont'd

Excellent CDC (2)
Limited number of hospital beds (2)
Lots of donations given to food bank (2)
New hospital (2)
Changed from volunteer to paid fire dep't (1)
Difficulty retaining nurses (1)
Excellent food bank (1)
Excellent health care supports (1)
Formed Impact Management Group (1)
Good breadth of services maintained (1)
Growing social service sector (1)
Home support funding cut (1)
Hospital foundation formed (1)
Hospital has high quality equipment (1)
Increased demand for community services (1)
Increased demand for health services (1)
Increase in call volume for fire dep't (1)
Increased need for social workers (1)
Increased service demands for seniors (1)
Increased use of food bank (1)
Interagency Committee formed (1)
Kitimat Health Advisory Group lobbying for supports/infrastructure (1)
Lack of dentists (1)
Lack of doctors (1)
Limited addiction supports (1)
Limited awareness of available supports (1)
Limited community service capacity for growth (1)
Limited extended care beds (1)
Limited mental health supports (1)
Loss of government services (1)
New extended care unit (1)
No change in community services (1)
Quick access to doctors (1)
Reduced funding for community social services (1)
Services too dependent upon industry (1)
Services worked to retain residents (1)
Stressed RCMP resources with growth (1)
Struggles to retain health care services (1)
United Way support for Eurocan employees (1)

Local Government (45)

Declining industrial tax base (7)
Cutbacks across all departments (4)
Increased local taxes (3)
Local gov't maintained low debt load (3)
New city manager (3)
Limited local gov't staff to cope with population growth/infrastructure demands (2)
Local gov't dispute with RTA (2)
Lots of resources spent on RTA dispute (2)
Rich industrial tax base (2)
Improved cooperation amongst local council (1)
Limited local gov't staff to cope with growth (1)
Local gov't actively recruiting businesses (1)

Local Government Cont'd

Local gov't built reserves for infrastructure (1)
Local gov't business plan for Eurocan not supported by Province (1)
Local gov't developed business plan for Eurocan (1)
Local gov't had no plan to cope with losses (1)
Local gov't lobbied to maintain services (1)
Local gov't stress with shortfall in revenue (1)
Local gov't working with province to maintain West side infrastructure (1)
Low taxes maintained (1)
New council (1)
New council is open-minded (1)
New department managers (1)
New economic development officer (1)
No changes in local gov't services (1)
No change in services provided by local gov't (1)

Infrastructure (35)

Aging infrastructure (5)
Cutbacks in snow removal (3)
Infrastructure well maintained (3)
Road maintenance maintained (3)
Sewage infrastructure upgraded (3)
Snow removal maintained (3)
Extensive sidewalk/pathway system (2)
Lost marina capacity (2)
Some sidewalks are being decommissioned (2)
Aging heating/air conditioning systems (1)
Cracked sidewalks (1)
Cuts to infrastructure maintenance (1)
Logging road to LNG upgraded (1)
Loss of barges/equipment (1)
More potholes (1)
New wharf is being constructed (1)
Sidewalk curb cuts installed (1)
Water infrastructure upgraded (1)

Housing (37)

Declining real estate prices (4)
Low vacancy rates (4)
Aging housing infrastructure (3)
Increase in housing renovations (3)
Real estate prices increasing (3)
High housing vacancy (2)
Increased need for retirement housing (2)
Limited assisted living/multi-level care spaces (2)
Limited space in retirement facilities (2)
Low rental costs (2)
Renovations have increased housing prices (2)
Apache developing a fly in camp at Eurocan site (1)
Construction of worker camp at Anderson Creek (1)
High cost of living at assisted living facilities (1)
Housing assessments increased (1)
Limited accessible housing for seniors (1)
Limited availability of rental units (1)

Housing Cont'd

New assisted living facility (1)
Rental costs increasing (1)

Education (30)

Closure of elementary schools (7)
Limited educational opportunities (6)
Lack of training opportunities for youth (2)
Alcan apprenticeship program restarted (1)
Computer programs for seniors (1)
Decline in high school enrolment (1)
Good access to computer training (1)
Good access to ESL supports (1)
Limited promotion of education/training opportunities (1)
Limited youth access to union apprenticeship programs (1)
More trades training for women (1)
People more interested in education/training (1)
Pre-apprentice screening for Aboriginal youth (1)
Proactive literacy group (1)
RTA/Haisla purchased KVI (1)
School district cut music programs (1)
School exams are not timed (1)
Schools are over capacity (1)

Community Cohesion (25)

Increased depression (2)
More focused on self-help (2)
Recognize fewer people (2)
Affluent community (1)
Camp workers have no connection to Kitimat (1)
City workers associated with city workers (1)
Community divided over Kemano (1)
Expectation jobs should be provided (1)
Good neighbor support (1)
Increased anxiety (1)
Industry workers stick with industry workers (1)
Kind community (1)
Low morale after Eurocan closure (1)
Morale affected by loss of barges/equipment (1)
Morale affected by store closures (1)
Morale affected when projects pulled (1)
More confident community (1)
People associate with own church groups (1)
People associate with own cultural groups (1)
Perception Kitimat becoming have-not town (1)
Sense of helplessness (1)
Teachers associate with teachers (1)

Seniors (10)

Retire in Kitimat initiative formed (3)
More vibrant seniors' centre (2)
Affordable meals for seniors (1)
Language lessons for seniors (1)
Lots of seniors' activities (1)
Seniors' activity coordinator (1)
Seniors' band (1)

Arts and Culture (9)

Excellent library (2)
Less funding for museum/library (2)
Arts groups have smaller attendance (1)
Excellent museum (1)
Harvest Church bought theatre (1)
Less support from BC Arts Council (1)
Lost movie theatre (1)

Culture/Ethnicity (8)

Broad diversity of ethnic groups (1)
Decline in Greek population (1)
Decline in Portuguese population (1)
Ethnic clubs are less divided (1)
Ethnic clubs have collapsed (1)
Ethnic groups no longer have own soccer clubs (1)
Fewer supports to help immigrants integrate (1)
Smaller attendance for multicultural dinner (1)

Youth (5)

Sea cadets folded (3)
Decline in Scouts/Cubs membership (1)
Rotary provided youth leadership opportunities (1)

Aboriginal (4)

Haisla partnership with Kitimat LNG (1)
Haisla priority in business contracts with Kitimat LNG (1)
Haisla priority in hiring at Kitimat LNG (1)
Haisla working on smaller BC LNG plant project on floating barge (1)

Safety (4)

Increased drug/alcohol addiction (2)
Increased bar violence (1)
Increased crime (1)

Transportation (3)

Bus service maintained (2)
Limited transportation to Terrace (1)

Quality of Life (1)

High cost of living (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 3: Characterizing changes in Kitimat over the past six months

Employment (108)

Lack of jobs for unskilled labour (8)
Industry sites being dismantled (6)
More construction jobs (6)
More job opportunities for women (5)
More service sector jobs for youth (5)
No change in opportunities for women (5)
Fewer opportunities for youth (4)
Influx of workers from BC/Canada/international (4)
Local job benefits have not materialized (4)
No change in opportunities for youth (4)
Former Eurocan workers commute long distances (3)
Former Eurocan workers lack certification for new jobs (3)
More jobs with modernization project (3)
Increase in part-time service sector jobs (2)
More industry jobs for youth (2)
More jobs available (2)
More jobs for Haisla (2)
More jobs for women to clean offices (2)
More RTA jobs with tunnel construction (2)
Movement of women into industry opens up jobs in town (2)
People don't understand how unions influence the hiring/job process (2)
People don't understand the hiring process (2)
Services lost staff to industry jobs (2)
Shortage of service sector workers (2)
Aging workforce (1)
All truck drivers are men (1)
Contractors aren't hiring now (1)
Difficulty competing with industry wages (1)
Good employment benefits (1)
Haisla have hiring priority (1)
Job fair designed more for contractors than unemployed workers (1)
Jobs filled internally (1)
Jobs more technical (1)
Jobs not promoted (1)
Limited jobs outside of service industry (1)
Local trades workers not considered suitable for industry jobs (1)
Long-term agreement between industry/Haisla to provide security/camp services (1)
Lost municipal staff to industry (1)
Lots of labour turnover (1)
More heavy duty equipment operators (1)
Most jobs are for men (1)
Most unions have no presence in Kitimat (1)
Must understand union to get a job (1)
Older workers are not being hired (1)
People have multiple barriers to employment (1)
RTA used up trained local labour pool (1)

Employment Cont'd

Shortage of electricians (1)
Source hired youth (1)
Wading pools used to provide jobs for youth (1)
Workers gaining experience working for different companies (1)

Retail/Business (77)

Tim Horton's is under construction (19)
Source re-opened (8)
Limited business benefits as camp self-sufficient (4)
Source displaced local ownership (4)
Terrace still retail hub (4)
Fields still in town (3)
New tea store (3)
Bar for camp being constructed (2)
Business didn't increase as anticipated (2)
Farmer's/community market formed (2)
No change in retail services (2)
Super-Valu has new sign (2)
A&W reduced coffee price to compete with Tim Horton's (1)
Buses bring workers into town (1)
Businesses are addressing gaps (1)
Business hours not adjusted for shift workers (1)
Businesses not cooperating on joint ads (1)
Grocery store busier on weekends (1)
Hardware store is busier (1)
Home Hardware back to winter hours (1)
Increase in business (1)
Irly Bird is busier (1)
Jean Warehouse came for 2 week trial (1)
Kitimat Hotel extended hours for workers (1)
More acceptance of Terrace as retail hub (1)
New clothing store (1)
New spa opened (1)
No significant grocery store line-ups (1)
Retail sector has more positive energy (1)
Stores are not open Friday nights (1)
Stores are not open Sundays (1)
Stores have old/expensive stock (1)
Vacant stores filled up (1)
Workers are not seen in local businesses (1)

Economy (56)

More engineering offices (6)
More service industries (5)
Town is busier (5)
LNG projects coming in (4)
More contracting offices (4)
Buildings are being renovated (3)
City West Cable will have a presence (3)
More offices (3)

Economy Cont'd

More businesses (2)
More business opportunities to support industry (2)
New car rental business (2)
New hotel announced (2)
Area TFL sold to Chinese company (1)
Buildings are cleaning up their landscaping (1)
Expansion of equipment sales in service centre (1)
Fishing charter companies are busy (1)
Industry is busier (1)
Improved economy (1)
Less uncertainty (1)
LNG work stopped due to environmental/mud issues in channel (1)
Lots of speculation about industry projects (1)
More developers (1)
Motel expansion (1)
Motels are busier (1)
Motels offer charter services (1)
Over mature timber limits forestry opportunities (1)
Service centre properties are being cleaned up (1)

Recreation (49)

Beach access was interrupted due to construction safety concerns (4)
No change in recreation programs/participation (4)
New adult hockey team formed (2)
New people on hikes (2)
Recreation groups have stabilized numbers (2)
Bechtel events for workers only (1)
Camp has poker tournaments (1)
Camp has ski trips for workers (1)
Camp has yoga each week (1)
Camp may form a hockey team (1)
Decline in minor hockey participants (1)
Dragon boat teams stopped inviting residents (1)
Figure skating numbers are stable (1)
Golf course still accessible (1)
Golf fees still affordable (1)
Good turnout for fishing derby (1)
Industry sponsored events open up spots to Kitimat residents if not full (1)
Industry organized sport activities at Riverlodge (1)
Lack of volunteers for recreation programs (1)
Lava bed tour for workers (1)
Limited access to Minette Bay for recreation (1)
Limited recreation infrastructure for expanding population (1)
Marina is busier (1)
More golf club members (1)
More participation in recreation groups (1)
New board members for recreation groups (1)
New people at the swimming pool (1)
New residents not aware of recreation programs (1)
New swimming pool (1)
No improvement to hiking/biking trails (1)

Recreation Cont'd

Outdoor recreation infrastructure not maintained (1)
Recreation facilities are filling up quicker (1)
Recreation options promoted to camp workers (1)
Regatta continues (1)
Some don't show up for planned activities (1)
Still lots of recreation/community groups (1)
Tamatik Recreation Centre roof renovated (1)
Worker connected with 4-H club/horseback riding (1)
Yoga programs (1)
Zumba programs (1)

Local Government (46)

Council meets more often (6)
Economic development officer is busier (3)
Hired deputy CAO (3)
Increase in inspections/permits (3)
Council attends community events (2)
Local gov't is more open (2)
Long time for Tim Horton's to work through development process (2)
Planning staff are busier (2)
Businesses/companies looking for information about development regulations (1)
Bylaws no longer reflect current reality/needs (1)
CAO is busier (1)
Challenges to put all investment pieces together (i.e. Chinese gov't, Alberta Gov't, Canadian Gov't) (1)
Council attends community group meetings (1)
Council is more proactive (1)
Difficult for new businesses to start (1)
Lack of communication by local gov't (1)
Local gov't is more business friendly (1)
Local gov't is pressured to oppose Enbridge (1)
Local gov't is working on building relationships (1)
Local gov't must facilitate vs restrict development (1)
Local gov't streamlining development processes (1)
More local gov't staff hired (1)
More meetings with proponents (1)
More planning staff hired (1)
More queries about amenities/land available (1)
Need to process permits faster (1)
Need to process rezoning faster (1)
New councilors are more engaged (1)
No change in local gov't initiatives (1)
Some council members hold onto RTA dispute (1)
Unsanitary Premises Committee is more active (1)

Housing (41)

Camp at smelter site (5)
Housing market improved (4)
Rental costs increased (4)
Housing prices increased (3)
Lack of accommodations (3)
Frequent turnover in housing sales (2)
Housing renovations resulted in evictions (2)

Housing Cont'd

Lack of low-income housing (2)
Apartments need renovation (1)
Camp is full (1)
Camp needs are being monitored (1)
Can only get living allowance if at camp (1)
Entrepreneurs interested in social housing (1)
Expansion of bed and breakfasts (1)
Hotels are full (1)
Houses bought on speculation (1)
Housing committee active (1)
Housing task force formed (1)
Increase in unsightly premises (1)
Long waiting list for assisted living (1)
Long waiting list for independent living (1)
More people renting houses (1)
More people renting in-law suites (1)
Transition house is busy (1)

Services (33)

