



District of Kitimat

COMPLETE COMMUNITY STUDY

Final Report and
Implementation Plan

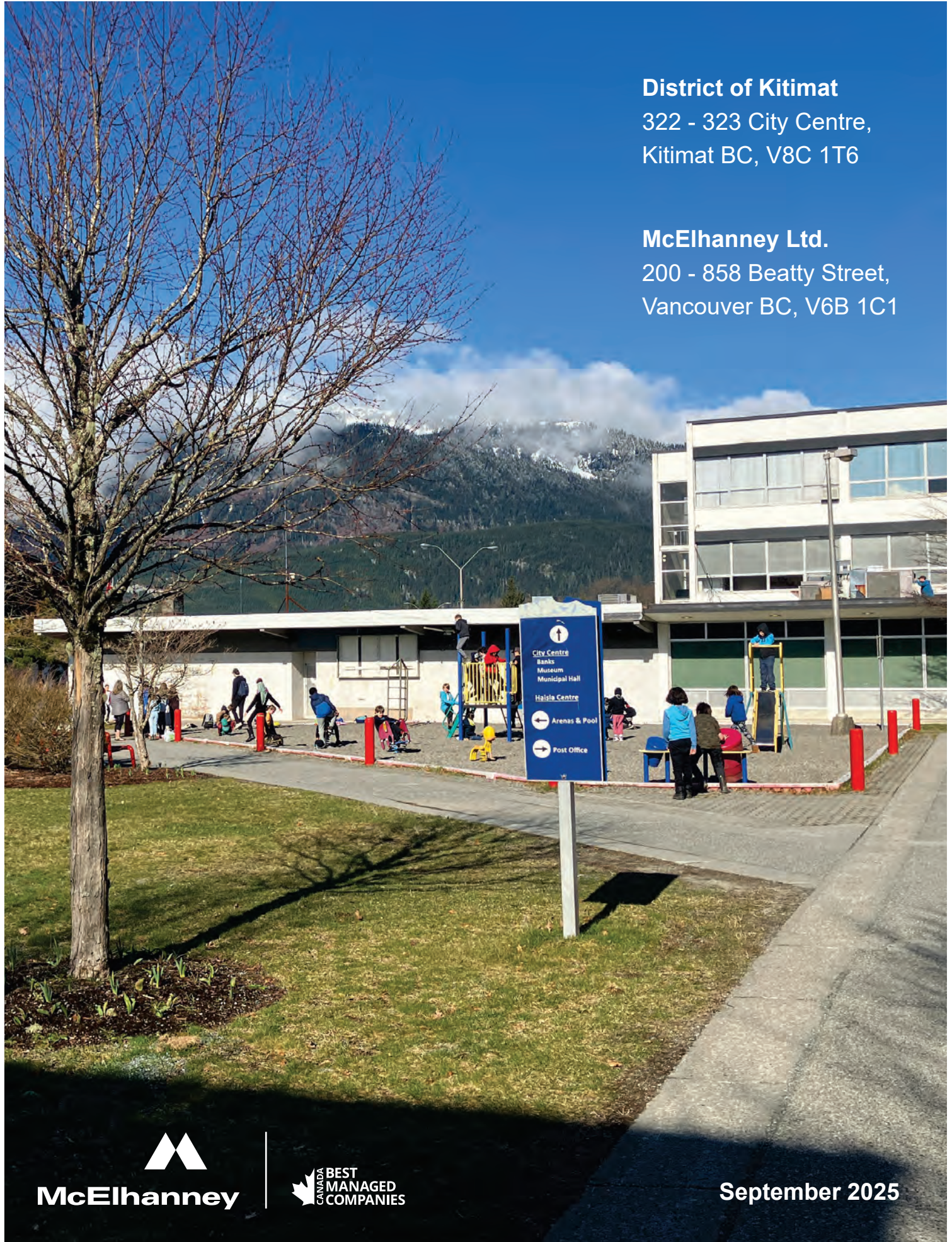


District of Kitimat

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McElhanney's project team respectfully acknowledge that the District of Kitimat is located on the unceded and ancestral territories of the Haisla Nation. We honour and express our deep gratitude for the Haisla people, who have stewarded these lands and waters since time immemorial. We recognize their enduring connection to these territories and the profound cultural, spiritual, and environmental significance they hold.



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Appendix 1 – Phase 1 Engagement Summary Report

Appendix 2 – Scenario Modelling Maps

An aerial photograph of a suburban neighborhood. In the foreground, a curved road runs diagonally from the bottom left towards the center. Several houses are visible, including a prominent white house with a grey roof and a blue swimming pool in its yard. To the right, there's a house with a red roof. The middle ground shows more houses and green lawns, interspersed with tall evergreen trees. In the background, a dense forest of evergreen trees stretches across the horizon under a clear blue sky. A large, dark blue rectangular box with a white border is overlaid on the left side of the image, containing the title text.

1.0 Executive Summary



In 2024, the District of Kitimat (the District) received a grant from the Union of BC Municipalities (UBCM) to initiate a Complete Community Study (CCS) based on the BC Ministry of Housing's 2023 Complete Communities Guide. The CCS process includes three project phases: Phase 1 is Prepare, Phase 2 is Assess, and Phase 3 is Act.

Below is a short description of each phase:

- **Prepare:** In-depth assessment of community completeness and identification of opportunities and actions to enhance alignment with the goals expressed by community members.
- **Assess:** Identify potential actions in each 'lens' of the study (Housing, Transportation, Infrastructure, Daily Needs). Measure how these actions move the community towards being a more "complete community." Recommend actions that aim to improve community completeness. A spatial analysis is conducted to test the best location for each proposed action.
- **Act:** Develop a final report and implementation plan that outlines steps the District can take to be a more complete community. This implementation plan and the final report can help inform decision-making, future planning studies, grant applications, and ongoing monitoring.

The project also involves mapping and analyzing Kitimat's built environment through four lenses:

- **Housing** diversity and density of housing.
- **Daily Needs** (services and amenities) in close proximity to housing and employment.
- **Transportation** availability and proximity to housing and daily needs.
- **Infrastructure** to support community priorities, and future growth and development.

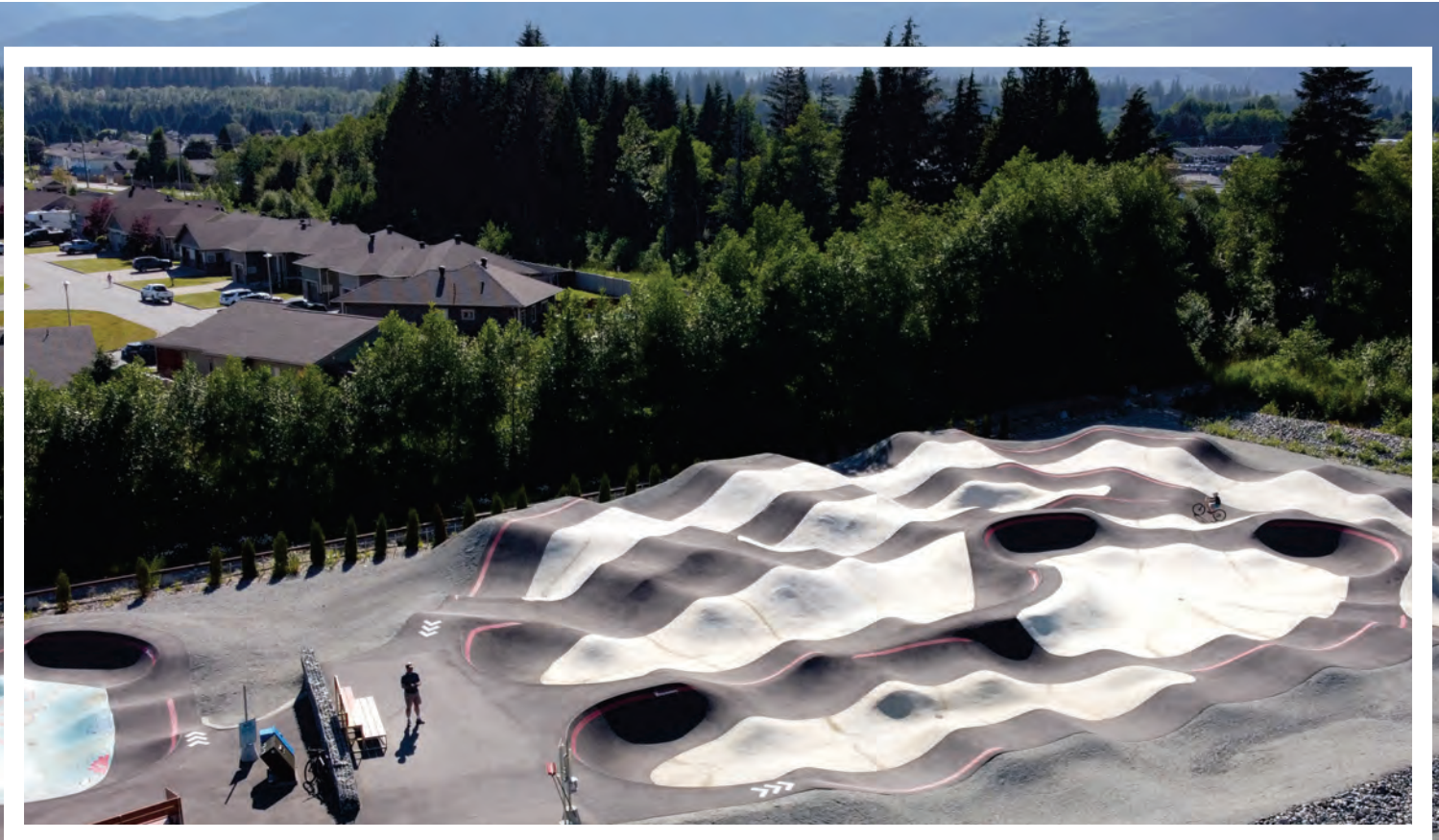


Figure 1 - The BC Complete Community Guide's Assessment Process.

These 4 lenses of analysis help identify the community's strengths and potential gaps and inform actionable recommendations for Council's consideration on community improvements and enhancements. Since this work is aspirational, all communities have the potential to be more complete, regardless of their existing context and physical characteristics. The findings from the CCS also inform housing-focused policy updates to the Official Community Plan (OCP) that are required to be adopted by December 31, 2025 to meet legislative requirements under Bill 44. A proposed Provincial Housing Objectives Official Community Plan Amendment Bylaw will be presented to Council on October 6, 2025, concurrent with Council's receipt of this report, for Council's consideration of 1st and 2nd readings.

Complete communities are designed to meet the unique needs of residents at all stages of life by providing diverse amenities, services, and transportation options in close proximity to housing and employment.

A component of the Complete Community Study is a spatial analysis using District of Kitimat and provincial government data. The spatial analysis assessed the existing development capacity and coverage across the four lenses based on the provided data sets. Public engagement conducted in January 2025 complements this data. The engagement gathered input on community priorities related to housing needs, access to community services, and current transportation options in Kitimat. This foundation helped the project team identify potential future actions (or projects) and assess their impact on community completeness through a scenario modelling analysis.





Several key insights emerged from community engagement (outlined in the *Phase 1 Engagement Summary Report* in *Appendix 1*) and the scenario modelling analysis and selection of potential actions (outlined in the *Scenario Modelling Maps* in *Appendix 2*), such as:

- **Housing:** Support for diverse multi-unit housing options such as secondary suites and accessible single-storey dwellings for seniors, located near transit, shops, and amenities, while improving the quality of existing homes.
- **Daily Needs:** Desire for a broader mix of recreation opportunities and a diversification of retail and service options in neighbourhood hubs.
- **Transportation:** Support for enhancements to existing active transportation networks and pathway connectivity for commuter safety, and access between neighbourhoods and commercial areas such as City Centre and Nechako Centre.

These insights helped the project team inform the list of recommendations outlined in the *Recommended Actions and Implementation Plan – Table 2*. At a glance, these recommendations include:

- **Housing:** OCP policy and zoning to support gentle density (e.g., duplexes, secondary suites, accessory dwelling units) on smaller properties in existing neighbourhoods and multi-unit

housing (e.g., townhouses, rowhouses, apartments) on larger properties that are in proximity to community amenities and services, transit, and active transportation connections.

- **Daily Needs:** OCP policy, zoning and proposed capital projects to support the expansion of the commercial service hub at Nechako Centre, and to expand the variety of retail and service options throughout Kitimat, such as in City Centre and at the Crossroads Development on Highway 37.
- **Transportation and Infrastructure:** OCP policies and proposed capital projects aimed at enhancing livability, mobility and connectivity for residents by expanding infrastructure for active travel modes, such as an expanded multi-use pathway network and enhancements to existing sidewalks.

Investment in infrastructure and servicing upgrades are a component of the proposed projects in each lens. The District can use these recommendations to inform grant applications to fund infrastructure and capital projects. The implementation findings and recommendations will equip the District to take the necessary steps to advance proposed projects, respond to community priorities, and improve community completeness in Kitimat. A comprehensive roadmap of the project from start to finish, along with detailed recommendations for implementation, are outlined in the next sections of this report.

2.0 About the Project





In 2023, the Union of BC Municipalities (UBCM) initiated a Complete Communities program based on the BC Ministry of Housing's the BC Ministry of Housing's Complete Communities: A guide to geospatial land use assessments for British Columbia's communities (the Guide). The Guide is intended to support local governments advance their community goals by building well-connected and inclusive communities through a geospatial analysis and assessment process.

The District was awarded the Complete Communities grant from UBCM in 2024 and launched the CCS project in the Fall of that year. Informed by the Guide, the project aims to assess the current conditions of housing, daily needs, transportation, and infrastructure, and prioritize areas for improvement.

Kitimat's CCS project began by defining measurement areas for the spatial analysis of existing conditions, with the community providing input on priorities in each the four lenses: Housing, Daily Needs, Transportation, and Infrastructure (Phase 1 – Prepare). Baseline data for the measurement areas was gathered to identify strengths, gaps, and opportunities for community enhancement (Phase 2 – Assess). The findings of this analysis coupled with community and staff

engagement informed recommendations for potential actions (or projects) that the District could implement in the future (Phase 3 – Act).

What is a Complete Community?

A Complete Community, as defined in the Complete Communities Guide, refers to communities or specific areas within a community that offer diverse housing options to meet the unique needs of residents at all life stages. Complete communities aim to provide a range of employment opportunities, amenities, and services in close proximity to residential development, emphasizing inclusivity and accessibility. The goal of the method is to create well-rounded communities where people can live, work, and access essential daily services conveniently.



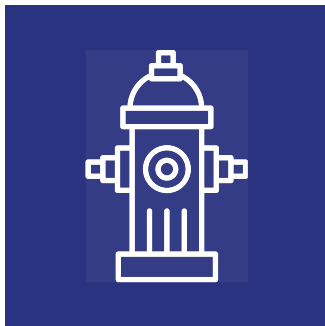
Complete Communities offer a **variety of housing types and forms** to support residents of all incomes and household sizes. **Households are in close proximity to daily needs and services.**



Complete Communities are designed to **incorporate a variety of land uses** to support resident access to daily needs and services in close proximity to their home.



Complete Communities **prioritize connectivity** of the local transportation network, making daily needs and services, and employment **easily accessible by a variety of travel modes** including walking, rolling, transit, and by car.



Complete communities make **efficient use of existing municipal infrastructure** through infill development and local connectivity improvements. Investment in infrastructure and servicing upgrades are a component of the proposed projects for each lens.

3.0 How We Prepared

Kitimat is conducting a Complete Community Study (CCS) to discover what we need for our Official Community Plan (OCP) to discover what we need for a complete community, plan for changing resident needs, and provide for residents in the years ahead.

- ### WHY ARE WE LAUNCHING THIS PROJECT?
- The District received a grant from the Union of BC Municipalities (UBCM) to undertake a Complete Communities Study (CCS).
 - New provincial housing legislation - called Bill 44 - requires municipalities to investigate housing needs in their communities and plan for new housing to meet those needs.
 - As the District looks ahead to meeting the new legislative requirements, findings from the CCS will help identify what we need today and in the future.

Bill 44

Requires municipalities to update their planning framework to meet existing housing needs (such as allowing additional suites and secondary dwelling zones) in all residential zones.
Passed November 30th 2023

HNR

Complete an interim Housing Needs Report (HNR) to understand current and future housing needs in the community.
Interim HNR Due January 1st 2025
(Completed)

OCP

Update the OCP to include existing and future housing needs based on the HNR findings.
• New or revised land use designations
• Housing strategy
• Review of the Zoning Bylaw
• Review of the Official Development Charge (ODC)
OCP Update Due December 31st 2025
(Completed)

Zoning Bylaw

Update the Zoning Bylaw to accommodate the findings of the CCS and the OCP update.
• Review of the Zoning Bylaw
• Review of the Official Development Charge (ODC)
Review Due January 1st 2025
(Completed)

GET INVOLVED!

Your suggestions will inform the update to the Official Community Plan. A special court of public engagement will begin before the CCS is a step closer to Council approval and adoption.

For more information and to learn about how you can get involved, visit <https://www.kitimat.ca/ccs> or scan the QR code below.

CAN'T STAY LONG?

- Scan the QR code above
- Download the mobile app
- Follow the District on social media

WHAT IS A COMPLETE COMMUNITY STUDY (CCS)?

The CCS is a process to help us understand what we need for a complete community. It involves looking at what we have, what we need, and how we can get there. The CCS will help us to create a plan for a complete community that meets the needs of all residents.



COMPLETE COMMUNITY?

A complete community is one that provides a variety of housing options for all income levels, and includes a mix of housing types, such as single-family homes, townhomes, and apartments. It also includes a mix of land uses, such as residential, commercial, and industrial. A complete community is one that is walkable, bikeable, and has access to public transit.



