

**Tumbler Ridge
Community Transition Survey 2001**

**Report on New 'Tools' for
Community Economic Development**

for:

Tumbler Ridge Employment Development Services Committee
District of Tumbler Ridge
UNBC Northern Land Use Institute
Community Transition Branch of the Ministry of Community, Aboriginal and Women's
Services

prepared by:

Greg Halseth
and
Laura Ryser

Geography Program
University of Northern British Columbia

March 20, 2002

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Project Description

The community of Tumbler Ridge is in a state of transition. Rapid changes since the March 2000 announcement of the Quintette mine closure are being undertaken as part of a community revitalization strategy. During this transition period, information on the makeup and needs of local residents will be useful to a range of groups, service providers and decision-makers in Tumbler Ridge. This need for timely and relevant information about how the community is changing has been made more urgent as a result of a second round of layoffs involving Quintette's reclamation crew employees and the success of the Tumbler Ridge Housing Corporation sale of properties.

Types of information needed during this transition period include socio-economic profiles of residents to see how the town is changing, identification of program and activity needs for the civic centre and for local service providers (especially unmet needs), patterns of housing use, a review of community quality of life issues, and patterns of local participation by local residents. People and groups in Tumbler Ridge are interested in this survey because of the information they need to adjust to changing local circumstances.

As a result of pressures associated with community transition, a questionnaire survey of residents and property owners was undertaken in the fall of 2001. The questionnaire process was developed in concert with a number of partners including the District of Tumbler Ridge, the Tumbler Ridge Employment Development Services Committee, the Community Transition Branch in the Local Government Department of the Provincial Ministry of Community, Aboriginal, and Women's Services, and the University of Northern British Columbia's Northern Land Use Institute. The questionnaire was carried out under the direction of Greg Halseth of the Geography Program at the University of Northern British Columbia.

Acknowledgments

In order to complete this research project, a great deal of assistance was required. First and foremost, we would like to thank and recognize all residents and property owners in Tumbler Ridge who took the time to be interviewed or to complete the questionnaire. The response rate to the survey was tremendous, demonstrating a depth of interest in both the town and its transition planning process.

It is important to recognize our partners in this study. These include the District of Tumbler Ridge, the Tumbler Ridge Employment Development Services Committee, the Community Transition Branch in the Local Government Department of the Provincial Ministry of Community, Aboriginal, and Women's Services, and the University of Northern British Columbia's Northern Land Use Institute.

We would like to also acknowledge the financial support of the Tumbler Ridge Employment Development Services Committee, the Community Transition Branch of the Provincial Ministry of Community, Aboriginal, and Women's Services, and the University of Northern British Columbia's Northern Land Use Institute. Fred Banham in Tumbler Ridge and Brent Mueller in Victoria deserve special acknowledgment for their support, advice, and assistance.

Lana Sullivan and Greg Halseth have been working with northern communities, including Tumbler Ridge, for the past 4 years. We would like to thank Lana for her help with local logistics as we set in place the fieldwork for the 2001 Transition Survey.

Finally, we would also like to thank Brian Stauffer who, along with Laura Ryser, formed our research team in Tumbler Ridge. Together, they knocked on every door in town (up to three times if they couldn't get anyone at home) and worked long hours through September and October to complete the survey work. They very much enjoyed the process of getting to know Tumbler Ridge and it now fills a special place in their memories. Laura continued with the project in creating the databases from the survey and assisting with the report preparation.

Greg Halseth and Laura Ryser
Prince George
March 2002

Other Reports

Summary Report

Methodology Report

Report on New 'Tools' for Community Economic Development

Socio-Economic Profile Report

Report on Perceptions of Community, Services, and Programming Needs

Availability

Copies of all reports from the 2001 Tumbler Ridge Community Transition Survey are available in a number of locations. In Tumbler Ridge, copies have been deposited with the District of Tumbler Ridge offices, the Tumbler Ridge Employment Development Services Committee, and the public library. In addition, copies of the reports are available on-line at the District of Tumbler Ridge website (<http://www.district.tumbler-ridge.bc.ca/>). At the University of Northern British Columbia copies have been deposited with the Northern Land Use Institute and the Weller Library.

Tumbler Ridge Community Transition Survey 2001 Report on New 'Tools' for Community Economic Development

INTRODUCTION

Any time a town's major employer closes, there is local economic stress. There are questions about jobs for residents, about economic transition, and even about the viability of the town itself. In Tumbler Ridge, the closure of the Quintette mine has certainly raised these questions. For many households, the need for work necessitated a relocation out of the community. For the town itself, however, there was a single and clear message from the start: "Failure is not an option, Tumbler Ridge will remain a viable town" (Mayor Iles, 2000). This report provides information based on the 2001 Tumbler Ridge Transition Survey about the perceptions and suggestions of residents and property owners for the economic revitalization of Tumbler Ridge. This information is important because rural and small town places in Canada must increasingly draw upon their internal sets of skills and assets in order to create a future suited to the new globalized economy. As noted in this report, Tumbler Ridge is well equipped with skills and assets to take advantage of a range of opportunities. It also has a local population who have shown themselves to be active in the development of their community and we can expect that this will extend to its current economic revitalization efforts as well.

The report is comprised of seven sections. Following this introduction, the pattern of recent local involvement by residents is outlined. This is followed by a section outlining respondent perceptions of the economic revitalization efforts which have taken place to date. Respondents were then asked about their perceptions of the changes which have been occurring in Tumbler Ridge. In the fourth section, respondents were then given an opportunity to suggest actions to improve the local economy and local employment prospects. In addition to these suggestions, respondents were also asked to list any special skills which they might bring to the community and its economic revitalization efforts. Finally, there is a review of the home-based and self-employed business sector in Tumbler Ridge, together with suggestions on how to improve opportunities for such businesses.

All data in this report come from the 2001 Tumbler Ridge Community Transition Survey. As such, it includes only the responses of those who completed the survey and is not a 100 percent census of the local population. Most tables provide totals for respondent answers to the various questions. In some cases, lists of respondent suggestions / comments are provided. In accord with our confidentiality procedures, only items identified by 5 or more people have a count of the number of times suggested. For the remaining items in such lists, readers should assume they were put forward by fewer than 5 people. In the discussion accompanying the tables, the analysis includes comments comparing responses across a set of four 'evaluative' variables: Housing Tenure, Housing Type, Out of Town Owners, Familiarity with Tumbler Ridge. Not all evaluative variables are reported for each of the items discussed as in many cases there were no differences in the pattern of responses. For a more detailed discussion of the evaluative variables, please see the Methodology Report.

LOCAL PARTICIPATION

During periods of intense economic transition, a great deal of grassroots involvement and participation is needed. In this section of the report, responses to questions about local activity are presented. It is important to identify whether residents and property owners in Tumbler Ridge are taking an active part in both their community and its economic revitalization efforts.

Table 1 includes a summary of respondent participation across a range of eleven activities. In Tumbler Ridge, these participation levels were quite high. For example, about 30 percent had attended a meeting of town council or a meeting at one of the local schools over the past year, and just over 45 percent had signed a petition about a local issue. Voluntary activity was also very high, as between 20 and 42 percent of respondents volunteered in various ways around the community. The highest level of volunteer participation was focused on sporting groups or local events such as Grizzly Valley Days.

Across the evaluative variables, three items are worth noting. First, renters were as active as property owners, despite a North America pattern where owners are typically more active. Part of the explanation rests with the fact that many renters are long term residents and have been active locally for a long time, and part rests with the fact that many owners are new residents who have not yet had time to connect with local networks. Second, out-of-town property owners have a lower participation rate simply because they have fewer opportunities to connect with local activities. Third, long term residents were much more active than those who had recently moved into the community. Even with differences between long term and newly arrived residents, participation rates speak well to the investment of time people are willing to make as Tumbler Ridge goes through economic revitalization.

Table 1: Activity Involvement over the Past Year

Activity	Frequency	Percent
Attended Town Council / local school meetings	206	30.6
Signed petition to local issue	304	45.1
Worked with others - community issue	154	22.8
Joined organization - community issue	110	16.3
Spoke / wrote to official - community issue	152	22.6
Volunteered sporting, civic, or local event	282	41.8
Volunteered church / religious organization	144	21.4
Joined in year round activities	134	19.9
Other voluntary work for no pay	161	23.9
No time yet	176	26.1
Volunteer at school activity	11	1.6
Volunteer - community service group / club	11	1.6

n = 674

SATISFACTION WITH ECONOMIC REVITALIZATION EFFORTS TO DATE

Since the March 2000 announcement of the Quintette mine closure, residents and decision-makers in Tumbler Ridge have been proactive with economic transition and revitalization planning. The Tumbler Ridge Revitalization Task Force identified four key issues for attention. These included:

- resolution of the housing question and return to a local housing market,
- economic stability for the town through resolution of the long term debt question,
- development of a community transition plan,
- and a study of diversification opportunities.

