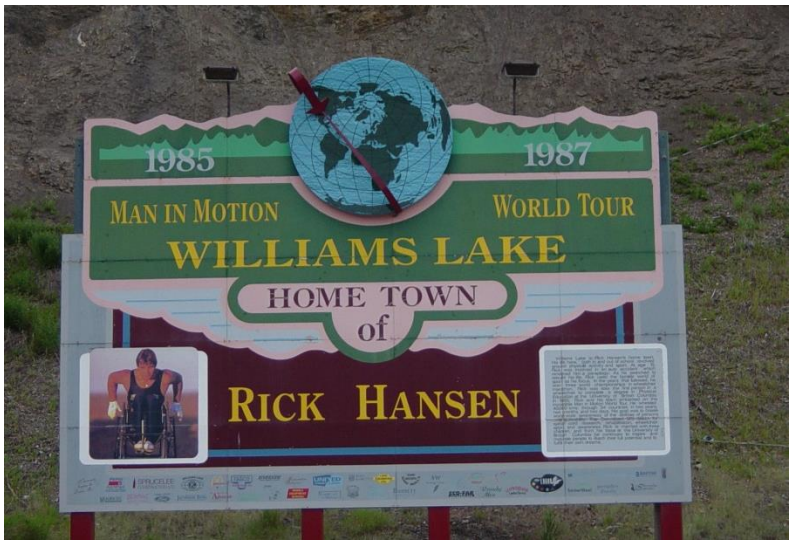
On the Move: Community Impacts of Long Distance Labour Commuting



2013

Summary Report for Williams Lake, BC

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CONTENTS

CONTENTS 1
Acknowledgements 2
Availability 3
Contact Information 3

PROJECT DESCRIPTION 4

METHODOLOGY 5
Selecting Key Informant Interviews 5
Research Ethics 6
Interview Questions 6
Analysis 8

RESULTS 9
Perceptions of Community Life 9
Pressures and Responses 10
Additional Investments and Planning 12

CONCLUSION 12

APPENDIX A: TABLES 15
Table A1: How would you describe the various characteristics of Williams Lake before the mine was re-opened? – Williams Lake Stakeholders 16
Table A2: How have these characteristics changed since the mine was re-opened? – Williams Lake Stakeholders 17
Table A3: Characteristics of the mining sector labour force – Williams Lake Stakeholders 19
Table A4: Key community pressures since the re-opening of the mine – Williams Lake Stakeholders 20
Table A5: Responses of local leaders / community groups to address pressures – Williams Lake Stakeholders 22
Table A6: Strategic partnerships between industry / local service providers – Williams Lake Stakeholders 23
Table A7: Local, provincial or federal government supports provided to build community capacity – Williams Lake Stakeholders 24
Table A8: Strategies to promote local services/programs to mine workers – Williams Lake Stakeholders 25
Table A9: Strategies to provide goods and services to mine workers – Williams Lake Stakeholders 25
Table A10: Are there adequate services / supports in place to respond to the needs of the mine workers? – Williams Lake Stakeholders 26
Table A12: Recommendations for additional changes, investments or planning – Williams Lake Stakeholders 28

APPENDIX B: CONSENT FORM 29

APPENDIX C: INTERVIEW GUIDE 31

Acknowledgements

This past spring, our research team visited Mackenzie and Williams Lake to conduct interviews about the impacts of long distance labour commuting on various aspects of the community. This is part of an ongoing project and our visits will continue over the coming years. We wish to thank all of the residents, community groups, business members, service providers, industry leaders, policy makers, and municipal staff who took the time to help out and to answer our many questions.

We would like to extend our special thanks to our community partners with the City of Williams Lake. In particular, we have greatly appreciated the advice and assistance that Alan Madrigga has provided throughout the project.

Funding for this project was provided by the Social Sciences and Humanities Research Council. This research is connected to a 7 year national project on employment related geographic mobility that is spearheaded by Memorial University, with over 40 researchers from 22 universities. For further information about the national project, please visit: http://www.onthemovepartnership.ca.

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Availability

Copies of this report have been provided to the Cariboo Regional District Library and the City of Williams Lake. Copies of the report have also been provided to all participants. At UNBC, copies have
been posted on the Community Development Institute's website: www.unbc.ca/cdi.

Project Reports

- A Review of Socio-Economic Characteristics in Mackenzie
- A Review of Socio-Economic Characteristics in Williams Lake
- On the Move: Community Impacts of Long Distance Labour Commuting Summary Report for Mackenzie
- On the Move: Community Impacts of Long Distance Labour Commuting Summary Report for Williams Lake
- On the Move: Mitigating Impacts – A Local Workers' Perspective

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On the Move: Community Impacts of Long Distance Labour Commuting

SUMMARY REPORT FOR WILLIAMS LAKE, BC

PROJECT DESCRIPTION

Labour mobility presents numerous opportunities and challenges for communities in rural and small town settings. Opportunities exist in terms of filling much needed service and worker demands, while also presenting the possibility for community growth and stability by attracting new residents and businesses. However, the challenges associated with integrating migrant and transient workers into the fabric of community and maintaining consistent service and worker delivery presses the limited capacity available in rural and small town communities. The purpose of this research is to provide an integrative lens through which to view labour - community dynamics within the *On the Move: Employment-Related Mobility in the Canadian Context* (E-RGM) project in northern BC. This seven year national project about labour mobility is spearheaded by Memorial University, with over 40 researchers from 22 universities (www.onthemovepartnership.ca). In northern BC, our research is premised on a foundation of comparative community/regional research investigating the differences and similarities in preparation for and management of mineral resource activity in two case study communities/regions: Williams Lake and Mackenzie.

Table 1: Timeline

April 2013	UNBC Research Ethics Board process completed. Research team established. Project logistics schedule completed.
May 2013	Interviews completed.
June 2013	Analysis of interview data.
July 2013	Completed draft project reports.
August 2013	Review of draft reports by community partners.
Fall 2013	Final reports completed and distributed.

The project work reported here was carried out by a research team from the UNBC Community Development Institute in the spring of 2013 with the goal to track changes, pressures, and actions relevant to decision-making over community planning and infrastructure investments. Understanding social and economic impacts of long distance labour commuting (LDLC) is important if local leaders, businesses, service providers, and community groups are to strengthen the local

capacity to cope with on-going change. As the first preliminary investigation of our 7 year project, the findings and themes presented in this report should not be considered comprehensive or exhaustive, but rather a presentation of foundation issues to be tracked and explored with a broader sample of workers and stakeholders involved in the mining industry and the community over time.

METHODOLOGY

The data and information for this report was conducted through key informant interviews with community clubs and organizations in Williams Lake, BC.