3.1 Methodology

To begin the CCS project, the project team needed to first define the scope of work (study area). The project's study area was determined based on neighbourhoods (measurement areas) in Kitimat with land partially or primarily designated for residential use, and some access to public transportation to reach daily needs and services (*Figure 2*). Service Centre (west of Kitimat River), and the Highway 37 and Kitamaat Village Road corridor were excluded from the analysis.

Five neighbourhoods are included in the CCS project analysis:

- **Cable Car**
- **Whitesail / Nechako**
- **City Centre**
- **Kildala**
- **Strawberry Meadows**

The Guide recommends that a neighbourhood (or Measurement Area) boundary be carefully drawn to capture clear and easily comparable data in each spatial analysis of the project. Measurement Area boundaries are chosen to reflect the comprehensive characteristics of the community, rather than being influenced by artificial divisions that may not accurately represent how the community functions.



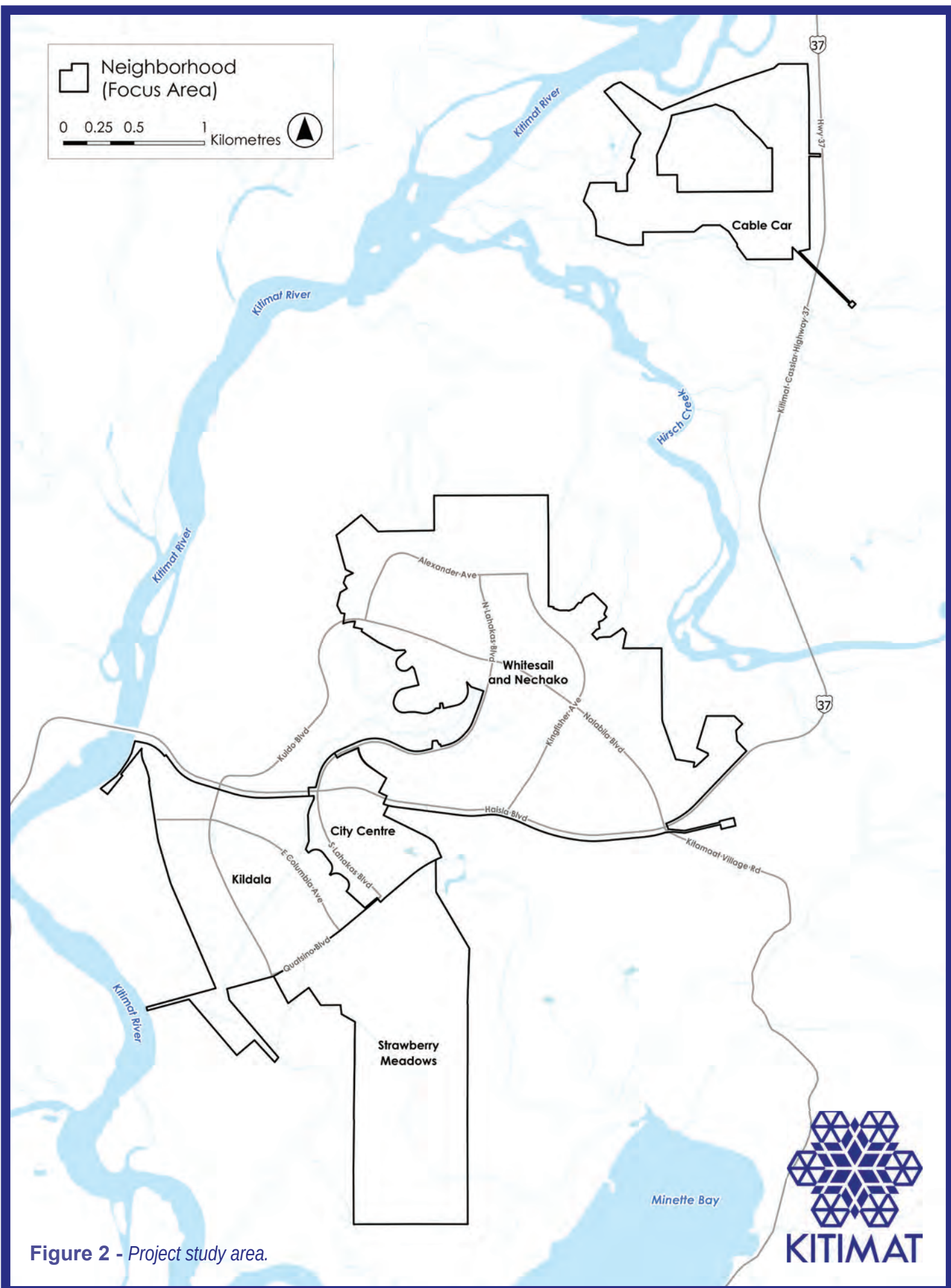


Figure 2 - Project study area.



3.2 Community Context and Existing Conditions

With the study area selected, the next step was to understand the existing conditions of housing, daily needs, transportation, and infrastructure in Kitimat before gathering the community's opinions on these topics and identifying goals for enhanced completeness. The common themes identified through public engagement were followed by discussions with staff on active or proposed capital projects that could help inform potential implementation actions (or projects) to support the District in enhancing completeness. A detailed summary of the public engagement findings can be found in the *Phase 1 Engagement Summary Report* in *Appendix 1*.

3.2.1 Indicator Analysis of Existing Capacity

Preliminary spatial analysis for each lens revealed that Kitimat has a strong foundation for a well-connected community. The balanced mix of land uses within neighbourhoods, an extensive and interconnected pathway network, and diverse housing options reflect Kitimat's livable character, rooted in the comprehensive "Garden City" vision of its original development plan (*Figure 3*).¹

While Kitimat demonstrates a diversity of housing types and supply of housing, there are concerns about the age and condition of some segments of the existing housing stock and the limited proximity of some residential areas being too distant from a variety of commercial and recreational amenities. The scenario modelling analysis helps to identify these gaps and guides future actions to bridge these gaps.



Figure 3 - Kitimat Townsite Report and image of Nechako Centre, 1964 (Kitimat Museum 998.1.8508).

1. Kitimat Townsite Report. Clarence S. Stein. 1951-58. [Kitimat-Townsite-Report-reduced.pdf](#).

3.2.2 Public Engagement

The District conducted public engagement in January 2025 to gather input on community priorities related to housing needs, access to community services, and current transportation options in Kitimat (*Figure 4*).

Public engagement feedback identified the following common themes:

- **Housing:** Support for diverse multi-unit housing options such as secondary suites and accessible single-storey dwellings for seniors, located near transit, shops, and amenities, while improving the quality of existing homes.
- **Daily Needs:** Desire for a broader mix of recreation opportunities and a diversification of retail and service options in neighbourhood hubs.
- **Transportation:** Support for enhancements to existing active transportation networks and pathway connectivity.

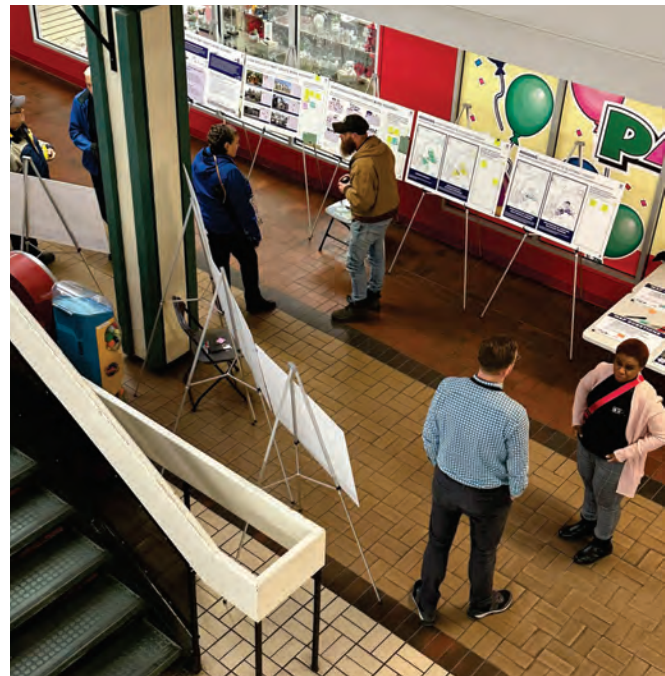


Figure 4 - Public Engagement, January 2025



3.3 Scenario Selection

Before completing the scenario modelling analysis, the project team and District staff identified ongoing or proposed capital projects and potential policy changes - informed by previous staff consultation and public engagement during the CCS project - that could move the needle on 'completeness' for each indicator. Instead of creating a separate project for each indicator, the project team used this selection of ongoing or proposed capital projects as the basis for future analysis across all indicators, then tested these in the spatial analysis to compare the "before-and-after" results. Some of these District-led projects include:

- Redevelopment plan and a public realm improvement plan for Nechako Centre to propose a combination of residential and commercial uses, outdoor recreation activities and enhancements, and improvements to internal pathway connectivity and off-site linkages, including temporary improvements to put the site to use while redevelopment is underway.
- A multi-use pathway connecting Cable Car with the Kitimat townsite.
- Expansion of the multi-use pathway along Haisla Boulevard, between Kingfisher Avenue and Nalabila Boulevard.

- An outdoor market space at Mountainview Square in City Centre.
- A proposed kids spray park, public washroom and change room, and playground renovation at Lion's Park in City Centre.
- A proposed future transit bus exchange along Wakashan Avenue in City Centre to replace the existing bus exchange in the lower City Centre Mall parking lot.
- Development plan for vacant and underutilized municipal lands in City Centre.

This approach aims to select scenarios that are both attainable and realistic for the District to achieve over the short and long term, building on Kitimat's strong foundation across all complete community lenses. Municipal infrastructure and servicing upgrades are integral components of each proposed project. These enhancements are essential to supporting the broader objectives of each lens. The sub-sections below provide a brief description of the density changes modeled, in alignment with the Bill 44 Small Scale Multi-unit Housing (SSMUH) legislation that the District of Kitimat is required to adopt by December 31, 2030. Projects are separated by neighbourhood and are detailed in [Sections 3.4-3.6](#).



3.4 Housing Projects

Housing-related projects focused on introducing gentle density throughout the community based on existing zoning and future SSMUH zoning. Additionally, a lessening of the residential restrictions for commercial buildings in *C1 - City Centre* zone was explored, which would have the effect of supporting mixed-use development in the City Centre.

3.4.1 Cable Car

Support gentle density in the form of duplexes, secondary suites, and accessory dwelling units (ADUs) under existing zoning. This area is exempt from SSMUH zoning under Bill 44 due to servicing limitations and lot size.

3.4.2 Strawberry Meadows

Support gentle density in the form of duplexes, secondary suites, and accessory dwelling units (ADUs) under existing zoning, as most of this area is exempt from SSMUH zoning under Bill 44 due to servicing limitations and/or lot size. Support SSMUH on those lots connected to municipal sanitary and sewer servicing, and under 4,050 square metres in lot size in alignment with Bill 44.

3.4.3 Kildala

Support SSMUH on lots connected to municipal sanitary and sewer servicing and under 4,050 square metres in lot size, in alignment with Bill 44. Support

housing diversity and address housing needs through facilitating development on pre-zoned multi-unit residential sites. Also, consider Official Community Plan amendment and rezoning applications for multi-unit housing (e.g., townhouses, rowhouses, and apartments) on larger properties that are in proximity to community amenities and services, transit, and active transportation connections, on a site-by-site basis.

3.4.4 City Centre

Support new mixed commercial and residential development in City Centre by applying a 50% relaxation of the commercial footprint requirement for mixed-use buildings in zone C1 – City Centre through an amendment to the Municipal Code. Show an increase in residential unit potential of approximately 60-79 units in vacant and underutilized municipal lands in City Centre (per CitySquared Market Assessment, June 2025).

3.4.5 Whitesail and Nechako

Support SSMUH on lots connected to municipal sanitary and sewer servicing and under 4,050 square metres in lot size, in alignment with Bill 44. Support housing diversity and address housing needs through facilitating development on pre-zoned multi-unit residential sites. Also, consider Official Community Plan amendment and rezoning applications for multi-unit housing (e.g., townhouses, rowhouses, and apartments) on larger properties that are



in proximity to community amenities and services, transit, and active transportation connections, on a site-by-site basis.

In regard to redevelopment at Nechako Centre, assume 65 new units of housing (for average apartment size) over the existing building footprint of the two demolished building sites and estimating 4 floors of residential space above ground-floor commercial use (based on the Nechako Centre Concept Plan and Market Analysis prepared by Urban Systems, 2022 and a Market Assessment, prepared by City Squared 2025).

3.5 Daily Needs Projects

Daily needs-related projects focused on the retention of existing commercial floor space and an increase in commercial development at City Centre, Nechako Centre, and the Crossroads Development on Highway 37, per the District's existing priorities and plans. Recreational projects focused on a retention of existing outdoor recreation amenities and an expansion of these amenities in measurement areas with the lowest proximity to recreation.

3.5.1 Cable Car

Maintain existing park and playground space in the northwest corner of the neighbourhood along Chinook Avenue. Proposed addition of a multi-use pathway connecting Cable Car to the townsite (alignment to be determined),

providing additional recreational value and active transportation connectivity to this neighbourhood. When an alignment is determined it could modify the findings slightly. Assume no proposed sites for commercial use at this time. Three properties currently occupied by residential homes along Chinook Avenue are zoned for commercial use.

3.5.2 Strawberry Meadows

Extension of the perimeter park to the north / towards City Centre to enhance pedestrian and cyclist connectivity and expand options for outdoor recreation.

3.5.3 Kildala

Propose no net loss of commercial floor space. Support improvements to existing commercially-zoned properties that enhance and contribute to vibrant community spaces. Assume no additional commercial or recreational development at this time.

3.5.4 City Centre

Increase the capacity for commercial services and amenities by facilitating development of vacant and underutilized municipal lands in City Centre. Potential increase in demand for retail space between 7,900 to 10,500 square feet in City Centre (City Squared Market Assessment, 2025).

3.5.5 Whitesail and Nechako

Assume no net loss of commercial floor

space, with a potential increase in commercial space and improvements to some recreation facilities through the redevelopment of Nechako Centre. Potential increase in demand for retail space between 7,900 to 10,500 square feet at Nechako Centre and other sites in these neighbourhoods (City Squared Market Assessment, 2025).

3.6 Transportation Projects

Transportation related projects focused on improving multi-use pathway and sidewalk connectivity throughout Kitimat.

3.6.1 Cable Car

Proposed addition of a multi-use pathway connecting Cable Car to the town site, alignment to be determined. When an alignment is determined it could modify the findings slightly. There is a potential to assess the feasibility of an increase in bus frequency alongside an assessment of community demand.

3.6.2 Strawberry Meadows

Extension of the perimeter park to the north, with a walking trail to enhance pedestrian and cyclist connectivity.

Addition of sidewalks along streets with existing and future residential development to improve intra-neighbourhood connectivity and pedestrian connections to Kildala and City Centre.

3.6.3 Kildala

Improvements (e.g., repair, widening, etc.) to existing sidewalks and pathways, where needed.

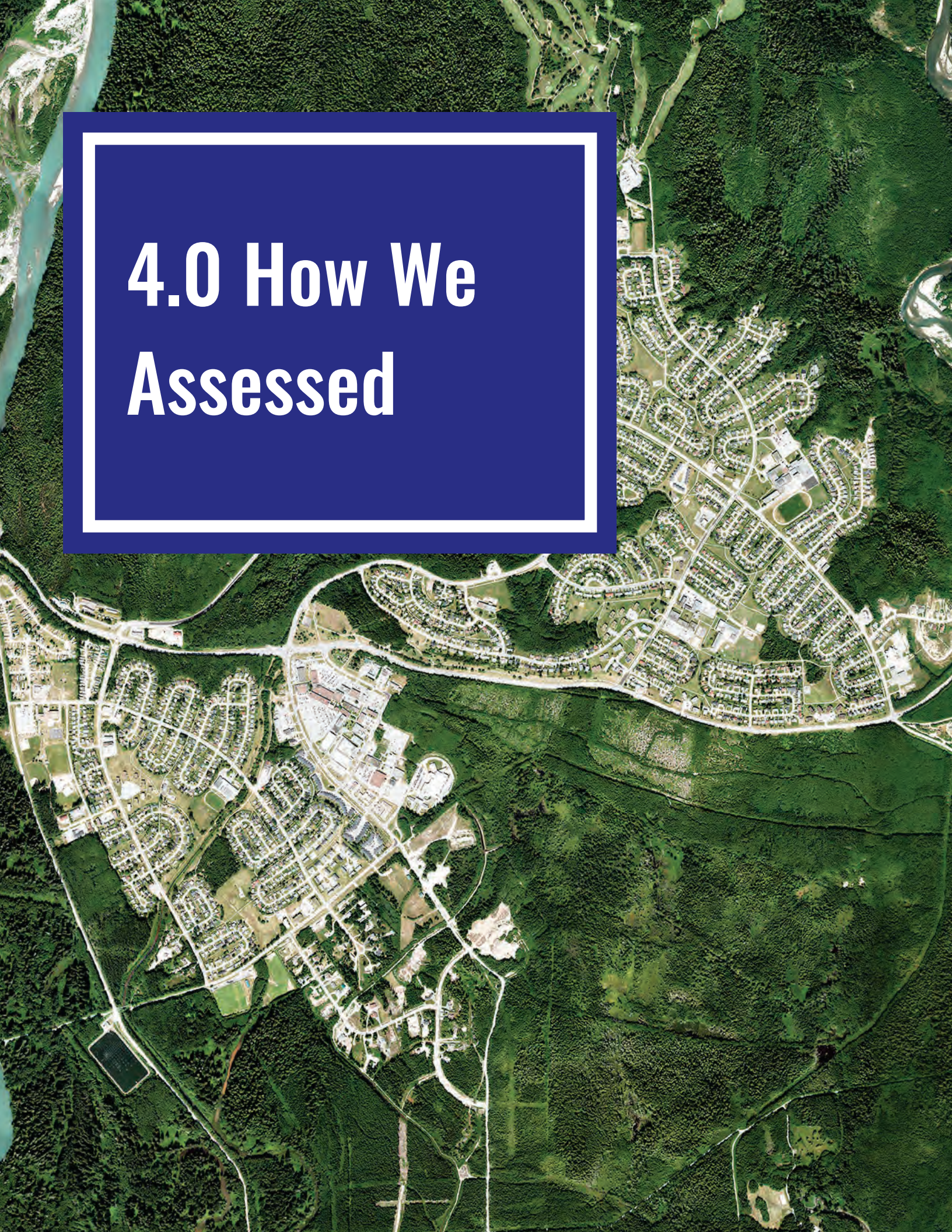
3.6.4 City Centre

Addition of multi-use paths or sidewalks along Wakashan Avenue and Tsimshian Boulevard. Add sidewalks to better connect future development on vacant and underutilized municipal lands to the rest of the pedestrian network and key destinations in City Centre.