Over the following year, a local housing market was re-established by the sale of properties through the Tumbler Ridge Housing Corporation, the debt was eliminated, and a community transition plan was put into place to cover service needs during the interim period. As well, the local council and other groups are now working with recommendations from the diversification study to expand Tumbler Ridge's economic base. As a result, it was time to ask residents and property owners about their satisfaction with economic revitalization efforts (Table 2).

Respondents were generally satisfied with the level of cooperation amongst local community and economic development groups (Table 2). However, just over one-quarter of respondents answered 'neutral' to this question. More important is that only 360 out of 674 respondents answered this question. While a lack of knowledge may explain many of the out-of-town property owners, it does not account for the many local residents who did not answer. In terms of the evaluative variables, there was really no difference in length of time people had lived in Tumbler Ridge, or between residents and the out-of-town property owners who answered the question.

With respect to the availability of professional and economic business advice in Tumbler Ridge, respondents were somewhat satisfied (Table 2). Again however, a large number of respondents were 'neutral' and a large number of those surveyed did not answer this question. In terms of the evaluative variables, there were few differences by length of residency in Tumbler Ridge except that long term residents were a bit more dissatisfied. In terms of property tenure, owners reported being a bit more satisfied than did renters.

When asked about community efforts to attract more entrepreneurs or businesses to Tumbler Ridge, about 48 percent of respondents were satisfied (Table 2). This is, however, balanced by the approximately 32 percent of respondents who reported being dissatisfied. In terms of the evaluative variables, long term residents tended to be more satisfied than new residents and owners tended to be more dissatisfied than renters.

When asked about the level of cooperation between Tumbler Ridge and adjacent towns and regions, only 344 of 674 people surveyed answered this question (Table 2). Those who responded were quite strongly satisfied with the level of cooperation. When compared across the evaluative variables, long term residents were more likely to be 'neutral' or offer no opinion on this question. There were relatively no differences between owners and renters, while residents who lived in town tended to be more likely satisfied than out-of-town property owners.

When asked about the economic and community development leadership provided by the Tumbler Ridge Town Council, more than half of respondents reported that they were satisfied (Table 2). With respect to the evaluative variables, long term residents were more likely to be 'neutral' and offer no opinion. There were relatively no differences in response patterns across the other evaluative variables.

When asked about the availability of business services including stores, restaurants, and other services, respondents were just about evenly split between those who were satisfied and those who were dissatisfied (Table 2). Approximately 21 percent of respondents answered 'neutral' on this question. When compared across the evaluative variables, residents who had lived in town for ten or more years were more likely to be dissatisfied. Similarly, renters also tended to be more dissatisfied.

Respondents were very satisfied with efforts to promote economic development while respecting the natural setting and clean environment of Tumbler Ridge (Table 2). As noted elsewhere in the survey, the natural setting and clean environment is one of the key attractive features that brought people to Tumbler Ridge in recent years and holds long term residents in the community. There were no real differences in this strong pattern of satisfaction by length of time in town, housing tenure, and residents versus out-of-town property owners.

Table 2: Satisfaction with Economic Revitalization Efforts to Date in Tumbler Ridge

Variable	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied	N=
Level of co-operation amongst local community and economic development groups	17 4.7%	54 15.0%	99 27.5%	162 45.0%	28 7.8%	360 100%
Availability of professional economic and business advice in Tumbler Ridge	11 3.0%	74 20.4%	109 30.1%	149 41.2%	19 5.2%	362 100%
Community efforts to attract more entrepreneurs or businesses	30 6.6%	116 25.4%	92 20.1%	183 40.0%	36 7.9%	457 100%
Level of collaboration by Tumbler Ridge with adjacent towns and regions	6 1.7%	33 9.6%	91 26.5%	175 50.9%	39 11.3%	344 100%
Leadership provided by Town Council in economic and community development	19 4.4%	72 16.7%	82 19.1%	208 48.4%	49 11.4%	430 100%
Availability of business services (restaurants, stores, and other services)	35 5.6%	204 32.5%	134 21.4%	223 35.6%	31 4.9%	627 100%
Efforts to promote economic development while respecting the natural setting and clean environment	11 2.1%	41 8.0%	62 12.1%	302 60.0%	96 18.8	512 100%

PERCEPTIONS OF CHANGE

One of the characteristics of economic and community transition is that of change. While change is a natural and normal part of town life, during periods of uncertainty or transition that pace of change can accelerate. Respondents' perceptions of change are a critical part of the economic revitalization process because people who feel that change is moving their community in a positive direction are more likely to assist local revitalization efforts. In this section, respondents were asked about their perceptions of change with respect to a number of local characteristics. They were also asked to identify their thoughts about future prospects for Tumbler Ridge, and whether they had taken any concrete steps to either leave or move to the community.

When asked about the degree of change in local economic opportunities in Tumbler Ridge over the past year, about 28 percent of respondents reported no change and about 39 percent reported that they had improved (Table 3). It should be noted that 266 households surveyed did not answer this question (about half of these were out-of-town property owners). When responses are compared across the evaluative variables, long term residents were more likely to report that local economic opportunities had gotten worse. This is no doubt affected by such recent events as the layoffs of the Quintette reclamation crews. With respect to housing tenure, owners were more likely than were renters to report that local economic opportunities had improved over the past year, and more residents than were the out-of-town property owners reported that local economic prospects had gotten worse over the past year.

Table 3: Degree of Change in Local Economic Opportunities over the Past Year

Response	Frequency	Percent
Significantly worse	46	11.3
Somewhat worse	86	21.1
No change	116	28.4
Somewhat improved	148	36.3
Significantly improved	12	2.9
n =	408	100.0

When asked about the degree of change in local services within Tumbler Ridge over the past year, most respondents reported that there had been relatively no change (Table 4). Approximately 28 percent reported that services had improved, while only approximately 9 percent reported that they had gotten worse over the past year. When compared across the evaluative variables, community familiarity had some effect and long term residents were more likely to report that local services had gotten worse while new residents were more likely to report that local services had improved. Residents were more likely to report that local services had gotten worse over the preceding year when compared to out-of-town owners. There were no differences based on whether respondents owned or rented their home.

Table 4: Degree of Change in Local Services over the Past Year

Response	Frequency	Percent
Significantly worse	2	0.5
Somewhat worse	38	8.5
No change	277	62.4
Somewhat improved	109	24.5
Significantly improved	18	4.1
n =	444	100.0

Respondents were then asked about Provincial services offered in Tumbler Ridge (Table 5). As with most other questions in this section, a large number of those surveyed did not answer this question (42 percent of those surveyed did not answer). Much of this non-response involved either out-of-town property owners or new residents who felt they did not have the experience to comment on these questions. With respect to those who did answer the question, approximately 64 percent thought there had been no change in the Provincial services in Tumbler Ridge over the past year. A further 23 percent reported that Provincial services had gotten worse over the past year. In terms of the evaluative variables, only long term residents more likely to report that Provincial services had gotten worse over the preceding year. Again, these long term residents have more experience upon which they can draw in evaluating change over time.

Table 5: Degree of Change in Provincial Services over the Past Year

Response	Frequency	Percent
Significantly worse	9	2.3
Somewhat worse	80	20.6
No change	247	63.7
Somewhat improved	47	12.1
Significantly improved	5	1.3
n =	388	100.0

The next set of questions in this section focus upon the respondent's personal situation over the past year. When asked about their personal financial situation over the past year, about half of respondents felt that it was unchanged from the preceding year (Table 6). Approximately 32 percent felt that their financial situation had improved, while less than 20 percent felt that their personal financial situation was worse than it was the preceding year. Also, in contrast to the preceding questions, more than 72 percent of households surveyed provided an answer to this question. With respect to the evaluative variables, long term residents were more likely to report that their personal financial situation had gotten worse over the preceding year, but there was relatively little difference between owners and renters, or between residents and out-of-town owners.

Table 6: Degree of Change in Personal Financial Situation over the Past Year

Response	Frequency	Percent
Significantly worse	13	2.7
Somewhat worse	68	13.9
No change	256	52.1
Somewhat improved	118	24.0
Significantly improved	36	7.3
n =	491	100.0

The next question asked respondents about the degree of change in their involvement in local events over the past year (Table 7). This is an important question because economic revitalization depends upon residents willing to invest in their own community. As shown, approximately 70 percent of respondents felt that their involvement in community events had not changed over the preceding year. Further, 25 percent of respondents felt that their participation had in fact increased over the past year. In comparing responses across the evaluative variables, there were relatively few differences by length of time in the community, by whether respondents own or rent their home, or by whether they were residents or out-of-town property owners. This finding bodes well for Tumbler Ridge’s economic revitalization efforts as residents have historically been very active and it appears that both new and long term residents are still investing in community activities and events.