Social services are busier/stretched (4)
Increased use of food bank (3)
Food Share formed (2)
More firemen (2)
More RCMP (2)
Service funding doesn't match demand pressures (2)
Breakfast/lunch programs continue at schools in town/village (1)
Cuts to RCMP reversed (1)
Diverse needs of industry / non-industry workers (1)
Food Share is busy (1)
Good contributions to food bank (1)
Government agencies move slowly (1)
Guide of businesses/services provided to workers (1)
Hospital administrator not in Kitimat enough (1)
Hospital is busier (1)
Interagency group working with industry (1)
Kitimat General Hospital Foundation formed (1)
Long waiting times to get tests done (1)
Lost speech therapist (1)
Mismatch between daycare and shift work hours (1)
No changes with services (1)
Projects done off side of one's desk (1)
Provincial ministries don't understand local needs (1)
Tamtik Status of Women support (1)

Community/Voluntary Groups (24)

Community groups still lack members (4)
Same people volunteering (4)
Industry working on legacy for non-profits (2)
Lack of interest in service clubs (2)
Lack of younger volunteers (2)
No changes with community groups (2)
Church membership declined (1)
Legion is busy with catering (1)
New coordinator at senior centre (1)

Community / Voluntary Groups Cont'd

Rotary allowed women to join (1)
Some service club activities done by local gov't (1)
Voluntary groups increased (1)
Workers doing more community outreach (1)
Workers volunteer at Humane Society (1)

Transportation (22)

Increase in traffic (6)
More company vehicles in town (3)
Parking lots are busier (3)
Airport transportation no longer exists (2)
Bridge closed to get wide loads across (2)
Heavy truck traffic (2)
Limited access to Westside Road (1)
More flat bed trucks (1)
More dump trucks (1)
More trucks in town (1)

Community Cohesion (20)

Limited engagement by workers (4)
Don't know people at grocery store (2)
More hope/optimism (2)
Peace Day organized by Rotary (2)
Attitude remains "believe it when you see it" (1)
Don't know neighbours (1)
Lots of residential turnover (1)
More civic pride (1)
More desperate people (1)
More divorces/separation (1)
More interest to become more professional (1)
More positive attitude (1)
People are more vocal (1)
Workers fly-in/fly-out (1)

Infrastructure (20)

No change in infrastructure (3)
District doesn't own waterfront property (2)
Pot holes fixed (2)
Upgrading of roads (2)
Upgrading of sidewalks (2)
Any land to support new industry development is controlled by provincial gov't/Haisla (1)
Any land to support new industry development is controlled by RTA (1)
Infrastructure to support short-term growth (1)
More interest in heritage parks/walkways (1)
More potholes with heavy truck traffic (1)
New equipment in town (1)
Surveying residents about sidewalk usage (1)
Upgrades to West Side Road being planned (1)
Upgrading of parks (1)

Population Dynamics (20)

New faces in town (4)
Increase in homelessness (3)

Population Dynamics Cont'd

Influx of low-income residents for cheap housing (3)
Influx of unskilled workforce (3)
Population increased (3)
More working poor (2)
Aging population (1)
Multiple generations now staying (1)

Education (11)

Grade 7 moved to middle school (1)
High school enrolment declined (1)
KVI increased training for RTA workers (1)
KVI is busy (1)
KVI is now their own society (1)
Locals lack training for jobs (1)
NWCC focusing on on-line courses (1)
NWCC reduced programs in Kitimat (1)
NWCC re-hired part-time staff person (1)
Some residents don't have high school education (1)
Too many kids in classes (1)

Culture/Ethnicity (6)

Strong multicultural community remains (2)
Ethnic groups have lost membership (1)
Influx of American residents (1)

Culture / Ethnicity Cont'd

Influx of Chinese residents (1)
Influx of Mexican residents (1)

Seniors (4)

Age-Friendly Committee formed (1)
Home Hardware owner takes seniors out fishing (1)
Retire in Kitimat developed brochures/packages (1)
Seniors' events still well attended (1)

Safety (3)

Concerns about crime/safety (1)
Increased crime (1)
Young women don't feel as safe (1)

Aboriginal (1)

Land claims need to be addressed (1)

Quality of Life (1)

Food is expensive (1)

Other (2)

Low-income residents don't have the resources to
leave (1)
No change (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 4: Key benefits of large-scale industrial and economic development projects, up until winter 2012

Recreation (48)

Sponsorship of sporting events/groups (7)
Good recreational amenities (4)
Good swimming pool (4)
Alcan donated land for soccer fields (3)
RTA/Bechtel support for dragon boat races (3)
Supplies donated for construction of golf course (3)
Bechtel donated waist belts for aquasize (2)
Good ice arenas (2)
Logging improved access to wilderness (2)
Ability to keep recreation costs low (1)
Alcan provided cross country ski instructor for students (1)
Alcan support to retrofit ball fields (1)
Bechtel employees coach hockey (1)
Campsite maintained by RTA (1)
Donated area for hospital beach (1)
Donations to Northern BC Winter Games (1)
Families could afford more recreational vehicles (1)
Employees participate in local fitness programs (1)
Good cross country ski trails (1)
Good soccer fields (1)
Industry workers volunteered to build golf course (1)
Lots of family activities (1)
Lots of people participating in sports teams (1)
More people at the beach (1)
Prizes donated for dances (1)
RTA donated 1,000 acres as greenbelt land (1)
RTA maintains public park (1)

Community/Voluntary Groups (36)

Industry donations to local groups (13)
Telethon well supported by industry (5)
Sponsorship of local events (4)
Thriving community groups (4)
Increased membership for service clubs (3)
Bechtel workers very involved in the community (1)
Donations to new Humane Society building (1)
Groups benefit from Bechtel Safety Fund (1)
Industry involved with community parades (1)
More support for community groups (1)
RTA/Bechtel workers volunteer at Humane Society (1)
Support for Michael Mauro Memorial Fund (1)

Employment (35)

High paying jobs (11)
Good employee benefits (4)
Good pension plans (4)
Job security (4)
Job opportunities (3)
Construction jobs (1)
Diverse employment opportunities (1)

Employment Cont'd

Employment for spin-off ventures (1)
Good wages for students (1)
Happy/productive employees (1)
Hiring local people (1)
More jobs in environmental fields (1)
Retention of permanent jobs (1)
Strong unions to protect local interests (1)

Retail/Business (29)

Opportunities for small business suppliers (9)
Increased customer base to support businesses (6)
Hotels benefit from influx of workers (2)
More professional/technical contracts with industry (2)
More stores (2)
Industry makes Kitimat attract to other businesses (1)
Local contractors have first opportunity to bid on RTA contracts (1)
More business for car dealership (1)
More business for taxis (1)
Opportunities for complimentary businesses/industries (1)
Restaurants benefit from influx of workers (1)
RTA security operated by First Nations (1)
RTA shuttle service operated by First Nations (1)

Local Government (22)

High industrial tax base (14)
Lower residential taxes (5)
Tax base supports community grant program (3)

Infrastructure (18)

Alcan planned/built the town (4)
Good sidewalk infrastructure (4)
Industry investments in community infrastructure (3)
Maintain good physical infrastructure (2)
Alcan investments (1)
Industry supports good snow removal operations (1)
Paved roads (1)
Supports infrastructure upgrades (1)
Underground lighting infrastructure (1)

Demographics (10)

Increased population (6)
Return of former residents (2)
Retention of families (1)
Retention of retirees (1)

Services (10)

Industry donations to food bank (3)
More support for the hospital (2)
Industry support for youth services (1)

Services Cont'd

Industry support for Marine Rescue (1)
Industry support for Tamitik Status of Women (1)
More RCMP (1)
Performance Management Committee support for Haisla healing centre (1)

Education (7)

Alcan/Haisla partnership to buy KVI (1)
Apprenticeships (1)
Eurocan provided funding for retraining (1)
Increased school capacity (1)
More education/training opportunities for youth (1)
Opportunity to improve local education (1)
Sponsorship of awards (1)

Arts and Culture (6)

Tax base to support library (2)
Bechtel employees on library board (1)
Bechtel sponsored Kitimat Arts Festival (1)
Industry sponsored Concert Society (1)
Tax base to support museum (1)

Households (5)

Keep immigrant families together (1)
More disposable income (1)
More people spending money (1)
More savings (1)
Security of household income (1)

Safety (5)

Good place to raise kids (2)
RTA good safety track record (2)
Low crime rates (1)

Environment (4)

RTA has good environment record (2)
Increased interest in sustainability (1)
Industry support to transport bear cubs (1)

Community Cohesion (3)

Close knit community (1)
Kitimat is in a bubble (1)
Positive attitude (1)

Communication (1)

More company communication with community (1)

Ethnicity (1)

Diversity of ethnic groups (1)

Housing (1)

Increased housing prices (1)

Quality of Life (1)

Good quality of life (1)

Other (1)

Donations for New Years baby (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 5: Key benefits of large-scale industrial and economic development projects over past 6 months

Employment (35)

More employment opportunities (5)
More construction jobs (4)
More jobs for women (3)
Early retirees working again (2)
Generous benefits (2)
Labour agreement signed to provide stability (2)
Youth don't have to leave to find work (2)
Former Eurocan workers employed at Apache (1)
Former Eurocan workers have demolition work (1)
Incentives to stay (i.e. bonus, salary increase) (1)
Jobs support former residents' return (1)
Labour contract settled with no strike (1)
More demolition work (1)
More jobs for Haisla (1)
More office-related employment (1)
More work for subcontractors (1)
More work for youth dismantling industry sites (1)
More work for youth in camp (1)
Movement of women into industry opens up jobs for other women in town (1)
New residents can auction off trade skills (1)
Tunnel construction jobs (1)
Work opportunities support return of youth (1)

Economy (26)

More people spending money in town (4)
Local suppliers used by industry (3)
Commercial/industry properties being renovated (2)
More consultants in town (2)
More opportunities for new ventures (2)
Vacant downtown commercial spaces now rented (2)
Vacant service centre commercial spaces rented (2)
Alcan made investment decisions (1)
LNG projects announced (1)
More business for fabrication shops (1)
More economic certainty (1)
More requests for information to Chamber/EDO (1)
New buildings are being built (1)
New companies in town (1)
Old vehicles removed from business lots (1)
Unsuitable industry/commercial sites designated for demolition (1)

Community/Voluntary Groups (15)

Donations to community groups (3)
Contractors doing more community outreach (2)
Donations to community foundation (2)
Industry willing to work with community groups (2)
Apache sponsorship of cancer walk (1)
Bechtel workers volunteer at animal shelter (1)
Donations to animal shelter (1)

Community/Voluntary Groups Cont'd

Donations to Kitimat Understanding the Environment (1)
New families involved with Catholic Church (1)
Optimism that people will join/rejuvenate community groups (1)

Retail/Business (10)

Tim Horton's is under construction (2)
Dairy Queen completed renovations (1)
Grocery stores busier (1)
More entrepreneurial feeling in town (1)
More interest in business opportunities (1)
New bar being developed for camp (1)
Small business is more inviting (1)
Source re-opened (1)
Workers attend public market (1)

Recreation (9)

Donations to Kids Sport (2)
Bechtel donation for deep water aqua fit belts (1)
Comstock sponsorship for paddling (1)
More activities (1)
Workers interested in coaching kids (1)
Workers interested in hiking (1)
Sponsorship for golf tournament (1)
Sponsorship for local events (1)

Services (7)

Donations to CDC (1)
Donations to Delta King Place (1)
Donations to food bank (1)
Donations to KCS (1)
IDL did food hamper drive (1)
Old computers donated to Hospice (1)
Old computers donated to KCS (1)

Community Cohesion (6)

More civic pride (1)
More community energy (1)
More positive community (1)
New faces at grocery store (1)
No town disruption as workers fly home (1)
Positive to hear engineering workers want to stay (1)

Demographics (5)

Increase in population (3)
New families moved to town (1)
Some transient workers want to move here (1)

Housing (5)

People able to sell houses quicker (2)
Prompted housing renovations (2)

Housing Cont'd

Interest in renovating 1960s facades (1)

Education (3)

Hope new families will improve school enrolment (1)

More training opportunities (1)

Workers interested in participating in career days (1)

Local Government (3)

Larger municipal tax base (3)

Infrastructure (2)

Improvement to cityscape (1)

Industry properties are changing hands (1)

Environment (1)

Bechtel/Haisla address invasive weeds (1)

Households (1)

More household income (1)

Safety (1)

Industry working with kids to do safety calendar (1)

Transportation (1)

Shuttle brings workers to town to use amenities/restaurants (1)

Communication (1)

RTA providing more communication through newspaper ads (1)

Other (4)

Benefits have not materialized (3)

Benefits have not changed (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 6: Concerns about large-scale industrial and economic development projects, up until winter 2012

Employment (30)

Specialist jobs/supplies contracted out (4)
Downsizing through modernization (3)
Limited permanent stable jobs (3)
Unfulfilled employment expectations (3)
Downsizing through attrition (2)
High wage expectations based on industry (2)
Transient workforce without interest in town (2)
Closures first experience of lay-offs (1)
Closures meant loss of jobs/people (1)
Culture of entitlement (1)
Health effects of shift work (1)
High expectations based on prosperous past (1)
High wages for unskilled labour (1)
Homogenous demographic: shortage of young workers (1)
Less effective local hiring policies (1)
Limited job opportunities (1)
Rigorous selection/qualification criteria (1)
Worker benefits depend on town-industry relations (1)

Environment (18)

Environmental responsibility (6)
Pristine nature vs. town viability (5)
Need federal/provincial incentives for environmental responsibility (2)
Air quality (1)
Industry-related diseases (1)
Protect assets/nature (1)
Water quality (1)
Workers attacked by environmentalists (1)

Safety (16)

Increase in crime/drugs (5)
Disposable income often leads to high risk lifestyle/drugs (4)
Community feeling less safe (2)
High alcohol consumption (2)
Limited public water access (2)
How to manage camp residents (1)

Local Government (14)

Industry less connected to community (5)
Industry-community relations suffered (2)
Options for Eurocan operations remained unexplored/unused (2)
Resolution of land ownership issues (2)
Concern for disappointed expectations (1)
High standard of living creates expectations (1)
Limited consultation in pipeline plans (1)

Retail / Business (13)

Private sector very limited (2)
Transitional workers only temporary increase in customer base (2)
Few restaurants (1)
High dependency on industry (1)
Limited population/customer base (1)
Local income spent elsewhere (1)
Money leaking out of community (1)
Online shopping (1)
People expect new industries instead of becoming entrepreneurial (1)
Proximity to Terrace (1)
Late industry payments to suppliers (1)

Community Groups (10)