3.6.5 Whitesail and Nechako

Sidewalk and pathway paving and connectivity improvements within the redeveloped Nechako Centre. Add sidewalk along Nightingale Street for a more convenient and safer commute for children reaching Nechako Elementary School. Complete the multi-use pathway addition along Haisla Boulevard between Kingfisher Avenue and Nalabila Boulevard.



An aerial photograph of a suburban town, likely in a rural or semi-rural area. The town features a network of winding roads, numerous houses, and some larger commercial or institutional buildings. The town is surrounded by lush green fields and forests. A river or stream is visible on the left side of the image, flowing through a wooded area. The overall scene depicts a peaceful, developed community integrated with nature.

4.0 How We Assessed



The proposed projects were integrated into the scenario modelling analysis using geospatial mapping to visualize potential changes across key indicators (e.g. housing density, proximity to daily needs, pathway coverage, etc.). These maps illustrated how the implementation of specific targeted projects could enhance both individual neighbourhood and broader community completeness.

4.1 Scenario Modelling

Scoring for the existing (base) and proposed (future) scenarios ([Table 1](#)) are based on two components: technical spatial data analysis using the selected indicators for each lens and professional judgement informed by local understanding of Kitimat's housing, daily needs, transportation, and infrastructure needs and conditions.

Excellent: the neighbourhood completeness is already strong for this indicator or is significantly improved by the proposed project.

Good with Some Limitations: the neighbourhood is relatively complete for this indicator or is moderately improved by the proposed project.

Needs Improvement: the neighbourhood has existing gaps, or the proposed project does not meaningfully enhance the neighbourhood's completeness score.

This scoring approach accounts for improvements that may have limited impact on technical scored results but still provide value to the community. Each project offers benefits within each neighbourhood and contributes positively to the broader community. Existing and future scenario maps are shown in the [Scenario Modelling Maps](#) in [Appendix 2](#).

Scoring Legend:

-  **Excellent**
-  **Good with Some Limitations**
-  **Needs Improvement**

Table 1 - Scenario Modelling Analysis

Lens	Indicator	Neighbourhood (Measurement Area)	Base Scenario	Future Scenario	Base Scenario Rating	Future Scenario Rating
HOUSING	Housing Density Rental Housing Attached or Multi-Unit Housing	Cable Car	Low density residential neighbourhood with primarily single-detached homes.	Neighbourhood remains low-density residential due to limited servicing connections. Some infill development occurs within existing zoning. SSMUH not required due to limited servicing and lot size. SSMUH not required due to limited servicing.		
		Strawberry Meadows	Low density residential neighbourhood with primarily single-detached homes.	Neighbourhood remains low-density residential due to limited servicing connections. Some infill development occurs within existing zoning. SSMUH not required due to limited servicing and/or lot size.		
		Kildala	Some low-density, single-detached homes. Centre-east side of the neighbourhood features moderate housing density, with higher-density lots interspersed throughout the neighbourhood.	Existing multi-family zoning contributes to an increase in housing diversity and density at multi-unit residential sites.		
		City Centre	Primarily a commercial neighbourhood with some moderate housing density in the form of seniors housing and supportive housing.	Increase in housing density in the form of mixed-use development on vacant and underutilized municipal lands.		
		Whitesail / Nechako	Primarily low density residential neighbourhoods with single-detached homes. Moderate to high-density housing, in the form of townhouses and apartments in some portions of the neighbourhoods.	Existing multi-family zoning contributes to an increase in housing diversity and density at multi-unit residential sites. Increase in housing density in the form of mixed-use development at Nechako Centre.		

Table 1 - Scenario Modelling Analysis

Lens	Indicator	Neighbourhood (Measurement Area)	Base Scenario	Future Scenario	Base Scenario Rating	Future Scenario Rating
DAILY NEEDS	Proximity to Recreation Commercial Area to Parcel Area Proximity to Commercial Proximity to Commercial Amenities	Cable Car	Three properties currently occupied by residential homes along Oolichan Avenue are zoned for commercial use. A small park is located on the northwest corner of the neighbourhood along Chinook Avenue.	Significant increase in proximity to recreation space if the multi-use pathway is developed with access to Cable Car along Oolichan Avenue. The added MUP allows residents to use safe, alternative modes of recreation (biking, scootering, rolling) to travel to and from Cable Car. While no commercial projects are proposed at this time, proposed improvements to recreation and transportation infrastructure enhance residents' connectivity to nearby neighbourhoods where commercial services are available.		
		Strawberry Meadows	A bike park is located in the northeast corner of the neighbourhood and a perimeter park borders most of the neighbourhood.	Formalizing the perimeter park improves connectivity for pedestrians and cyclists. While no commercial projects are proposed at this time, proposed improvements to recreation and transportation infrastructure enhance residents' connectivity to nearby neighbourhoods where commercial services are available.		
		Kildala	Existing commercial space is located at the intersection of Kuldo Boulevard and Columbia Avenue. Existing recreation space is located at the Riverlodge and Bill Rich Park. Several parks and a dog park are located throughout the neighbourhood.	While no commercial projects are proposed at this time, future enhancements to existing commercial sites may improve neighbourhood completeness.		
		City Centre	Existing commercial space is located throughout City Centre. Existing recreation space is located at Tamitik Jubilee Sports Complex, the Sam Lindsay Aquatic Centre, and the Kitimat Public Library.	A proposed spray park at Lions Park and an outdoor public market at Mountainview Square will contribute to commercial and recreational enhancement in Kitimat's Downtown without a visible spatial change on the proximity map. The development plan for vacant and underutilized municipal land may change the map results depending on whether sites are developed for mixed use in the future.		
		Whitesail / Nechako	Existing commercial and recreation uses in Whitesail include the Hirsch Creek Golf and Winter Club (golf, curling, a restaurant, and a pro shop). Existing commercial space includes a gas station and restaurant. Commercial uses along Highway 37 are outside of the neighbourhood boundary but within close proximity for residents to access these services. Commercial and recreational uses in Nechako are located at Nechako Centre (skate park, tennis courts). Parks are located in both neighbourhoods.	Redevelopment of Nechako Centre improves residents' access to retail, service, and recreation uses and enhances the public realm in the area. Expansion of commercial uses along Highway 37 (e.g. proposed hotel, food and beverage) are accessible to residents living in Nechako and on the east side of Whitesail.		

Table 1 - Scenario Modelling Analysis

Lens	Indicator	Neighbourhood (Measurement Area)	Base Scenario	Future Scenario	Base Scenario Rating	Future Scenario Rating
TRANSPORTATION & INFRASTRUCTURE	Sidewalk and Path Coverage Proximity to Transit	Cable Car	Opportunity to improve sidewalk and pathway coverage, as well as active transportation connections to the Kitimat town site. One existing bus stop along Oolichan Avenue.	Addition of multi-use pathway with access to Cable Car along Oolichan Avenue. An increase in pathway coverage is shown in the eastern portion of Cable Car on the future scenario map. The MUP is a major connectivity improvement for all Cable Car residents, enabling active modes as a viable choice to travel to and from town. Potential increase in bus stop frequency could enhance residents' access to alternative travel modes without a visible spatial change on the future map.		
		Strawberry Meadows	Good sidewalk and pathway coverage along Quatsino Boulevard and Loganberry Avenue. A perimeter park runs along the outer perimeter of the neighbourhood and functions as an informal pathway. Transit access is limited to lots near Quatsino Boulevard. Opportunity to expand transit access based on future demand.	Extension of the perimeter park to the north provides a mobility improvement for pedestrians and cyclists travelling through Strawberry Meadows and to Kildala and City Centre.		
		Kildala	Good sidewalk and pathway coverage, but some in poor condition and in need of repair or replacement.	Improvements to existing sidewalks enhance pedestrian mobility, safety, and comfort.		
		City Centre	Relatively good sidewalk coverage, including internal pedestrian malls. Absence of paved sidewalks along main streets and across large parking lots presents a safety concern for pedestrians and does not fully support a walkable downtown environment.	Very good pathway coverage once sidewalks are added along Wakashan Avenue and Tsimshian Boulevard. Increased sidewalk coverage enhances pedestrian mobility, safety, and comfort in Downtown Kitimat.		
		Whitesail / Nechako	Good sidewalk and pathway coverage, with some gaps at Nechako Centre.	Very good pathway coverage after connectivity improvements within and surrounding the redeveloped Nechako Centre and the completion of the multi-use pathway along Haisla Boulevard between Kingfisher Avenue and Nalabila Boulevard.		

5.0 How We Acted on the Findings



Phase 3 – Act involved continued collaboration between the project team and District staff to develop an implementation plan informed by the findings of the scenario modelling analysis in Phase 2.

With the outcomes of the scenario modelling analysis established and the potential project actions identified (*Scenario Modelling Maps (Appendix 2)*), the project team and District staff identified projects that the District could facilitate to address community priorities and support resident wellbeing across each of the four lenses. The recommended actions in the *Recommended Actions and Implementation Plan – Table 2* are driven by quantitative data from the scenario modelling spatial analysis and supported by qualitative feedback from community

members and District staff. Together, they provide a framework for how the District can enhance Kitimat from a complete community perspective.

The Implementation Plan outlines a clear path toward strengthening Kitimat's status as a complete community. The proposed Pathway to Implementation details the steps required to accomplish each recommendation – such as through an OCP policy update, zoning amendment, or capital project – for Council's consideration.

The CCS project also informed the District's housing-focused Official Community Plan update. A proposed Provincial Housing Objectives Official Community Plan Amendment Bylaw will be presented to Council on October 6, 2025, concurrent with Council's receipt of this report, for Council's consideration of 1st and 2nd readings.



Table 2 - Recommended Actions and Implementation Plan

CCS Lens	Neighbourhood (Measurement Area)	Action	Pathway to Implementation
HOUSING	Cable Car	Support gentle density in the form of duplexes, secondary suites and accessory dwelling units.	Existing zoning
	Strawberry Meadows	Support gentle density in the form of duplexes, secondary suites and accessory dwelling units.	Existing zoning
	Kildala	Support SSMUH on eligible lots, and support multi-unit housing on a site-by-site basis based on criteria established in the OCP, such as larger properties in proximity to community amenities and services, transit, and active transportation connections.	- OCP policy - Zoning amendment
	City Centre	Support mixed use development in the C1 City Centre zone by reducing the commercial footprint requirement for mixed use buildings.	- OCP policy - Zoning amendment
	Whitesail/Nechako	Support SSMUH on eligible lots, and support multi-unit housing on a site-by-site basis based on criteria established in the OCP, such as larger properties in proximity to community amenities and services, transit, and active transportation connections. Support mixed use development at Nechako Centre.	- OCP policy - Zoning amendment

Table 2 - Recommended Actions and Implementation Plan

CCS Lens	Neighbourhood (Measurement Area)	Action	Pathway to Implementation
DAILY NEEDS	Cable Car	Add a multi-use pathway connecting Cable Car to the townsite.	• OCP policy • District-led capital project
	Strawberry Meadows	Extend the perimeter park to the north / towards City Centre	• OCP policy • District-led capital project
	Kildala	Support improvements to existing commercially-zoned properties that enhance and contribute to vibrant community spaces. Investigate permitting home occupations / home-based businesses in the R1-A zone.	• OCP policy • Zoning amendment
	City Centre	Increase the capacity for commercial services and amenities in City Centre by facilitating development of vacant and underutilized municipal lands.	• OCP policy • Zoning amendment • District-led capital project
	Whitesail/Nechako	Increase the capacity for commercial services and amenities in Nechako Centre by facilitating development of vacant and underutilized municipal lands. Support improvements to other existing commercially-zoned properties that enhance and contribute to vibrant community spaces. Investigate permitting home occupations / home-based businesses in the R1-A zone.	• OCP policy • Zoning amendment • District-led capital project

Table 2 - Recommended Actions and Implementation Plan

CCS Lens	Neighbourhood (Measurement Area)	Action	Pathway to Implementation
TRANSPORTATION	Cable Car	Add a multi-use pathway connecting Cable Car to the townsite.	• OCP policy • District-led capital project
	Strawberry Meadows	Extend the perimeter park to the north / towards City Centre. Add sidewalks along streets with existing and future residential development.	• OCP policy • District-led capital project
	Kildala	Improve existing sidewalks and pathways where needed (e.g., repair, widening, etc.).	• District-led capital project
	City Centre	Add multi-use paths or sidewalks along Wakashan Avenue and Tsimshian Boulevard. Add sidewalks to better connect future development on vacant and underutilized municipal lands to the rest of the pedestrian network and key destinations in City Centre.	• OCP policy • District-led capital project
	Whitesail/Nechako	Undertake sidewalk and pathway paving and connectivity improvements within the redeveloped Nechako Centre. Add sidewalk along Nightingale Street. Complete the multi-use pathway addition along Haisla Boulevard between Kingfisher Avenue and Nalabila Boulevard.	• OCP policy • Zoning amendment • District-led capital project

6.0 Conclusion





The UBCM Complete Communities program presents a valuable opportunity for the District of Kitimat to evaluate its current housing, daily needs, transportation, and infrastructure conditions. The technical analysis identified Kitimat’s strengths, including the balanced mix of land uses within neighbourhoods, an extensive and interconnected pathway network, and diverse housing options, among other strengths, while being rooted in the comprehensive “Garden City” vision of its original development plan. Kitimat’s strong foundation is impaired by some gaps in the age, variety and condition of existing housing stock, gaps in the active transportation network, and the proximity to and variety of commercial and recreational amenities in certain neighbourhoods. These gaps can be enhanced through a coordinated effort between District staff, Council, and, where appropriate, senior levels of government, to accomplish the actions proposed in the Implementation Plan. Aligning these interconnected efforts ensures that the proposed recommendations are supported by the resources, workforce, and infrastructure needed for long-term success.

This Final Report and Implementation Plan represents the last deliverable for *Phase 3 – Act*, the final phase of the CCS

project. The recommended actions, grounded in both quantitative data and qualitative community and staff insights, represent an important step toward improving Kitimat from a complete community perspective. The District can use the recommendations outlined in this final report to inform budget considerations and grant applications for capital projects. The implementation findings will equip the District with actions and recommendations to advance proposed projects, respond to community priorities, and improve community completeness in Kitimat.

6.1 Next Steps

Following Council’s receipt of this report, the District of Kitimat must complete all grant-funded activities related to the Complete Community Study by October 10, 2025 and submit the final report and other required documentation to the UBCM by November 10, 2025.

District staff and Council may choose to use the recommendations outlined in this *Final Report and Implementation Plan* to inform local area planning, policy decisions, local bylaws, comprehensive plans, strategies, programming, or future grant applications. The implementation findings and recommendations will equip the District with the steps needed to realize the proposed projects and enhance community completeness in Kitimat.



Appendix 1

Phase 1 Engagement Summary Report



District of Kitimat

Complete Community Study & Housing-Focused OCP Update

Phase 1 Engagement Summary Report

Prepared for the District of Kitimat

Prepared by McElhanney

March 2025

Contact

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Our File: 2111-06493-00



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Introduction

In 2024, the District of Kitimat (the District) received a grant from the Union of BC Municipalities (UBCM) to undertake a Complete Community Study (CCS) based on the BC government's Complete Communities Guide. The project involves mapping and analyzing Kitimat's built environment through four lenses, which are housing, daily needs, transportation, and infrastructure. The 4 lenses help identify the community's strengths and challenges to help prepare actionable recommendations for Council's consideration on improvements. The findings from the CCS will help the District inform housing-focused policy changes to the Official Community Plan later this year.

In January 2025, the District launched the first phase of public engagement to inform its Complete Community Study. The public engagement opportunities incorporated in-person events throughout Kitimat to directly engage with residents, and online activities for those unable to participate in-person. This report presents a summary of the engagement process and feedback received from both engagement opportunities.

Engagement Approach and Goals

Public engagement is an opportunity to involve residents who are impacted by policy changes so the public's feedback is incorporated into new policies and implementation plans. The engagement activities for the Complete Community Study will inform a final report and implementation plan, which will be presented to Council. The engagement approach for the project was designed to help identify opportunities to improve access to housing, daily needs, and transportation options in Kitimat, as well as identifying the priorities and values that matter most to residents based on these items. Engagement strategies and questions were developed in consultation with District staff.

Advance notice of the scheduled public engagement activities was posted on the District's *Get Involved* website, official social media pages, including Facebook and Instagram, and on the community information boards at the District's municipal facilities. Seven in-person events were held on January 21st, 22nd, and February 6th.