Table 7: Degree of Change with Involvement in Community Events over the Past Year

Response	Frequency	Percent
Significantly worse	3	0.6
Somewhat worse	19	4.0
No change	328	69.2
Somewhat improved	98	20.7
Significantly improved	26	5.5
n =	474	100.0

The final question in this section asked respondents for their feelings about the future economic prospects of Tumbler Ridge (Table 8). As shown, approximately 68 percent felt that Tumbler Ridge’s economic prospects would improve in the future. However, it is important to note that nearly one-third of households surveyed did not offer a response to this question. In terms of evaluative variables, long term residents were more likely to report that local economic prospects for Tumbler Ridge were likely to get worse in the coming years. There may be some connection here to the fact that many long term residents are connected with Bullmoose mine and there is concern about the long term status of its mining operations. In terms of housing tenure, property owners were slightly more likely than renters to report that the economic prospects for Tumbler Ridge would improve in the future. In terms of respondent type, residents were slightly more likely to report that economic prospects would get worse in the coming years, while out-of-town property owners were slightly more likely to report that economic prospects would improve. Again, it should be noted that for the survey as a whole, the majority felt that Tumbler Ridge’s economic prospects would improve.

Table 8: Perception about Future Economic Prospects

Response	Frequency	Percent
Significantly worse	25	5.2
Somewhat worse	71	14.7
No change	58	12.0
Somewhat improved	246	50.9
Significantly improved	83	17.2
n =	483	100.0

Respondent Actions Relative to Economic Outlook

When households feel that local change will have a negative affect upon them or their household, one of the best indicators of the depth of their concern is whether they took any concrete actions to put their home on the market and move out of the community. Conversely,

households which feel that local change will have a positive local effect may make plans to buy property or move into the community. The tables in this section examine these actions among respondents.

Respondents were asked if they had considered moving away from Tumbler Ridge (Table 9). This question applied only to residents who lived in the community and a total of 481 respondents answered. Of these, only about 30 percent reported that they had considered moving away from Tumbler Ridge. When compared across the evaluative variables, owners were slightly more likely to report that they had not considered moving away. In contrast, residents who had lived in town for ten or more years were slightly more likely to report that they had considered moving away. Given the considerable local economic uncertainty over the past ten years, this response by long term residents is not surprising.

Table 9: Have you considered moving away?

Response	Frequency	Percent
Yes	144	29.9
No	337	70.1
n =	481	100.0

The 144 respondents from Table 9 who reported that they had considered moving away were then asked if they had taken any concrete steps towards leaving Tumbler Ridge. As shown in Table 10, approximately 46 percent of those who had considered moving away had also taken steps such as placing their home on the market or searching for employment in other towns. There is relatively no difference in this response pattern by whether the respondent owned or rented their property. However, long term residents were slightly more likely to report they had taken steps towards moving out of Tumbler Ridge.

Table 10: Did you take any steps towards moving away?

Response	Frequency	Percent
Yes	66	46.2
No	77	53.8
n =	143	100.0

Out-of-town property owners were asked a slightly different question in this section of the survey. They were asked if they had considered moving to live in Tumbler Ridge (Table 11). In this case, approximately 60 percent of out-of-town property owners have considered moving to town. This finding was reaffirmed by many out-of-town owners who wrote comments on their survey that they were not yet very familiar with the community, but expected to move there in the future. With respect to the evaluative variables, the most important one in this case was the type of property owned. Respondents who owned a single detached house were much more likely to report that they had considered a move to live in Tumbler Ridge.

Table 11: Have you considered to move to Tumbler Ridge?

Response	Frequency	Percent
Yes	108	59.0
No	75	41.0
n =	183	100.0

SUGGESTIONS FOR ECONOMIC REVITALIZATION

In this section, two tables include suggestions from respondents about ways to improve either the local economy or local employment opportunities. These questions are closely tied and there is overlap in the responses.

Local Economy

Table 12 includes the responses to the question “if you could suggest one thing that would improve the economy of Tumbler Ridge, what would it be”? Respondents were allowed to suggest more than one item and many wrote or provided lengthy lists. A full listing of their suggestions is found in Appendix Table 12z. As shown, these suggestions have been grouped into 12 categories and include over 785 individual suggestions. Looking at Table 12 as a whole, there is a clear split in suggested directions with some calling for an extension of Tumbler Ridge’s resource economy and others calling for change to a different economic base.

Table 12: Summary of Recommendations to Improve the Economy of Tumbler Ridge

Recommendation	Respondents
Better Shopping / Stores	75
Big Resource Industry	68
Cell Phone - High Speed Internet	11
Diversified Resource Industry	142
Expand Post-Secondary Education	11
Expand Small Businesses	112
Fix Roads / Bus Service	47
New Vision at Town Hall	29
Re-open Mine / New Mine	100
Ski Hill	26
Tourism	147
Other	17

A total of 75 suggestions were made for providing better shopping and stores in the community (Table 12). Research on community economic development calls this as a local circulation of money, something crucial to retaining wealth and jobs in the community. Included among suggestions for shopping or stores are a bakery, barber shops, bookstores, clothing stores, and craft stores. Suggestions for the expansion of some existing services include requests for additional grocery stores, hardware stores, drug stores, and coffee shops. There were also 11 suggestions concerning new communications technologies. Most of these centered upon high speed Internet and cellular phone service.

As shown in Table 12, 68 suggestions were put forward for bringing a new big resource industry to town. Included in these were a natural gas plant or ethanol plant, however, most simply called for a new major employer in the resource sector.

A total of 142 suggestions were made around the topic of a diversified resource industry base for Tumbler Ridge (Table 12). Some of these were simply generic asking for another industry or another big resource project near Tumbler Ridge. Others were more focused including 23 suggestions for a sawmill, and 22 suggestions for enhanced forestry operations, as well as suggestions for value added wood processing plants, thermal power plants, local trucking and freight companies, and gas and electrical production.

An expansion of post secondary education was suggested 11 times (Table 12). This included enhanced offerings by Northern Lights College, as well as suggestions to use local school facilities for art colleges, or language or technology training centers. An expansion to local small businesses brought forth 112 suggestions and included examples such as e-commerce and environmentally friendly businesses. Also suggested was support for small businesses, including re-starting the Chamber of Commerce, opening closed buildings in town to businesses, and lower commercial rents in the downtown to attract new business tenants.

A total of 47 suggestions were received concerning transportation services (Table 12), with most focused upon repair of the highways connecting Tumbler Ridge to Dawson Creek and Chetwynd. Another large group called for bus service into the community. A third group of transportation improvements concerned their role in the tourist trade and involved development of railway links to bring tourists from Jasper, or fixing the roads into Monkman Park and Kinuseo Falls. Calls for a new vision of economic revitalization at town hall were made 29 times. Most of these had to do with putting in place bylaws which would enhance residential or commercial development in the community.

An additional 100 suggestions were received for enhancing or revitalizing mining opportunities in the town (Table 12). Fifty-one of these called for the development of another mine, while 35 specifically called for reopening of the Quintette mine site.

A total of 147 suggestions called for development of a tourism industry in Tumbler Ridge (Table 12). Some of these focussed upon opportunities in the region's natural landscape and included suggestions for hiking, eco-tourism, fishing, and guiding. Others focused on the natural and human history of the region and included suggestions for tours of fossils and dinosaur footprints, local museums, and tours of the mine facilities. Others focused on the creation of winter sports areas including snowmobiling. A total of 26 suggestions were received for the development of a ski hill facility. Most of these talked about a downhill ski resort, although a couple included suggestions for cross-country skiing. Others suggestions were for community facilities like theatres, improvements to local parks, and enhancement of the golf course and wildlife sanctuary.

Local Employment Opportunities

Respondents were also asked about their suggestions for improvements to local employment opportunities in Tumbler Ridge. While respondents often had a difficult time differentiating between improvements to the local economy and improvements to local employment, a total of 421 suggestions were made (Table 13). A full listing of their recommendations is found in Appendix Table 13z.

The most popular suggestions concerned a diversified resource economy base (Table 13). Almost 50 respondents identified forest industry/sawmills as an opportunity for Tumbler Ridge, 21 identified an oil or gas plant, and 10 identified other mining opportunities. Each of these fits well with recent initiatives in Tumbler Ridge. Just over 100 respondents identified an expansion of small businesses as a way to increase local employment opportunities. In this case, more businesses, especially small businesses, would provide a diverse range of employment opportunities. Just over 100 respondents identified an expansion of tourism businesses, with the most popular suggestion being a ski hill facility.

**Table 13: Summary of Recommendations to Improve
Local Employment Opportunities in Tumbler Ridge**

Recommendation	Respondents
Better Shopping / Stores	41
Diversified Resource Economy	166
Expand Small Businesses	109
Tourism	105

PEOPLE AND SKILLS - TUMBLER RIDGE'S NEW 'TOOLS'

As noted at the start of this report, one of the critical aspects of community revitalization concerns the assets and skills which exist within the community. Bottom up community development efforts must draw upon these assets and skills. In this section we explore both the skills and talents identified by respondents, as well as their interests in a variety of educational extension possibilities.

Educational Activities

Respondents were asked if they are currently enrolled in any business or education related programs (Table 14). As shown, only approximately 12 percent of the sample reported that they are enrolled in such a program. This proportion does not change across the evaluative variables.

Table 14: Are you currently enrolled in a business / education related program?