Environmental groups more engaged now (2)
Not much support from industry (2)
Terrace groups get more industry support (2)
Danger of industry dependency (1)
Lack of support program promotion from industry (1)
Private sector contributes more than industry (1)
Transitional workers not engaged in groups (1)

Economy (8)

Enbridge/pipeline opposition in community (1)
Export developments hurt local economies (1)
Get value-added instead of export (1)
Industry-dependency: risk of high losses (1)
Industry has a lot of control (1)
Less attention to diversification with large developments happening (1)
People used to industry role of 1950s (1)
Protect fisheries (1)

Services (5)

Need care facilities (2)
Medical system overburdened (1)
Need more medical personnel (1)
Shortcomings social infrastructure/supports (1)

Demographics (4)

Affordable housing attracts vulnerable population (1)
Large/sudden influx of people challenging (1)
Only temporary population growth (1)
Unprepared for older demographic (1)

Community Cohesion (3)

Community division over Enbridge (1)
Community division over 1997 agreement (1)
Worker separation from community (1)

Education (3)

Need educated workers (1)
Not enough attention on education (1)
School closures/capacities (1)

Families (3)

Disposable income: money replaces family structures (1)
Shift work disrupts household activities (1)
Downsizing affects family incomes (1)

Housing (3)

High rent (1)
Increased housing prices (1)
Need seniors' housing (1)

Infrastructure (3)

Marina closed (1)

Infrastructure cont'd

Need minimum population for sustainable infrastructure (1)
Traffic flow (1)

Recreation (3)

Industry-driven events not open to everyone (2)
Camps getting more amenities (1)

Small Town Living (1)

Some like quiet town without development (1)

Transportation (1)

Water transportation (1)

Other (2)

Isolation from larger centres (1)
No negative effects by previous industries (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 7: Concerns created by large-scale industrial and economic development projects over past 6 months

Housing (28)

High housing prices (6)
 High rental rates (6)
 Apartment renovations are displacing people (3)
 Lack of apartments (2)
 Camps have increased vacancies (1)
 Concerns future camps are going to be larger (1)
 Difficult for first time home buyers to buy home (1)
 Few workers live in town (1)
 Housing used by transient workforce (1)
 Lack of affordable housing (1)
 Lack of housing (1)
 Limited hotel accommodations (1)
 No emergency shelter (1)
 Overcrowded housing (1)
 Uncertainty impacts housing investments (1)

Recreation (23)

Interrupted access to hospital beach (10)
 Restricted access to water (5)
 No place to launch canoe/kayak for free (3)
 Interrupted access to North Cove (1)
 Limited industry support for community waterfront access (1)
 Limited night entertainment (1)
 No waterfront walkway (1)
 Only one marina (1)

Safety (18)

Increased crime (4)
 Camp applied for liquor license for bar (2)
 Increased break and enters (2)
 More assaults on women (2)
 More drugs (2)
 Shell gas station robbed (2)
 Concerns about general safety (1)
 Increase in vandalism (1)
 Increase in violence (1)
 Safety concerns with increased traffic (1)

Employment (16)

Lack of jobs for unskilled labour (3)
 Unemployed come to town on job speculation (3)
 Smaller industry workforce after construction completed (2)
 Difficult for people with no industry job (1)
 Industry poaching office workers (1)
 Influx of out-of-town workers (1)
 Promises of local employment benefits not fully realized (1)
 Retired workers not interested in split shifts (1)
 Unemployed must pay money to get into union (1)
 Union trade restrictions not approved by industry (1)

Employment Cont'd

Workers only received living allowance if in self-sufficient camp (1)

Economy (14)

Potential benefits not realized (4)
 Uncertainty about LNG projects (3)
 Economic leakage (2)
 Concerns about sustaining long-term growth (1)
 Concerns pending projects will move quickly (1)
 Industry hiring affiliated businesses vs. local contractors (1)
 Industry projects are behind (1)
 Too much anticipation about industry projects (1)

Services (14)

Longer wait times at emergency (2)
 Camp workers increase health service pressures (1)
 Difficult for community groups to predict needs (1)
 Difficult for fire dep't to determine staffing needs (1)
 Increased need for social services (1)
 Increased workloads for fire department (1)
 Lack of doctors to meet increased demand (1)
 Lack of frontline workers (1)
 Lack of social service workers to support influx of unemployed (1)
 Limited industry support for service providers (1)
 No medical clinic (1)
 Outdated industry donations (1)
 Unable to meet expectations of social services (1)

Local Government (10)

Local gov't not consulted in land exchange between provincial gov't/Haisla (2)
 Busier jail impacts municipal budget (1)
 Difficult to anticipate pace of change (1)
 Industry land ownership limits development options (1)
 Lack of engineering staff to process industry development permits (1)
 Local gov't doesn't control surrounding land (1)
 No fair share program to address local infrastructure/service pressures (1)
 Uncertainty difficult for local gov't planning/operations (1)
 Unclear how land exchange between provincial gov't/Haisla will impact local gov't operations (1)

Transportation (10)

Local traffic increased (5)
 Increase in highway traffic (2)
 Heavy trucks are damaging highways (1)
 Lack of highway maintenance (1)

Transportation Cont'd

Trucks park in handicapped spaces (1)

Communications (7)

Industry communication about beach closure was unclear (2)

Industry doesn't accurately portray local labour figures (1)

Limited communication between industry/ local gov't (1)

People don't understand different viewpoints (1)

Public don't understand that beach property is industry property (1)

Rumour mill (1)

Community Cohesion (5)

Concerns Enbridge will divide community again (3)

Most workers live in camp (1)

Poor relations between RTA and community (1)

Community Groups (5)

Fly-in/fly-out pattern impacts community engagement (1)

Long work hours inhibits community engagement (1)

Residents don't want to volunteer as much (1)

Volunteer burnout (1)

Community Groups

Workers don't participate in community (1)

Environment (5)

Concerns about Enbridge environmental impacts (2)

Concerns about environmental impacts (1)

Concerns about potential pipeline spills (1)

Restricted access to water impacts bird counts (1)

Education (3)

Lack of training opportunities for residents (2)

Unemployed can't afford certification courses (1)

Retail (2)

Business hours don't accommodate shift workers (1)

Fewer people going to restaurants (1)

Demographics (1)

Retirees are moving out (1)

Quality of Life (1)

High food prices (1)

Research (1)

Census doesn't include transient workers in local population figures (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 8: Key community economic development opportunities for Kitimat

Recreation/Tourism (35)

Tourism (4)
Recreational potential, all seasons (3)
Walking trails (3)
Natural setting (2)
New entertainment facilities (2)
Ocean, recreational (2)
Access to waterfront and natural settings (1)
Boating (1)
Canoe, kayak rentals (1)
Ecotourism (1)
Extreme adventure (1)
Fishing charters (1)
Fishing (1)
Good air and water quality (1)
Guiding (1)
Hiking trail on channel with ferry connection (1)
Hot springs (1)
Hunting (1)
Leisure tours (1)
Mountain biking (1)
Movie theatre (1)
Need marina facility: recreational attraction (1)
Need to market attractions (1)
Paddling instructors (1)
Zip lining (1)

Industry (33)

Ocean, industrial (4)
Multiple LNG pipelines and plants (3)
Apache (2)
Become more of an energy sector hub (2)
Shell (2)
Modernization should lower unemployment (2)
Youth/student industrial job opportunities (2)
Alternatives to forestry (1)
Attract secondary manufacturing (1)
Bio fuel (1)
Camp construction at old industrial sites (1)
Construction boom (1)
Determine long-term primary industry potential (1)
Enbridge (1)
Engineering (1)
Increasing industrial development brings jobs (1)
Light industry (1)
Northwest Transmissions Line (1)
Opportunities with mining (1)
Shale/natural gas (1)
Short window of job opportunities with RTA modernization (1)
Spin-off growth (1)
Value-added development attached to LNG (1)

Retail / Business (22)

Retail (4)
Haisla business opportunities (3)
More/different restaurants (3)
Entrepreneurial/home-based opportunities (2)
Replace Fields (2)
Adjust business hours for shift workers (1)
Businesses are interested in Kitimat (1)
Chocolate store (1)
Clothing (1)
Commercial investment (1)
Fitness clothing store (1)
Sales booths at camps (1)
Tim Horton's (1)

Housing (16)

Housing renovation (3)
More accommodations (3)
New housing construction, lot development (3)
Low housing cost (2)
Rental unit upgrades (2)
Increasing real estate values (1)
New rental unit development (1)
Property management and maintenance (1)

Infrastructure (10)

Building a port with a wharf to attract more businesses (3)
Conference centre (1)
Infrastructure repair and maintenance for long-term sustainability (1)
Land acquisition by the District (1)
Lobby Province to maintain highway in town (1)
More emphasis on beautification (1)
Town is well planned (1)
Upgrade older structures (1)

Services / Community Groups (10)

Excellent services (2)
Assess benefits of community investments (1)
Health care (1)
Home support service businesses (1)
Hospital (1)
Influx of seniors will bring increase in infrastructure and service capacities (1)
Look at feasibility of current service range (1)
Support services (1)
Young retirees offer capacity through active involvement (1)

Retirement (8)

Effective retirement promotion (3)
Assisted living facilities (2)

Retirement Cont'd

Age-Friendly BC Initiative (1)
Group living with shared seniors' care givers (1)
Retiree retention (1)

General Development Opportunities (6)

Diversification (3)
Community-wide cooperation for sustainability (1)
Proximity to Asian market (1)
Well-paying, high-level jobs (1)

Attraction/Retention (4)

Attract families with local job creation (1)
Job opportunities retain youth/ people return (1)
Retention of long-term residents (1)
Stable population because of big developments (1)

Planning (4)

Use boom to prepare for market fluctuations (2)
Green concept community guided by environmental principles (1)
Taxation is bigger advantage to development than job creation (1)

Transportation (4)

Expanding bus services (2)
Expand use of port facility (1)
Ferry service (1)

Small Town Living (3)

Low cost of living (1)
Low crime rate (1)
Slower pace of life (1)

Agriculture (1)

Greenhouses (1)

Education/Training (1)

Training youth in trades (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 9: Key challenges for community economic development in Kitimat

Business Development (31)

- Proximity to Terrace strain on local retail (7)
- High commercial rent prices (3)
- Limited population to support businesses (3)
- Red tape poses barriers (3)
- Big stores complain about effects of private businesses (1)
- Build entrepreneurial mindset (1)
- Business development support in stages (1)
- Business hours don't accommodate shift workers (1)
- Capital need is barrier for small initiatives (1)
- Cheaper to shop in Terrace (1)
- Faster to shop in Terrace than order locally (1)
- Impact of minimum wage increase (1)
- Internet shopping (1)
- Longer business hours do not work (1)
- No business sector momentum (1)
- People attracted to Prince George/Vancouver (1)
- Self-employed not qualified for E.I. (1)
- Small businesses not great employee benefits (1)
- Terrace attracts businesses out of Kitimat (1)

Services/Supports (17)

- Capacity shortages in senior care facilities (3)
- Capacity shortages in health care (2)
- Pressures on soft services by worker influx (2)
- Assess service improvement opportunities (1)
- Care facilities are expensive (1)
- Difficult to get speech pathologist (1)
- Lack of planning for social stresses (1)
- Limited local support (1)
- Limited services for immigrants (1)
- Limited social/education support capacities (1)
- NHA discouraged home support business (1)
- Not equipped for retirement industry (1)
- Strain of influx of under-qualified workers (1)

Economic Development (13)

- Conflict of interest on Council (1)
- Energy export for benefits beyond taxation (1)
- Ensure principles (1)
- Explore/adapt import/export strategies (1)
- Industry complaints about taxation (1)
- Make best of large number of short-term jobs (1)
- Manage need for export vs. local jobs (1)
- Modernization will mean job losses (1)
- People wary of development announcements (1)
- Retaining workforce through attrition (1)
- Short-term jobs vs. long-term jobs (1)
- Taxes are barrier (1)
- Timing investments with opportunities (1)

Housing (12)

- Lack of accommodation capacity (4)
- Feeling that not worth investing in real estate (1)
- High rent (1)
- Housing/accessibility standards (1)
- Housing availability and pricing (1)
- Housing for seniors (1)
- Housing shortage (1)
- Housing upgrades push low-income residents out (1)
- Need to survey housing needs (1)

Strategic Planning (12)

- Environmental risks vs. economic benefits (3)
- Develop sustainable industry sponsorship (1)
- Educate the town about opportunities (1)
- Flexible strategies for population fluctuations (1)
- Identify/understand gaps (1)
- Moving forward sustainably (1)
- Need long-term vision/strategy (1)
- Quick accommodation of expansion (1)
- There are always things on horizon (1)
- Uncertainty about sustainability of boom (1)

Location (9)

- End-of-road syndrome: limits potential (8)
- Find ways to build on location assets (1)

Land-Related Challenges (8)

- Limited business access to land (2)
- Road, rail, and water access to potential industrial sites (2)
- Two large land owners (2)
- Limited district access to land (1)
- Need recreational access to water (1)

Local Collaboration/Relations (8)

- Community division over Enbridge (3)
- Need to build relationship with Aboriginal neighbours (2)
- Fear of repercussions if voicing opinion (1)
- Limited community cohesion/unity (1)
- Limited respect/trust of environmental groups (1)

Environment (6)

- Climate poses retention challenges (2)
- Maintain Kitimat's beauty (1)
- Maintain Kitimat's clean air (1)
- Maintain Kitimat's clean beaches (1)
- Prevent/mitigate pollution (1)

Social Issues (6)

- Camps increase need for police/services (1)
- Drinking and violence (1)
- Increase in crime (1)
- Low cost of living attracts social issues (1)
- Short-term residents don't take ownership (1)
- Tendency to downplay social stresses (1)

Infrastructure (5)

- Derelict buildings damage Kitimat's image (1)
- Ensure infrastructure sustainability (1)
- Need marina capacity (1)
- Old vandalized buildings take up space (1)
- No utilization of existing RTA-owned wharf (1)

Attraction/Retention (4)

- Create opportunities for youth (2)
- External workers commuting to Kitimat (1)
- People don't plan to stay (1)

Marketing (4)

- Be innovative to market local assets (1)
- Cooperative business advertising needed (1)
- Need to showcase high living standards (1)
- 'Sell' opportunities (1)

Demographics (2)

- Population decline (1)
- Meeting needs of growing population (1)

Transportation (1)

- Need ferry service for tourism (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 10: Community efforts to encourage or attract more entrepreneurs or businesses

District Efforts (23)