An online survey was available between January 10th and February 7th, which asked the same questions as the display boards and map activity. Business cards with a QR code and a web link to the project's *Get Involved* page were available at the in-person events to provide access to the online survey and additional information on the project. Paper surveys were made available at each in-person event as well as at the front desks of the District's Leisure Services facilities and City Hall.

Times and locations for in-person engagement were selected to provide multiple engagement opportunities that would accommodate a variety of schedules and target different resident



demographics, including youth, seniors, daytime shoppers, young adults, families, and others that took an interest in the project.

The project consultant, McElhanney, reviewed and analyzed all in-person and online responses to capture common themes that emerged from the feedback.

Engagement Snapshot

The main topics investigated during Phase 1 of engagement included:



Do residents have sufficient housing choices that meet their needs?



Are services close to the places residents live?



Do Kitimat's neighbourhoods have a good balance of retail and services?



Can residents easily move around town on roads, sidewalks, trails, or transit?

In-person engagement events were held in prominent locations throughout the community, including:

Mount Elizabeth Middle Secondary School on Tuesday January 21st from 10am to 1pm.

Students were engaged in the main hallway outside the cafeteria between break and lunch periods. Engagement was held at the school to involve young people—Kitimat's future—in sharing their experience with housing, daily needs, and transportation challenges in Kitimat.

Riverlodge Recreation Centre on Tuesday January 21st from 5pm to 9pm. The project team engaged with members of the Advisory Planning Commission (APC), the Accessibility and Inclusion Committee (AIC), and the Leisure Services Advisory Committee (LSAC) between 5pm and 7pm. An engagement event open to the public was held afterwards. Riverlodge was chosen for a general public event due to its number of evening activities, such as a workout gym, multi-purpose gymnasium, and a variety of classes, which attracts high foot traffic and increases opportunities for engagement.

City Centre Mall on Wednesday January 22nd from 10am to 12pm. The City Centre Mall event was held from late morning to lunch time to engage the working and non-working public, such as mall employees, people socializing in the mall, and people shopping or running errands.

Kitimat 50+ Society Centre on Wednesday January 22nd from 1pm to 3pm. An event at the 50+ Society was held to meet seniors in a familiar space where they frequently gather and feel comfortable sharing their opinions. The event began with a short presentation on the project,

followed by attendees engaging in a question and answer session and then open discussions at tables in small groups, or near the display boards and a large community map.

Sam Lindsay Aquatic Centre on Wednesday January 22nd from 4pm to 9pm. The project team set up the engagement boards and map activity in the main lobby and hallway connecting the Sam Lindsay Aquatic Centre and the Tamitik Jubilee Sports Complex during evening swimming lessons, and ice skating, and hockey practices to engage the general public and young families.

Save on Foods on Thursday February 6th from 1pm to 3pm. District staff set up engagement materials near the checkout section of the grocery store to engage with daytime shoppers.

290  visitors to the Get Involved project webpage

190*  people attended the in-person events

21  submissions of the online or paper survey

19  hours spent directly engaging with community members

** number is approximate*



Figure 1. Involve the Community: Engagement events around Kitimat



Key Findings: In-Person Event & Online Survey Feedback

The engagement findings below are gathered from feedback provided on the display boards, map activity, and the online and paper survey during the Phase 1 engagement period. Common themes among respondents on the topics of housing, daily needs, transportation, and infrastructure are summarized below. Any common feedback from a specific engagement event that differed from the overall themes is noted separately.

1. HOUSING NEEDS

In late 2024, the District completed an [Interim Housing Needs Report](#) (HNR) to determine the estimated five to 20 year demand for housing units in Kitimat. The housing estimate—as determined by the [HNR Method](#) which consists of a six-component calculation—found that the 20-year estimated demand for housing units was 1,304. The estimate outlines the potential demand for new housing units across various types, tenures, and price ranges to meet both current and future housing needs. It is calculated based on the current availability and mix of housing types (e.g. single-detached vs multi-unit), forecasted changes, age of Kitimat's existing housing stock, and shifts in home ownership and rental balances in the community. The HNR estimates for housing type demand are based on a set of assumptions and may change over time depending on the data sources.

1.1. Common Themes

Based on the information gathered from the interim HNR report, engagement questions on housing aimed to identify the immediate housing needs of residents, which types of housing people want to see expanded in Kitimat and where this new housing should be located.

Support For Smaller, Multi-Unit Housing Types

When asked whether the development of single-detached houses, duplexes, townhouses, rowhouses, apartments, or small-scale, multi-unit housing (SSMUH) should be prioritized in Kitimat over the next 20 years, the following three choices were most favoured by participants:



1. **Small-scale, multi-unit housing (SSMUH)** (multiple smaller units on a single-detached lot, including secondary suites or accessory dwellings, such as garden suites and coach houses) was the most favoured housing type. Participants valued its single-storey accessibility, multi-generational living potential, and its relative affordability when compared to larger housing types.



2. Low-rise apartments (3-6 storey, wood-framed) were the second most favoured housing type, particularly ones with elevators for accessibility. Apartments were valued by those who want smaller living spaces, more affordable housing options, and appreciated the sense of community that multi-unit housing offers.



3. Duplexes and single-detached homes tied for the third most favoured form of housing. Duplexes are likely seen as a more affordable option for those who enjoy a larger living space and to accommodate larger household sizes. Single-detached homes remain a priority for respondents who value larger lot sizes, storage space, and privacy. Comments in support of single-detached homes emphasized that existing stock be maintained and replenished as needed.



Feedback at the 50+ Society event reflected significant support for SSMUH and low-rise apartments, including demand for accessible, single-storey homes without stairs, and senior-oriented housing options, such as assisted living and 55+ communities. This support reflects seniors' interest in smaller, easily accessible, low-maintenance homes that are more affordable and provide a sense of community.

Support for Multi-Unit Housing Near Public Transit, Shops, Services, and Recreation

When asked where new multi-unit housing should be located in Kitimat, respondents favoured:



Near Shops and Services



Along Transit Routes



Near Recreational Facilities and Public Buildings



Where Existing Infrastructure Can Support New Housing

The responses show strong support for nearby daily needs, transportation options, and infill development over outward growth, which reflects a desire for an accessible, well-connected town—key elements of a complete community

Expand Housing Diversity and Improve the Quality of Existing Homes

Kitimat has a high concentration of single-detached homes and apartments but lacks a mix of housing types, such as, townhomes, or accessory dwellings (secondary suites, carriage homes, etc.). Existing single-detached and multi-unit dwellings in the community are aging and in need of repairs and renovations. Additionally, the number of vacant and neglected homes in the community owned by out-of-town investors contributes to the housing shortage and affordability concerns. The limited variety of housing options for owners and renters in Kitimat is a challenge for residents with different housing needs and incomes, such as younger residents, low- and middle-income residents, and seniors.



Respondents want to revitalize aging homes in existing neighbourhoods rather than expand development outside of the current town footprint. Some comments recommended limiting new development until the existing housing stock is upgraded. Cable Car and Strawberry Meadows are preferred to remain as primarily single-detached, while City Centre was identified as a potential area for additional senior's and affordable housing due to its close proximity to transit, shopping, and healthcare. Whitesail and Nechako were noted as suitable for smaller homes, multi-family, and senior's housing given the proposed Nechako Centre redevelopment and its potential to provide retail and community spaces.

Address Housing Unaffordability



Participants at the 50+ Society event and the high school event noted that the high housing cost to income ratio limits their ability to own or rent in Kitimat to the extent that they may need to leave the community. At other events, respondents shared that the more affordable homes are in need of significant repairs and renovations, resulting in additional financial commitment for homeowners. Renters are challenged with rising rent and limited housing options that meet individual needs. Respondents found that housing costs and rental prices do not align with the quality of housing available. Some respondents provided recommendations to improve the current housing challenges, including rent-gear-to-income rental options, government subsidized housing for low-income residents and seniors, and general support to build more homes to address the lack of adequate housing.

2. DAILY NEEDS

Daily needs are services and amenities that people at all stages of life typically access daily or weekly, such as places of employment or education, grocery stores, schools, health care, childcare, parks, community centres, seniors' centres, and recreational facilities.

2.1. Common Themes

Questions on daily needs aimed to identify which services and amenities to introduce or expand in Kitimat, and where these amenities should be located. Daily needs questions also asked participants to share what existing services and amenities in the community were not functioning as needed.

Diversify Recreation, Retail, and Service Options

Respondents cited a desire for improved access to indoor and outdoor community hubs and social spaces in the community, with a need for “sober” spaces for all ages to gather. There was particular interest in revitalizing City Centre Mall with diverse retail options and activities. Common recommendations from respondents for recreational activities included:



Indoor Recreation Opportunities:

Bowling alley, movie theatre, arcade, mini golf, and expanded indoor sports (soccer, volleyball, etc.)



Outdoor Recreation Opportunities:

Trails, skate park, public fishing dock, public beach and recreation at Minette Bay

Respondents also want improved access to Minette Bay, highlighting opportunities for expanded trail networks from town, better signage and wayfinding for vehicles, and the benefits of a public dock and inflatable water park during the summer months.



There was also interest in developing additional neighbourhood hubs with coffee shops, restaurants, and outdoor seating and gathering spaces, rather than having all services and amenities concentrated only in City Centre. Many respondents were in favour of more shopping options for families, with some recommending furniture stores, hardware stores, sports stores, and larger retail brands. Some participants indicated that the redeveloped Nechako Centre was a prime example for a future community hub, with suggestions for a mid-sized grocery store, a coffee shop, and a variety of retail options and restaurants as potential tenants. Interest in expanding retail and amenities were voiced at all engagement events, but interest in diversifying amenities to neighbourhood hubs outside of City Centre was most notable at the Aquatic Centre. This feedback may be influenced by the number of young families and kids who attended the event, which coincided with swimming, hockey, and ice-skating practice. It suggests that young families living in predominantly residential, single-detached neighbourhoods may want better access to nearby services, gathering spaces, and amenities within walking distance from their home to foster a sense of community. This feedback may also reflect the experiences of young

families who have moved to Kitimat for industry work and are looking for amenities similar to those in their previous communities.



Some feedback gained from residents of Cable Car feel the neighbourhood is disconnected from the rest of town, and that it lacks local services or access to services in other parts of the District via transit or multi-use pathways. Respondents at the High School event were particularly vocal about a desire for public transportation connections from Cable Car to the main town, the need for basic amenities (e.g. a convenience store with groceries), and the benefits of outdoor recreation opportunities (e.g. a skate park for youth living in the neighbourhood). Access to daily services in Cable Car was especially important for those with mobility challenges, who do not drive (such as kids, youth, and seniors), or those without a personal vehicle.

Invest in Healthcare, Childcare, and Education



There was a strong demand for improvements to healthcare services in the community. Some participants noted the shortage of family doctors and dentists in town and are concerned about the increasingly frequent emergency room closures at Kitimat General Hospital. Participants at the 50+ Society event shared their concerns over the limitations in services available at the hospital that result in out-of-town travel and frequent closures of key departments and the ER, forcing seniors to travel to the hospital in Terrace or beyond for appointments. Some shared that they were considering moving to Terrace as their health and mobility challenges, compounded by lack of affordable and accessible housing for seniors, make it difficult to age-in-place.

There was also notable feedback on education and childcare needs, with comments asking for increased access to daycares throughout town, a need for additional elementary and high school facilities, and expansion of post-secondary institutions, such as a community college or satellite campus of a larger college or university.

The feedback highlights a desire for Kitimat to offer essential services to ensure residents can stay in the community throughout all stages of life.

3. TRANSPORTATION NEEDS

Well-connected and efficient active transportation options in a community can help residents get around independently, faster and safer. Identifying and addressing gaps in the local transportation network can improve local connectivity and support a more complete community.

3.1. Common Themes

Questions on transportation and mobility aimed to identify any gaps in sidewalk coverage, trail connections, and public transit by asking participants how well connected they were to daily needs and services from their homes and between different places in town.

Active Transportation Improvements and Pedestrian Safety



Respondents had positive feedback on the existing sidewalk network, but mentioned that maintenance and repairs are needed in older sections where the sidewalk is uneven and cracking and difficult to travel through safely, especially for people with strollers or who use a wheelchair. Comments suggested that Kitimat had great potential for e-bikes, small electric vehicles, and walking, but that traffic safety for non-motor vehicles needed to be addressed. Some respondents mentioned the need for additional sidewalk coverage and crosswalks, particularly along Tsimshian Avenue and Wakashan Avenue in City Centre, and along Lahakas Boulevard coming from Strawberry Meadows. One respondent suggested adding additional crosswalks along roads where intersections had relatively far walking distances, such as along Kingfisher Avenue between the United Church and Nechako Centre, and between the arena and Save-on-Foods parking lot on Wakashan Avenue. Additional crosswalks would help connect businesses and amenities on either side of Wakashan Avenue and help pedestrians, particularly seniors living nearby, access daily needs safely.



There was significant support for improving bike infrastructure in town, such as secure and covered bike storage, and safer bike routes to Service Centre and Cable Car. Respondents also favoured improvements to bike and trail connections to Cable Car, Service Centre, the industrial area, and recreation areas, such as Minette Bay and Hirsch Creek. Some respondents want to see existing trails extended and improved interconnection of trail routes. Other respondents suggest adding more dirt bike trails north of town, including just west of the Hirsh Creek Golf Course.

Public Transit and Mobility Services



Many respondents praised the existing public transit network for its frequency and connectivity but suggest that additional bus stops should be added to decrease walking times/distances, and that covered shelters and benches are needed at more bus stops. Several respondents feel that Cable Car, Service Centre, and industrial areas (LNG and Rio Tinto sites) are isolated from the rest of town and would benefit from transit service. Some respondents,

particularly students at the high school engagement event, want later bus operations, bus routes travelling in both directions (as opposed to one-way loop service), and expanded routes to Strawberry Meadows, Cable Car, Whitesail, and Kildala neighbourhoods.



Comments on the need for accessible transit options were shared at all events but was particularly stressed by participants at the Committees event at Riverlodge and at the 50+ Society event who expressed frustration with the limited hours of HandyDART service. Participants shared that the current 7pm end time was too early and restricted seniors and those with mobility challenges from travelling to events in the evening and night hours. Participants at these two events also want a dedicated bus and shuttle service to the Northwest Regional Airport reinstated, as the current taxi services were unreliable and expensive.

4. INFRASTRUCTURE NEEDS

Opinions on Kitimat's infrastructure needs were identified in the feedback received from the housing, daily needs, and transportation questions.

4.1. Common Themes



Based on common feedback mentioned in the previous sections, the biggest gaps in Kitimat's infrastructure included aging housing stock in need of repair, limited indoor and outdoor social gathering spaces for residents of all ages, and a lack of connectivity for those travelling without a motor vehicle between Kitimat's main town footprint to Cable Car and Service Centre.



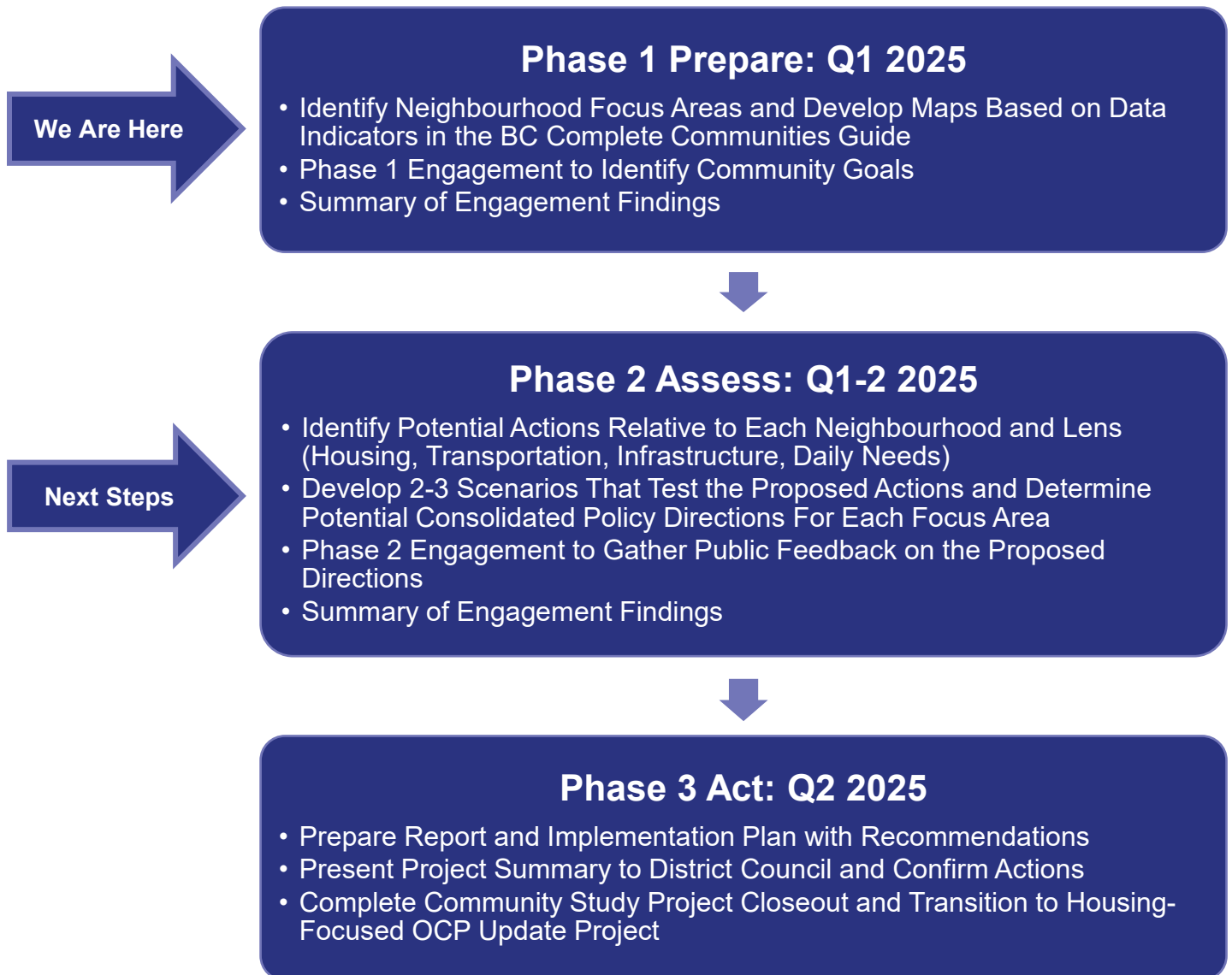
Improvements to outdoor public spaces were repeatedly noted by participants who want to see additional street lighting in Nechako, better maintenance of public sidewalks and roads, added benches, litter bins, and public washrooms throughout town, and more flowers and horticulture opportunities along sidewalks.