Response	Frequency	Percent
Yes	81	12.0

When asked to describe the program in which they were enrolled, respondents identified a diverse range (Table 15). These included business training such as bookkeeping, financial matters, and accounting, as well as professional courses such as social work, public administration, and real estate certification. They also included a range of university degrees covering both arts and sciences disciplines, and technology training programs, especially in information technology and computer software. Industrial educational programs included trades such as electrical and power engineering, as well as welding. Respondents enrolled in educational programs focus upon teacher training and literacy education. Finally, a wide range of medical training programs were identified, including emergency medical technicians, physicians

continuing education, nursing, kinesiology, and occupational first aid. None of the individual items in Table 15 were identified by 5 or more respondents.

Table 15: Program of Enrollment

Accounting	Gardening / landscaping	Paramedical Level I
Adobe photoshop	GED	PhD distance program
Adult instructor cert. program	Home-based program	PhD English
Bachelor of Education	Home support / residential care	Power engineering
Bachelor of English	Information technology	Psychology
Bachelor of Science	Instructors Diploma Program	Real estate / mortgage brokers
Biology	Instrumentation	RCA / HS
Bookkeeping	Interior design / decorating	Reflexology
Business	Kinesiology	Self-employment program
Chemistry	Legal-aid	Social work
Computer	Literacy	Specialty nursing ER
Conflict resolution	Literature	Substitute teaching
Continuing Medical Education	Liturgical studies	Tax update / review
Decorating	Local government admin	Teaching
EET	Masters degree program	Teaching ACHOTE
Electrical engineer	Master spinning course	Tupperware
EMA 1	MCC Employment Services	Upgrading
Employment program	Mechanics	Waste water treatment
English	Music	Water colour painting
Entrepreneurial	Occupational First Aid Level III	Welding
Financial	Painting	

While 84 respondents identified that they were enrolled in an educational program, only 41 identified the institution offering the courses (Table 16). The most popular educational institution is Northern Lights College, which was reported by 10 respondents, no doubt due to its location in the community and its offerings which cross from skills training to university transfer courses. In addition, there is representation from a range of universities and colleges in both Alberta and British Columbia.

Table 16: Institution of Enrollment

British Columbia

Northern Lights College
BCIT
Camosun College
PR School District #59
SFU
BC Continuing Education
UBC
UCC
UVIC

Alberta

Athabasca University
Olds College
SAIT
University of Alberta

Other

Ambulance
Community Futures
CCS
DEVRY
Jack's on Tax
Neuman College
Recreation Centre
Sheffield, Ontario
University of Miami
University of Toronto
University of Wales

Educational Possibilities

Respondents were then asked about their interest in a range of educational topic areas. About one quarter of those in the survey reported that they would be interested in general interest courses (Table 17). Compared across the evaluative variables, there are relatively few differences except that out-of-town property owners are a little less interested. When asked about highschool upgrading or completion programs only about 5 percent of those surveyed reported being interested.

With respect to first aid and safety training courses, approximately 20 percent of the sample reported being interested (Table 17). Residents were more likely to report being interested than were out-of-town owners, and new residents in Tumbler Ridge were similarly more interested than long term residents.

Table 17: Interest in Courses

Course	Frequency	Percent
Professional development	143	21.2
General interest	164	24.3
First-aid safety	135	20.0
Grade 12 upgrading / GED	36	5.3
University / college	100	14.8
Other	21	3.1

n = 674

When asked about university transfer and college level courses, approximately 15 percent of respondents reported being interested (Table 17). Respondents who owned their own home were more likely to be interested than were renters, and new residents were similarly more likely to be interested than were long time residents.

When asked about professional development courses, approximately 21 percent of respondents indicated that they would be interested (Table 17). When probed, respondents who owned their own home were more likely to be interested than were renters and long term residents were more likely to be interested than were new residents.

Educational Suggestions

Respondents were then asked for suggestions about possible educational courses which they might like to see offered in Tumbler Ridge. Beginning with professional development courses, a total of 175 respondents made suggestions (Table 18), and while 24 did not offer a specific course suggestion, the remainder did. Popular course suggestions included computer training, business, management, and finance courses.

Table 18: Professional Development Courses

Accounting (5)	Nothing specified (24)
AutoCAD	Nursing
Automotive	Office administration
Bookkeeping	Oil / gas sector courses
Business (16)	Orienteering
Computer (32)	Outdoor safety
Computer repair	Paramedic
Conflict management	Payroll association
Cooking	Photography
CORE	Power engineering
Counselling	PMAC - purchasing management
Ecotourism	Pre-school / childcare
Engineering	Professional development
Environmental management	Property management
FAC	Restaurant management
Finance (7)	Seven Intelligences
Fish farming	Shift boss certificate
Food safe	Social work
Forestry	Special education
Furniture making	Speech language pathology
H2S (sour gas field safety)	Supervisory skills
Health	Support staff classes
Home-based business development	Ticket courses
Hotel management	Travel education
Human resources	Typing
Income tax	Welding
Internet	Wildlife management
Investment	Woodworking
Labour relations	Writing
Leadership development	
Management (13)	
Media	

A total of 118 respondents identified university or college level courses for Tumbler Ridge (Table 19). Of these, 25 respondents did not suggest a specific course. A wide range of other

courses were suggested from accounting to youth counseling, with the most popular suggestions being computer science courses.

Table 19: University / College Courses

Accounting	Medical / health
Anthropology	Medical records clerk
Archeology	Mortgage assessment
Architectural drafting	Music
Arts	Nothing in particular (25)
Bachelor of Education	Nursing
Business	Occupational health
Clothing design	Office administration
Computer science (6)	Parks management
Continuing education	Pharmaceutical assistant
Counselling	Pharmacist
Criminology	Philosophy
Early childhood	Physiotherapy
Ecology	Political science
Engineering	Property management
English	Psychology
Geography	Religion
Geology	Sciences
History	Skilled trade
Home care	Social services addiction
Internet	Social work
Kiniseology	Sociology
Laboratory science	Special education
Law	Teacher's aid
Learning assistant	Teaching
Local paleontology	Urban land economics
LPN renewal	Urban planning
Masters of Science, Engineering	Veterinarian assistant
Masters program	Youth counselling
Mathematics	

A total of 203 respondents identified that they would be interested in taking some general interest courses (Table 20). Of these, 48 did not identify a specific course. Among the most popular course suggestions are art, computer training, crafts, gardening and painting. Many of these suggested courses may be well suited to provision as special programs through the Tumbler Ridge Recreation Centre. If they were offered in this way, many could likely draw upon the range of local skills now available in town for people to instruct these courses. Some of the

more specialized course suggestions, or those requiring access to particular equipment (such as computers), may be better suited to coordination or offering by Northern Lights College.

Table 20: General Interest Courses

Accounting	Making wills
Antiques	Mathematics
Art (12)	Music
AutoCAD	Naturopathy
Automotive	Nothing specified (48)
Birdwatching	Oil / acrylic painting
Business	Operating a daycare
Candle making	Orienteering
Carpentry	Outdoor excursions
Climbing	Outdoor survival
Computer (25)	Painting (11)
Computer programming	Personal development
Computer repair	Photography
Cooking (5)	Pottery
CORE	Quilting
Counseling	Rope technique
Crafts (14)	Running
Dancing	Self-employment
Drawing	/ home-based bus.
English literature	Sewing
Finance	Short courses
Framing	Small engine repair
French	Soap making
Furniture making	Spanish
Gardening (7)	Travel related
Geology of the area	Water colours
HAM radio	Welding
Health	Wilderness first aid
Herbology	Woodworking (5)
Holistic	Writing
Homeopathy	Yoga
Hunting	
Internet	
Languages	

Finally, respondents were asked to identify any other courses which they, or others in the household, would find of interest (Table 21). A total of 32 respondents identified courses. Many of these suggestions fall within general interest, hobby, or recreational activities such as bird watching, firearms acquisition certificates, fishing, photography, and stained glass. Another set of suggestions include specific outdoor skills training such as avalanche safety and bear safety. A further set of suggestions focus upon work skill training such as forest contract bidding,

forestry skills, tin-smithing, and power engineering. Finally, there were several course suggestions in technologies including computers and computer graphics. None of the course areas were suggested by more than 5 respondents.

Table 21: Other Courses

Accounting	Hand falling
Adult education	History
All terrain vehicle	Holistic therapy
Avalanche safety	Interior design
Bear / animal safety	Journeyman tin smithing
Birding	License
Bucking	Log scaling
Computer	Music
Computer graphics	Photography
CORE	Power engineering
Education	Short courses / seminars
FAC	Social work
Fishing	Stained glass
Fly-fishing	Trade school
Forest contract bidding	Web design
Gas industry	

Skills Inventory

The skills of local residents have long been important facets of rural and small town places, but they are becoming an increasingly valuable local resource for economic revitalization. As shown in Table 22A, there are a remarkable breadth of skills available through Tumbler Ridge residents and property owners. Business and business support services, construction and home renovation skills, industrial trades, medical services, music and craft skills, and transportation and heavy equipment operators, are some of the widely available local skills. A full list can be found in Appendix 22Az.