Selecting Key Informant Interviews

Interviews were conducted during May and June 2013. The purpose was to study the impacts of long distance labour commuting on various aspects of the community in Williams Lake. Participants were recruited using publicly available lists of community organizations and groups. A total of 25 residents were interviewed. While many participants were long-time residents of the community, we also spoke with participants who had moved to Williams Lake within the last ten years (Table 2). To explore the impacts of long distance labour commuting, we spoke to a range of service providers, business owners, and local government leaders and staff. A general breakdown of participating stakeholders is included in Table 3.

Table 2: Length of residence – Williams Lake Stakeholders

	Number of Participants	% of Participants
21 years and over	10	40.0
11-20 years	7	28.0
5-10 years	5	20.0
Less than 5 years	3	12.0
Total	25	100.0

Source: On the Move: Labour Mobility Study 2013.

Table 3: Interview Respondents – Williams Lake Stakeholders

Sector	Number of Respondents	% of Respondents
Business	6	24.0
Community services	10	40.0
Local government	7	28.0
Other	2	8.0
Total	25	100.0

Source: On the Move: Labour Mobility Study 2013.

Many of these participants were also involved with multiple community organizations, such as community services, economic and resource development, sports and recreational groups, government, service clubs, religious groups, and arts and cultural groups (Table 4). When we asked people about the role they had within these groups, most noted that they belonged to these groups either as general members, followed by people who were involved as executive members, board members, participants, and volunteers (Table 5). Interviews lasted between 20 minutes and one hour.

Research Ethics

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

Interview Questions

The purpose of this project was to explore the impacts that labour mobility in the mining sector had on various aspects of the community in Williams Lake. This report assembles a summary of key issues identified from our interviews. A detailed description of questions asked in each section of the interview guide is provided in Appendix C. In general, participants were asked questions in the following areas:

- Background questions;
- Experiences with community life prior to, and after, the re-emergence of mining activity in Williams Lake;
- Impacts on economic development;
- Key pressures facing the community;
- Services provided to workers in the mining industry; and
- Additional investments or planning needed to respond to opportunities and challenges associated with labour mobility in the mining sector.

Table 4: Do you belong to a community organization? – Williams Lake Stakeholders

Community Services (25)
Social Planning Council (5)
Communities that Care (2)
School PAC (2)
Canada Post Local 854 Union (1)
Central Interior Community Services Coop (1)
Community Homeschool Group (1)
Employment Council for the Social Services (1)
Ending Violence Association of BC (1)
Fire Department (1)
Food Policy Council (1)
Friendship Centre (1)
Homelessness Committee (1)
Horsefly Community Club (1)
IMSS (1)
School District Committee (1)
Social Planning and Research Council of BC (1)
United Way (1)
Violence Awareness and Prevention Committee (1)
Williams Lake Harvest Fair (1)

Economic / Resource Development (17)
Community Futures (4)
Leaders Moving Forward (3)
Chamber of Commerce (2)
Construction Association (2)
Business Improvement Association (1)
Cariboo-Chilcotin Beetle Action Coalition (1)
Community Economic Development Network (1)
Farmer's Coop (1)
Horsefly Board of Trade (1)
Northern Development Initiatives Trust (1)

Sports and Recreation (11)
Biking Consortium (1)
Cariboo-Chilcotin Gymnastics Association (1)
Cross Country Club (1)
Flying Club (1)
Indoor Rodeo Association (1)
Minor Hockey Association (1)
Ski Society (1)
Special Olympics Board (1)
Speed Skating Association (1)
Sportsmen's Association (1)
Sports Groups (General) (1)

Government (7)
City Council (4)
Advisory Board for the City of Williams Lake (1)
BC Rural Network (1)
Cariboo Regional District (1)

Service Clubs (6)
Rotary Club (4)
Kiwanis Club (1)
Legion (1)

Religion (2)
Alliance Church (1)
Christian Leaders Network (1)

Arts and Culture (1)
Fiddler Association (1)

Source: On the Move: Labour Mobility Study 2013.

Table 5: Role(s) with local organizations – Williams Lake Stakeholders

	Number of Responses	% of Responses
Member	13	52.0
Executive	12	48.0
Board Member	11	44.0
Participant	11	44.0
Volunteer	7	28.0
Council	4	16.0
Management	1	4.0

N=25

Source: On the Move: Labour Mobility Study 2013
Note: Participants were able to provide multiple responses.

Analysis

During each interview, comments were recorded and notes were taken. After a final summary file was created for each interview, qualitative analysis was done to identify, code, and categorize patterns and themes that emerged from the data. Each table consists of theme headings and sub-headings. The theme headings are bolded and have a numerical count beside them of the total number of comments received for that particular topic. Under each theme are sub-headings that are in plain, non-bolded font. These cover the range of issues captured under a key theme. Beside each sub-heading is a numerical count of the total number of participants that raised a specific issue. When all of the sub-heading comments are added up, they indicate the number of times that a particular theme was raised.

For example, in Table A1, participants were asked to identify what community life was like prior to the re-opening of the mine at Gibraltar. The most prominent theme discussed concerned the structure of the economy. For example, while 9 participants felt that forestry and agriculture were key sectors driving the economy during this period, 3 other participants talked about the subsequent decline in the forest sector in the community. When all of the sub-heading comments are added up, the theme of the economy in Williams Lake was raised 24 times.

RESULTS

To explore the impacts of labour mobility on various aspects of the community, participants were asked a series of questions about community life, pressures and responses to address the needs of workers in the mining sector, and additional investment and planning needed to respond to the opportunities and challenges associated with resource development in Williams Lake. This part of the report describes the key themes running through each section of questions that were posed to the participants.

Perceptions of Community Life

Participants were first asked to describe various characteristics in Williams Lake before the renewal of mining activity in the area (Table A1). The most prominent theme participants spoke about concerned the restructuring of the local ***economy***. While many noted that forestry and agriculture had long been key drivers of the economy, industry cutbacks, the Mountain Pine Beetle epidemic, and a decline in the forest industry prompted uncertainty in the community. The decline in the forest industry prompted changes in ***employment*** opportunities with some residents either moving or commuting out-of-town for work. Others noted that there were now fewer high paying, low-skilled jobs available in the community. These economic pressures also had an impact on local ***businesses*** that needed to diversify in order to enhance their stability during this time. Stakeholders also discussed several positive and negative impacts that the decline in the economy had on local voluntary groups and services. To start, pressures created from social and economic change prompted more collaboration across some groups. There was also a sense that the capacity of ***Aboriginal*** organizations improved during this period. There were concerns, however, about a reliance on stressed ***voluntary*** resources. For example, as some organizations had fewer financial resources and reduced their ***services***, there was a greater need to supplement their staff with volunteers. In terms of ***local government*** initiatives during this time, participants felt that there was an effort to pursue investment and become more business-friendly, as well as to be supportive of potential mining development. At the time, however, there were concerns expressed about aging ***infrastructure***. Furthermore, people talked about the impact that economic and social pressures had on ***families*** as a result of more limited income or the need to commute for work.