A common theme reflected in feedback from all four complete community lenses was the uncertainty of the local economy given Kitimat's reputation as an industry town that experiences economic highs and lows. Some respondents cited that they want to see an increased investment in housing, public transit, and infrastructure over time, while acknowledging that diversifying industries and expanding the local economic footprint will help to sustain the population and support the local economy through potential recessive periods. Some respondents suggest leasing District-owned land and using the income to reinvest in the community, or granting financial incentives to attract new businesses and revitalize commercial centres.

Project Timeline and Next Steps

This engagement summary report represents the end of Phase 1 for the Complete Community Study. The project team will begin preparing potential actions to improve the overall 'completeness' of Kitimat based on the four CCS lenses and feedback gathered from the community, as part of Phase 2.



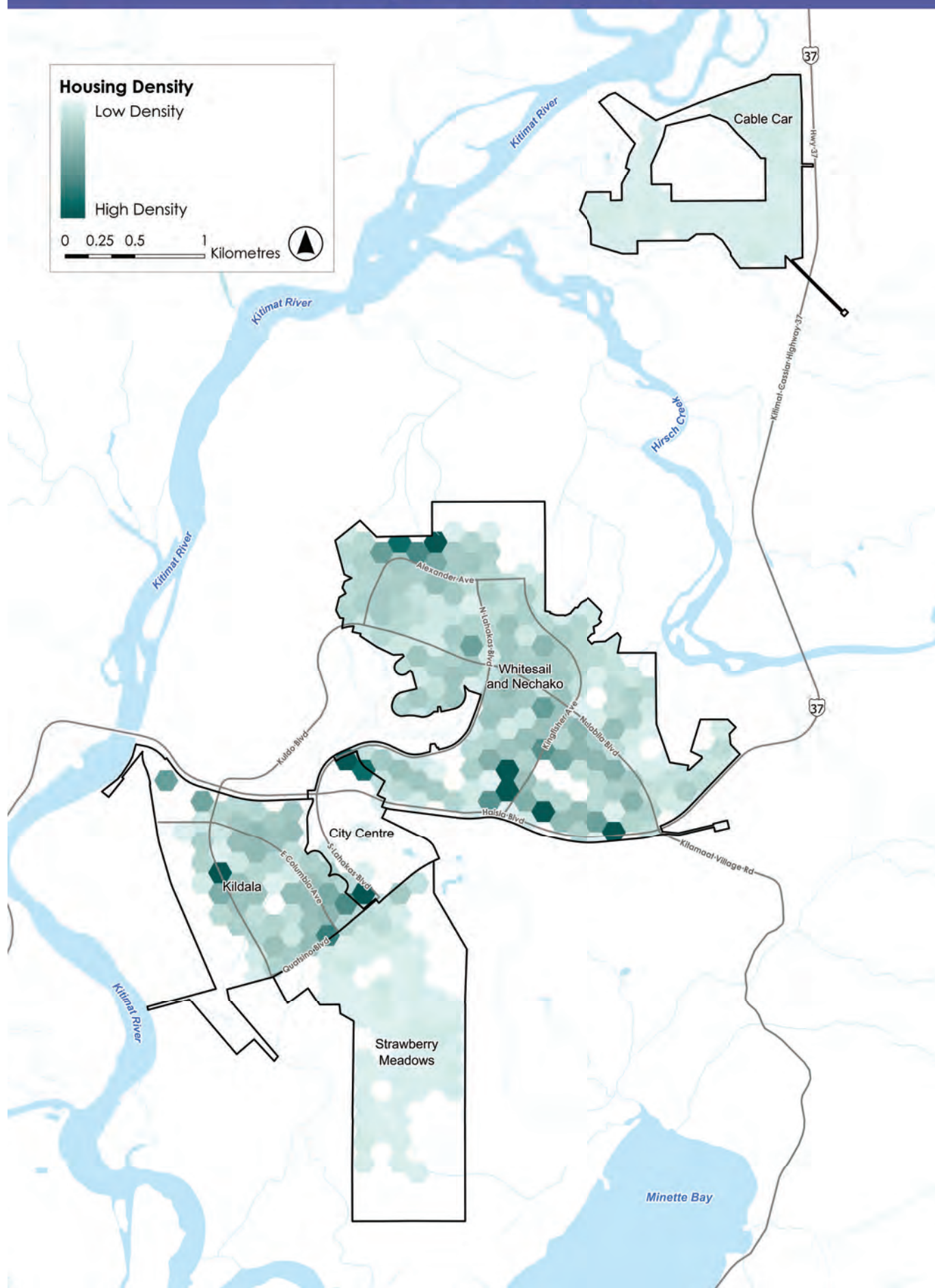


Platinum member

An aerial photograph of a suburban town, likely in a coastal or riverine region. The town features a dense network of winding roads and residential developments, interspersed with green spaces and parks. A prominent river or waterway flows along the left side of the town, with a large, curved bend. The surrounding landscape is heavily forested and green. The town's layout is somewhat irregular, following the natural contours of the land.

Appendix 2

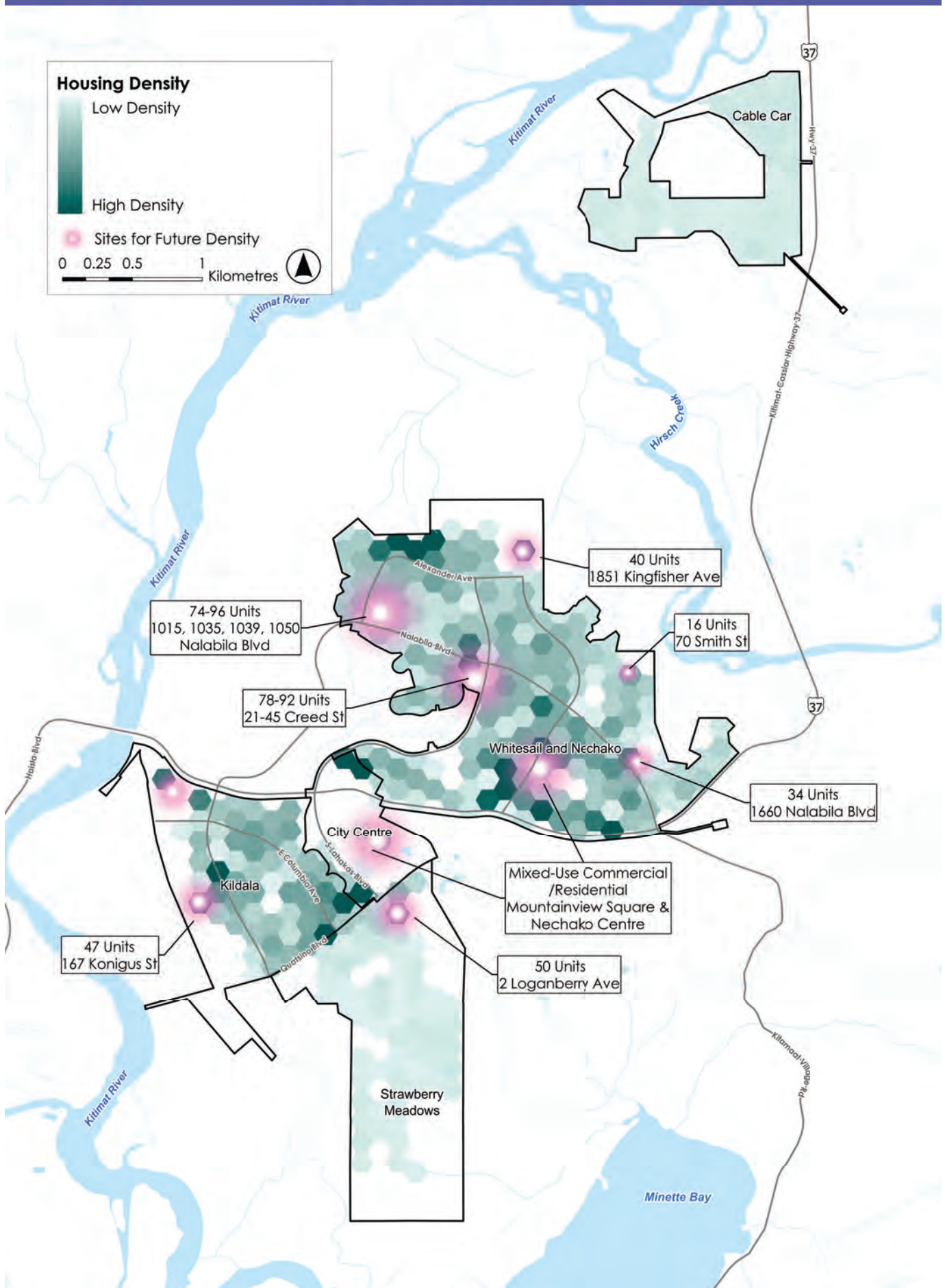
Scenario Modelling Maps





District of Kitimat

Housing Housing Density (Future)



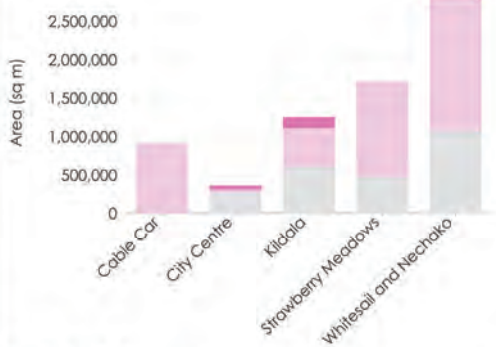


District of Kitimat

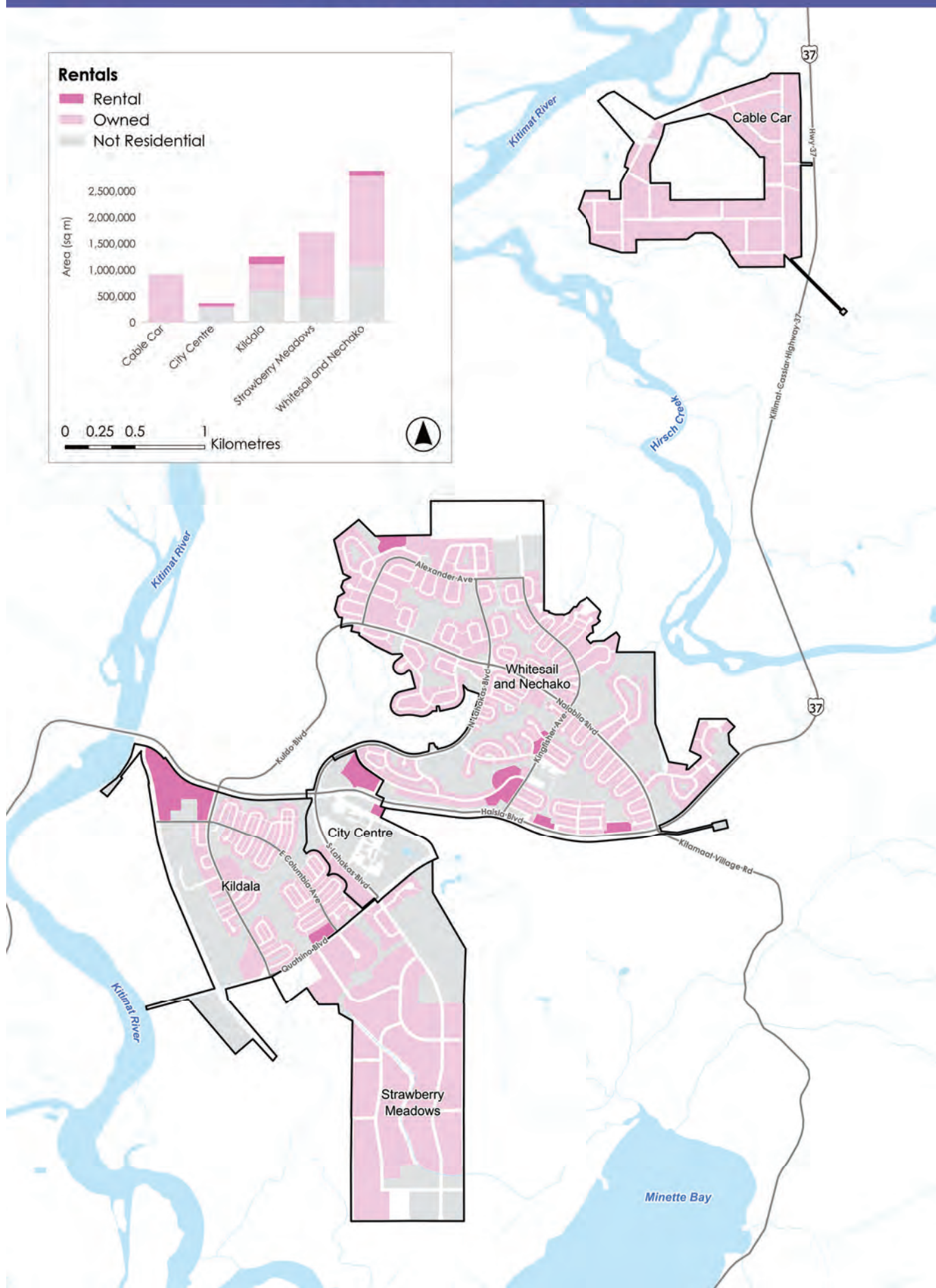
Housing Rental Housing (Existing)

Rentals

- Rental
- Owned
- Not Residential



0 0.25 0.5 1 Kilometres



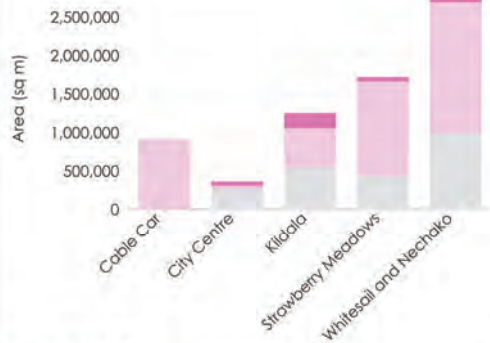


District of Kitimat

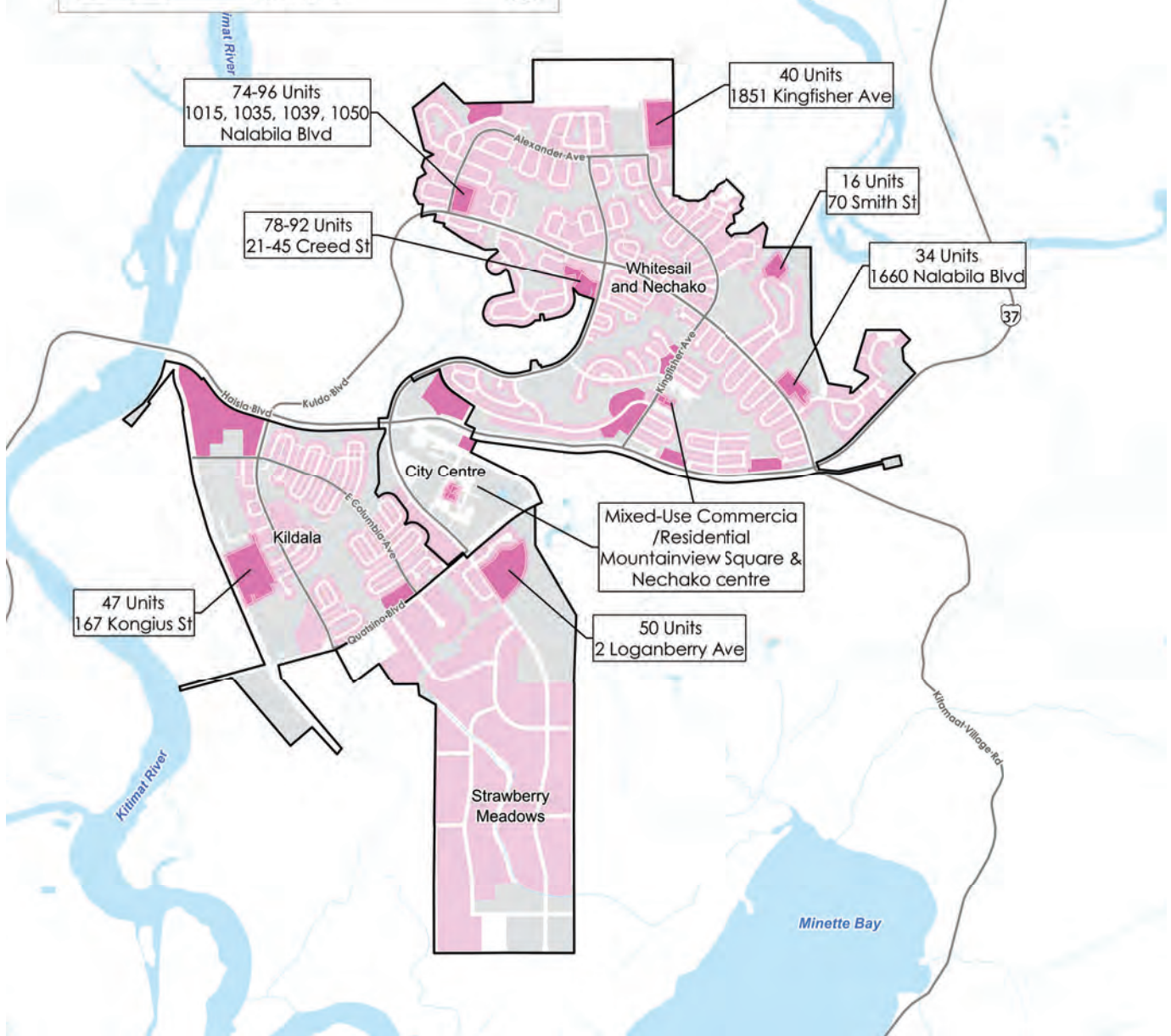
Housing Rental Housing (Future)