Mayor and Council lobbying businesses (4)
Focus on relationship building/information (2)
Improving (2)
Business oriented (1)
Cautious (1)
District working with large industries (1)
Influenced by environmental concerns/tendencies (1)
Inviting (1)
Local government encourages development (1)
Long-term planning and investment (1)
Seeking cooperation with mall management (1)
More open District practices now (1)
Open (1)
Portrays positive picture of town (1)
Promotes available land (1)
Provides Chamber with funds for materials (1)
Provides seed money for diversification (1)
Weighing quality against quantity of jobs (1)

Business Environment (16)

Several stores closing (2)
Small business depends on population size (2)
Beginning to see niche product potential (1)
Boom yet empty buildings (1)
Have tools in place (1)
High commercial rents (1)
Kitimat too unionized for small businesses (1)
Mall rent has to be lowered (1)
More businesses showing interest now (1)
Need competition for local stores (1)
Secondary industry depends on big development (1)
Short business cycles (1)
Stores need to be viable stores but residents need affordable shopping (1)
Talk of Tim Horton's (1)

Communication (15)

Not aware of efforts (7)
Welcome and information packages provided (4)
Difficult to find information (1)
Don't hear about grants (1)
Kitimat has to sell itself better (1)
Youth aware of entrepreneurial opportunities (1)

Policies/Programs (13)

Prior councils had business conflict of interest (2)
There used to be lots of business restrictions (2)
Too focused on long-term primary industry (2)
Absence of business attraction in 1980s (1)
Bylaws can be restrictive (1)
Focus on labour standards (1)

Policies/Programs cont'd

Limited business supports (1)
No incentive for investment during downturn (1)
Prior councils not aggressive enough (1)
Pro-business but anti-large industry stance (1)

Chamber of Commerce Efforts (12)

Chamber is in charge (2)
Chamber used to have a lot of businesses (2)
Chamber used to have business info centre (1)
Developing information centre (1)
Gets a lot of business interest (1)
Involved to some extent (1)
Promotes local Christmas shopping (1)
Puts on events (1)
Tied by funding requirements (1)
Working to attract small businesses (1)

Human Resources (11)

Build and attract entrepreneurial capacity (2)
Business succession issues (2)
Develop more entrepreneurial capacity (1)
Had entrepreneurial course in high school (1)
Lack of mentorship (1)
More turnover/fresh blood in positions (1)
Need trained Economic Development Officer (1)
Need trained Tourism Development Officer (1)
NWCC is closing (1)

Other Actors/Efforts (8)

3 economic development organizations (1)
16/37 Economic Alliance provides support (1)
16/37 Alliance used to do something (1)
Career fairs (1)
Community groups working together (1)
KTIDS and TEDA attracting businesses (1)
KTIDS produced major projects book (1)
Presentations to high schools (1)

Attitudinal (6)

Be open and ready (1)
Lack of entrepreneurial spirit (1)
Passion is gone (1)
People no longer believe announcements (1)
Self-esteem issue in community (1)
Stigma attached to opening local stores (1)

Diversification (6)

Move from industry dependency to opportunity (2)
Need small, fast-growing businesses (1)
'Retire in Kitimat' showing successes (1)
Retirees don't spend money (1)
Retirement community model (1)

Infrastructure (4)

Limited commercial space (1)
Need City Hall to keep rent in community (1)
Ocean proximity, yet no waterfront (1)
Some investment in buildings (1)

Limited Local Control (4)

Development will come as market response (1)
Federal/Provincial legislation controls local
development (1)
Frustration with Province's land ownership (1)
Land ownership limits development (1)

Information and Research (3)

Gap analysis being done (1)
Studies completed but efforts end there (1)
Worker attraction survey completed (1)

Partnerships (3)

Aboriginal consultation slow process (1)
Need new ideas and collaboration (1)
Why not partner with Haisla (1)

Location (2)

Kitimat suburb of Terrace (1)
Kitimat work hub, Terrace service hub (1)

Other (2)

Challenges for immigrants (1)
More was done in the past (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 11: Key pressures due to the influx of large-scale industrial development

Housing (69)

Lack of affordable housing (16)
Increase in rental costs (14)
Apartment renovations are displacing low-income residents (10)
Lack of housing (8)
Housing stock not suitable for aging population (3)
Apartment buildings have deteriorated (2)
Difficult to get trades workers to do home repairs (2)
Lack of apartments (2)
Lack of seniors' housing (2)
Overcrowded housing (2)
Apartment buildings don't meet industry standard (1)
Apartment renovations are slow (1)
Lack of advocacy supports for poor tenants (1)
Low-income residents don't know tenant rights (1)
People living in tents lack support (1)
Renovations focus on building interior (1)
Significant upgrades required to convert properties into condos that meet building code (1)
Tenants jump from place to place (1)

Health Care (38)

Lack of doctors (7)
Longer wait times at emergency (6)
Lack of beds (4)
Lack of multi-level care (3)
Concerns about food quality at hospital (2)
Increased demand for health care services (2)
Lack of staff to do ultrasounds (2)
Long waiting list for extended care (2)
New hospital is smaller (2)
Hospital lacks services to respond to industry accident (1)
Increased demand for drug counseling (1)
Increased demand for mental health (1)
Lack of health care supports for aging population (1)
Lack of nurses (1)
Long waiting list for assisted living (1)
Long waiting list to get blood tests done (1)
No medical clinic (1)

Protection Services (25)

Increase in assaults (4)
Increase in drugs (4)
Increase in alcoholism (2)
Increase in crime (2)
Ambulance is outgrowing their space (1)
Busier jail impacts municipal budget (1)
Concerns about hotel bar adopting later hours (1)
Increase in break and enters (1)
Increase in impaired driving (1)
Increase in prostitution (1)

Protection Services Cont'd

Increase in thefts (1)
Industry inspections require new set of skills (1)
Limited fire dep't human resources to respond to industry needs (1)
More mischief (1)
More pressure for safety inspections (1)
RCMP is outgrowing their space (1)
Roughness associated with camp (1)

Community Services (23)

Increased demand for community supports (5)
Community services lack capacity to bring issues forward (1)
Difficult for community groups to compete with industry wages (1)
Difficulty meeting newcomers' expectations for supports (1)
Difficult to recruit/retain speech pathologist (1)
High child care costs (1)
Increased demand for daycare (1)
Lack of community supports for disabled kids once they leave school (1)
Lack of funding to respond to social pressures (1)
Lack of human resources (1)
Lack of respite care (1)
Lack of social service staff to provide support to low-income residents looking for work (1)
Lack of specialized services for client needs (1)
Lack of time (1)
Loss of gov't funding restructured services (1)
Low-income residents lack cooking equipment (1)
More client requests for gas cards (1)
More rules affect employment service delivery (1)
People referred to too many organizations (1)

Education (17)

School closed (3)
Increased demand for education/training (2)
Large class sizes (2)
Decline in students affects programming (1)
Difficult for large families to get all kids at same school (1)
Lack of books/resources for teachers (1)
Lack of trained First Nations (1)
Lack of volunteers to support lunch program (1)
Limited funding invested in human development (1)
Low-income residents lack skills for industry jobs (1)
Post-secondary courses cancelled due to limited cooperation/poor enrolment across educational institutions (1)
Schools are at capacity (1)
Uncertainty about NWCC programs to be offered (1)

Retail / Business (10)

- Increase in commercial rents (2)
- Lack of hotels (2)
- Businesses lack budget resources for advertising (1)
- Lack of car rental outlets (1)
- Lack of clothing stores (1)
- Lack of commercial space (1)
- Lack of restaurants (1)
- Uncertainty about industry investment decisions (1)

Physical Infrastructure (10)

- No waterfront access (3)
- Lack of age-friendly infrastructure (1)
- Lack of automatic doors (1)
- Limited marina infrastructure (1)
- Most land owned by RTA (1)
- Sidewalks are in poor condition (1)
- Small parking spaces (1)
- Tough for disabled people to maneuver potholes (1)

Employment (9)

- Difficult to provide jobs for both professional partners (1)
- Difficult to retain long-term workers (1)
- Employment supports are computerized (1)
- Industry not hiring local trades workers (1)
- Residents commuting to oil sands (1)
- Residents with addictions face multiple barriers to employment (1)
- Residents with addictions struggle to attend counseling while working (1)
- Shortage of skilled workers (1)

Employment Cont'd

- Unemployed residents misled about jobs (1)

Attitudinal Barriers (3)

- Perception that jobs alone will address problems (1)
- Perception that people who can't afford housing should move (1)
- Perception you don't want unemployed working for you anyways (1)

Local Government Operations (3)

- Lack of district staff (1)
- Lack a full-time engineer (1)
- No social planner (1)

Communications (2)

- Lack of communication (1)
- People don't go on-line to find event information (1)

Household Pressures (2)

- Both parents are working (1)
- Kids are disconnected from parents (1)

Conflict (1)

- Local gov't/Kitimaat Village offend each other (1)

Transportation (1)

- No evening bus service in Terrace to support residents accessing education (1)

Other (1)

- Environmental concerns with proposed Enbridge pipeline (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 12: Prior to the global recession, do you think local services were successful in meeting the needs of residents so they could pursue opportunities created through large-scale industrial / economic development projects?

Community Programs/Supports (46)

KCS Food Share (3)
 Stigma/anonymity issues can determine use of services (3)
 Food bank responded to needs (2)
 Industries supported community groups (2)
 Increased use in Food Bank (2)
 People have to be willing to seek support (2)
 Social and health services stressed (2)
 Some groups need more resources (2)
 CDC opened to accommodate influx (1)
 Churches (1)
 Community groups did not provide many services/supports (1)
 Denial that there are people in need (1)
 Effective community groups (1)
 Federal programs (1)
 Food Bank gets support/material (1)
 Food Bank restrictions: one hamper/month (1)
 Food Bank serving consecutive generations (1)
 Hospital Auxiliary organized bus for trips (1)
 Individuals offered seniors' activities (1)
 Interagency Committee links services (1)
 High support/services for families (1)
 KCS provided immigrant support (1)
 KCS supported worker transition (1)
 Lost government agencies in Kitimat (1)
 Many non-profit organizations (1)
 RCMP understaffed (1)
 Service quality depends on staff qualification/attitude (1)
 Shelly Jackson Memorial provides food (1)
 Shift workers can't always access outside services (1)
 Social services centralized (1)
 Soup kitchen established (1)
 Staff limitations affect mandatory training (1)
 Tamitik Status of Women: landlord tenancy workshop (1)
 Tamitik Status of Women provided supports for men (1)
 United Way addressed transition needs (1)
 Turnover in support workers, less adjusted to small town needs (1)

Training/Education (43)

KVI (11)
 NWCC (6)
 School closures/cuts (4)
 Youth outmigration for education/career (3)
 People come for jobs, often not qualified (2)
 Alcan apprenticeships were available (1)

Training/Education cont'd

E.I. not allowing education/training (1)
 College didn't provide much support (1)
 Institutions could have prepared workforce better (1)
 Good access to training program information (1)
 KCS provided one-on-one training (1)
 Kids struggle during first university year (1)
 Kitimaat Village: training programs with industry (1)
 Language education in French community (1)
 Library computer training (1)
 Literacy group (1)
 Low enrolment: unsustainable programs (1)
 No education incentive, well paid unskilled jobs (1)
 RTA working with KVI (1)
 Skills Centre (1)
 Training funds available in transition phase (1)
 Training opportunities in volunteering (1)

General (29)

Adequate/good services (4)
 Good breadth of services (4)
 Didn't need a lot of services (2)
 Regionalization of services (2)
 All service providers very busy (1)
 Difficult to develop local capacity in provincial system (1)
 District: community grants program (1)
 Huge support system in town (1)
 Industry not supporting service retention (1)
 Internet has changes things (1)
 Kitimat seems to be reactive, not proactive (1)
 Need is there but population base funding formula not met (1)
 Perception of no poverty (1)
 Perception that enough taxes go towards support programs (1)
 Restrictive program requirements (1)
 Services not adequate (1)
 Services unprepared for sudden needs (1)
 Strong recreation and service amenities (1)
 Support not fully taken advantage of by residents (1)
 Things were stagnant (1)
 Uncertain future/timelines result in lack of programs (1)

Medical/Care Services (24)

Good 20-bed hospital (3)
 Local hospital lab not always used (2)
 NHA centralizing (2)
 Not enough doctors (2)
 Addiction issues with influx (1)

Medical/Care Services cont'd

Drug/alcohol programs through NHA (1)
Camp is getting a nurse (1)
Camp may get on-site doctor (1)
Difficult to retain speech pathologist (1)
General surgeon available (1)
Good access to doctors (1)
Good access to testing (1)
Good health care services (1)
Good mental health/hospital (1)
Have orthopedic surgeon (1)
One assisted living facility (1)
One multi-level care facility (1)
Only low risk births locally (1)
Speech pathologist (1)

Employment Services/Strategies (17)

Not enough skilled local workers (2)
Lack of youth/student jobs (2)
Deficit in local trades workers (1)
E.I. not allowing odd/short-term job (1)
Employment counseling (1)
Employment services expanded with need (1)
Employment services offer new forms of support (1)
Free worker counseling: EFAP program (1)
High Aboriginal unemployment rates (1)
Industries used local people first (1)
KCS provides job search support (1)
Laid-off workers were connected with supports (1)
No incentive for industry to provide services (1)
Small window of job opportunities (1)

Employment Services/Strategies Cont'd

Workers were protected (1)

Recreation (5)

Increasing need for financial support in recreation (1)
Opportunities for hiking and fishing (1)
Swimming pool (1)
Teen centre (1)
Women's fitness gym (1)

Financial Barriers (4)

Erosion: government cut-backs in 1990s (2)
Funding cuts for women's centres (1)
Project PACE lost funding (1)

Housing (3)

Homelessness for first time (1)
Housing needs unmet (1)
Shelter (1)

Retail (2)

KTIDS separates economic development/gov't (1)
Shop local campaign (1)

Demographics (1)

Encouraging influx of low-income people (1)

Infrastructure (1)

Amenities attract people to Kitimat (1)

Transportation (1)

Bus service Monday to Friday (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 13: Key actions residents took to respond to these pressures/events

Housing (24)

Housing Committee completed housing study to identify gaps (8)
Housing Committee is interacting with BC Housing to identify/address housing issues (3)
Apartments are being renovated (1)
BC Housing work on affordable seniors' housing (1)
Community development/housing groups working together (1)
Entrepreneur interested in seniors' housing (1)
Entrepreneurs interested in social housing (1)
Housing Committee explores low-income housing (1)
Housing is being developed for management (1)
Housing study examined housing needs for abused women (1)
Housing study examined housing needs for people with addictions (1)
Housing Task Force formed (1)
Landlords compiled repository of renters to limit frequent mobility of renters (1)
More promotion of housing subsidy programs (1)
Seniors' Housing Task Force gathering background information (1)