Since the re-emergence of mining activity, there have been a number of changes to the characteristics of the community (Table A2). Participants felt that there was a stronger, more stable and diversified ***economy*** with improved opportunities for ***businesses*** and services; although concerns were expressed about the continued impacts of a declining forest sector. Many also felt that ***employment*** opportunities have improved not just for the general population, but also for Aboriginal residents, women, and youth. A renewal in mining activity has prompted an increased demand for services, such as education and training. Some stakeholders felt, however, that ***services*** were struggling to meet an increased demand for services as resources and services cut during the last economic downturn have not been renewed. There were also groups, though, that have benefitted from support from the mines. Some ***voluntary*** organizations have also benefitted from an increase in members, volunteers, and support. There was a general sense that mining activity has helped to improve general physical ***infrastructure*** and has prompted the recovery of the ***housing*** market with expanded residential development. There continued to be concerns expressed about the aging housing infrastructure. Although participants noted that potential mining development continues to impact ***industry*** / ***community relations***, some felt that mining

proponents were active members of the community and were proactive to work with Aboriginal communities.

Pressures and Responses

Participants were also asked a series of questions to explore possible pressures and community responses associated with labour mobility in the mining sector. To start, participants were asked to describe the characteristics of the labour force working at the mine construction site. Overall, most participants felt that the labour force working in the mining sector was mostly from the ***local*** area or from nearby areas around the region (Table A3). There was a perception that only specialized expertise and contractors were drawn as a source of ***out-of-town labour***. While some participants felt that the mining labour force consisted of mostly men, others felt that opportunities were increasing for other groups such as women and Aboriginal residents. There were also comments about the ***restructuring*** of the labour force due to turnover, a continued movement from low-skilled to high-skilled labour, and opportunities for contract work.

When we talked to participants about key pressures experienced in the community since the re-emergence of the mines, the most prominent issue discussed was ***housing*** (Table A4). While some felt there was no major housing shortage, others talked about a lack of affordable housing, an aging housing infrastructure, and limited rental options. The second most prominent issue stemmed from ***labour force*** pressures due to a lack of skilled labour and the ability of the small business sector to compete with the mining sector to recruit and retain workers. Labour force concerns were also impacted by the limited availability of ***services***, such as childcare and health care workers, that are conducive to shift schedules. In terms of ***education and training***, there were concerns about the lack of people who have the certifications required to engage in the mining labour force. Participants also felt that the overall quality-of-life in the community was adversely impacted by limited ***business*** / retail services, as well as ***social*** and safety issues such as drug and alcohol addictions. There continued to be concerns about the uncertainty of the ***economy*** due to the boom and bust cycles associated with resource development activity. As a result, some talked about the economic pressures experienced by ***local government*** to support additional mining developments and to be more cautious about spending. Participants also spoke about family pressures created by long shift rotation schedules and the additional responsibilities for the parent remaining at home. Furthermore, there were concerns about emerging pressures on aging road, railway, and airport ***infrastructure***.

When we asked participants to talk about community responses to these pressures, participants noted that local leaders and community groups were active in two key areas, including education and training, as well as community services (Table A5). In terms of ***education and training***, participants talked about the actions by Thompson Rivers University, Aboriginal leaders, industry, and the Leaders Moving Forward initiative to address skilled labour gaps. Participants also felt that more attention has been paid to the developing and strengthening ***community services*** to respond to the needs of workers and their families (i.e. drug and alcohol prevention, parenting programs). Furthermore, people talked about efforts to respond to ***housing*** pressures with the construction of new homes and the completion of a housing needs assessment study. Some also felt that there were increased efforts to enhance ***communication*** and collaboration with the creation of groups such as Leaders Moving Forward, as well as working with industry to promote and share information throughout the community. Furthermore, people spoke about efforts to strengthen the sense of ***community*** through initiatives such as Project Comeback, working with Aboriginal

stakeholders, and promoting diversity, as well as efforts to strengthen the ***business*** sector through a rebranding strategy and downtown renewal.

There were also a range of strategic partnerships between industry and community groups that were highlighted by participants (Table A6). Most notably, people spoke about the collaboration around ***education and training*** through the university, BC Aboriginal Mine Training Association, the high school, and the fire department. Others talked about the sponsorship that industry provided to ***community services*** and events. Some also highlighted different approaches used by the mining sector to maintain ***community relations*** with municipal governments, First Nation communities, and other community stakeholders. Furthermore, people spoke about industry cooperation with community groups to support ***economic development*** initiatives related to mine development, employment, and tourism.

Participants also provided examples of local, provincial, and federal supports to build community capacity (Table A7). The most prominent area of investment concerned ***education and training***; although some concerns were expressed about short-term training programs and strict eligibility critieria that influences who can qualify and take advantage of those programs. In terms of ***community services***, people spoke about local government support provided to the Social Planning Council, as well as senior government funding to support services for youth, Aboriginal residents, women, families, diversity, and community development. Provincial and federal funding was acquired to support ***economic development*** and planning initiatives such as the Cariboo-Chilcotin Beetle Action Coalition and tourism, as well as ***employment*** programs for unemployed residents and workers in transition. Federal funding was also provided for Aboriginal ***housing*** and improvements to airport ***infrastructure***.

Participants were also asked a series of questions about how they strategically promote and provide services to the mine and their workers. To start, few people we spoke with promoted their services and programs directly to the mine and their workers. For those who were engaged in promoting their programs and services (Table A8), key promotional mechanisms and strategies included community ***events***, promotion while providing ***services*** at the mine, ***formal*** campaigns, ***print media***, and ***informal*** approaches such as word of mouth. When we asked participants about the strategies that they use to deliver goods and services, most talked about extensions made to the hours and days of their ***operations*** (Table A9). Other strategies included the use of ***technology*** to provide access to services on-line, as well as the use of ***events*** and ***incentives*** such as discounted company rates.

While some participants felt that there were adequate services and supports in place to respond to the needs of mine workers, a number of gaps were also identified (Table A10). In terms of general community ***services***, people felt that there was a need to strengthen the financial and human resources to enable organizations to deliver supports. While some felt that adequate supports were available for workers, others felt that more attention needs to be directed to address the needs of workers' families. In this respect, participants called for more attention to ***youth*** programs, particularly childcare that could respond to the needs of shift workers, as well as more resources to support before and after school programs. Participants also spoke about concerns with ***education and training*** programs as they felt more attention was needed to address the needs for skilled labour both within the mining sector, as well as within businesses and services. More attention to basic skills such as computer literacy and adult education was also recommended. People also spoke about the need for more general and mental ***health*** care

supports. In terms of infrastructure, participants identified concerns with local and regional ***transportation*** services, outdated ***recreational*** infrastructure, and limited ***housing*** options.