Rentals

- Rental
- Owned
- Not Residential



0 0.25 0.5 1
Kilometres





District of Kitimat

Housing

Attached or Multi-Unit Housing (Existing)

Housing Type



% of Area Coverage

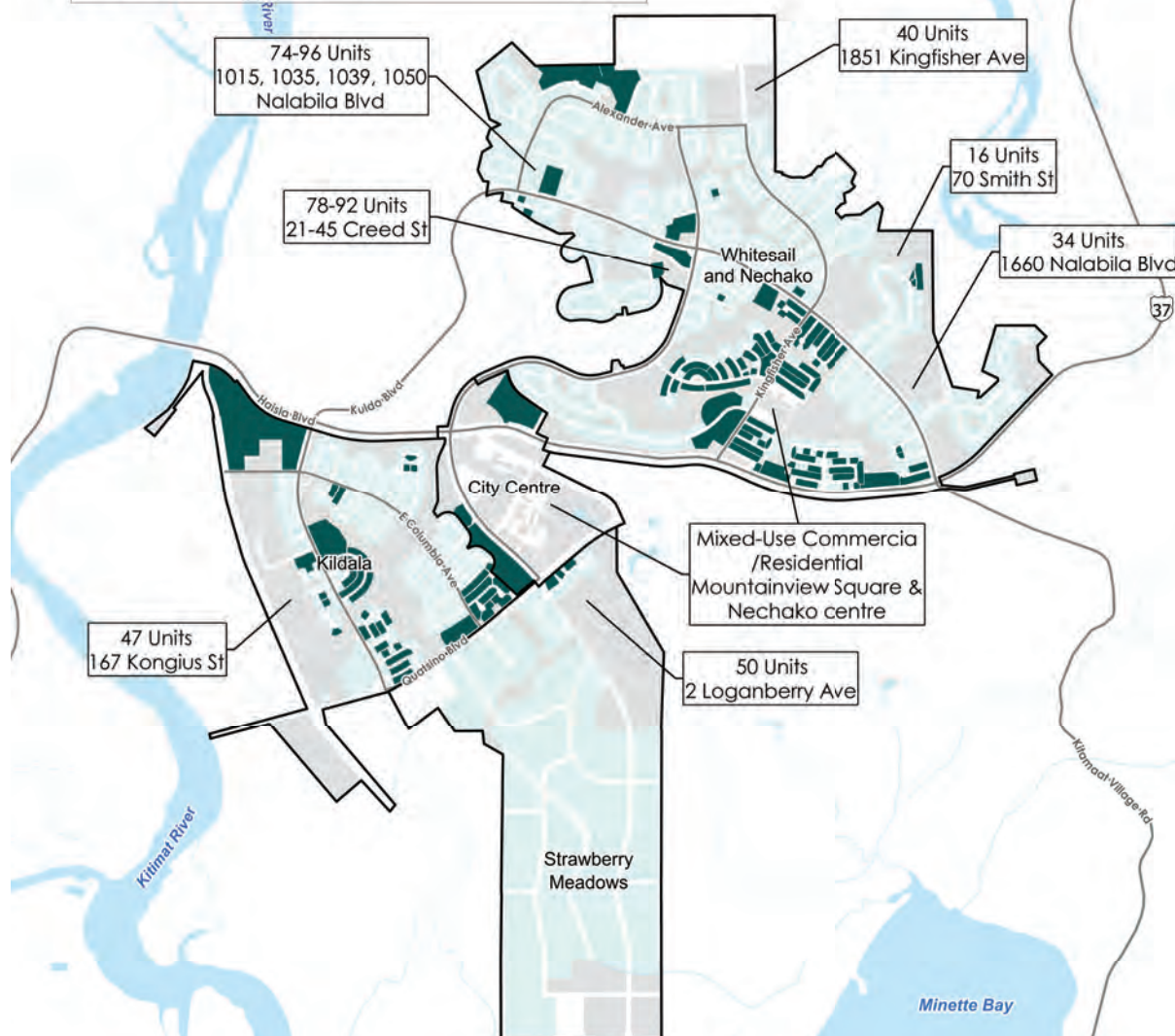
- Attached or Multi-Unit: 10.0%
- Single Family: 55.6%
- Not Residential: 34.4%



% of Total Parcels

- Attached or Multi-Unit: 16.9%
- Single-Family: 76.8%
- Not Residential: 6.3%

0 0.25 0.5 1
Kilometres





District of Kitimat

Housing

Attached or Multi-Unit Housing (Future)

Housing Type



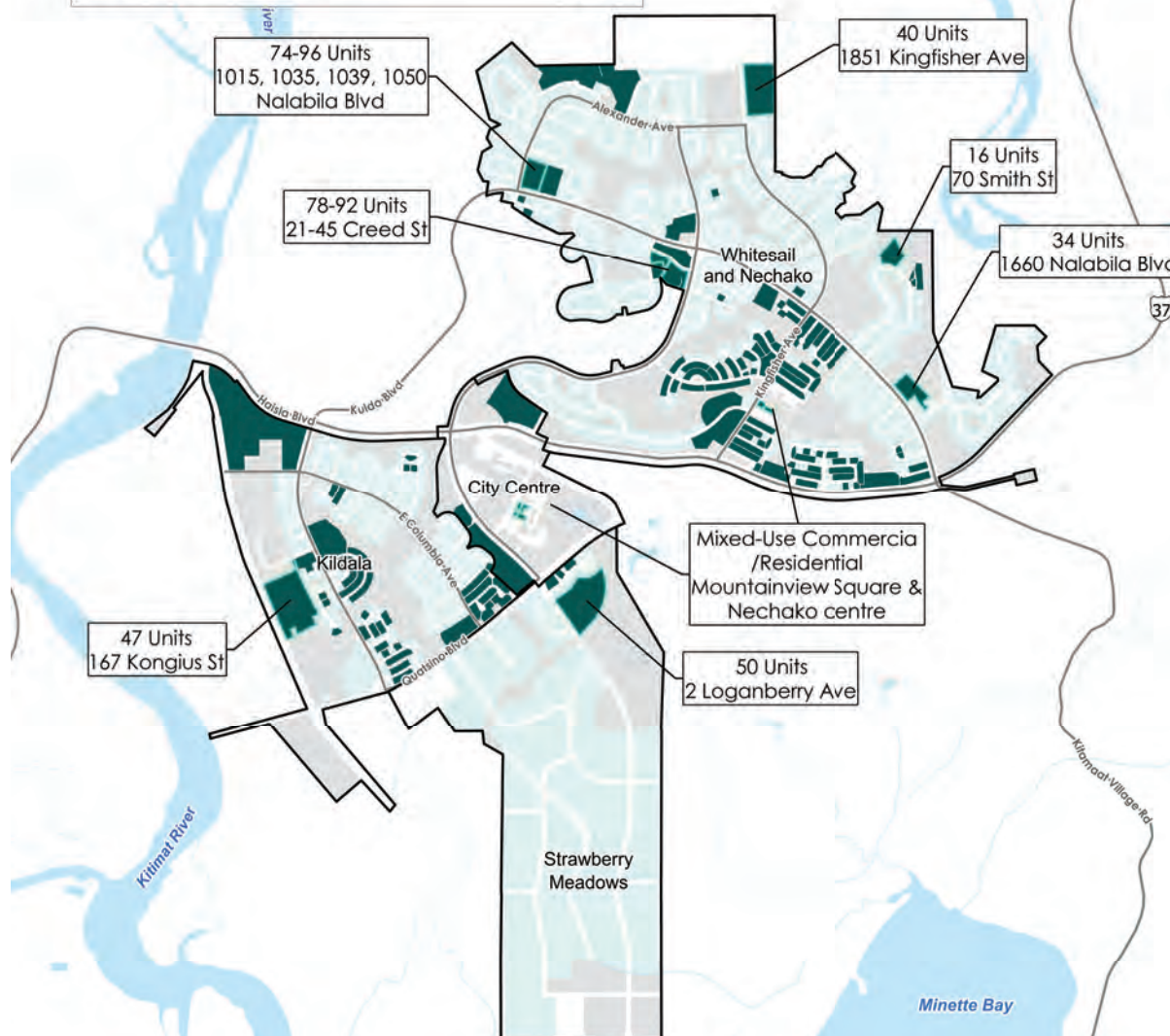
% of Area Coverage

- Attached or Multi-Unit: 13.0%
- Single Family: 55.4%
- Not Residential: 31.6%

% of Total Parcels

- Attached or Multi-Unit: 17.3%
- Single Family: 76.8%
- Not Residential: 5.8%

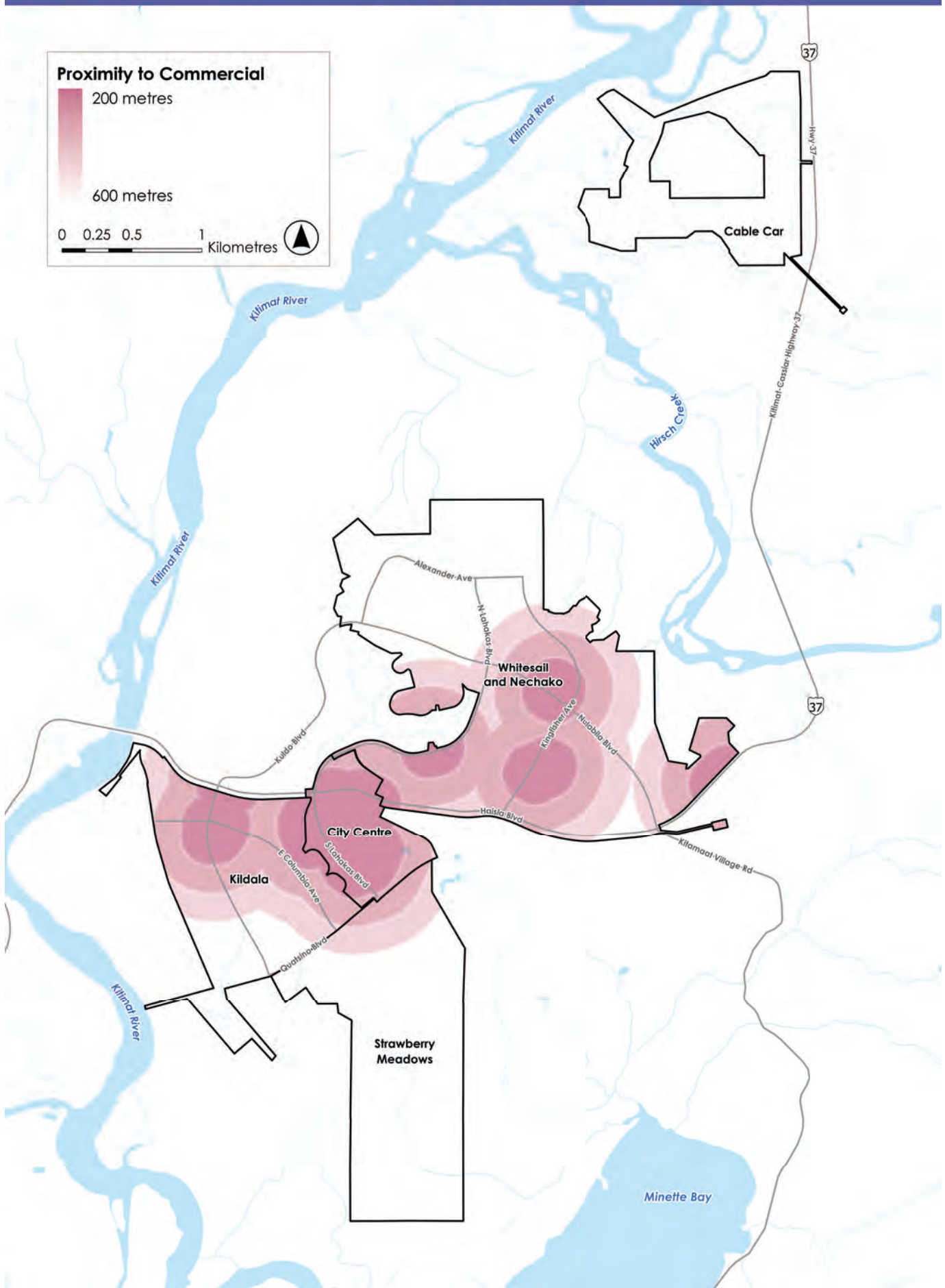
0 0.25 0.5 1
Kilometres





District of Kitimat

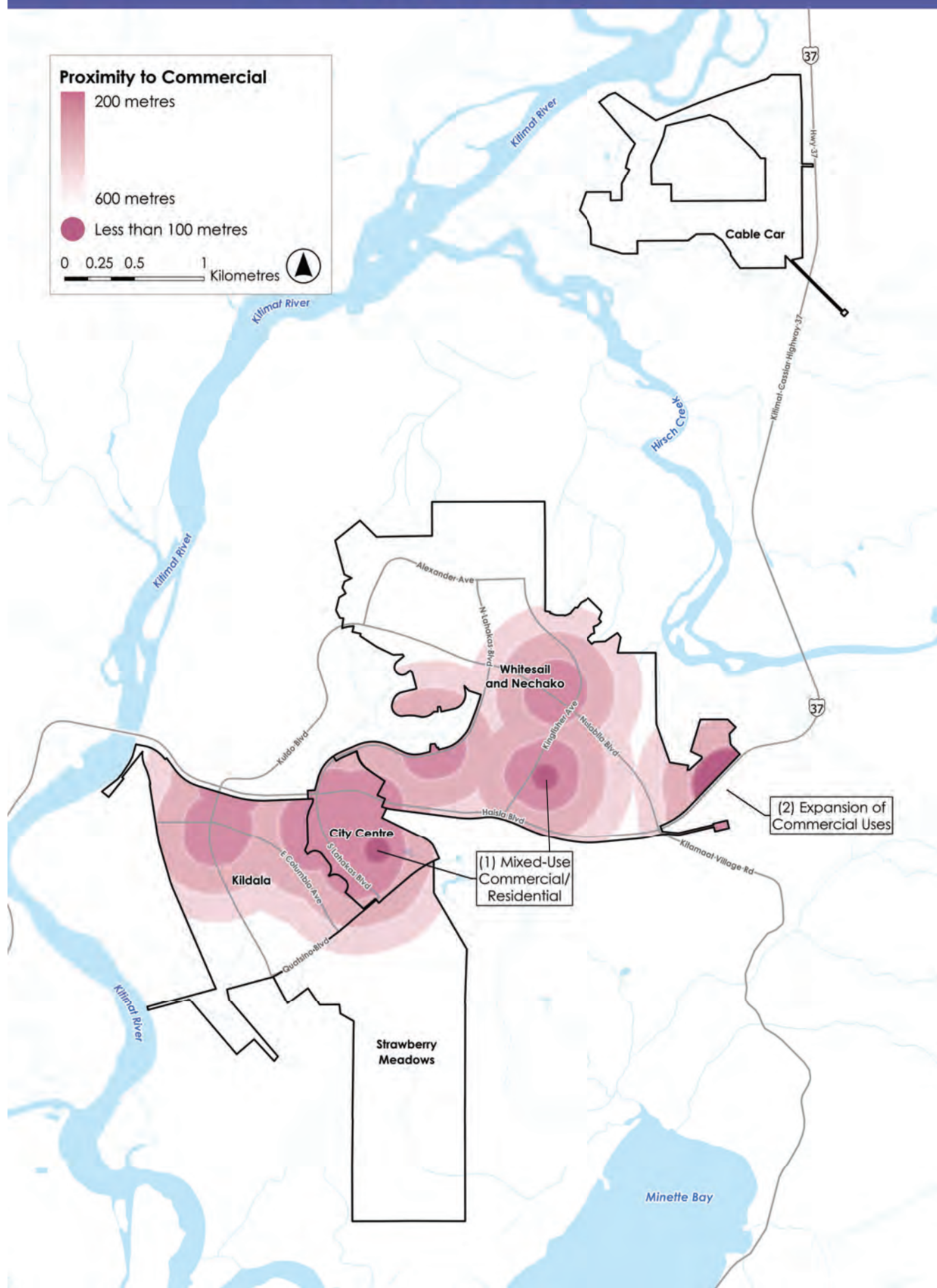
Daily Needs Proximity to Commercial (Existing)





District of Kitimat

Daily Needs Proximity to Commercial (Future)