Table 22A: Skills of Participants

Skills	Respondents
Agriculture	30
Business Support Services	604
Construction / Renovation Trades	286
Education	131
Emergency Services	23
Financial / Real Estate	75
Food Services	134
Forest Industry	38
Industry Trades	281
Medical / Health Sciences	240
Music / Crafts	292
Other Resource Industries	70
Outdoor Sports / Recreation	119
Professional Services	81
Social Services	39
Tourism	15
Transport / Equipment Operations	258
Other	338

In addition to skills, the survey also included questions on job titles. These job titles have been grouped by Statistics Canada occupational codes (Table 22B). Again, there is a remarkable breadth of occupational experience available through residents and property owners. The trades and retail sectors are two most commonly listed job categories. Also prominent are business,

management, education, and health occupations. One continuing problem with job classification schemes is that they classify jobs regardless of the economic sector within which one works. In Table 22B, for example, there are relatively few people counted under the primary industry category despite the fact that many still work for Bullmoose mine. This occurs because ‘electricians’ are in another category, as are truck drivers, heavy equipment operators, and a host of others. Despite this idiosyncrasy, it is still evident that Tumbler Ridge can draw upon a wide set of occupational skills. A full list of occupations is found in Appendix Table 22Bz

Table 22B: Occupations of Participants

Category	Respondents
Management Occupations	86
Business, Finance and Administrative Occupations	96
Natural and Applied Sciences and Related Occupations	6
Health Occupations	50
Occupations in Social Science, Education, Government Service and Religion	88
Occupations in Art, Culture, Recreation and Sport	16
Sales and Service Occupations	191
Trades, Transport and Equipment Operators and Related Occupations	328
Occupations Unique to Primary Industry	27
Occupations Unique to Processing, Manufacturing and Utilities	6

HOME-BASED AND SELF-EMPLOYED BUSINESSES

As described earlier, one key aspect of economic revitalization is the entrepreneurial spirit which can be generated within the community. Table 23 includes data on the number of respondents who operate either a home-based or self-employed business. As shown, 52 respondents reported operating a business out of their home or property, while an additional 113 reported operating a self-employed business. Some of these are operated by out-of-town property owners. While these owners may later bring this entrepreneurial spirit to town, the rest of the analysis in this section will focus upon the 33 home-based businesses and 87 self-employed businesses operated by Tumbler Ridge residents.

Table 23: Do you operate any of the following businesses?

Business Type	All Surveyed Households		Tumbler Ridge residents only	
	Frequency	Percent	Frequency	Percent
Business out of home / property	52	7.7	33	27.5
Self-employed business	113	16.8	87	72.5
	n = 674		n = 120	

Table 24 includes a summary of where the services or products from Tumbler Ridge's home-based and self-employed businesses are sold. Respondents were allowed to identify multiple locations where their products or services are sold. A total of 77 respondents reported that their services or products were sold in the Tumbler Ridge community, including such services as Bed and Breakfast facilities where the product is 'consumed' in town. A total of 40 reported that their goods or services are sold outside of Tumbler Ridge but still within BC, and 23 reported that their products are sold within British Columbia and Alberta. An additional 15 market their services across Canada, while 12 reported that they market their goods and services outside of Canada.

Table 24: Where are your home-based / self-employed services or products sold?
(Businesses operated by Tumbler Ridge residents only)

Location	Frequency	Percent of Total Home-based / Self-Employed Business in TR
Local	77	64.2
Outside Tumbler Ridge / within BC	40	33.3
Outside Tumbler Ridge / within BC and Alberta	23	19.2
Outside BC and Alberta, but within Canada	15	12.5
Outside Canada	12	10.0
n = 120		

Operators of home-based and self-employed businesses in Tumbler Ridge were asked about their satisfaction with the town as a place to operate a business (Table 25). Approximately 10 percent of home-based and self-employed business operators did not know or did not have an answer to this question. For those who did answer, most reported being satisfied. In fact, if we do not count the ‘don’t knows’, 76 percent of self-employed business operators and 70 percent of home-based business operators reported being satisfied with Tumbler Ridge as a place to operate their business.

Table 25: Satisfaction with Tumbler Ridge as a place to operate a business
(Businesses operated by Tumbler Ridge residents only)

Response	Home-based	Self-employed
Very Dissatisfied	0	4.6
Dissatisfied	9.1	3.5
Neutral	18.2	13.8
Satisfied	42.4	47.1
Very Satisfied	21.2	20.7
Don't Know	9.1	10.3
n =	33	87

Operators of home-based or self-employed businesses in Tumbler Ridge were then asked about the economic sector in which their business operates (Table 26). As shown, approximately 18 percent of businesses are in the retail trades sector, 14 percent are in the construction sector, and approximately 10 percent are in the accommodation, food, and beverage sectors. When we examine this distribution against the evaluative variables, property owners are relatively under represented in the business services and construction sectors. Finally, when comparing familiarity with Tumbler Ridge, business operators who have lived in Tumbler Ridge for ten or more years are comparatively over represented in the forestry and transportation / communications sectors.

Table 26: Economic Sector of Businesses
(Businesses operated by Tumbler Ridge residents only)

Business Type	Percent
Accommodation, food and beverage	10.4
Agriculture	3.1
Business services	6.3
Construction industry	13.5
Education services	2.1
Finance, insurance, real estate	4.2
Forestry	4.2
Health services	6.3
Information technology	1.0
Manufacturing	1.0
Mining	1.0
Retail trade	17.7
Tourism services	3.1
Transportation, communications and utilities	5.2
Wholesale trade	1.0
Other	19.8

n = 96

Tumbler Ridge respondents were also asked about the type of home-based or self-employed business they operated (Table 27). As shown, a diverse range of business types are included, with the most common being home maintenance and renovation, janitorial, and people who work

in the oil and gas industry. Few categories recorded 5 or more respondents. Beyond these individual businesses, a number of clusters of business types are also identifiable. These included trades such as carpentry, construction, flooring, and plumbing. They also included businesses services such as bookkeeping, real estate, tax preparation, and office services. Another cluster included personal or retail services like daycare, beauty salon, cosmetics, counseling, nutrition, floral shops, restaurants, clothing, computer and Internet services, and upholstery. Another cluster included industrial support businesses such as trucking and equipment operators, road construction, and people active in the forestry industry. Another cluster included people active in tourism such as a tour operations and bed and breakfast operators. Finally, a number of people identified that they were involved in home product sales.

Table 27: Type of home-based / self-employed business

Art	Employment counseling	Non-profit writing retreat
Bed and breakfast	Farming	Nutrition
Bird breeding	Floor layer	Oil / gas
Bobcat operator	Floral / gift shop	Paint ball
Bookkeeping	Forestry	Physician
Butcher shop	Gas station	Plumbing
Carpentry	Giftware	Real estate
Car wash	Gravel truck / hoe	Reflexology
Cattle buyer	Greenhouse	Rental property
Christian ministries	Guiding	Restaurant
Clothing - children	Hairdressing	Rilco - overseas
Clothing - ladies	Handyman	River boat
Computer	Hardware	Road construction / maintenance
Computer programming	Health care	Sales
Construction	Home-based office services	Scaling
Cosmetics	Home main./renovation (5)	Snowmobile tours
Cotton candy	Horse logging	Tax preparation
Crafts	Internet	Trade contractor
Cross country ski rental shop	Invention royalties	Upholstery
Daycare	Janitorial	Video
Demolition contractor	Mechanics	Watkins
Dog grooming	Media	Winery
Education	Melaluca	

Respondents were then asked about how long their business operated at this location (Table 28). Approximately one-third of those operating a home-based or self-employed business have been

operating in their present location for less than a year, and an additional 20 percent have been operating at this location for the last 1-2 years. This result is strongly linked to the influx of new residents through the Tumbler Ridge housing sale which has brought into the community a large number of people who have begun home-based and self-employed businesses. This bodes well for Tumbler Ridge's community economic development initiatives as these local businesses are an important part of capturing economic wealth and maintaining it in the community.

Table 28: How long has your business existed at this location?
(Businesses operated by Tumbler Ridge residents only)

Response	Frequency	Percent
Less than 1 year	35	36.8
1-2 years	19	20.0
More than 2 years	21	22.1
Other	20	21.1
n =	95	100.0

When asked about how their business revenues have changed from the previous year, approximately 40 percent of those operating a home-based or self-employed business were unsure or not able to answer this question (Table 29). This is not too surprising given that so many of these businesses are new. For those who did answer, most reported no change while the remaining respondents were divided between an increase and a decrease in revenues.