Participants were also asked to discuss any barriers that may impact their ability to provide outreach supports or services to the mine and their workers (Table A11). The most prominent issues involved ***operational*** barriers as a result of rotating shift schedules that can make it difficult to deliver consistent services and reach workers. While some participants noted that it can be difficult for workers to access services in town that have more restricted hours of operation, it can also be difficult to provide outreach supports to workers on site due to strict visitor guidelines that need to be in place at the mine site. There were also ***transportation*** concerns due to the distance or commute time to reach the mine site. Limited ***financial*** resources for programs and staff, limited ***communication*** infrastructure and information, and limited ***human resources*** were also deemed to impact the ability to provide outreach supports.

Additional Investments and Planning

Finally, when participants were asked to reflect overall about additional changes, investments, or planning needed to respond to the needs of mine construction workers, three main themes were identified, including business services, policies and regulations, and infrastructure (Table A12). To start, participants supported continued investments in ***communication and collaborative*** initiatives. This included recommendations to strengthen partnerships and working relationships across industry, First Nations, and community stakeholders, as well as attention to addressing conflict and promoting awareness of programs. A second key area for strategic planning and investments concerned ***labour force*** development through recruitment and retention programs, advocating for short, community-friendly, shift rotation schedules, and responding to pressures created from an aging workforce. In terms of ***community services***, people advocated for expanded and improved daycare that was more commensurate to shift schedules, as well as the need for more proactive government and community programs. Participants also supported ***education and training*** investments that would emphasize long-term and transferrable skills that support worker development and address key gaps. People also suggested a number of ways to improve the community's infrastructure through renovations to the ***housing*** stock and expanded ***recreational*** infrastructure. This also reflected an interest in long-term ***planning*** and building a sense of community reinvestment.

CONCLUSION

The purpose of this report is to highlight some of the core themes that came out of the key informant interviews held in Williams Lake to discuss the impacts of labour mobility and mining activity on various facets of community infrastructure and organizations. 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 further work and consideration around planning programs, policies, and infrastructure investments.

Several positive things have been done in Williams Lake to respond to the pressures facing community groups and residents since the re-emergence of the mining industry, such as:

- Attention to re-branding, long-term planning, and local quality-of-life to attract and retain residents;
- Completing a housing needs assessment;
- An expansion of education and training programs and infrastructure to address labour force gaps and nurture interest in industry trades;
- Collaboration between industry and community stakeholders to promote jobs and the community to prospective workers;
- Steps to promote cultural awareness and diversity;
- Strengthening supports for families and vulnerable groups in the community;
- Sharing expertise and resources across community groups; and
- Organizing stakeholder meetings to strengthen relationships and share information across a range of service providers, government staff, Aboriginal leaders, and industry leaders.

Although this work has focused on the impacts of labour mobility on community stakeholders in Williams Lake, there are a number of issues that fall outside of local jurisdiction. As such, some topics may simply become advocacy issues for the local government and community stakeholders to raise with other levels of government, industry, and partners. Others are clearly available for local action. Below, we have highlighted some possible areas that community stakeholders can build upon to respond to the needs of mine workers and other residents in the community in order to strengthen the resiliency and capacity of various facets of the community:

- Continue to support and broaden infrastructure and opportunities for social interaction and networking in order to support community integration and build understanding through ongoing and routine communication;
- Monitor changing industry, worker, and family needs;
- Provide industry and unions with business / service profiles;
- Continue to invest in, and nurture interest in, skilled labour / trades development;
- Devote attention to succession planning for an aging workforce;
- Facilitate connections between the local business and service sector and industry / First Nations partners;
- Continue to facilitate collaboration / coordination across interagency groups, working groups, roundtables, committees, etc.;
- Facilitate opportunities for pooling resources for information and development of strategies;
- Facilitate opportunities for sharing operating costs and developing smart infrastructure;
- Complete an assessment of infrastructure for future uses, standards, and needs (i.e. recreation, commercial, housing, social, transportation, etc.);
- Leverage infrastructure development / upgrades to address other needs;
- Monitor needs and test solutions for flexible scheduling / hours of operations (i.e. daycare, professional services, recreation, retail, etc.);
- Nurture family-friendly operations and guidelines;
- Devote attention to succession planning and training in order to strengthen the capacity / leadership skills of community groups;
- Continue to devote attention to succession planning and strengthen the capacity and infrastructure of the business sector;
- Lobby for more resources and personnel to provide services and outreach supports;

- Continue to ensure that information about local, regional, provincial, and federal supports is up-to-date and accessible in multiple formats for workers and other residents.

Strengthening community capacity is important in order to better position the community to respond to the challenges and opportunities associated with mining activity in the region, as well as to enhance local quality-of-life in order to attract and retain residents. Addressing these needs is particularly important to help workers and their families cope with the stresses associated with LDLC given the time and logistical constraints facing these households.

APPENDIX A: TABLES

Table A1: How would you describe the various characteristics of Williams Lake before the mine was re-opened? – Williams Lake Stakeholders

Economic Structure (24)
Forestry and agriculture were key industries (9)
Decline in forestry (3)
Less disposable income (2)
Community future uncertain (1)
Depressed (1)
Development in other sectors (1)
Economy active and diverse (1)
Hoped mining would return (1)
Increased pressure from industry cutbacks (1)
Less focus on fishing/hunting since 80s (1)
Outdoor recreation strong in 80s (1)
Pine beetle epidemic started (1)
Strong tourism (1)

Employment Opportunities (19)
People moved out of town for work (5)
Forestry jobs available (2)
Lots of people employed in mining (2)
Low skilled workers out of work (2)
BC Jobs Protection Plan didn't reverse industry cutbacks (1)
Experienced workers took low skilled jobs occupied by youth (1)
Limited high paying, specialized jobs (1)
Limited opportunities for Aboriginals (1)
Most people still working when mine shutdown (1)
Older workers bought out with retirement (1)
People commuted for work (1)
People weren't pursuing retraining education (1)

Voluntary Groups (11)
More collaboration between groups (3)
Vibrant volunteer groups (2)
Dependent on volunteerism (1)
Less community investment (1)
Paid services supplemented with volunteers (1)
Voluntary sector services in demand (1)
Voluntary sector was not visible (1)
Volunteer sector was unorganized (1)

Services (10)
Services were cutback or closed (2)
Funding to train workers (1)
Groups lost funding (1)
Increased pressure on community from industry cutbacks (1)