Community Services (17)

Food Share support to low-income residents (3)
Food bank support to low-income residents (2)
Bechtel donates funds to community groups (1)
CDC camp for developmentally challenged youth (1)
Food Share support to school lunch program (1)
Increased coordination with Interagency Cttee (1)
Interagency Committee working with industry to jointly recruit professional couples (1)
Kildala School Principal delivers soup program (1)
Overwaitea provided support for food bank (1)
Residents collect clothes for homeless (1)
Resident provided information about encouragement of donation act that prevents people from harm with donated food (1)
Residents repair hoodies and donate them to Dunmore House (1)
Supervalu provided support for food bank (1)
Welcoming Communities initiative formed to address newcomer needs (1)

Health Care (7)

Emergency response unit in place (1)
Health Advocacy Group is rebuilding relationship with NHA (1)

Health Care Cont'd

Health Advocacy Group working on local health care needs (1)
Housing study examined multi-level care needs (1)
Housing study examined residential care (1)
More staff hired for emergency room (1)
NHA recruiting foreign doctors (1)

Age-Friendly Community (5)

Retire in Kitimat formed to recruit seniors (3)
Age Friendly Committee formed (2)

Physical Infrastructure (5)

Residents petitioned local gov't to rejuvenate city park (2)
Local government/marina talking to regional district about waterfront issues (1)
Naturalist Group advocating for waterfront access (1)
Resident cleaned up decommissioned sidewalk (1)

Safety (5)

RCMP is responding to assaults (1)
RCMP provide reports to council (1)
Social Impact Committee toured village to explore women's safety issues (1)
Social Impact Committee brought women's safety issues forward to industry (1)
Tamtik Status of Women working to address relationship violence (1)

Business (3)

Chamber/local EDO working closely together (1)
New hotel being developed (1)
Public market opened (1)

Education (3)

KVI is providing safety training (1)
NWCC is providing safety training (1)
NWCC is re-establishing operations (1)

Local Government (2)

All stakeholders together to plan for needs (1)
New CAO hired (1)

Industry (1)

Renovation of industry (1)

Transportation (1)

Ferry Task Force examining viability of ferry service from Bella Bella to Hartley Bay (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Table 14: Role of participant's organization to respond to these pressures/events

Community Services (21)

Bechtel donated funds to community groups (1)
CDC exploring Skype use to connect kids with working parents during the day (1)
CDC/school district work on speech therapy gaps (1)
Chamber liaises with Interagency Committee to advocate for better services to attract workers/businesses (1)
Council attends local committee meetings (1)
Food bank hampers to low-income residents (1)
Food bank school items to low-income residents (1)
Grocery store food donations to food bank (1)
KCS clients have been working at Food Share (1)
KCS, food bank, hospital, schools working to redistribute outdated food (1)
KCS formed Food Share (1)
KCS provided crisis intervention (1)
KCS provided employment services (1)
KCS provided support for people impacted by violence (1)
KCS will pay for work clothes (1)
Multicultural Society introduces newcomers to community (1)
Museum liaise with Interagency Committee (1)
RCMP liaise with Interagency Committee (1)
Telethon profits divided amongst non-profits (1)
United Church hold silent auctions to support church activities (1)
United Church members volunteer at food bank (1)

Local Government Operations (10)

CAO/EDO meeting delegates from industry/other countries (2)
Local government added ½ full-time position for economic development/planning (2)
Advisory Planning Commission responding to more development permits (1)
Council meets more frequently (1)
Hired deputy CAO (1)
Increase in development permits for signage applications (1)
Increase in planning staff (1)
NDIT internship program supported addition of ½ full-time position for economic development/planning (1)

Housing (8)

Advisory Planning Commission working with entrepreneur on seniors' housing (1)
Chamber liaises with housing committee (1)
Inventory of housing stock/gaps completed (1)
Local gov't attended UBCM to discuss social housing issues (1)

Housing Cont'd

Local government working on private sector solutions to housing issues (1)
Ministerial Association/Tamitik Status of Women assisted evicted tenants to find housing (1)
Some seniors involved with housing task force (1)
Tamitik Status of Women worked with housing committee on abused women's needs (1)

Recreation (8)

Leisure Services provides subsidy program to low-income residents (3)
Leisure Services delivers drop-in program at playgrounds (1)
Leisure Services delivers Kids Sport program (1)
Leisure Services delivers Jump Start program (1)
Naturalist Club/Marc Andre worked with village to install bird viewing gazebo at Maggie Point (1)
Sports teams can now apply for community foundation funds (1)

Social Events (8)

Leisure Services involved with Rail Jam (1)
Leisure Services involved with Canada Day (1)
Leisure Services supports Hallowe'en events (1)
Retired teachers meet for lunch (1)
Retired teachers participated in pioneer days (1)
Seniors' centre Mother's Day pancake breakfast (1)
Seniors' centre offers activities for seniors (1)
Seniors' centre offers drop-in centre (1)

Business (7)

Bechtel works with Kevin Dobbin to get businesses on bidder's list (1)
Boot camp delivered to increase local company awareness of industry procurement system (1)
Business recognition program for storefronts (1)
Chamber to bring in Revenue Canada to discuss programs (1)
Chamber business development workshops (1)
Chamber organized lunch and learn events (1)
EDO/chamber worked to produce community guide for camp workers (1)

Safety (7)

Fire dep't does industry inspections (1)
RCMP increased communication with camp security/industry (1)
RCMP implemented curfew program to monitor parolees (1)
RCMP implemented more road blocks (1)
RCMP provides monthly reports about crime incidents (1)

Safety Cont'd

RCMP track statistics to advocate for resources (1)
Sexual Assault Team developed protocols to respond to crises (1)

Health (6)

Hospital Foundation raising money for multi-level care beds (2)
Hospital Foundation formed (1)
Hospital Foundation/NHA renovating emergency rooms (1)
Local gov't work with NHA on health care needs (1)
NHA assisted with powerpoint to be presented to industry (1)

Education (4)

KCS provided literacy supports (1)
Ministerial Assoc. delivers leadership program (1)
Ministerial Assoc. delivers youth program (1)

Education Cont'd

Northwest Regional Skills Training Table working on skills training strategy (1)

Communication (2)

Naturalist Club increased awareness about environmental issues through newspaper stories (1)
Naturalist Club provided support to develop photo exhibit to raise awareness (1)

Physical Infrastructure (2)

LNG will provide power for industry (1)
Naturalist Club/DFO painted salmon on drains to reduce contamination (1)

Advocacy (1)

Naturalist Club advocated vs. Enbridge pipeline (1)

Employment (1)

Bechtel worked with unions/contractors to deliver job fairs (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 15: Other organizations that responded to these pressures/events

Community Services (51)

Food Share redistributing food to low-income residents (6)
Food bank support to low-income residents (5)
Overwaitea donated food to Food Share (4)
Super Valu donated food to Food Share (4)
Interagency Committee/Social Impact Group working together (3)
Interagency Committee routine meetings to share information (2)
Interagency Committee working to address community needs (2)
KCS providing employment services (2)
KCS providing supports to residents (2)
CDC director spearheaded policy/procedure changes to community foundation (1)
CDC provides lots of supports (1)
CDC staff do lots of volunteering (1)
CDC working to expand supports for disabled kids after they leave school (1)
Chamber working with Interagency Committee to address social issues (1)
Dunmore House provides clothing to low-income residents (1)
Food Share providing fresh vegetables to hospital residents (1)
Food Share does outreach to schools (1)
IDL did food hamper drive (1)
Interagency Committee pursuing education/training issues (1)
Interagency Committee working with industry (1)
KCS formed Food Share (1)
KCS/NHA exploring community garden (1)
KCS provides support for resume writing (1)
KCS staff do lots of volunteering (1)
NHA attends Interagency Committee meetings (1)
School district attends Social Impact meetings (1)
Social services keeps track of needs (1)
Tamitik Status of Women provides support to vulnerable residents (1)
Taxi assists in transportation of Food Share goods (1)
Telethon divides money across non-profit groups (1)

Health (9)

Health Advocacy Group work to retain services (5)
Health Advocacy Group received money for emergency room renovation (1)
Hospital auxiliary raises funds for hospital (1)

Health Cont'd

Hospital foundation fundraises for hospital (1)
NHA expanding emergency room (1)

Housing (8)

Housing study completed to identify gaps (3)
BC Housing work on affordable seniors' housing (2)
Housing Committee looking for housing development sites (1)
Interagency Cttee work on affordable housing (1)
Ministerial Association/Catholic Church considering land donation for social housing (1)

Physical Infrastructure (8)

Age Friendly Committee formed (1)
BC transmission lines being upgraded (1)
Bus with stakeholders examined mobility/accessibility issues (1)
Dr. Mills project on cabins/waterfront access (1)
Heavy infrastructure being upgraded (1)
Local gov't examining accessibility issues (1)
Local gov't working on waterfront access issues (1)
Measuring Up the North informed OCP changes (1)

Business (6)

KCS formed public market (4)
Chamber/district organized procurement workshop for local businesses (2)

Education (2)

KVI offers apprenticeships (1)
NWCC hired local coordinator (1)

Recreation (2)

Activation Committee works with multi-level care residents to stay active (1)
Cadets was restarted (1)

Economic Diversification (1)

Retire in Kitimat working to attract retirees (1)

Environment (1)

BC Rivers produced endangered rivers list (1)

Research (1)

Community Development Institute providing research/information support (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 16: Additional services or supports needed to address local needs, winter 2012

Community Programs/Supports (26)

Soup kitchen (2)
Support for special needs adolescents (2)
Added social service capacity (1)
Adjust to homelessness issues (1)
Adjust to working poor needs (1)
Aim for self-sustained community (1)
Expand food bank (1)
Bullying/discrimination supports (1)
Community-based victim's services (1)
Food share program (1)
Informal support networks (1)
Legal aid for domestic cases (1)
More adequate service funding (1)
More flexible daycare (1)
More healthy lifestyle supports (1)
More outreach (1)
More resources for RCMP (1)
Need to clarify jurisdictions (1)
One stop shop for agencies (1)
Proactive funding (1)
Provincial program funding (1)
Provincial representatives on the ground (1)
Provincial services offered locally (1)
Retain senior population (1)

Health (25)

More doctors (5)
More long-term/multi-level care facilities (2)
More acute care beds (2)
Address seniors' needs (2)
Addictions support (1)
Clarity on NHA home support provisions (1)
HIV information (1)
More diverse seniors' care options (1)
More home support (1)
More medical aftercare/outpatient programs (1)
More medical facilities (1)
More medical specialists (1)
More medical staff (1)
More mental health services (1)
Retain medical services (1)
Retain services for aging population (1)
Support for care workers (1)
Walk-in clinic (1)

Education (22)

Local trades training/education for workforce building and retention (9)
Apprenticeship opportunities (1)
Apprenticeships with industry/businesses (1)

Education Cont'd

Develop targeted courses for LNG (1)
Education on family counseling (1)
Funding for trades training (1)
High school trades programs (1)
More schools (1)
Open vacant Aboriginal spots at KVI (1)
Open up KVI to everyone (1)
Pre-apprenticeship programs (1)
Start by offering 1st/2nd year training locally (1)
Targeted post-high school/E.I. training (1)
Training opportunities (1)

Housing (13)

More affordable housing (2)
Seniors' housing (2)
Housing needs assessment, ongoing (1)
Low-income housing (1)
Men's shelter (1)
More upgraded housing (1)
Second stage housing (1)
Social housing (1)
Special needs housing (1)
Subsidized housing (1)
Upgrades of housing stock (1)

Employment Services/Strategies (10)

Better understanding of modernization (1)
E.I. programs/policies that allow training (1)
Entry-level jobs (1)
Job coaching (1)
Legacy strategy (1)
Lost young people with closures (1)
Mentorship programs (1)
Provincial disability employment supports (1)
More long-term employment support (1)
Support people to compete in local job market (1)

Retail / Business (8)

More retail / restaurants (5)
Movie theatre (2)
Basic retail accommodating shift work (1)

Transportation (4)

Improve transportation to Terrace (2)
Train connector to Terrace (1)
Weekend public transport (1)

Communications (2)

More information for newcomers (1)
More information on Council standpoint (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Table 17: Additional changes, investments, or planning needed to respond to pressures, fall 2012

Housing (16)

- Need low-income housing (5)
- Need to expand seniors' housing (2)
- Insurance regulations stipulate you must have certified trades workers (1)
- Need affordable multi-family units (1)
- Need all levels of housing (1)
- Need housing for people with disabilities (1)
- Need more workers living outside of camp (1)
- Need to determine if properties will be stratified (1)
- Need to expand Kiwanis Village (1)
- Need to reconfigure housing stock (1)
- Need to streamline application procedures for housing grant programs (1)

Education (13)

- Educational institutions need better coordination (3)
- Need more post-secondary educational options (2)
- Need more required training locally (1)
- Need to train/retrain skilled trades workers (2)
- Need BCIT to deliver courses in Kitimat (1)
- Need educational support services for families (1)
- Need more teaching resources (1)
- Need to open another school (1)
- NWCC needs to have bigger presence in Kitimat (1)

Community Services (11)

- Church needs volunteers to start soup kitchen (1)
- Difficult to develop local support for proactive/preventative programs (1)
- Need better coordination across gov't ministries (1)
- Need more resources for prevention activities (1)
- Need long-term stable funding for community link worker to support marginalized kids (1)
- Need long-term stable funding for Food Share program (1)
- Need long-term funding for social programs (1)
- Need to allocate more resources to those in need (1)
- Need to expand grassroots social infrastructure (1)
- Provincial ministries need stronger local presence (1)
- Telethon needs more volunteers (1)

Communications (10)

- Need a central clearing house of information (2)
- Need an electronic billboard to promote events (2)
- Information about community needs should be given to new companies (1)
- Interagency Committee needs to share information with broader range of groups (1)
- Lack of communication across community groups (1)
- Need company sponsorship to build electronic billboard (1)

Communications Cont'd

- Need more communication about industry progress to reduce uncertainty (1)
- Need to capitalize on current media exposure (1)

Physical Infrastructure (10)