Table 29: How have your business revenues changed from 1999 - 2000?
 (Businesses operated by Tumbler Ridge residents only)

Response	Frequency	Percent
Significant decrease	8	6.3
Decrease	17	13.4
No change	31	24.4
Increase	24	18.9
Significant increase	9	7.1
Don't know	38	29.9
n =	127	100.0

Respondents were then asked if they had any suggestions on how to improve home-based or self-employed businesses in Tumbler Ridge. Beginning with home-based businesses, a total of 40 respondents offered suggestions (Table 30). The most common suggestions included provision of high speed Internet or cellular phone service. This is not surprising given that the Internet is the advertising media of choice in the new information economy and that it has successfully been used in other northern BC towns such as Valemount. The second most commonly identified suggestions focus upon District of Tumbler Ridge zoning bylaws, particularly those respecting sign and parking requirements. A number of respondents suggested increasing local advertising outlets for the town's home-based businesses, including improved signs along the roads. Finally, a number of people suggested mentorship and support; including workshops, monthly meetings for local businesses, and a forum by which experienced business people could mentor others.

Table 30: Suggestions to Improve Tumbler Ridge as a Place to Operate a Home-Based Business
(Businesses operated by Tumbler Ridge residents only)

Allow competition
Allow larger number of people to enter home-based business (Due to parking restrictions)
Allow larger garages
Allow signage on your property
Allow small scale retail trade from home-based businesses
Allow tea house to operate in home-based business
Barter co-op
Cell phone service
Change bylaws to reduce restrictions
Cost efficient advertising
Fibre optics
High speed Internet
Improve advertising opportunities
Improve parking restrictions
Monthly meetings for home-based businesses
More industry
New Town Council
Organization for executives to mentor others in Tumbler Ridge
Shuttle service
Signage at the end of the roads
Trade shows
Venue to let home-based businesses display products
Workshop for home-based business skills

Table 31 includes a list of the 26 suggestions received about ways to improve opportunities for self-employed businesses in Tumbler Ridge. While some are clearly beyond the control of Tumbler Ridge decision-makers, some common themes arise. For example, a number of respondents identified assistance with advertising, such as changing sign bylaws, as well as the associated topic of communication technologies, such as high-speed Internet and cellular phone service. Transportation improvements were also suggested and included bus service for both passengers and freight. As with the home-based businesses, a number of suggestions focussed upon the creation of a local support network, including a revitalized Chamber of Commerce, pamphlets on how to establish small businesses in town, and the development of business support services that small operators could collectively use. Several suggestions were directed to local government bylaws concerning regulations and costs of business licenses. Finally, several people suggested that a renewed large resource industry would provide niche opportunities for

small self-employed firms.

Table 31: Suggestions to Improve Tumbler Ridge as a Place to Operate a Self-Employed Business
(Businesses operated by Tumbler Ridge residents only)

Accessibility to more outlets for sales
Allow better advertising - more signs
Allow competition
Another mine
Bulletin boards at Recreation Centre where ads will not be ripped off
Business incentives
Bus service (transportation and freight)
Cell phone service
Chamber of Commerce
Change Provincial tax policies
Communicate growth plan and space availability
Computer technical support
Co-operate more with existing businesses
Co-operation from Council
Encourage new businesses
Government funding
Government program to cut heat costs
Information in Tumbler Ridge about small businesses
Internet
Local access to government agent
Lower commercial rent
More business services
More community bulletin boards
More industry
More oil rigs
More opportunities to do business
More people
Need a pass through route
New Town Council
Organized health system (physiotherapy, occupational therapy etc.)
Print / copy shop
Promote e-commerce
Promote tourism
Provincial government must act as if Tumbler Ridge is here to stay
Relax bylaws
Shuttle service
Support local businesses
Use apartment for accommodation
Use apartment for local businesses
Voice mail

CLOSING COMMENT

The loss of a town's major employer creates uncertainty and crisis. This report includes information about the perceptions and suggestions of residents and property owners for the economic revitalization of Tumbler Ridge. The information will be of use to local residents, organizations, and decision-makers. To date, respondents have been very satisfied with economic revitalization efforts and feel that the changes occurring in the town are positive. This group of respondents, which includes many long term residents as well as many new residents, bring with them an impressive array of skills and job experiences which they might now be able to apply in the community. Some are already applying these skills through home-based and self-employed businesses, an important part of the community economic development equation. Finally, these respondents have a wide range of ideas and suggestions for the future development of Tumbler Ridge as a community which values its people and the natural environment around it. Increasingly, rural and small town places in Canada must draw upon their internal sets of skills and assets in order to create a future suited to the new globalized economy. The information covered in this report highlights that Tumbler Ridge is well equipped with skills and assets to take advantage of a range of opportunities. It also has a local population who have shown themselves to be active in the development of their community and active in current economic revitalization efforts.

Appendix

Table 12z	List of Recommendations to Improve the Economy of Tumbler Ridge
Table 13z:	List of Recommendations to Improve Local Employment Opportunities in Tumbler Ridge
Table 22Az	Skills of Participants
Table 22Bz	Occupations of Participants

Table 12z: List of Recommendations to Improve the Economy of Tumbler Ridge

Better Shopping / Stores

Advertise desired business locally and externally to Tumbler Ridge
Another grocery store (more competition)
Another hardware store (more competition)
Bakery
Barber shop
Better grocery shopping
Book store
Clothing store
Clothing store - family (ie. SAAN)
Competition
Craft shops
Drug store - bigger
Drug store - longer hours
Everyone work together
Fresh food
Lower cost of products
Mark's Work Wearhouse
More businesses for seniors
More coffee shops
More diversity
More local businesses
More services
More shopping jobs
More stores
No monopolies
Outdoor stores
Shop locally
Shopping mall
Sun tanning studio
Tim Horton's
Toy store

Big Resource Industry

Ethanol plant
Insulation plant
Major employer / industry
Natural gas
Oil / gas
Pipeline
Pulp mill
Value-added lumber

Cell Phone - High Speed Internet

Cell phone
High speed Internet
Improve communication services

Diversified Resource Industry

Another industry
Big projects closer to Tumbler Ridge
Business to employ 40-50 people
Computer
Diversify
Electricity
Fossil fuel laboratory
Gas plant
Government assistance with cheaper power
Industry other than logging / mining
Light industrial development
Local truck delivery / freight system
Logging / forestry
Masonry plant
Mining
No resource here to sustain development
Obtain timber lots
Obtain more royalties from natural resources
Produce coal stoves for homes
Removal of U.S. tariffs on softwood lumber
Sawmill
Smaller outfits
Small wood lots
Smelter
Sour gas processing facility
Stop hauling logs out of Tumbler Ridge
Thermal power plant
Use storage of coal to generate electricity
Wind power generation
Wood processing
Wood working
Youth employment

Expand Post-Secondary Education

College campus town
Continue approaching colleges
Expand college
Improve offerings by Northern Lights College
Learning facility in empty school
Summer art college
Technology training centre
Trade school
University town

Expand Small Businesses

Aggressively pursue business opportunities
Allow Chamber of Commerce to pursue
business opportunities without Council
interference
Commercial rental space for small businesses
Communicate potential businesses
Continue promoting Tumbler Ridge
E-commerce
Eliminate red tape (for businesses start up)
Encourage / promote more business
Ensure businesses pay taxes timely
Environmentally friendly businesses
Fewer restrictions on home-based businesses
Fibre optics
Fill vacant retail spaces
Free office space in business park for 1 year
Help for new businesses to start
Home-based businesses
Improved Chamber of Commerce
Larger business base in downtown
Local ownership of buildings / office space
Lower commercial rent
Low interest loans to start businesses
Manufacturing
More competition
More co-operation between businesses and
people starting new businesses
New opportunities for small business growth
Offer student loans for training in regional
employment opportunities
Rental incentives
Tax break

Fix Roads / Bus Service

Back heritage highways
Bus service
Direct road from Prince George to Dawson Creek
Fix up roads / highways
Improve / pave Heritage Highway
Make road go somewhere instead of in / out
Open airport
Pave boundary road to Tumbler Ridge to have
major highway through TR
Paved road access to Alberta
Pave road to Monkman Park
Railway to bring in passengers / tourists
Road from Jasper to Tumbler Ridge
Road to Kinuseo Falls
Road to Prince George
Shuttle bus / Taxi service
Transportation for travelers

New Vision at Town Hall

Be proactive
Building code zoning
Bylaw to allow larger garages for Rvs (keep
vehicles off the street)
Bylaw to ensure buildings complete on time
to keep town clean
Change current tax structure
Council begins listening to the community
Council should pay their taxes
Council to be open to new developments (not
closed due to own benefit - local
business owners)
Create environment to attract a wider variety
of small businesses
Easier commercial / residential development
Get rid of uneducated Town Hall staff
Long term vision on Town Council
New bylaws - dog control
New / change bylaws - general
New Town Council
No bonuses for Council
Remove business power of Town Council
Town Council - loosen reigns on free enterprise

Re-open Mine / New Mine

3 levels of government - provide mining
incentives (tax breaks / incentive packages)
Another mine
Demand for coal
Keep mine open
More mining jobs
Open Bullmoose mine
Re-opening Quintette
Stable work force - mines
Western Canadian Coal