Services Cont'd
Limited collaboration between groups (1)
More effort to be proactive with services (1)
Professionals recruited from outside town (1)
More schools due to mine opening in 1980s (1)
Increase of youth mental health issues (1)

Local Government (9)
Council sought investment and development (2)
Council worked to be business friendly (2)
City was not forward economic thinking (1)
Council paid off debt from 1970s (1)
Local government not proactive (1)
Local government supportive of new mining development (1)
Regional District was active part of community (1)

Business Services (5)
Local businesses had to diversify or close (3)
Local bank branches able to loan money to businesses (1)
Chamber of Commerce proactive (1)

Family (5)
Community was family based (1)
Increased social pressures (1)
Many women became main wage earners (1)
Stress from income deficiencies (1)
Stress from increased commuting (1)

Infrastructure (5)
Most infrastructural development in 1970s (3)
Mining didn't drive new infrastructure (1)
Missing/aging infrastructure (1)

Housing (2)
Lots of affordable housing (1)
More rental vacancy (1)

Aboriginal (1)
First Nations' organizational capacity increased (1)

Other (3)
People discouraged (1)
People questioned benefits of mine (1)
Workers felt betrayed (1)

Source: On the Move: Labour Mobility Study 2013
Note: Operations at Gibraltar Mine were shutdown between 1998 and 2004, and were cutback following the 2008-2009 downturn.

Table A2: How have these characteristics changed since the mine was re-opened? – Williams Lake Stakeholders

Employment Opportunities (24)
More employment opportunities (5)
Former forestry workers employed in mining (2)
Large chains use temporary foreign workers (2)
More employment opportunities for Aboriginals (2)
More employment opportunities for women (2)
More employment opportunities for youth (2)
People commute out-of-town for work (2)
New mine workers employed (2)
Rising demand for skilled labour (2)
Mine lay-offs in 2009 (1)
More high paying jobs (1)
Need more employment options to keep youth in communities (1)

Economic Structure (21)
More stable economy (6)
More diverse economy (4)
Forestry declined (3)
More disposable income (2)
People moving back for work (2)
City waiting for good times to come (1)
Culture of uncertainty with boom/bust cycles (1)
People cautious with spending (1)
Tourism and recreation doing better (1)

Housing (16)
Aging housing stock (4)
High housing prices (2)
Housing prices are reasonable (2)
Low rental vacancy (2)
More residential development (2)
Anticipated housing pressures with more workers (1)
Lots of mine workers rented homes (1)
Older homes being renovated (1)
Recovering housing market (1)

Services (13)
Services benefitting from mine operations (3)
More education/training opportunities for youth (2)
Restructured services to meet needs of incoming workers (2)
Can't track worker use of services (1)
Cut services were not brought back (1)
More demand for services (1)
More opportunities for sector skills training (1)
Services still need to change (1)
Training significant for First Nations (1)

Voluntary Groups (12)
Community groups have more support (3)
More volunteers / members (3)
Groups are struggling (2)
Ageing volunteer base (1)

Voluntary Groups Cont'd
Community engagement improving (1)
Lots of clubs stayed the same (1)
New community groups developed (1)

Infrastructure (10)
Improved infrastructure (3)
Increased demand on airport (1)
Increased demand on infrastructure (1)
Infrastructure is deteriorating (1)
Mining having impact on regional infrastructure (1)
More transportation infrastructure exists (1)
Roads have deteriorated (1)
Roads improved (1)

Business Services (9)
Increased retail spending (2)
More opportunities for business development (2)
Williams Lake no longer retail hub (2)
Banking decisions made out of town (1)
Box stores impacting downtown businesses (1)
Decline in retail options (1)

Industry/Community Relations (7)
Mines active members in community (3)
Mines a source of community conflict (3)
Mines proactive with First Nations communities (1)

Community (6)
Community culture more positive (2)
Community not being progressive (1)
Conflict between older / younger generation of leaders (1)
More environmental awareness in community (1)
New families in community (1)

Recreation and Civic Programs (5)
More promotion / support for mountain biking (2)
City has cleaned up (1)
Declining enrolment in civic programs (1)
No changes (1)

Local Government (3)
Government more bureaucratic (1)
Local government friendly to mine development (1)
Local governments have varied to be business friendly (1)

Aboriginal (2)
First Nations bringing money into community (1)
More recognition for Aboriginal people (1)

Family (2)
Shift schedule changed to give workers more family time (1)
Working at mine allows spouses to do "fun" work (1)

Source: On the Move: Labour Mobility Study 2013
Note: Gibraltar Mine reopened in 2004. While it experienced layoffs in 2009, the mine has been in continuous operation since it first reopened.

Table A3: Characteristics of the mining sector labour force – Williams Lake Stakeholders

Local Labour Force (24)
Labour force mostly local (18)
Companies advertise jobs locally (1)
Companies hire local first (1)
Easier to hire local (1)
Jobs at mine can be filled by local workers (1)
Shift schedule keeps more local workers at mine (1)
Trades people recruited locally (1)

Gender (15)
Workforce mostly male (6)
Labour force balanced with men and women (3)
Lots of women working at mines (1)
Mine practices equal opportunity employment (1)
More men going into trades than women (1)
People employed at mine based on merit (1)
Women able to work in traditionally male occupations (1)
Women at mine are usually younger (1)

Out of Town Labour Force (14)
Employment is regional (3)
Many employees from outside of Williams Lake (3)
Not many employees from outside Williams Lake (2)
Some transient labour (2)
Specialized labour comes from out of town (2)
Contractors hired from out of town (1)
Temporary workers unlikely to be brought in (1)

Education (6)
Training focused on Aboriginals (3)
Most positions are low-skilled labour (2)
Many mine workers have university degrees (1)

Aboriginal (5)
More job opportunities for Aboriginals (2)

Aboriginal Cont'd
Mines have agreements with local Indian band (1)
Not many Aboriginals at the mines (1)
There are targets for Aboriginal employment (1)

Labour Force Restructuring (5)
Lots of contracted work (1)
Mine replaced previous workers with new ones (1)
New workers moving to Williams Lake (1)
People tend to stay at the mines after being hired (1)
Some workers are new to mining (1)

Ethnicity (4)
Diversity of ethnic employees (1)
Employment is based on merit, not ethnicity (1)
Labour force is primarily Caucasian (1)
Workforce not diverse (1)

Older Workers (4)
Diversity of age groups at mine (2)
Hard for older workers with limited education to find work (1)
Workforce consists of mostly young men (1)

Forestry Workers (2)
Former forestry workers have mining jobs (2)

Youth (2)
Mines hire youth in the summer (1)
Most positions go to workers with experience (1)

Other (3)
Labour and staff employees are distinct separate groups (1)
People willing to work get employed (1)
Workers and staff work different shifts (1)

Source: On the Move: Labour Mobility Study 2013
Note: In the study, Williams Lake and the surrounding communities (i.e. 150 Mile, Horsefly, Likely, etc.) were identified as local, while communities like Quesnel and 100 Mile were considered non-local.