- Need provincial gov't assistance to acquire more land for industry development (3)
- Need provincial gov't assistance to acquire waterfront land (3)
- Need a recycling facility (1)
- Need funding to repair West Side Road (1)
- Need more automatic doors (1)
- Need to monitor need to upgrade sewage treatment infrastructure (1)

Health (9)

- Need more multi-level care beds (5)
- Industry needs to provide advocacy support for health care services (1)
- Need better emergency services in place to respond to industry accidents (1)
- Need more doctors (1)
- Need to hire another ultrasound technician (1)

Recreation (8)

- Need all weather track at high school (1)
- Need long-term vision to support enjoyment/preservation of outdoor environment (1)
- Need more hiking trails (1)
- Need more river trails (1)
- Need standards to govern campsite garbage (1)
- Need to create fishing/tackle boxes for workers (1)
- Need workshops to determine resident priorities for recreation programs (1)
- Regional district needs more involvement in marina issues (1)

Cooperation/Partnerships (5)

- Need to reduce replication of supports (2)
- Need more organizations to bridge operations (1)
- Need to reduce groups working in silo (1)
- Some community groups not invited to Interagency Committee meetings (1)

Local Government (5)

- Need a city hall (1)
- Need more cooperation with province (1)
- Need to expand district staff (1)
- Need to hire one more engineer (1)
- Need to hire social planner (1)

Retail / Business (4)

- Need more small retailers (2)
- Need more hotels (1)
- Need more restaurants (1)

Employment (3)

- Need closer working relationships between industry/employment services (1)
- Need to expand local hires (1)
- Need to address disconnect between industry, training, and hiring (1)

Industry (3)

- Need a more strategic legacy program in place (1)
- Need full commitment for LNG projects (1)
- Need secondary industry (1)

Safety (3)

- Need more briefing sessions with RCMP (1)
- Need stricter safety regulations enforced (1)
- Need to better understand RCMP challenges (1)

Government Policies (2)

- Difficult to measure program impacts to maintain funding (1)
- Provincial funding needs to increase as industry ramps up (1)

Research (2)

- Gap in understanding poverty (1)
- Need to obtain realistic forecasts (1)

Community Events (1)

- Need company sponsorship for community events (1)

Environment (1)

- KUTE needs more volunteers (1)

Protection Services (1)

- More fire halls may be needed (1)

Transportation (1)

- Need railroad infrastructure improvements (1)

Other (2)

- Need to encourage low-income residents to volunteer more (1)
- Need to manage expectations (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 18: Does your organization have a board of directors?

	# of respondents	% of respondents
Yes	20	60.6
No	13	39.4
Total	33	100.0

Source: Tracking the Transformation Process in Kitimat Study 2012.

Table 19: If yes, how many board members do you have?

	# of respondents	% of respondents
6 or less	6	30.0
7 to 10	11	55.0
More than 10	3	15.0
Total	20	100.0

Source: Tracking the Transformation Process in Kitimat Study 2012.

Table 20: Types of board members recruited

Small business (10)
Seniors (8)
Industry (6)
Local gov't (6)
Education (5)
Health (5)
Professional services (5)
Blue collar worker (2)
Family (2)
Religious (2)
Social services (2)
Environmental (1)
First Nations (1)
Light industry (1)
Media/communications (1)
Multiple political viewpoints (1)
Property owners (1)
Protection services (1)
Recreation (1)
Specific arts interests (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 21: How has board membership changed over the last six months?

Decline in board/executive members (4)
New board members (3)
Changes annually (1)
Lost First Nations representative (1)
Lost industry representation (1)
Reduced board size (1)

No changes (7)
Not sure (2)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 22: How many members make up your organization?

	# of respondents	% of respondents
10 or fewer members	4	12.9
11 to 25 members	14	45.2
26 to 50 members	3	9.7
51 to 99 members	6	19.4
More than 100 members	4	12.9
Total	31	100.1

Source: Tracking the Transformation Process in Kitimat Study 2012.

Table 23: How has your organization membership changed over the past six months?

Loss of members (10)
Stable membership (7)
Membership increased (4)
Aging membership (3)
New staff (2)
Young members joined (2)
Attracted new international members (1)
Fluctuates from summer to winter (1)
Lost staff due to illness (1)
More business members involved (1)
Number of active members declined (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 24: Changes in the key services/supports provided by participant's organization

Services/Programs (23)

Continue senior drop-in centre (2)
Continue arts programs (1)
Continue crisis intervention (1)
Continue employment services (1)
Continue literacy services (1)
Continue sports programs (1)
Continue support for Catholic school bus (1)
Continue to monitor health care needs (1)
Continue to provide story times (1)
Continue youth programs (1)
Created public market (1)
Formed Food Share (1)
Help newcomers get settled in the community (1)
Informally introduce newcomers to organization (1)
Landlord tenancy workshop (1)
More seniors' fitness programs (1)
School supplies for low-income residents (1)
Sea cadet program restarted (1)
Seniors supporting seniors program (1)
Started Work BC program (1)
Swim nights (1)
Working to create a community garden (1)

Events (15)

Continue social events (7)
Family barbeque (2)
Senior trips to Nass Valley (2)
Annual bazaar (1)
Continue regatta (1)
New film event (1)
Participation in dragon boat paddling (1)

Funding (12)

Fundraising for youth education (3)
Continue fundraising to support programs (2)
Continue support for speech contest (1)
Continue to sponsor sports teams (1)
Fundraising for disability equipment (1)
Fundraising for bishop education (1)
Fundraising for health care needs (1)
Fundraising for music education (1)
Funds received for outside senior exercise station (1)

Education/Training (7)

Continue to offer computer tutorials (1)
Education/awareness (1)
Fire dep't learning about unique industry needs (1)
More fall awareness programs (1)
Workshop on human resource management issues (1)

Education/Training Cont'd

Working on skills training strategy (1)
Workshop on using local assets to attract workers (1)

Communications (6)

Chamber sends out notices for businesses (1)
More communication with camp security (1)
More communication with industry (1)
More communication with Interagency Cttee (1)
Regular meetings with council to share concerns (1)
Use fewer, more target communication notices (1)

Cooperation/Partnerships (6)

Continued work between senior centre/Delta King (1)
Food bank/Food Share coordinate some activities (1)
Food bank/Salvation Army coordinate pick up of food hamper forms (1)
Food bank/Salvation Army share bread donations (1)
Food Share supports school breakfast program (1)
Public library/Envision provide financial course (1)

Human Resources (5)

Continue to provide volunteer support for events (1)
Focus to develop leadership capacity (1)
Focus to develop volunteer capacity (1)
Lost community link coordinator (1)
New recreation programmer for seniors (1)

Infrastructure and Maintenance (5)

Address recreation home owner concerns (1)
Continue to address road concerns (1)
Continue trail maintenance (1)
Focus on building maintenance (1)
Gazebo visitor/information guide completed (1)

Operations (6)

Created policy manual for new members (1)
Curfew program to monitor parolees (1)
Decrease in emergency calls (1)
Focus on seasonal vs. daily equipment rentals (1)
Maintaining, not expanding activities (1)
Random checks on parolees (1)

Research (2)

Housing study completed (1)
Track statistics to obtain more resources (1)

Other (7)

No changes (6)
Focus on fraternity of friendship (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Table 25: Change in focus/activities of participant's organization over the last six months

Services/Programs (10)

Computer program (1)
Facility tours provided (1)
Food bank started purchasing fruit (1)
New program for prevention of child abuse (1)
Programs about how to barbeque (1)
Programs about how to cook (1)
Stretching program (1)
Taxation program (1)
Walking program (1)
Workshops for grief seminar training (1)

Closure/Reduction of Services (6)

Bird counts not completed due to restricted waterfront access (1)
Cancelled event due to limited membership (1)
Fewer youth programs (1)
Male targeted support program cut (1)
Male targeted support program only accessible in Terrace (1)
Mushroom walk not organized this year (1)

Operations (6)

Board less involved in daily activities (1)
Changed board governance structure (1)
Food bank does more outreach (1)
Looking for legacy projects (1)
More proactive (1)
Self-referral for program eliminated (1)

Funding (5)

Fundraising for multi-level care facility (1)

Funding Cont'd

More focus on fundraising (1)
More requests to fund school infrastructure (1)
More requests to fund school programs (1)
Writing new funding proposals (1)

Infrastructure (5)

Cemetery beautification project (1)
Continued tasks with riverbank camping (1)
Downtown beautification project (1)
Forestry account (1)
More building inspections for industry (1)

Communications (3)

Redesigning bulletin to include tear card for newcomers (1)
Relaunching communications tool for newcomers (1)
Website package for guests being redesigned (1)

Events (2)

Open houses held (1)
Special festival ski days held (1)

Human Resources (2)

More training seminars on leadership (1)
New staff hired to deliver support services (1)

Advocacy (1)

Focus on issues related to Enbridge (1)

Other

No change (15)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 26: Changes with the logistical capacity of community groups over the past six months?

Human Resources (46)

Lack of volunteers (6)
Activities driven by same group of volunteers (4)
Difficulty recruiting younger volunteers (3)
Lack of time (3)
Aging membership (2)
Lack of staff to operate programs (2)
Membership declined (2)
Volunteer burnout (2)
Volunteer participation varies (2)
Both parents work (1)
Church members declining (1)
Clients working to support Food Share (1)
Difficulty filling casual positions (1)
Hired new staff person (1)
Lots of volunteers for Christmas hampers (1)
Need a fire prevention officer (1)
No ESL instructor (1)
No housing worker (1)
No impetus for people to get involved (1)
No poverty advocate (1)
No sick coverage (1)
No social planner (1)
People won't work for minimum wage (1)
Seniors' coordinator provides program support (1)
Share professionals (1)
Staff burnout (1)
Volunteers are non-judgemental (1)
Volunteers have restricted availability (1)
Volunteers increased (1)

Funding (26)

Denied gaming funds (2)
Grant provided to offset rental costs (2)
Group doesn't approach council for funding (2)
Lack of funding (2)
Program funding cut (2)
Community groups raised funds through leaves purchased at Shopper's Drug Mart (1)
District funds seniors' coordinator (1)
Eurocan donated materials (1)
Fewer options to get donated materials (1)
Grant writer supports committee work (1)
Healthy budget for library collection (1)
Less funding (1)
Lots of community donations for food hampers (1)
Lots of lottery funds exit the community (1)
Must return unspent funds (1)
NHA provided professional fundraiser (1)
No funding to hire casuals (1)
No funding to offer volunteer stipends (1)
Programs operate on a fee for service basis (1)
Unable to get funding if group had money saved (1)

Funding Cont'd

Volunteer stipends for events too small (1)

Infrastructure (23)

High cost to rent space for community groups (3)
No office space (3)
Aging equipment (1)
Building was purchased (1)
Cost of space increased (1)
Don't own building (1)
Fear of losing space (1)
Food bank has lease with mall management (1)
Food bank uses Catholic Church basement to assemble hampers (1)
Lack of space to store boats (1)
Minette Bay Lodge provided space to store boats (1)
Needed to address plumbing issues (1)
No fax machine (1)
No seniors' garden (1)
No waterfront access (1)
Printer/ink donated (1)
Seniors' centre deck is underutilized (1)
Seniors' centre deck provides space for events (1)
Small meeting space (1)

Operations (21)

Work completed off one's desk (2)
Attendance declined (1)
Better coordination (1)
Committee didn't meet for 6 months (1)
Don't have capacity to attend meetings (1)
Executive meets less frequently (1)
Increased staff workloads (1)
Lots of administration required to operate provincially funded programs (1)
NHA sharing expertise (1)
NHA representative attends meetings (1)
No clear vision for community identity affects how groups work together (1)
Operations are labour intensive (1)
People didn't follow through on tasks (1)
People don't show up for events (1)
Staff spend extra time to deliver/support programs (1)
Started tracking volunteer hours (1)
Takes time to develop partnerships (1)
Too many members with different opinions (1)
Weekly meetings deter new members (1)
Volunteers sign confidentiality agreement (1)

Communication (6)

Better communication (1)
Different generations use different language (1)

Communications Cont'd

Lack of communication about NHA plans for multi-level care (1)
Lack of constructive criticism (1)
Lack social media expertise (1)
Too much reliance on phone communication (1)

Social Cohesion (4)

Different generations have different preferences/life experiences (1)
Good sense of camaraderie (1)
Members support each other (1)
Old members focus discussion on experiences with former industries (1)

Education (3)

Clients learning to use spreadsheets/maintain data (1)
Kitimat training ground for new officers (1)
Must understand difference between old and new construction (1)

Volunteer Incentives (3)

Instructors receive honorarium (1)
Leisure Services provides community donations in instructor's name (1)
People provide instruction in exchange of rec centre membership (1)

Attitudinal Barriers (2)

People not open to other approaches (1)
Resistance to change (1)

Geography (2)

Difficult to recruit workers to isolated location (1)
Large geographic region limits collaboration (1)

Housing (2)

High housing costs impacts worker recruitment (2)

Provincial Policies (2)

Provincial accountability policies only examine statistics rather than needs (1)
Small communities don't have large numbers to justify program (1)

Community Services (1)

Difficult to recruit workers with limited daycare (1)

Demographics (1)

Out-migration impacted demand for services (1)

Other (1)

Less time to spend with family (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 27: Characterizing the level of cooperation among local community and economic development groups, up until the winter of 2012

Cooperation for Community Development (29)

Cooperation in projects, e.g. cabin restoration, telethon (3)
 Kitimat and Terrace Community Foundations (2)
 CDC shares experiences (1)
 Churches supply volunteers to food bank (1)
 Churches make food donations (1)
 Cooperation in service programs (1)
 District and Ministry of Forests (1)
 Easy to work with Leisure Services/NHA (1)
 Emergency Social Service/food bank (1)
 Food bank/Dunmore House/schools (1)
 Good cooperation across churches (1)
 Good coordination of voluntary groups (1)
 Housing group (1)
 KCS been talking a bit with the CDC (1)
 KCS partnered with Delta King (1)
 KCS salvages food for food bank (1)
 KCS started working with the Kermod Friendship Society (1)
 KCS worked with the food box (1)
 Kick it up Kitimat is cooperative initiative (1)
 Library supportive of the KCS (1)
 Ministerial Association/churches helping the Tamitik Status of Women (1)
 RCMP/Ministry of Children and Family Development (1)
 RCMP/fire department (1)
 RCMP/Mental Health (1)
 Rotary is building relationships (1)
 Tamitik Status of Women partnership with Village of Kitimaat Healing Centre (1)

Cooperation – General (29)