Ski Hill

Cross country skiing
Ski hill
Skiing
Ski resort

Tourism

Accommodations for tourists
Activities to attract people
Adult entertainment
All terrain vehicle
Bed and breakfasts
Bowling
Bus tours to falls and mines
Cabins
Climbing walls
Eco-tourism
Easy access for handicapped
Elderhostel programs
Fishing
Fitness
Funding for trail building
Golf
Guided tour of dinosaur prints
Guiding opportunities
Hiking
Lift to the top of Tumbler Ridge Mountain
(with restaurant / souvenir shop)
Many bingos
Maps for hiking trails
More advertising
More tourist places with small overhead
Motorized recreation
Museum
Open condos for community sports /
organizations to use for arts, natural
healing, yoga etc.
Private money for tourism
Promote area as a restful - stress free destination
Recreation - general
Recreation - outdoor recreation
Rent apartments to tourists
Resort
Snow cat skiing
Snowmobiling
Snow sports / recreation
Spa
Sporting
Theatre
Theme park
Tourism - general
Tourist trade
Upgrade parks

Other

Attract young families to keep town working
Bring in trades people
Build a long term care facility
Casino
Convert apartment building into long term
care facility / cancer clinic
Deal with empty buildings in downtown
Don't raise taxes (cut jobs and services first)
Eliminate PST
Employment for young families
Hospital
Improve communication
Improvement in global economy
Investment tax credits
Join the area onto Alberta
Keep youth in town occupied
More education for youth to provide direction
More funding
More investors
More jobs for women
More permanent residents
New government
New premier
Prayer
Small nursing home
Veterinarian hospital

Table 13z: List of Recommendations to Improve Local Employment Opportunities in Tumbler Ridge

Better Shopping / Stores

Another bank
 Area with little shops like Jasper
 Bakery
 Clothing
 Co-op wholesale grocery store
 Department store
 Directory of services / businesses
 Dry cleaners
 Home supplies (renovation centre)
 Laundromat
 Local crafts / murals
 Mall
 More competition
 More shopping **(13)**
 Regular hours for grocery store employees
 Second hand store
 Shop locally
 Specialty stores
 Variety of stores
 Youth opportunities

Expand Small Businesses

Cottage industries
 Easier for people to start businesses **(9)**
 Easier for women to start businesses
 Educate on how to prepare business plans
 Entrepreneurial guest speakers
 Home-based businesses
 Lower commercial rents **(14)**
 More businesses **(36)**
 Private businesses
 Promote / encourage more businesses **(6)**
 Relax bylaws for new businesses
 Rental apartment / property
 Small businesses **(29)**
 Small business incentives
 Small industry

Diversified Resource Economy

Another industry **(18)**
 Diamond mine
 Diversify **(22)**
 Electricity
 Fibre plant
 Fire log factory
 Forestry / logging **(25)**
 Health ranch retreat
 Industrial park
 Industry for export to foreign markets
 Keep wood in Tumbler Ridge
 Light industrial
 Local truck / freight delivery system
 Log house building for export
 Manufacturing - general
 Manufacturing wood pellets
 Masonry plant
 Mass producing fire log packages
 Mining **(10)**
 Natural gas **(5)**
 Obtain timber lots
 Oil fields
 Oil / gas plant **(21)**
 Oil / gas research
 Organic honey
 Refinery
 Sawmills **(23)**
 Seismic
 Smelters
 Processing wood in Tumbler Ridge
 Talc manufacturing
 Tanning mill
 Technology
 Value added forest products
 Value added lumber

Tourism

Activities for tourists
Adult entertainment
Adventure tourism
Advertise / promote tourism
Attract artists and musicians
Be open to tourism opportunities
Bowling
Bus tours (falls and mines)
Casino
Chalet lodge
Cross-country skiing
Eco-tourism
Funding for trail building
Guiding opportunities
Hiking
Horseback riding
Hosting tournaments (hockey, baseball, golf)
Private money for tourism
Recreation
Recreation destination
Rent apartments to clubs / tourists
Resort
River rafting
Ski hill **(13)**
Ski trails
Snowmobiling
Snow sports / recreation
Theatre
Theme park
Tourism facilities
Tourism - general **(51)**
Tourist trade
Use Quintette for climbing walls

Table 22Az: Skills of Participants

Agriculture

Agriculture
Animal husbandry
Bird breeding
Bison ranch
Dairy farming
Farm equipment repair
Farming (9)
Farrier
Greenhouse
Horticulture
Identifying flowers / plants
Sheep metal man
Tractor operator

Business Support Services

Administrative (22)
Advertising
Analytical
Body care products
Booking appointments
Bookkeeping (31)
Brochures
Business (41)
Business plans
Clerical (13)
Computer (266)
Computer programming
Computer repair
Co-op development
Database
Data entry
Dictaphone skills
Diction assistant
Internet
Inventory (7)
Management (70)
Marketing (7)
Merchandising
Office (23)
Ordering
Promotional work
Purchasing
Receiving
Reception (6)
Sales (23)
Secretarial (23)
Shipping
Stocking shelves
Supervisory (33)

Switch board
Systems analysis
Typing

Construction / Renovation Trades

Brick layer
Building contractor
Building modelling
Building technologist
Cabinet building
Carpentry (65)
Carpet technician
CFC ticket
Construction (25)
Crane operations
Decorating and Design
Drafting
Drapery
Drywall
Electrical (32)
Fence building
Fibreglass
Flooring
Framing
Framing houses
Glass technician
Glazier
Glue machine
Handyman (12)
Heating
Household repairs (12)
Interior decorating
Painting (20)
Plastering
Plumbing (17)
Renovations (9)
Repairs (11)
Restoration
Roofing
Scaffolding
Structural engineering
Subcontractor
Tile setter
Upholstery
Window installation
Wiring
Woodworking (33)

Education

Adult learning
Anthropology
ESL teaching
French
Home economics
Industrial education
Learning
Librarian
Library management
Literacy teaching
Mathematical (7)
Philosophy
Physics
Reading
Research
Sign language
Spanish
Teaching (54)
Writing (47)

Emergency Services

Criminology
Customs officer
Fire fighting (8)
Fire investigator
Investigative
Making fire hoses
Peace officer
Police skills
Security (5)
Weaponry

Financial / Real Estate

Accounting (34)
Bankruptcy
Banking (9)
Budgeting
Cash (13)
Financial (5)
Income tax
Insurance
Land agent / Property management
Payroll
Real estate
RV park operator
Treasurer

Food Services

Baking (25)
Bartending (6)
Butcher (6)
Cake decorating
Canning
Catering
Cooking (70)
Restaurateur
Superhost
Waitressing (10)
Wine making (5)

Forest Industry

Chainsaw (5)
Circular saw filer
Counter - lumber yard
Cutting wood
Drying lumber
Hand faller
Horse logging
Logging (9)
Log scaler
Lumber grading
Lumber manufacturing
Lumber sales
Milling machine
Mill operator
Resaw / backsaw
Sawmill operator
Sawmill stack operator
Spacing
Tree planting
Yarder

Industry Trades

Assay lab
Blaster (11)
Boiler maker
Boring mill
Compression station
Control room operations
Drilling (9)
Drill press
Engineering (12)
Fabrication
Foreman's ticket
H2S (11)
Iron working
Loading
Machinist (6)
Maintenance (10)

Mechanical (113)
Mechanical engineer
Millwright (8)
Plant operator (9)
Power engineering
Process engineer
Process operations
Separating metals
Shift boss certificate
Shipwright
Steam attendant
Steam engineer
Steam fitter
Steel fitter
Teamster
Tinsmith
Tradesman (6)
Warehouse (5)
Welding (30)
WIMMIS (14)
WIMMIS instructor

Medical / Health Sciences

Admitting officer
Ambulance attendant
Bacteriology
Behavioural (ADHD, ADD, FAS)
Care attendant
Contact lens technician
Coroner
Counselling (18)
CPR
Dental
Dental assistant
Disaster relief
Drug / alcohol seminars
Drug store
Emergency preparedness
First aid (68)
Foot care
Grief counselling
Health care
Health education
Herbal
HIV awareness
Home care (26)
Hypnotherapist
Laboratory (5)
Medical (6)
Medical stenography
Mine rescue (7)
Nurses's aid

Nursing (23)
Nutrition (6)
Optometry
Palliative care
Paramedics
PEP (Provincial Emergency Plan)
Pharmacy
Physiotherapy
Physiotherapy assistant
Psychology
Public health
Radiographer
Reflexology
Reiki
Safety
Scanner technician
Scientific counselling
Search and rescue (5)
Special needs care (16)
Sterilization
Stress management
Veterinarian

Music / Crafts

Acrylic painting
Air brushing
Art (16)
Bag piper
Basket weaving
Bead work
Ceramics
Comedian
Confectionary
Crafts (61)
Creative dance
Crochet (16)
Cross stitch (7)
Dance instructor
Dancing
Disc jockey
Drama
Drawing
Drummer
Embroider
Engraving glass
Fiddle
Floral (6)
Folk dancing
Graphic art
Guitar (5)
Hand made cards and paper
Jewelry

Needle point (7)
Knitting (36)
Leather work
Line dancing
Musical (21)
Photography (13)
Piano (6)
Pottery
Quilting (11)
Sewing (35)
Singing (6)
Stained glass
Tole painting
Waltz
Water colour painting