Table A4: Key community pressures since the re-opening of the mine – Williams Lake Stakeholders

Housing (40)
Lack of adequate, affordable housing (5)
No major housing shortage (5)
Aging housing (4)
Rental costs increased (3)
Housing prices are high (2)
Housing prices are reasonable (2)
Lack of rental property (2)
Resource activity places pressures on housing (2)
Community not meeting housing demand (1)
Housing is managed well by builders (1)
Housing prices starting to stabilize (1)
Increased housing construction (1)
Lack of maintenance (1)
Lack of seniors' housing (1)
Lack of housing for first time buyers (1)
Low vacancy rates (1)
Markets fluctuated (1)
Mine workers can afford housing (1)
Most housing built when mine opened (1)
People can't live near where they work (1)
Prosperity will create more housing pressures (1)
Rental properties have been bought up (1)
Workers live in other places around town (1)

Labour Force (18)
Lack of skilled labour (4)
Businesses can't compete with mine wages (3)
People commute out of town for work (2)
Challenge recruiting workers for professional designations (1)
Hard for older, low-skilled workers to find jobs (1)
Lots of available workers (1)
Need to know people to get mine job (1)
Perception that drug/alcohol use is higher (1)
Shortage of truck drivers (1)
Multinational businesses use temporary foreign workers (1)
Uncertain local job opportunities for Prosperity (1)
Women stay home to look after kids vs. working (1)

Services (19)
Lack of daycare (3)
Lack of healthcare workers (2)
Childcare is expensive (1)
Computer illiterate workers can't access supports online (1)
Cut services not brought back (1)
Daycare doesn't meet needs of mine workers (1)
Few mine workers use library services (1)
Funding creates delays in service provision (1)
Have to go out of town for medical tests (1)
Lack of childcare workers (1)
Lack of doctors (1)

Services Cont'd
No homeless shelter (1)
Outreach supports for rural areas stretched (1)
Professionals recruited from external sources (1)
Rising demand for seniors' services (1)
Rising demand for services (1)

Business Services (12)
Business recruitment difficult (2)
Box stores hurting business downtown (1)
Concerns about service quality (1)
Lack of downtown retail services (1)
Lack of succession planning for businesses (1)
Need local businesses able to support mine (1)
Need to be proactive/creative to strengthen local business (1)
Out of town workers don't shop in town (1)
Pressures on businesses with low service demand (1)
Stores tough to access for less mobile people (1)
Williams Lake no longer a retail hub (1)

Social Issues (9)
Concerns about increased drinking (1)
Concerns about increased drugs (1)
Concerns about racism (1)
Concerns about increased Aboriginal youth pregnancies (1)
Concerns about increased prostitution (1)
Concerns about increased STDs (1)
Concerns about increased violence (1)
Concerns of safety of women in proposed mine camps (1)
Crime (1)

Infrastructure (8)
Aging infrastructure (1)
Large infrastructure demand (1)
Limited railway access (1)
Limited construction over last decade (1)
Prosperity will create infrastructure pressures (1)
Re-opening didn't lead to infrastructure changes (1)
Road construction an issue (1)
Roads have deteriorated (1)

Economy (7)
Boom-bust cycles (1)
Culture of uncertainty from boom-bust cycles (1)
Downturns increase division between wealthier / marginalized groups (1)
Forestry declined (1)
Lack of economic diversification (1)
People more cautious with money (1)
Tourism benefits from more disposable income (1)

Education and Training (7)
Many people lack certifications to work at mine (3)
Chamber of Commerce should invest in service training (1)
Difficult to access local training (1)
Many people have to go out of town to receive training (1)
Need for cross cultural education (1)

Family (6)
Family income impacted by parent staying home (2)
Difficult building capacity of parents working at mines (1)
Overload on parent at home (1)
Parents worn down by schedule (1)
Youth have less/inconsistent contact with parents (1)

Local Government (6)
Economic development pressure to support mine (1)
Government downsizing reduced capacity (1)
Industry keeps local government informed (1)
Local gov't cautious about spending / investment (1)
Local government not business friendly (1)
Not looking at impacts of globalization (1)

Transportation (5)
Airport infrastructure improvements needed (1)
Buses not reliable for getting to work (1)
Federal government funding restrictions not suited to small airports (1)
Mines increasing use of airport services (1)
Need new airport runway (1)

Voluntary Groups (4)
Groups are struggling (2)
Ageing volunteer base (1)
Unstable volunteer-led programs (1)

Communication (1)
Conflict between older and younger generation of leaders (1)

Environment (1)
Concerns that mines are impacting water quality (1)

Recreation (1)
Declining enrolment in civic programs (1)

Other (1)
Contract workers not involved in community (1)

Source: On the Move: Labour Mobility Study 2013.

Table A5: Responses of local leaders / community groups to address pressures – Williams Lake Stakeholders

Education and Training (19)
University working to bridge skilled labour gaps (3)
Assistance offered for worker training (2)
More Aboriginal training (2)
More educational / training programs for youth (2)
More training / mine preparation for workers (2)
Aboriginal education and training keeps them in community (1)
Cariboo Fire Centre training youth for firefighting (1)
City is encouraging training initiatives (1)
Mines support local training programs (1)
More attention to literacy (1)
Retraining opportunities for unemployed (1)
Training opportunities emerged from Leaders Moving Forward (1)
First Nations gov't creating training opportunities (1)

Community Services (15)
More prevention programs (2)
Assessments of employee abuse (1)
Better childcare worker wages to attract workers (1)
Community groups preparing for Prosperity (1)
Encourage workers to take parenting courses (1)
More attention to family violence (1)
More attention to food security (1)
More attention to youth mental health (1)
More focus on drug and alcohol abuse prevention (1)
Restructured services to meet needs of incoming workers (1)
Service expansion and stabilization (1)
Services adjusted to meet needs of mine workers (1)
Social Planning Council assessing the living wage (1)
Support given to Social Planning Council (1)

Housing (9)
City completed housing needs study (2)
More houses built (2)
City attempted to reduce housing prices (1)
City planning to allow secondary suites (1)
Limited subsidized housing (1)
Older homes being renovated (1)
Social housing needs not addressed (1)

Communication (5)
Leaders Moving Forward created to discuss issues /opportunities (2)
More education about mining operations (1)
Increased communication between groups (1)
Work with companies to promote opportunities (1)

Community (4)
City is a pilot community for Project Comeback (2)
First Nations asked to participate in community (1)
Initiatives to promote diversity (1)

Employment (3)
City working to attract workers (1)
Jobs Protection Plan (1)
Shift schedule changed to give workers more family time (1)

Business Services (2)
City undergoing downtown renewal (1)
Rebranding city to attract economic development (1)

Source: On the Move: Labour Mobility Study 2013.