Good local cooperation (6)
 Groups are interacting (6)
 Increasing cooperation (4)
 Closures fostered cooperation (3)
 Avoiding duplication (1)
 Fundraising (1)
 In past, individuals tried to establish cohesion (1)
 Lots of meetings (1)
 New opportunities bring cooperation (1)
 Organizations developing one voice (1)
 People more vocal/engaged (1)
 People step up when needed (1)
 Population changes affect possibilities (1)
 Protocol for groups to work together (1)

Cooperation across Community and Economic Development (28)

Interagency Committee works well (10)
 Businesses supportive of community (2)
 Grocery Stores support Food Bank (2)
 Community groups, mayor and council, the Chamber, and Kitimat’s economic development department (1)
 District building industry/service provider relations (1)
 Haisla, Ministry of Forests, and Kitimat hiking club (1)
 Impact Management Committee (1)
 Industry in a position to give (1)
 Information sharing at interagency level (1)
 Interagency and Chamber good partners (1)
 KCS supported by unions (1)
 KTIDS cooperates across groups (1)
 NHA/Chamber/Haisla relations improving (1)
 Overwaitea/SuperValu donate to food bank (1)
 RCMP/Alcan security (1)
 RTA donates to community (1)
 Unions supportive of service groups (1)

Cooperation for Economic Development (20)

Smooth operation of new municipal staff (6)
 Community-industry relations improved (5)
 Government building industry relations (3)
 Businesses/service providers involved (1)
 Chamber works well with municipality (1)
 KEDA, TKAS, KTIDS, Chamber, Community Futures, and District (1)
 KTIDS/KEDA cooperating to attract economic development (1)
 Modernization restored faith in development (1)
 No opposition to LNG (1)

Conflict (18)

Poor government-industry relations (6)
 Division over Enbridge (1)
 Divisiveness since law suit continues (1)
 Enbridge challenge to relations (1)
 In past, more controversy (1)
 Infighting hinders cooperation (1)
 Kitimat known as too demanding (1)
 Local-provincial relations tense (1)
 People used to being divided (1)
 RTA on provincial government’s side (1)
 Stopping public/private competition (1)
 Strong factions of opponents (1)
 Union action created stigma for Kitimat (1)

Cooperation with First Nations (16)

District working on relations with First Nations groups (3)
Kitimaat Village/District not cooperating much (3)
RTA has strong relations with First Nations (2)
Cooperation with First Nations groups improving (1)
Health partnership with Haisla and NHA (1)
Less prejudice towards First Nations (1)
Misunderstandings between Haisla/Kitimat people (1)
Partnerships between Haisla and Kitimat groups (1)
Past conflict between Kitimaat Village/District (1)
RCMP/Village of Kitimaat (1)
Some racism towards First Nations groups (1)

Lack of Cooperation (13)

Alcan more invested than RTA (4)
Competition impedes cooperation (1)

Lack of Cooperation cont'd

District isolated in economic development work (1)
Economic/social groups parallel, not together (1)
Enthusiasm but no results yet (1)
Industry tough to approach (1)
Interagency Committee ineffective without NHA (1)
Lack of vision to move forward (1)
Land issues strain government-industry relations (1)
Limited cooperation with NHA (1)

Cooperation Needs (7)

Build relations where resident paths cross (1)
Important to listen to all sides (1)
Need relationship with RTA because of land (1)
Need to educate each other more (1)
Need to move beyond information sharing (1)
Relationships need improvement (1)
Uncertainty about cooperation in education (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 28: Characterizing the level of cooperation among local community and economic development groups over the past six months

Positive

General Cooperation (28)

- Local gov't is rebuilding relationship with Haisla (6)
- Cooperation is improving (5)
- High level of cooperation (4)
- Local gov't CAO meets with industry (2)
- Apache LNG work with police/fire/council/Haisla (1)
- Chamber/local gov't cooperates with businesses to get them on industry bidder's list (1)
- Churches provide support to service groups (1)
- Cooperation to rally vs. Enbridge (1)
- District provides Haisla with bus service (1)
- Good cooperation between CDC, KCS, NHA, and Leisure Services (1)
- Good cooperation between Food Share/School District to deliver breakfast program (1)
- Good cooperation through Food Share (1)
- Good cooperation with Ministry of Children and Family Development (1)
- Good relations across diverse groups (1)
- Local gov't engaged with unions (1)

Collaborative Organizations (14)

- Good cooperation through Interagency group (5)
- Good cooperation through housing committee (2)
- Good cooperation via Social Impact Committee (2)
- Chamber involved with Social Impact Committee (1)
- Good cooperation through community foundation (1)
- Good cooperation between Health Advocacy Group/Hospital Foundation (1)
- Good cooperation through Hospital Foundation (1)
- Northwest Regional Skills Training Table includes industry, First Nations, education, local gov't, & economic development (1)

Meetings (14)

- Chamber is involved with Interagency meetings (2)
- Industry is coming to the table (1)
- Interagency Group has routine meetings (1)
- Kitimat nurse meets with Haisla nurse (1)
- Local gov't attends Interagency Group meetings (1)
- Lots of invitations to meetings (1)
- Meetings are open to anyone (1)
- More meetings about economic development (1)
- More meetings across groups (1)
- More meetings between chamber/local businesses (1)
- More meetings with council (1)
- More meetings with NHA (1)
- Social Impact Group meets routinely (1)

Communications (12)

- Bechtel promptly answers questions (1)
- Bechtel upfront with community (1)
- Effort to have good relations with counterparts (1)
- Industry interaction streamlined through liaisons (1)
- Local gov't/chamber cooperate to provide community guide to camp workers (1)
- Local gov't is more open (1)
- More networking (1)
- People are interacting more (1)
- People are sharing ideas (1)
- Routine interaction between council/industry (1)
- RTA promptly answers questions (1)
- RTA upfront with community (1)

Operations (7)

- Able to best identify who can address gaps through cooperation (1)
- Chamber of Commerce has holistic approach to development (1)
- Groups have shared vision (1)
- Haisla are pro-business (1)
- Haisla are progressive (1)
- Haisla are very involved with land use decisions (1)
- More efficiency achieved through collaboration (1)

Community Cohesion (5)

- Local gov't is rebuilding relationship with RTA (2)
- Local gov't is building relationships (1)
- Many like-minded people (1)
- More optimism (1)

Events (4)

- Cooperation to develop photo exhibit (1)
- Good cooperation for Canada Day celebrations (1)
- Good cooperation for Relay for Life (1)
- Good cooperation for telethon (1)

Human Resources (3)

- Cooperation to provide volunteer labour (1)
- Hospital Foundation has more volunteers (1)
- Younger professionals are getting more involved (1)

Infrastructure (3)

- Kitimat Valley Naturalist Club/DFO painted salmon on drains to reduce contamination (1)
- Marc Andre/village installed bird viewing gazebo (1)
- New housing construction in Wakita subdivision (1)

Outreach (3)

Contract companies do more community outreach (1)
Industry is more engaged with the community (1)
Local gov't visits community organizations (1)

Funding (1)

Cooperation to provide financial assistance (1)

Small Town Living (1)

Small sized community/proximity makes cooperation easier (1)

Negative**Operations (14)**

Bechtel initiatives are focused on workers (1)
District needs to coordinate more cooperation between community groups/industry (1)
Groups still work in silos (1)
Industry not supporting advocacy for health care services (1)
Interagency group is focused on sharing information, not action oriented (1)
Lack of time to attend group meetings (1)
Local gov't doesn't consider social development as part of their mandate (1)
Marina issues are not resolved (1)
No partnerships with concrete actions (1)
Overlap between work done on Housing Committee, Interagency Committee, & Social Impact Group (1)
Province engages with Haisla separately from District (1)
Provincial gov't funding guidelines restrict local group actions (1)
Regional district doesn't facilitate cooperation with Haisla (1)
Social/economic groups work in silos (1)

Communications (11)

Province doesn't always consult with local gov't about land issues (4)
Difficult to know how to access industry (1)
Enbridge has limited community relations (1)
Need better communication between industry/local gov't (1)
Need to have subcontractors at the table (1)
Newcomers less willing to discuss issues (1)
People not willing to listen (1)
Some groups over take council meetings (1)

Lack of Cooperation (7)

Churches didn't cooperate for summer service this year (1)
Cooperation seems scattered (1)
Education programs cancelled due to limited cooperation across educational institutions (1)
Limited cooperation across educational groups (1)
No social groups involved with KTIDS (1)
Some businesses don't want information put into community guide given to camp workers (1)
Some businesses not working on joint ads (1)

Conflict (6)

Some councilors don't have positive relationship with RTA (3)
Concerns that Enbridge will divide/inhibit cooperation (2)
History of offending Haisla still exists (1)

Limited Participation (4)

Fewer families attending church (1)
NHA not coming to Interagency meetings (1)
Some businesses not taking opportunity to learn through chamber (1)
Some groups don't attend council meetings (1)

Human Resources (3)

Burnout inhibits cooperation (1)
Limited capacity to engage in cooperation (1)
Volunteers are aging (1)

Attitudinal Barriers (2)

Resistance to change (2)

Funding (2)

Competition for grant funds impedes cooperation (1)
NHA will not commit to extra resources to address influx of workers (1)

Research (2)

NHA doesn't understand impact of workers on health care services (1)
People not willing to wait for information (1)

Meetings (1)

Difficult to get stakeholders together with conflicting schedules (1)

Other (1)

RTA owns all the land (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 29: Does your organization have any partnerships with volunteer groups, businesses, institutions, government inside of the community?

	# of respondents	% of respondents
Yes	26	78.8
No	7	21.2
Total	33	100.0

Source: Tracking the Transformation Process in Kitimat Study 2012.

Table 30: Barriers to forming local partnerships

-
- Lack of enthusiasm (2)
 - Lack of interest (2)
 - Lack of volunteers (2)
 - Power sales conflict with Alcan (2)
 - Clash between old vs. new way of doing things (1)
 - Complacency (1)
 - Decline in active volunteers (1)
 - Difficult to engage with First Nations (1)
 - Difficulty managing expectations about available funding (1)
 - Events became too big for both groups (1)
 - Groups work in silos (1)
 - Lack of commitment (1)
 - Lack of time to work on partnerships outside of work (1)
 - Limited sharing of resources (1)
 - Need to go beyond sharing information (1)
 - Need to learn from Haisla about how to get needs heard (1)
 - No turnover of key people in other organizations (1)
 - People not interested in mundane tasks (1)
 - Style of meetings need to be action oriented (1)
 - Volunteers aging (1)

 - No barriers (1)
-

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 31: Key benefits/outcomes of local partnerships

Communication and Information (52)

Sharing of information/expertise (22)
Expanded networks (10)
More advertising/marketing for programs/events (4)
More advocacy support (3)
More public awareness (3)
Studies/reports completed (3)
Greater understanding of other agency protocols (2)
Better understanding of each other's services (1)
Enhanced communication (1)
Exploring resident concerns (1)
Gaps identified (1)
Greater understanding of partner's constraints (1)

Funding/In-kind Resources (39)

Sharing of resources/in-kind donations (20)
More funding (14)
Assistance collecting donations (3)
Joint proposals (2)

Operations (32)

New operational protocols (7)
Joint delivery of programs (6)
Expanded operations (5)
Change in administration/organizational structure (4)
Better coordination of delivery of supports (3)
Referrals (2)
Change in policies/regulations (1)
Coverage of liability insurance (1)
Greater efficiency in operations (1)
More participation in partner events (1)
Reduced waste (1)

Infrastructure (30)

Access to meeting/event space (8)
Access to affordable space (7)
New/upgrading of recreational infrastructure (5)
Access to recreation space (3)
New equipment (2)
New/upgrading infrastructure (2)
Access to heavy duty equipment support (1)
Use of kitchen facilities (1)
Wheelchair accessible area to the river (1)

Services/Programs (24)

Change in products/services/events/activities (19)
Transportation support for clients/goods (3)
Seniors' fishing activities (1)
Social activities (1)

Human Resources (20)

Technical support (7)
More voluntary support (6)
Maintenance support (3)
Access to administrative support (2)
More human resources (1)
More informal support (1)

Social Cohesion (13)

More community support (12)
Developed common interest (1)

Education/Training (10)

Transfer of skills (9)
Mentoring marginalized groups (1)

Other (3)

Decline in social problems (1)
Proximity to other amenities (1)
Too soon to tell (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 32: Rating the effectiveness of partnerships with groups inside and outside of the community

	Rating	N=
Local Partnerships	4.6	73
Non Local Partnerships	4.2	41

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: 5=very effective; 4=effective; 3=neutral; 2=not effective; 1=very not effective.

Table 33: What made the local partnerships function effectively or not effectively?

Positive

Operations (32)

- Clear responsibilities (3)
- Equal sharing of responsibilities (3)
- Governance structure formalized (3)
- Timely completion of tasks (3)
- Bureaucracy became streamlined (2)
- People follow through (2)
- People step up when needed (2)
- Adequate attendance (1)
- Collaborating programs to avoid duplication (1)
- Fewer assumptions made (1)
- Good preparation (1)
- Ideas are not forced upon others (1)
- Informal operations (1)
- No need to remind partners of meetings/tasks (1)
- Partners accessible outside business hours (1)
- Partners are accessible (1)
- Partners take the initiative (1)
- Roles are routinely evaluated (1)
- People have similar working styles (1)
- Tasks are simplified (1)
- Time not spent on negative issues (1)

Communications (23)

- Routine meetings (15)
- Better understanding of each other's operations (2)
- Sharing information (2)
- Two way communication (2)
- Informal meetings (1)
- Information/research to support action (1)

Social Cohesion/Relationships (23)

- Common interests/goals (11)
- Built relationships makes collaboration easier (3)
- Broad range of stakeholders involved (2)
- Mutual respect (2)
- Some members belong to both partnering groups (2)
- No competition between partners (1)
- Openness to newcomers (1)
- Respect for clients (1)

Human Resources (18)

- Complementary expertise (3)
- Coordinator in place to broker relationships (2)
- Paid staff in place to support coordination (2)
- People knew their strengths/limitations (2)
- Ability to think outside the box (1)
- Access to diverse skill sets (1)
- All partners are volunteers (1)
- Assistance with advertising (1)
- Credibility of partners (1)

Human Resources Cont'd

- Experience with partnering work (1)
- More volunteer support (1)
- Partners add value to resources given to them (1)
- Stable staff (1)

Funding/In-kind Resources (5)

- Access to a broader range of resources (4)
- Sharing of resources (1)

Infrastructure (3)

- Access to space (3)

Other (3)

- Actions/outcomes are visible (1)
- People recognize benefits (1)
- Too soon to tell (1)

Negative

Operations (17)

- Too much sharing information, not enough action/collaboration (3)
- Lack of time committed to partnership work (2)
- Concerns about partnership demands (1)
- Conflicting visions (1)
- Conflicting ways of doing things (1)
- Coordination takes too much time (1)
- Different mandates (1)
- Different regulations (1)
- Disfunctional operations have become normal (1)
- Limited attendance (1)
- Missing representation of key stakeholders (1)
- Need to invest significant time at beginning of partnership (1)
- Operations are too informal (1)
- Working with government is different vs. working with industry (1)

Funding/In-kind Resources (6)

- Lack of funding to support partnership work (4)
- Difficult to anticipate future budgets (1)
- Difficulty tracking funding (1)

Conflict/Limited Social Cohesion (5)

- Adversarial history (1)
- Competition for funding (1)
- Concern Enbridge issue will divide partners (1)
- Organization perceived to be less critical to partnership (1)
- Small town politics (1)

Communications (4)

Limited communication (2)
Duplication across meetings (1)
Groups don't share all pertinent information (1)

Human Resources (4)

Lack of volunteers (1)
Same people do all the work (1)
Stagnant leadership (1)
Turnover of people involved in partnerships (1)

Infrastructure (2)

Lack meeting space (1)
Small meeting space (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 34: Termination of local partnerships over the last six months

Project/initiative was completed (2)
Businesses stopped providing donations of goods (1)
Events take place less frequently (1)
Industry closed (1)
Lack of manpower (1)
Partnership agreement under review (1)
No partnerships were terminated (22)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 35: Does your organization have any partnerships with volunteer groups, businesses, institutions, government outside of the community?