District of Kitimat

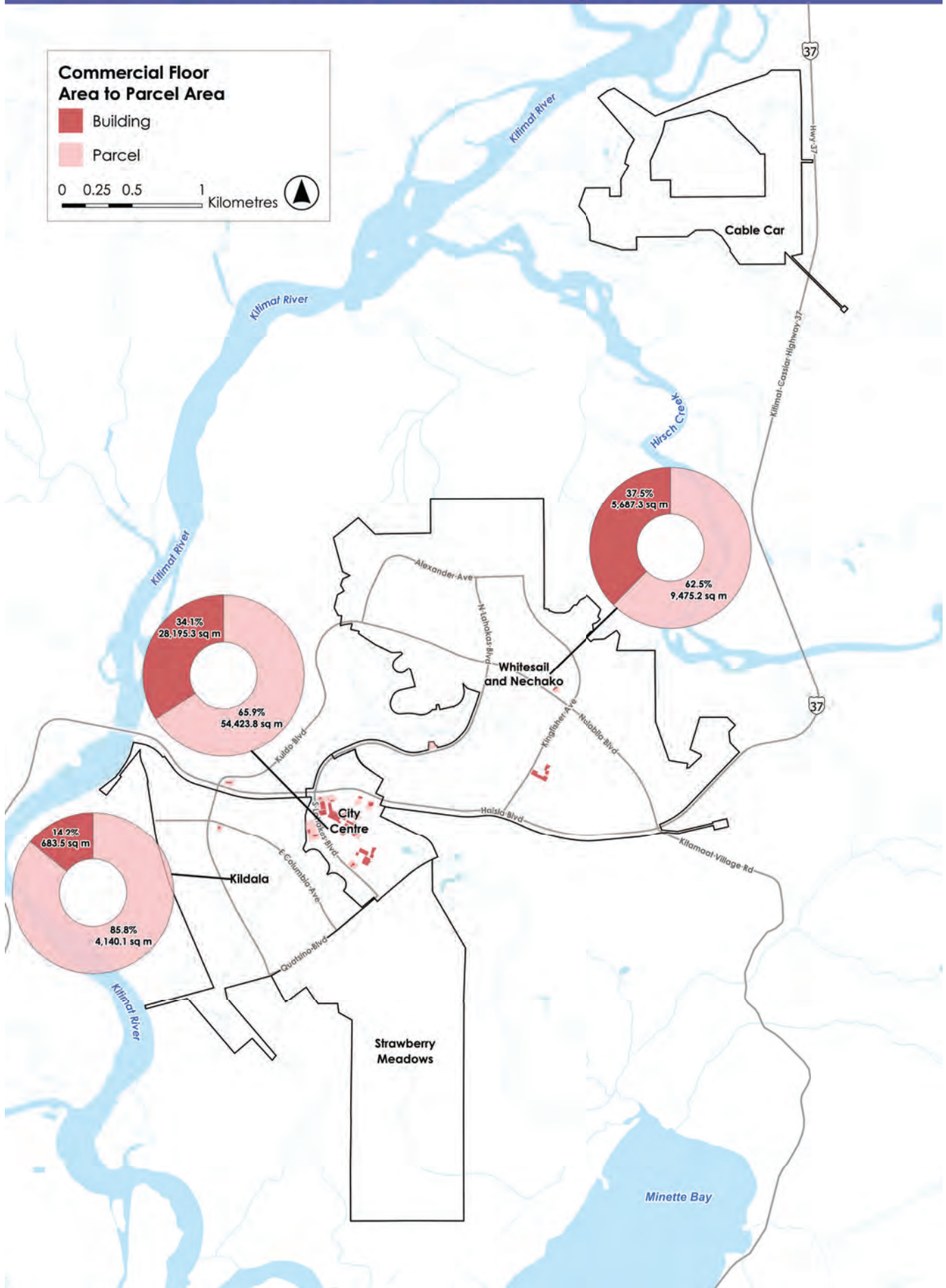
Daily Needs

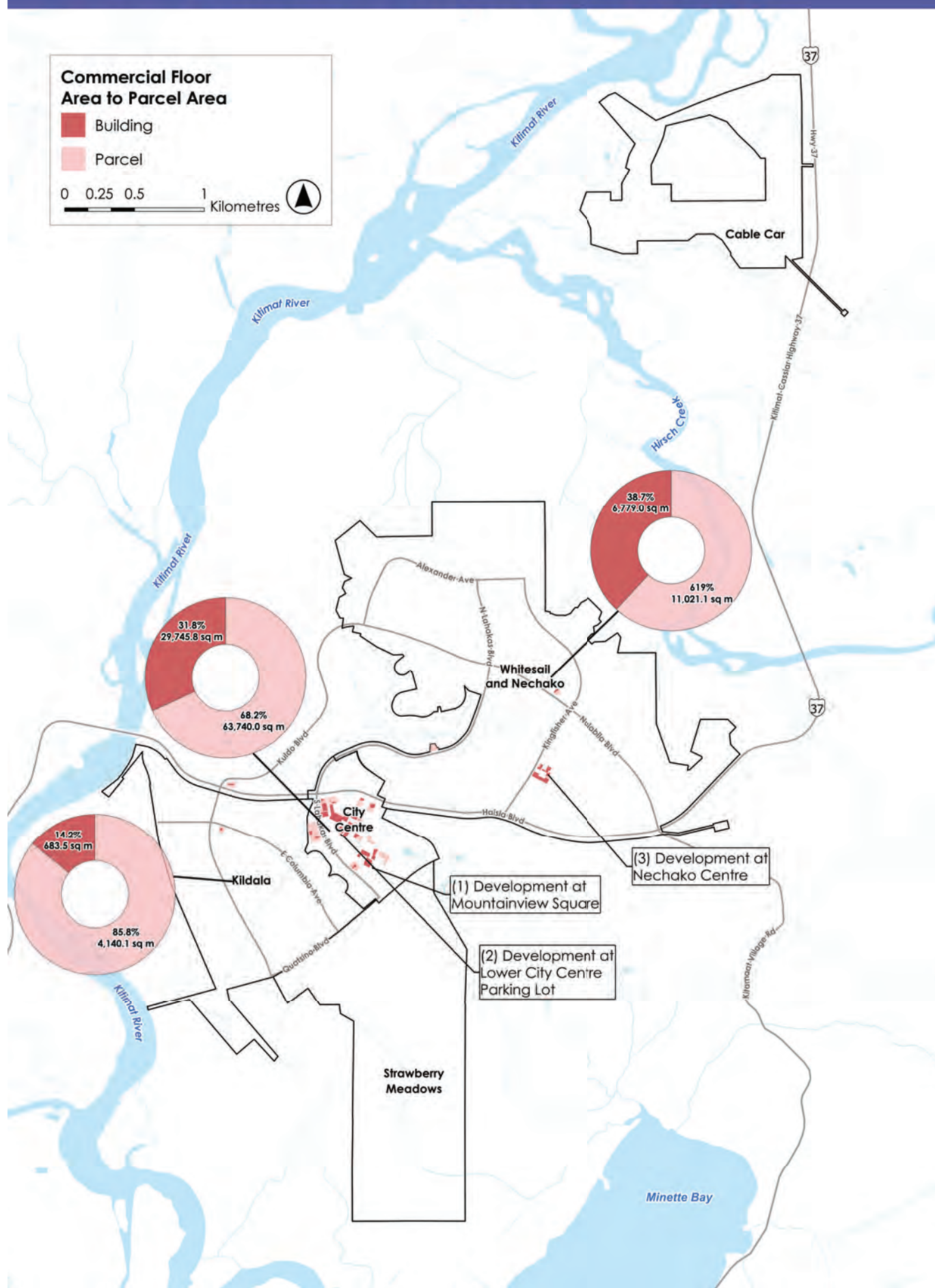
Commercial Area to Parcel Area (Existing)