Table A6: Strategic partnerships between industry / local service providers – Williams Lake Stakeholders

Education and Training (16)
Skills training program through the high school and university (10)
Aboriginal skills training with B.C.A.M.T.A. (2)
Bear safety training for Likely gold mine workers (1)
Fire dep't has done hazardous material response training with Gibraltar (1)
Joint training initiatives (1)
Partner with fire dep't on fire suppression training (1)

Community Services (9)
Mines provide funding for community groups / events (6)
Parking services in town for mine workers (1)
Sponsor the Big Bike Ride event (1)
Taseko a member of Social Planning Council (1)

Community Relations (6)
Mines developing relationships with First Nations (3)
Communication between mine / local gov't (1)
Council stakeholder consultations with mines (1)
Sought input from local groups about fish / wildlife concerns (1)

Economic Development (5)
Bus tours to mines (1)
Council promoting mine development (1)
Job postings with Employment Services (1)
Job advertisements at airport (1)
Work with local suppliers (1)

Source: On the Move: Labour Mobility Study 2013.

Table A7: Local, provincial or federal government supports provided to build community capacity – Williams Lake Stakeholders

Education and Training (25)
Funding for skills training through high school / university (10)
Partially funded post-secondary training programs (5)
Government funded skills training program (4)
Apprenticeship program through university (1)
Funding for transition education (1)
Government funding targeted forestry workers (1)
Labour Market Agreement funding for short training programs (1)
Labour Market Agreement only targets low skilled workers (1)
Token funding for retraining programs (1)

Community Services (12)
Support for Social Planning Council (2)
Federal / provincial support for diversity mural project (1)
Funding for community development (1)
Funding for First Nations groups (1)
Funding to support pro-diversity initiatives (1)
Provincial support for CDC (1)
Provincial support for Native Friendship Centre (1)
Provincial support for Women's Contact Center (1)
Support for anti-violence initiatives (1)
Support for family services (1)
Federal support for Welcoming Communities (1)

Economic Development (6)
Welcoming Williams Lake to enhance tourism (2)
Welcoming Williams Lake to enhance inclusiveness image of city (2)
Local gov't cautious about spending / investment (1)
Senior government support for C-CBAC (1)

Employment Programs (3)
Support for unemployed workers (2)
Jobs Protection Program (1)

Housing (3)
City completed housing study (1)
City planning to allow secondary suites (1)
Funding for Aboriginal housing (1)

Infrastructure (2)
Federal ACAP program provides some support for airport (1)
Federal funding criteria not suited to small airport / charter flight needs (1)

Other (2)
Local government doesn't fund programs (1)
Programs are reactive and not proactive (1)

Source: On the Move: Labour Mobility Study 2013.

Table A8: Strategies to promote local services/programs to mine workers – Williams Lake Stakeholders

Events (4)
Community fairs and showcases (2)
Hold presentations and consultations (1)
Invite workers to events (1)

Services (4)
Do work at the mines (2)
Quality of service (2)

Formal (3)
Umbrella promotion campaigns (2)
Work BC regulations promote awareness of issue (1)

Print Media (2)
Advertise community lifestyle (1)
Advertises services available to workers (1)

Informal (1)
Support other organizations to get word out (1)

Source: On the Move: Labour Mobility Study 2013.

Table A9: Strategies to provide goods and services to mine workers – Williams Lake Stakeholders

Operations (12)
Extended hours to match customer demand (5)
Open on Saturdays (3)
Employees work shifts to meet customer needs (1)
Improve service provision (1)
Open 24/7 (1)
Temporary service cards (1)

Technology (2)
Services available online (2)

Events (1)
Host event at mine and meet workers (1)

Incentives (1)
Provide group rates / company discounts (1)

Planning (1)
Assess what can be done to strengthen local service base (1)

Other (1)
Cooperate with mines (1)

Source: On the Move: Labour Mobility Study 2013.

Table A10: Are there adequate services / supports in place to respond to the needs of the mine workers? – Williams Lake Stakeholders

Services (24)
Services are adequate (8)
Lack of daycare (3)
Lack of healthcare workers (2)
Daycare schedule doesn't coincide with shift work schedules (1)
Good supports for laid off workers (1)
Lack of doctors (1)
Need more social supports (1)
Outreach services for rural areas stretched (1)
Programs run by volunteers are unstable (1)
Rising demand for senior's services (1)
Senior government services need to be improved (1)
Services can be structured to fit people's needs (1)
Services still need to change to respond to workers' needs (1)
Long waitlists (1)

Youth (9)
Lack of childcare services (2)
Adequate services for special needs kids (1)
Before / after school care not a parent priority (1)
Childcare services are underfunded (1)
Childcare services are understaffed (1)
Special needs are underfunded (1)
Special needs are understaffed (1)
Lack of affordable after school programs (1)

Education and Training (8)
Lack of skilled labour (2)
Difficult to access local training (1)
Need more adult education supports (1)
On the job training is adequate (1)
Limited skills training for commercial jobs (1)
Students start trade designation in high school (1)
Training opportunities readily available (1)

Housing (5)
Lack of housing (2)
Businesses responsible for temporary foreign worker housing (1)
Housing keeps up with demand (1)
Lack of housing for first time buyers (1)

Transportation (5)
Buses not reliable for getting to work (1)
Limited railway access (1)
Limited transportation services (1)
Need better regional health care transportation (1)
Need new airport runway (1)

Health (2)
Lack of mental health services (1)
Lack of health care supports (1)

Business / Retail (1)
Lack of businesses ready to support mine (1)

Infrastructure (1)
Need to update recreation infrastructure (1)

Source: On the Move: Labour Mobility Study 2013.

Table A11: Barriers to providing outreach supports to mine workers – Williams Lake Stakeholders

Operational Barriers (11)
Shift schedules of workers (5)
Access to mine sites (4)
Logistics of service providers (1)
Operating hours of service providers (1)

Transportation (10)
Distance, transportation and travel costs (10)

Financial Barriers (6)
Funding for programs and services (2)
Funding staff members (2)
General financial barriers (1)
Commodity prices (1)

Communication Barriers (5)
Limited communication infrastructure (2)
Don't have needed information (1)
Have not connected with mines (1)
Mines don't actively promote available programs (1)

Human Resources (2)
Finding staff members (2)

Availability (1)
Lack of daycare capacity (1)

Infrastructure Barriers (1)
Road conditions (1)

Safety (1)
Lack of safety training for workers travelling more than an hour (1)

Other (12)
No barriers (8)
Mines are responsive to community / worker needs (2)
Have adequate equipment to service mines (1)
Mines lack interest in services and programs (1)

Source: On the Move: Labour Mobility Study 2013.