	# of respondents	% of respondents
Yes	26	78.8
No	7	21.2
Total	33	100.0

Source: Tracking the Transformation Process in Kitimat Study 2012.

Table 36: Barriers to forming partnerships with groups outside of the community

Difficulty knowing how to collaborate with First Nations (3)
Limited efforts to set up meetings (3)
Strained relations with the Haisla (3)
Other communities have different positions on issues (2)
Calls not returned (1)
Competing priorities (1)
Corporate culture has changed (1)
Don't attend others' meetings (1)
Don't know First Nation protocols (1)
Efforts not reciprocated (1)
Enbridge creates division (1)
Lack of funding to support partnerships outside the community (1)
Lack of human resources to support partnerships outside of town (1)
Lack of interest (1)
Lack of two way communication (1)
Lack of volunteers (1)
Large geographic distances to potential partners (1)
Limited regional cooperation (1)
No impetus to cooperate (1)
No memorandum of understanding/how to work together (1)
Other levels of gov't have different positions on issues (1)
Partners not willing to pay for staff support (1)
Partners not willing to support education/training costs (1)
People don't follow through with meetings (1)
Racism (1)
Resistance to change (1)
Senior governments don't encourage First Nations/local gov't to cooperate (1)
Some First Nations groups don't have charity status (1)
Too much blame (1)
Turnover of staff (1)
No barriers (2)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 37: Key benefits/outcomes of partnerships with groups outside of the community

Communications/Information (42)

Sharing of information/expertise (16)
Expanded networks (9)
Broader promotion of services/events/issues (4)
Identify issues (4)
Sharing best practices (2)
Better understanding of industry procurement procedures (1)
Better understanding of other group's operating protocols (1)
Exposure to different perspectives (1)
More frequent communication/meetings (1)
Public awareness (1)
Research/study completed (1)
Sharing communication tools (1)

Funding/In-kind Resources (18)

Sharing of resources (9)
More funding (8)
Joint proposals (1)

Operations (16)

Joint service agreement (4)
New operational protocols (3)
Change in administration/organizational structure (2)
Expanded operations (2)
Centralized purchasing (1)
Change in membership fees (1)
Change in regulations (1)
Joint venture (1)
More outreach (1)

Services/Programs (15)

Change in products/services/events/activities (13)
Transportation to regional events/programs (2)

Education/Training (9)

Transfer of skills (5)
Education/training workshops (4)

Human Resources (9)

Technical support (5)
More staff/volunteer support (3)
Established new staff positions (1)

Infrastructure (8)

Maintain/expand recreation infrastructure (2)
Sharing space (2)
Access to infrastructure (1)
New infrastructure (1)
Sharing of accommodation support (1)
Sharing of equipment (1)

Social Cohesion (7)

More social events to build camaraderie (3)
More community support (2)
Emotional support (1)
Preservation of culture (1)

Environment (2)

Enhanced quality of environment (2)

Other (2)

Received awards (1)
Too soon to tell (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 38: What made partnerships with groups outside of the community function effectively or not effectively?

Positive

Operations (27)

- Governance structure formalized (4)
- Equal sharing of responsibilities (3)
- Clear responsibilities (2)
- Participation breeds enthusiasm (2)
- Timely completion of tasks (2)
- Being transparent (1)
- Efficient operations fine-tuned (1)
- Encourage partners to do things their way (1)
- Encourage partners to make partnership protocols (1)
- Informal protocols (1)
- Joint purchasing to increase efficiency (1)
- Maintain doable expectations (1)
- Maintaining momentum (1)
- Not afraid to admit problems/mistakes (1)
- Personal initiative (1)
- Similar work ethics/working styles (1)
- Staying ahead of the curve (1)
- Understanding bigger context (1)
- Working through situations (1)

Social Cohesion/Relationships (20)

- Common interests/goals (9)
- Long-term personal relationships (3)
- Staff experiences/connections in other places (2)
- Broad networks (1)
- Meeting established to build relationship (1)
- Members are part of both groups (1)
- Participation on different boards (1)
- Positive people (1)
- Working relationships in place before crisis (1)

Communications (18)

- Routine meetings (8)
- Routine/open communication (4)
- Sharing information (2)
- Different perspectives (1)
- E-mail lists (1)
- Sharing best practices (1)
- Sharing lessons learned from mistakes (1)

Funding/In-kind Resources (10)

- Access to a broader range of resources (6)
- Funding (1)
- Industry funding (1)
- Province forgave debt (1)
- Sharing resources (1)

Human Resources (9)

- Complementary expertise (7)
- Staff in place to support partnership work (2)

Other (1)

- Sharing credit/awards (1)

Negative

Operations (12)

- Loss of momentum (2)
- Different scale of operations (1)
- Entrenched positions (1)
- Gov't agencies only interested in benchmarks, not how people engage with programs (1)
- Gov't agency reporting forms provide limited space for feedback (1)
- Inability to leave hat at the door (1)
- Inflexibility in operations (1)
- Limited understanding of context (1)
- One way partnership (1)
- Poor timing (1)
- Reluctance to try new things (1)

Conflict/Limited Social Cohesion (9)

- Conflicting personalities (2)
- Groups are territorial (2)
- Blaming others (1)
- Conflict of interest by funding agency (1)
- Lack of trust (1)
- Negative attitudes (1)
- Resentment (1)

Human Resources (5)

- Fluctuation/turnover of staff (3)
- Lack of volunteers (1)
- Staff illnesses (1)

Communications (2)

- Meet less frequently (1)
- Not invited to meetings (1)

Financial Barriers (2)

- Lack of commitment with resources (1)
- Required multiple training trips increases costs (1)

Isolation (1)

- Geographic isolation (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Table 39: Termination of partnerships with groups outside of the community over the last six months

Partners stopped being invited to meetings/events (2)

Infrastructure was removed (1)

Large periods of inactivity (1)

Partnership agreement cancelled (1)

Partners stopped attending events (1)

Yes (3)

No (23)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 40: Prior to the global economic downturn, how do you think industrial / economic development projects impacted local quality of life?

Recreation (26)

Recreational opportunities (6)
 High tax base provides amenities/programs (5)
 Outdoor activities/attractions (4)
 Boost to facilities with more users (2)
 No theatre (2)
 Few things to do (1)
 Good cultural events (1)
 Local recreation/gear can be expensive (1)
 Lots of walkways (1)
 Nordic ski club affordable (1)
 People don't take advantage of assets (1)
 Reduced recreation hours (1)

Economy (23)

High wages (9)
 Employment opportunities (6)
 Good pensions, no worries in retirement (2)
 A lot of unknowns (1)
 Jobs alleviate strain on separated families (1)
 Skilled employees (1)
 Spin-off businesses (1)
 Stable tax base (1)
 Workers living in town might boost business (1)

General Quality of Life (19)

Positive (6)
 Attractive place to live (3)
 Increase in quality of life (2)
 Beautification (1)
 Content with Kitimat lifestyle (1)
 Hope for increased quality of life (1)
 Industry enriches the community (1)
 Lack of atmosphere (1)
 Need to balance industry with quality of life (1)
 Retiree attraction/retention shows quality (1)
 Used to be second to none (1)

Community Groups (15)

Support for community groups/events (4)
 Closures brought decline of voluntary groups (2)
 Charitable volunteer efforts successful again (1)
 Community Foundation (1)
 Energetic/involved families (1)
 Hospital Foundation (1)
 Most groups are informal, lack of information (1)
 People introverted/less community-oriented (1)
 People showing more pride in community (1)
 Provides engaged people (1)
 Retirees want to retire from fundraising (1)

Cost of Living (13)

Residents can afford travel (3)
 Good cost of living (2)
 Affordable housing (1)
 Big industrial tax base, low residential taxes (1)
 Financial security (1)
 Healthy affordable lifestyle (1)
 More spending money for families (1)
 Not all residents have high paying jobs (1)
 Stable real estate prices (1)
 Too much affluence: money leaves town (1)

Services/Amenities (12)

Deteriorating health care (1)
 Lack of amenities (1)
 Good access to family doctor (1)
 Have good services (1)
 Improved services (1)
 Industry not advocating for hospital (1)
 Limited services (1)
 Loss of industry means loss of revenue/support for amenities (1)
 Lowered care quality standards (1)
 Not all health care needs met (1)
 Retain hospital services (1)
 Schools might re-open (1)

Environment (8)

Healthy environment (3)
 Pristine nature (3)
 Environmental concerns: short-term benefit vs. long-term cost (2)

Demographics (8)

Families want to return to Kitimat's high quality of life (2)
 Retain retirees, enriches community (2)
 Families leaving after school closures (1)
 More young families, livelier community (1)
 Retain energetic youth (1)
 Youth want to get away (1)

Planning (7)

Development should be guided by principles (1)
 Increase capacity to match growth (1)
 Business parking affects flow of traffic (1)
 Fill rather than expand the town (1)
 Further demands for camps being studied (1)
 Industrial site outside community (1)
 Well planned town (1)

Infrastructure (6)

High tax base allows good infrastructure (3)
Give main road responsibility to Province (1)
Good technology infrastructure in place (1)
Quick snow removal (1)

Safety (6)

Safe community for children/families (3)
Industries need to be safe and responsible (2)
Worker concentration in camps limits crime (1)

Housing (4)

Building and upgrading (2)
Lack of seniors housing (1)
Vacancies almost filled (1)

Retail

Missing retail and restaurants (2)
Better business climate (1)
Used to have more business activity (1)

Climate (2)

Long winters (2)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.

Table 41: Over the past six months, how do you think industrial/economic development projects have impacted local quality of life?

Services/Amenities (14)

Increased demands for services (3)
 Provincial funding is volatile (2)
 Distance to regionalized services (1)
 Good support for food bank (1)
 Industry will not support operating funds (1)
 Lack of funding for local social services (1)
 Lack of staff to support social services (1)
 New people bring new ideas (1)
 Provides increased clout to make requests (1)
 Provides opportunity to look at change (1)
 Transportation/companion fares covered for out-of-town health care (1)

Community Cohesion (13)

Better sense of community (2)
 Enbridge conflict brought community together (2)
 Company houses have frequent turnover of men (1)
 Don't know people in grocery store (1)
 Limited community participation by workers (1)
 Lost quiet sense of community (1)
 More excitement (1)
 No time to enjoy family (1)
 No time to participate in community (1)
 People are more energized (1)
 People are more hopeful (1)

General Quality of Life (12)

No change (9)
 Improved quality of life (2)
 Decline in quality of life (1)

Recreation (11)

Access to hospital beach interrupted (1)
 Can get event tickets on short notice (1)
 Good access to outdoor amenities (1)
 Good recreational infrastructure maintained (1)
 Limited access to waterfront (1)
 Limited concerts in town (1)
 No bowling alley (1)
 No free access to waterfront (1)
 No theatre (1)
 No water park for canoe/kayak (1)
 Only one marina (1)

Economy (10)

Initiatives are being realized (3)
 Improved economic certainty (2)
 Benefits not seen quickly (1)
 Community is no longer stagnant (1)
 Increased business competition (1)
 Increase in summer tourists (1)

Economy Cont'd

Town is busier (1)

Housing (6)

More housing renovations (2)
 Increase in housing prices (1)
 More housing turnover (1)
 More renters in town (1)
 Rental rates increased (1)

Retail (6)

Attraction of Tim Horton's (1)
 Lack of shopping services (1)
 Longer grocery store lines (1)
 New faces at local restaurants (1)
 No local fish market (1)
 People don't eat out (1)

Safety (6)

Community not as safe (4)
 Concerns about outside negative influences (1)
 Increased gang activity (1)

Community Groups (5)

No change (2)
 Community groups still struggling with limited volunteers (1)
 Community groups still experiencing declining membership (1)
 More in-kind support for community groups (1)

Transportation (5)

Increase in traffic (1)
 More parking on streets (1)
 Parking lots are fuller (1)
 Parking stalls not wide enough for wheelchairs (1)
 People take up handicap parking spaces (1)

Demographics (4)

Family members visit and then move to Kitimat (1)
 Increased population (1)
 Lack of single men impacts retention of female professionals (1)
 New families moved to town (1)

Infrastructure (3)

Able to maintain infrastructure (1)
 Commercial building lease rates increased (1)
 Upgrades to sidewalks (1)

Cost of Living (2)

Rising cost of living impacts poor residents (2)

Education (2)

Increase in student population (1)

New hope growth will improve schools (1)

Isolation (2)

Distance limits family visits (1)

Isolated setting (1)

Planning (2)

Difficult to respond quickly to boom (1)

Difficult to respond to unknowns (1)

Employment (1)

More employment/economic benefits for Haisla (1)

Source: Tracking the Transformation Process in Kitimat Study 2012.

Note: Participants could provide multiple responses.