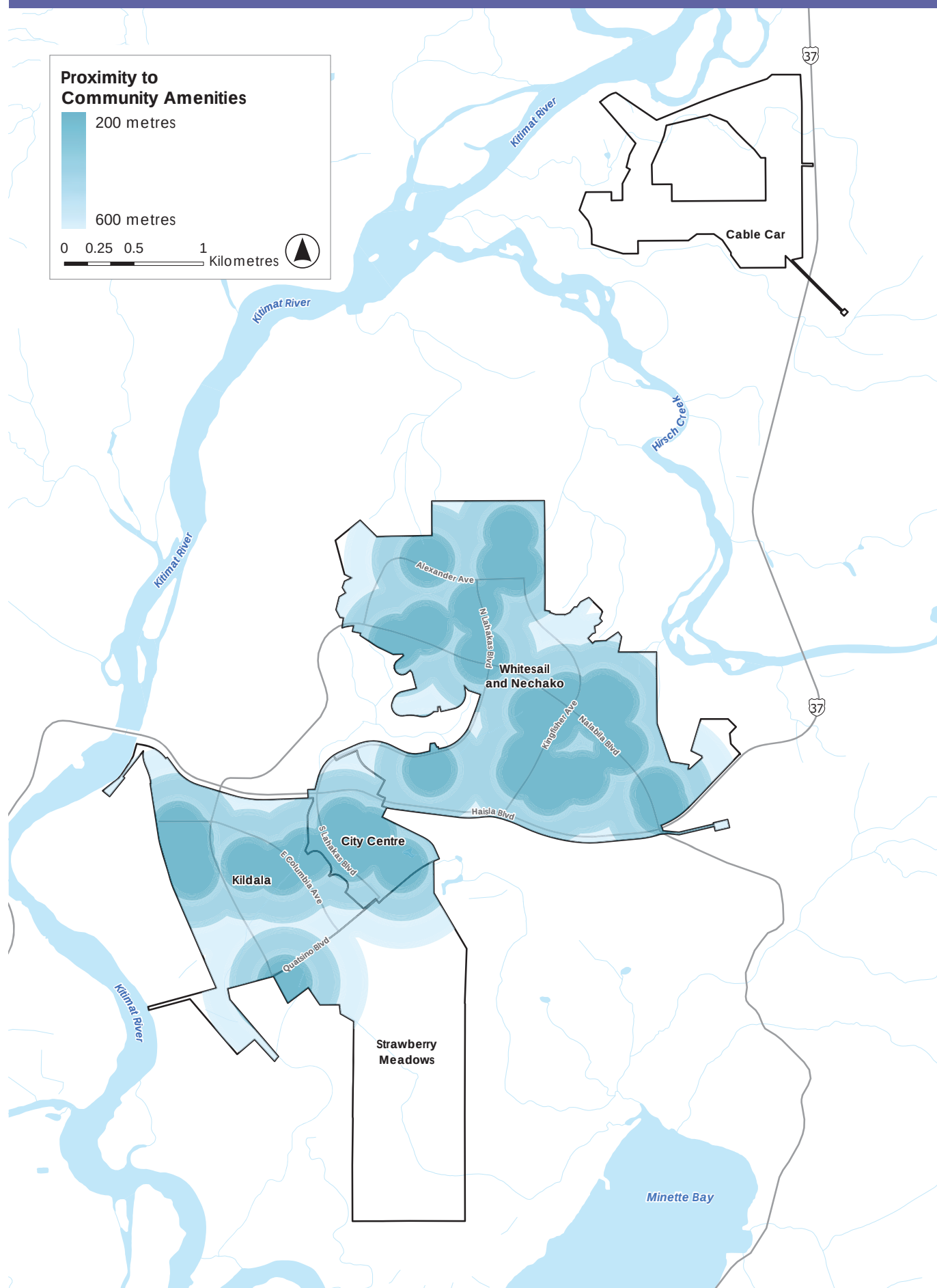
Commercial Floor Area to Parcel Area

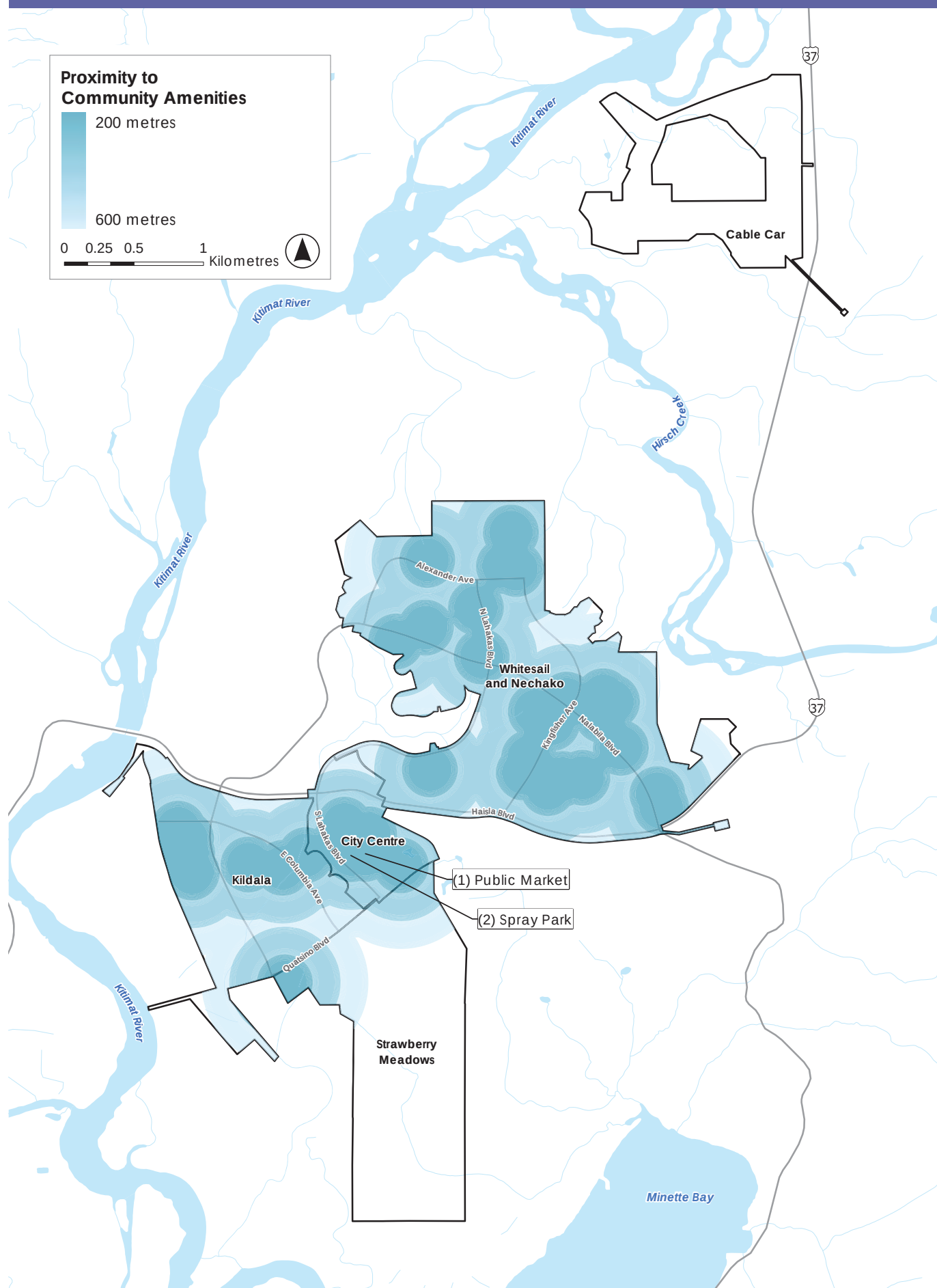
- Building
- Parcel

0 0.25 0.5 1 Kilometres





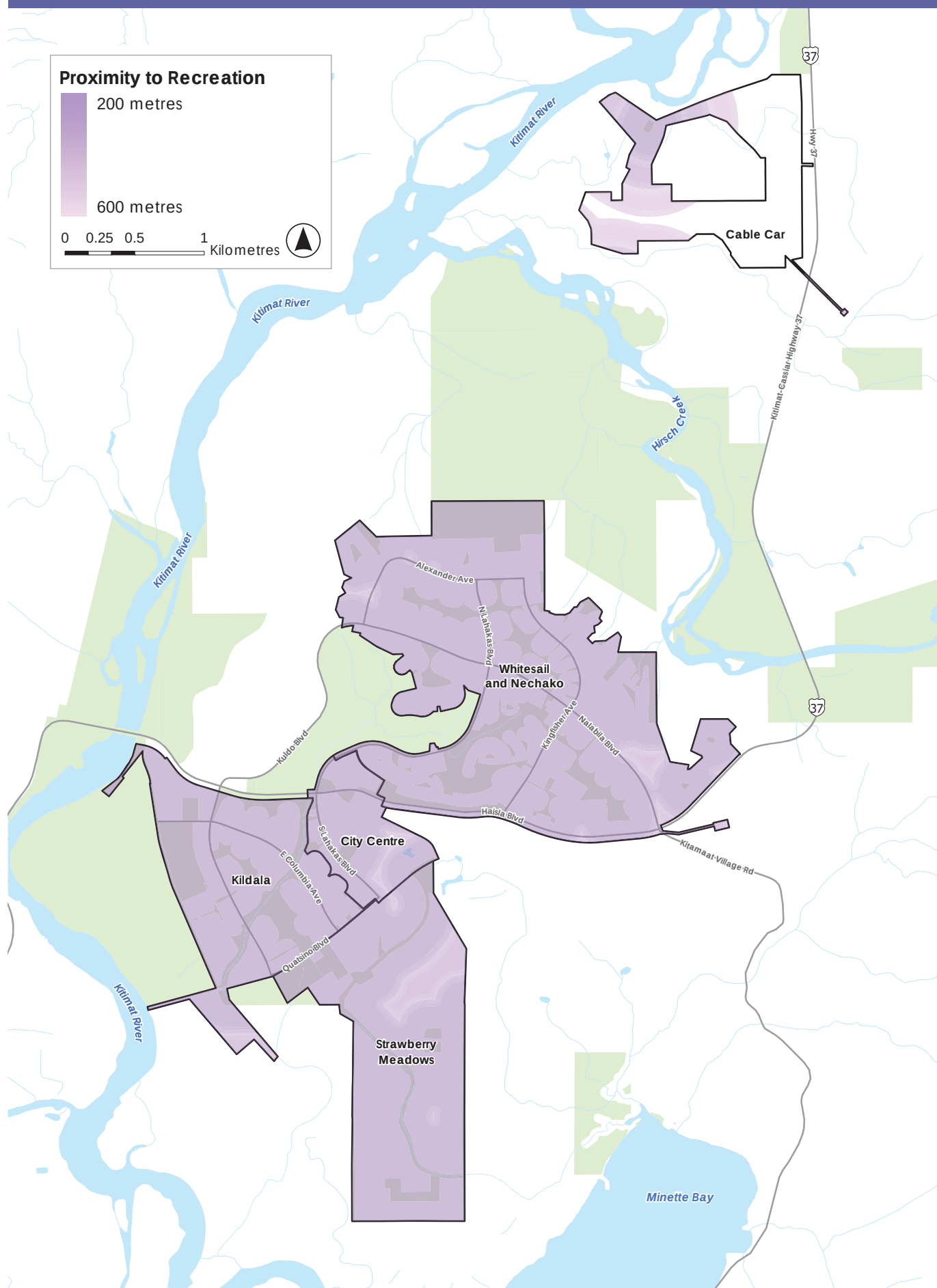






District of Kitimat

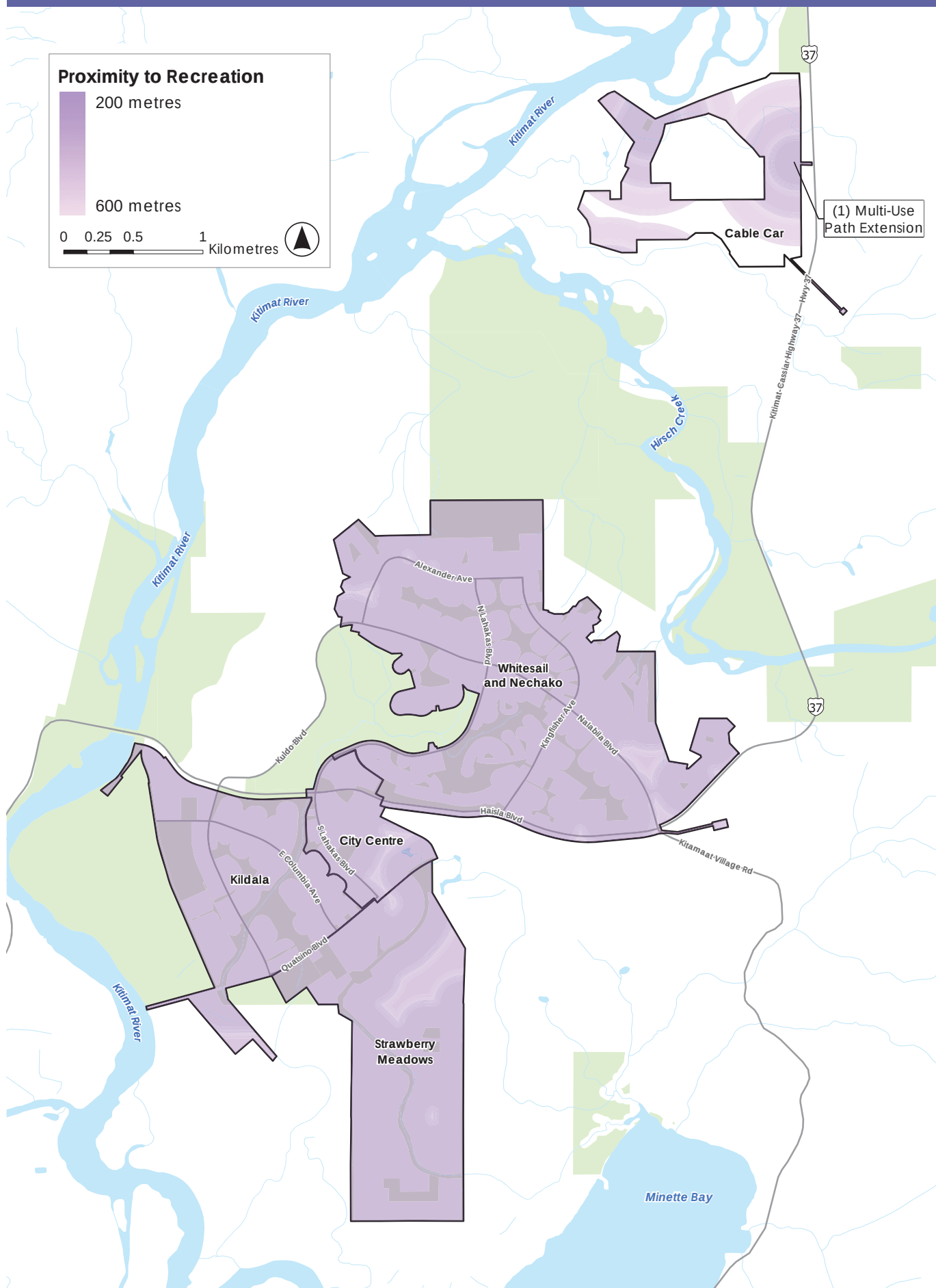
Daily Needs Proximity to Recreation (Existing)





District of Kitimat

Daily Needs Proximity to Recreation (Future)

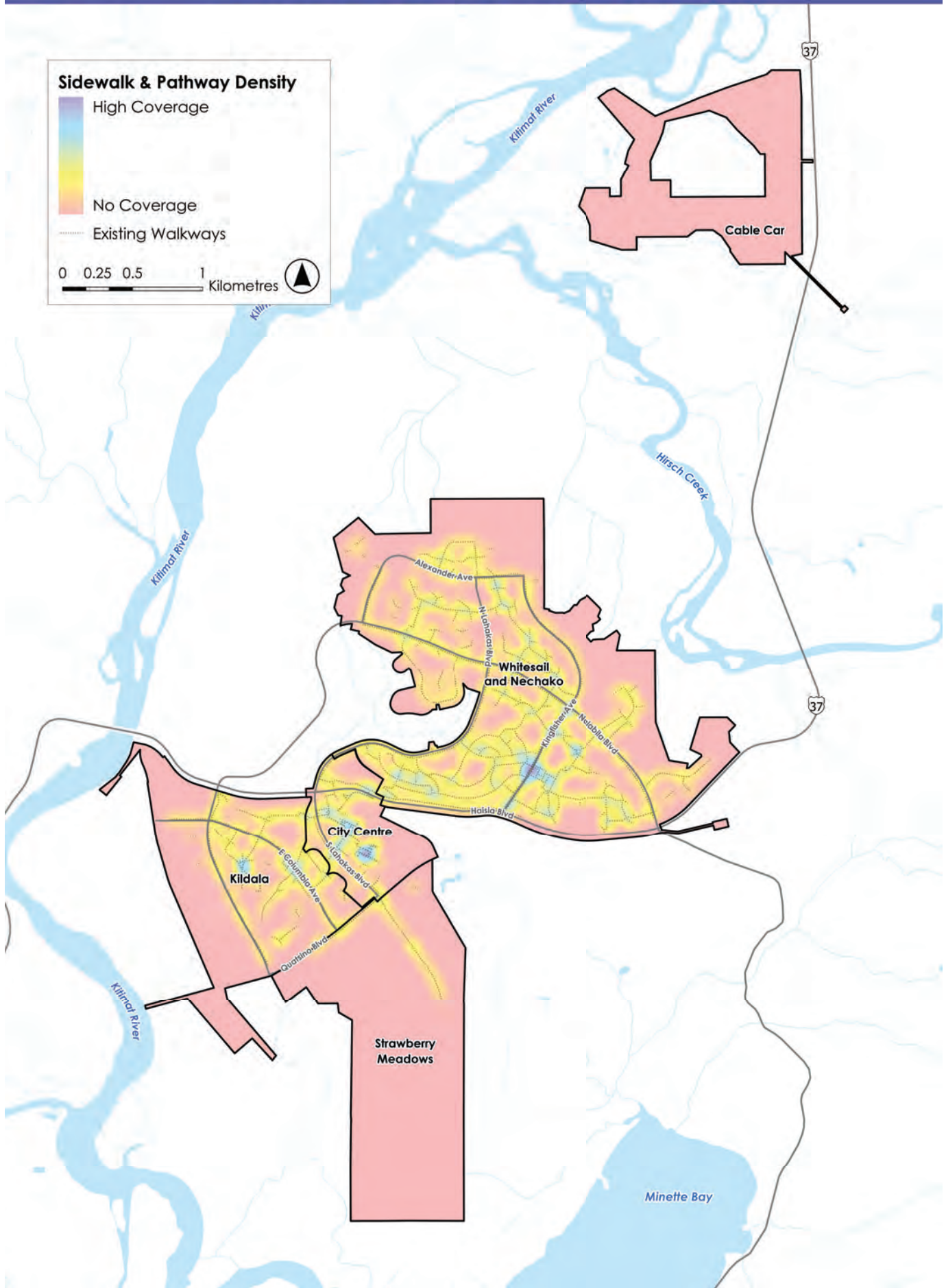
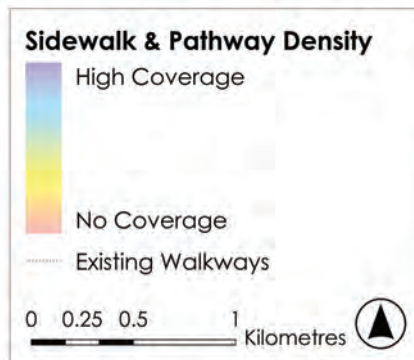




District of Kitimat

Transportation

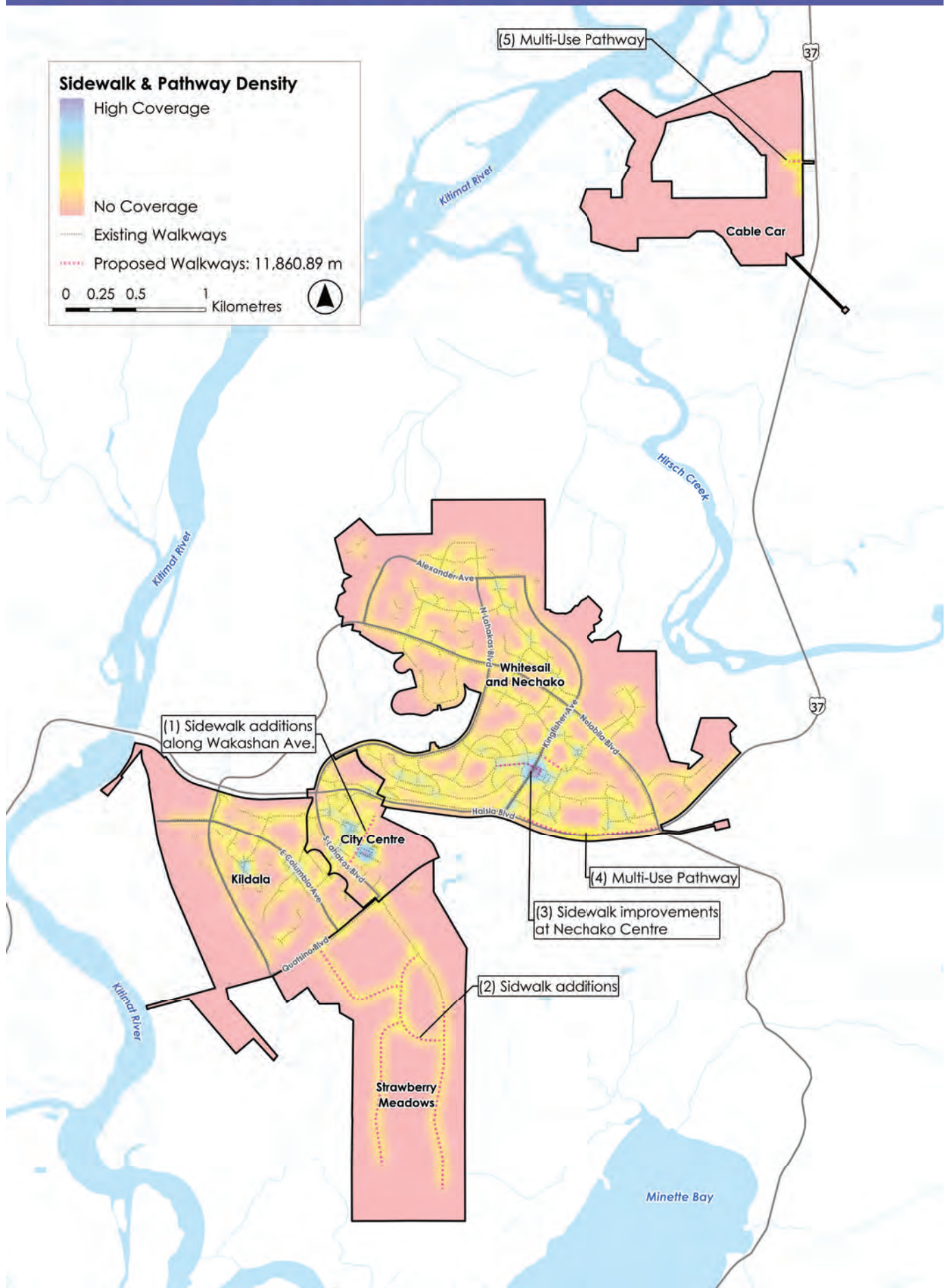
Sidewalk & Path Coverage (Existing)





District of Kitimat

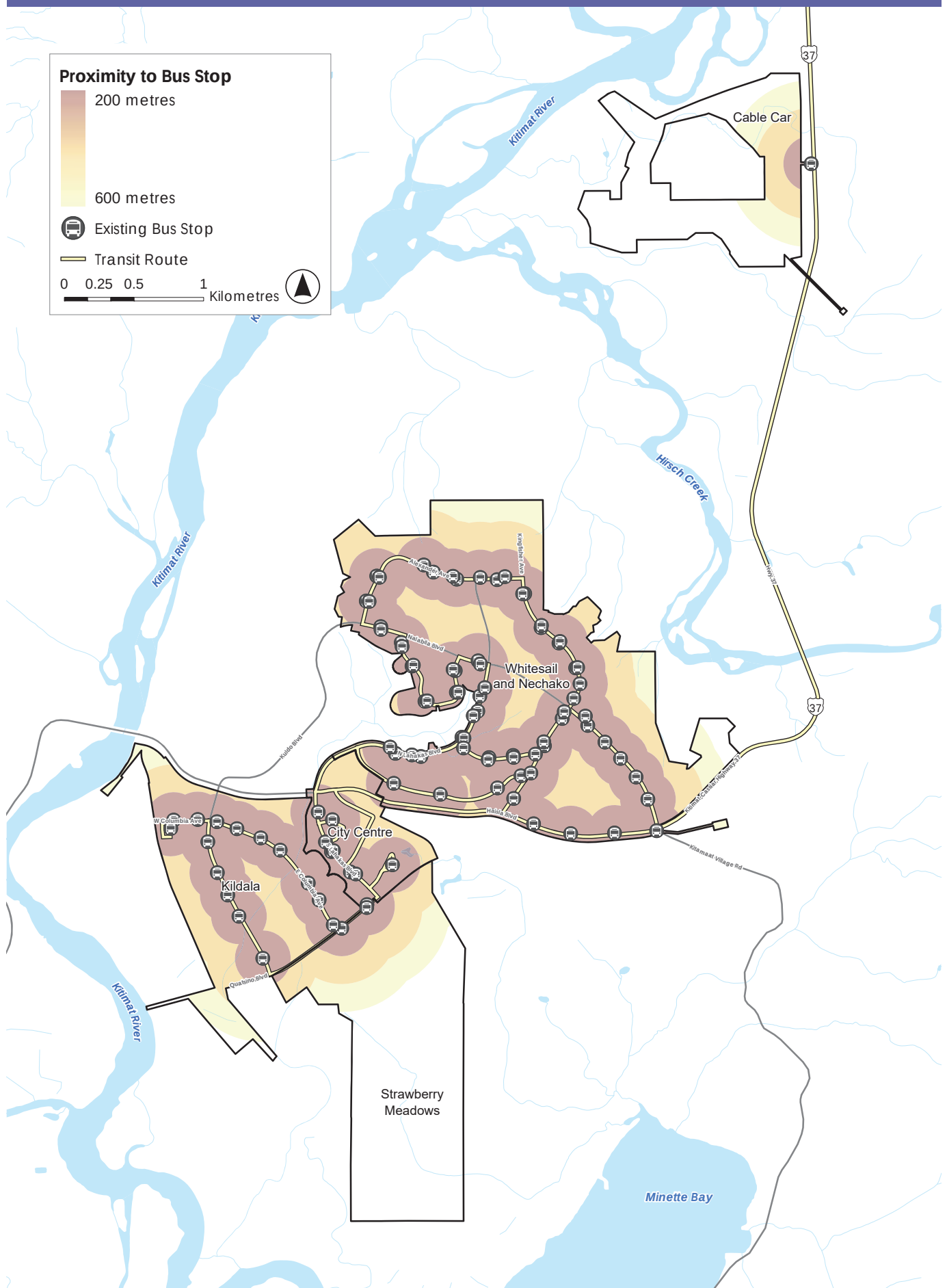
Transportation Sidewalk & Path Coverage (Future)





District of Kitimat

Transportation Proximity to Transit (Existing)





District of Kitimat

Transportation Proximity to Transit (Future)