Table A12: Recommendations for additional changes, investments or planning – Williams Lake Stakeholders

Communications and Collaboration (19)
Partnering with First Nations (3)
Advertise community programs and opportunities (2)
Communication between stakeholders (2)
Cooperation/partnerships with industry (2)
Need information about mine workers' needs (2)
Reconciling conflicts within community (2)
Awareness building around child supervision (1)
Development of trust between community groups (1)
Enhance ability of groups to work together (1)
More promotion of Williams Lake (1)
Promote and support Prosperity Mine (1)
Reconcile environmental concerns / mining development (1)

Labour Force (10)
Need to recruit / retain skilled labour (3)
Local friendly shift rotation schedules (2)
Recruitment and retention of professionals (2)
Flexible hours for workers (1)
Local representative agency for mine workers (1)
Plan for an aging workforce (1)

Community Services (9)
Expand/improve childcare (5)
More proactive gov't / community programs (2)
Need more social supports (1)
Onsite daycare (1)

Education and Training (10)
Address long-term skills / labour force gaps (2)
Increased professional and worker development programs (2)
Need to train First Nations labour force (2)
Developing transferable skills (1)
Need for cross cultural education (1)
Need more adult education (1)
Need to train local workers (1)

Housing (5)
Better housing development (2)
Housing closer to the mines (2)
Address high housing costs (1)

Planning (5)
Need more long-term planning (2)
Building sense of community reinvestment (1)
Explore untapped opportunities for community (1)
Planning for future camp work (1)

Recreation (5)
Invest in / expand recreational infrastructure (2)
Improve community amenities (1)
Reduce gaps in recreational services (1)
Senior government support for recreational infrastructure (1)

Business / Retail (2)
Chamber should invest in service training (1)
Need to be more proactive / creative to strengthen local business (1)

Policies and Regulations (2)
Integrated community sustainability plan, not implemented (1)
Need strategies to address current issues (1)

Infrastructure (2)
Improve regional health transportation (1)
Need new airport runway (1)

Funding (1)
Rural funding (1)

Source: On the Move: Labour Mobility Study 2013.

APPENDIX B: CONSENT FORM

On the Move: Labour Mobility and Community Capacity in Northern BC – Local Stakeholders

Purpose – A key change in Canada's northern resource towns has been the growth of long distance labour commuting (LDLC). Labour mobility presents numerous opportunities and challenges for workers and communities in rural and small town settings. Comparing Mackenzie and Williams Lake, this project will explore the key pressures that mining activity has had on the operations of community groups, as well as to understand the breadth of services and supports that are provided to LDLC workers and their families. This research will also explore any additional changes, investments, or planning that may be needed to respond to the needs of LDLC workers, as well as the possibility for community growth and stability by attracting new residents and businesses.

How Respondents Were Chosen - The interview participants were contacted through publically available contact lists of local government, service providers, businesses, and community groups. Interview participants were selected for their potential to provide information that can help to better understand labour needs and support issues for LDLC workers.

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

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

Voluntary Participation - Participation in the interview is entirely voluntary and, as such, interviewees may choose not to participate. Interviewees may choose not to answer any questions that make them uncomfortable, and they have the right to end their participation in the interview at any time and have all the information they provided withdrawn from the study and destroyed. The interview will be audio recorded and a summary of key themes will be created. A key thematic summary of the interview will be sent to the interviewee, and they will have two weeks to provide any edits or corrections back to the research team. The interview should take about 45 minutes to complete.

Research Results - In case of any questions that may arise from this research, please feel free to contact Dr. Greg Halseth (250-960-5826; halseth@unbc.ca) in the Geography Program at UNBC. The final project report will be distributed to all participants.

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

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

(Name -please print) (Signature) (Date)

APPENDIX C: INTERVIEW GUIDE

Mitigating Impacts – Local Stakeholders Perspective
Interview Guide for Mine in Operation (Williams Lake)

Participant name: _____

Contact information: _____

Interviewer: _____

Date: _____ Place: _____

Interview Time: Start_____ Finish_____

TOPIC AREAS:

Background Questions
Sense of Community
Services Provided to LDLC Workers
Concluding Question

A. Background Questions

What is your name and how long have you lived in Williams Lake?

Do you belong to a community organization? If yes, please explain.

If you belong to a community group, what role(s) do you have in the organization?
Prompt: participant, volunteer, executive, board member, etc.

B. Sense of Community

How would you describe the various characteristics of Williams Lake before the mine was re-opened?
Prompts: economic structure, local government, employment opportunities, opportunities for women, opportunities for youth, recreation and civic programs, infrastructure (roads, pool, etc.), community / voluntary groups, social services, and retail services.

How have these characteristics changed since the mine was re-opened?
Prompts: economic structure, local government, employment opportunities, opportunities for women, opportunities for youth, recreation and civic programs, infrastructure (roads, pool, etc.), community / voluntary groups, social services, and retail services.

C. Services Provided to Mine Workers

How would you characterize the labour force that is currently working at the mine?

Prompt: local labour force, out-of-town labour force, Aboriginal, women, older workers, youth, chronically unemployed, etc.

What have been the key pressures facing Williams Lake since the re-opening of the mine?

Prompt: local labour force, LDLC workers, Aboriginal, women, older workers, youth, chronically unemployed, etc.

How have local leaders / community groups responded to address these pressures?

Prompt: local labour force needs / LDLC worker needs, Aboriginal, women, older workers, youth, chronically unemployed, etc.

Does industry have any strategic partnerships with local services providers to build the capacity of the labour force and address workers' needs? If yes, please explain.

How do you promote local services / programs to mine workers?

Prompt: local labour force, LDLC / camp workers

What types of strategies do you use to provide mine workers with opportunities to purchase / access your goods and services?

Prompt: adjust hours of operation, adjust days of operation, booths at camp, outreach supports at camp, etc.

Do you feel there are adequate services / supports in place to respond to the needs of the mine workers? Please explain.

Prompt: local labour force needs / LDLC worker needs, Aboriginal, women, older workers, youth, chronically unemployed, etc.

Have any local, provincial, or federal government supports been provided to build the capacity of community organizations to respond to the needs of mine workers?

Prompt: skill training strategy, increased funding for programs / infrastructure etc.

Are there any barriers to providing outreach supports to remote mine work sites? If yes, please explain.

What additional changes, investments, or planning do you think is needed to respond to the workers at the mine?

Prompt: local labour force needs / LDLC worker needs, Aboriginal, women, older workers, youth, chronically unemployed, etc.

G. Concluding Question

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