Other Resource Industries

Battery production
Building power lines
Environmental issues
Environmental planning
Environmental youth team
Fish plant operations
Fish / wildlife biologist
Gas fitting
Geographic Information Systems (GIS)
Geological surveying
Geology
Hydrological
Locating pipes
Mapping
Mining (7)
Mining technologist
Natural gas well operator
Oil field construction
Oil field servicing
Oil / gas rough necking
Oil production
Oil tanker officer
Operating gas valves
Pipefitting (6)
Pipeline
Pipeline insulator
Planning
Power generation
Power lineman
Propane handling
Reclamation
Rig operations
Seismic
Seismic health and safety
Surveying

Outdoor Sports / Recreation

Adult program director
Bingo calling
Boating
Boat safety
Boxing
Camping
Coaching (15)
Cross country skiing
Curling
Fishing (9)
Fitness
Fly-fishing
Gardening (33)
Golfing (5)
Hand gliding
Hockey
Horseback riding
Horse trainer
Hunting (15)
Juggling
Life guarding
Outdoor survival (7)
Pool / hot tub maintenance
Refereeing hockey
Scuba diving
Shooting
Sports
Trail building
Trapping
Water safety
Yoga

Professional Services

Appeal work for WCB cases
Arbitration
Assessment
Auctioneer
Call centre skills
Commissioner
Communication (21)
Conflict management
Consultant
Corporate trainer
Editorial
Electronic
Facilitating
Human relations
Human resources
Journalism
Landscape architecture
Landscaping (7)
Legal aid
Legal assistant
Locksmith
Post master
Post office
Programming
Project co-ordinator
Public works
Radio communication
Sewer operator
Training (7)
Water quality
Water system operator

Social Services

Big Brother / Big Sister
Childcare / youth (27)
Early childhood development
Foster care (5)
Social services
Working with severe behaviour

Tourism

Bed and breakfast
Big game hunting guide
Camp attendant
Ecotourism
Guiding
Parks management
River boating
Tourism
Travel agent
Visitor counselling

Transport / Equipment Operations

Air brakes (7)
Aircraft construction
Aircraft technician
Auto body
Bicycle repair
Bobcat
Bus driver
Changing rails
Chauffeur
Class 1 drivers (22)
Class 2 drivers
Class 3 air
Class 3 drivers
Class 4 drivers
Class 6 drivers
Driving (5)
Driving instructor
Engine man training
Equipment certification
Equipment operator (127)
Fix washouts
Flying (6)
Fork lift
Fuel inspection
Junkyard mechanic
Operating locomotives
Operating rail engines
Painting cars
Rebuilding track
Road construction (8)
Servicing equipment
Skidder
Small engine repair (5)
Snow plough operator
Taxi driving
Tireman
Truck driver (35)
Washing vehicles

Other

Babysitting
BAMC
Bear awareness
CAD
Certified MW
Chemistry
Coagulation
CPU
Debriefing
Demonstrating
Digital microwave systems
EMT / EMA
Engerman
FAC
Fashion co-ordinator
Fundraising
Garbage collection
Gillstone cutting
Hairdressing (7)
Hiring
Hobby inventor
Hoisting
Home skills
ISO 9002
Janitorial (76)
Key punch operator
Labourer
Lathe
Leadership (10)
Life skills

Listening
Luthier
Manufacturing
Military
Model trains
Motivation
Negotiation
Organizational (105)
Paper toll
Parenting
Pastor
People skills (44)
Proposal writing
Prospecting
Public speaking (12)
RCA / HS
Registration
Santa Claus
Scheduling
Soap making
Telecommunications
Telephone solicitation
Troubleshooting
VHF systems
Volunteering (12)
Women in non-traditional job training
Working long hours
Working up high / heights

Table 22Bz: Occupations of Participants

Management Occupations

Accounts receivable manager
Assistant manager (5)
Director of Community Services
Executive Director
Field manager
Leader training development
Lending manager
Loss management
Manager (24)
Office manager (8)
President (8)
Produce manager
Program manager
Property manager (6)
Region manager
Relief supervisor
Restaurant manager
Superintendent (5)
Supervisor (8)
Vice-President
Warehouse supervisor

Business, Finance and Administrative Occupations

Accountant
Accounting co-ordinator
Administrative assistant (9)
Ad representative
Assistant
Banking agency
Bookkeeper (11)
Business agent
Clerical worker
Clerk (13)
Communications agent
Computer clerk
Computer information technologist
Confidential secretary
Developer
District of Tumbler Ridge
Economic development officer
Employee services clerk
Employment consultant
Financial planner
Income tax clerk
Investor
Logistics consultant
Network administrator

Office administration
Office assistant
Office clerk (5)
Payroll clerk
Professional assistant
Program administrator
Program co-ordinator
Receptionist
Secretary (12)
Shipping clerk
Small depot clerk
Staff representative
Town administrator

Natural and Applied Sciences and Related Occupations

Chemist
Environmental co-ordinator
Environmental planner
Geological technician
Geologist

Health Occupations

Acute care nurse
Ambulance unit chief
Counsellor
Daycare
Dental hygienist
Doctor
Emergency medical assistant
EMT
First aid attendant (10)
First aid medic
Massage therapist
Medical lab instructor
Medical lab technician
Medical secretary
Nurse (15)
Nutritional consultant
Oenologist
Optician
Pharmaceutical representative
Reflexologist
Veterinarian
X-ray technician

Occupations in Social Science, Education, Government Service and Religion

Adult basic educator
After school operator
Assistant librarian
Barrister
Benefits clerk
Clerk 3 Provincial court
Community environmental educator
Crossing guard
ESL teacher
Federal public servant
Fire Chief
Firefighter
Inspector
International student co-ordinator
Job Referral Centre Co-ordinator
Learning assistant
Lecturer
Library manager
Library staff
Minister
Pastor
Principal
Probation officer
Property assessor
Publisher
RCMP
Security
Social worker
Soldier
Special education (6)
Speech pathologist
Substitute teacher
Teacher (18)
Teaching assistant
Training co-ordinator
Treaty researcher
Unemployment Insurance agent
Utility operator
Vice-Principal
Victims services
Warden
Woodworking teacher
Writer
Youth worker

Occupations in Art, Culture, Recreation and Sport

Artist
Boat operator
Camp attendant
Conductor
Disc jockey
Embroider
Hiking guide
Lifeguard
Musician
Music teacher
Painter
Recreation Centre maintenance
Yoga instructor

Sales and Service Occupations

Babysitter
Baker
Bartender
Care worker
Car salesperson
Cashier (7)
Cattle buyer
Chambermaid
Childcare provide
Cook (14)
Deli clerk
Entrepreneur
Facilities maintenance
Floral assistant
Food service
Free lance writer
Gym attendant
Hairdresser
Home support worker (5)
Hostess
Insurance agent
Janitor (23)
Land agent
Media consultant
Mortgage clerk
Owner / operator (56)
Proprietor
Purchasing
Real estate agent
Real estate hostess
Salesperson (15)
Seamstress
Self-employed
Teller
Trade inspector

Travel agent
Tupperware consultant
Waitress (8)
Warehouse attendant (8)

Trades, Transport and Equipment Operators and Related Occupations

Aeronautical case co-ordinator
Blaster (6)
Bobcat operator
Bus driver
Butt n top operator
Carpenter (5)
Chainsaw operator
Chief electrician
Construction
Consultant
Contractor (6)
Control room operator
Controller Assistant
Crane controller
Crane operator
Demolition crew
Derrick hand
Director of Engineering
Driller (6)
Driving instructor
Dry wall taper
Electrical co-op student
Electrical foreman
Electrician (14)
Electrical supervisor
Electronic engineer
Engineer (7)
Engineering change co-ordinator
Engineering clerk
Equipment operator (42)
Excavator operator
Flooring installer
Foreman (8)
Glazier
Haul truck driver
Highway foreman
Journeyman
Kilns colonist attendant
Kitchen designer
Labourer (7)
Lead hand
Locomotive engineer
Lube serviceman
Machine operator
Machinist (5)

Maintenance
Maintenance contractor
Maintenance gang foreman (7)
Maintenance planner
Mechanic (41)
Mechanical insulator
Millwright (6)
Millwright mechanic
Mold maker
Motor hand
Motor man
Operating engineer
Pipeline construction
Pipeline fitter (7)
Pipeline insulator
Pit supervisor
Planer mill worker
Plant assayer
Plant operator
Plumber
Power engineer
Power lineman
Process operator (5)
Production co-ordinator
Punch pressing machine operator
Rig manager
Road construction
Roofer
Senior engineer
Sheet metal worker
Shift foreman
Steam attendant
Support operator
Support staff
Surveyor
Technical support
Telephone operator
Tireman
Tool crib attendant
Traffic safety supervisor
Traffic specialist
Train loader
Troubleshooter
Truck driver (29)
Web developer
Welder (18)

Occupations Unique to Primary Industry

Bird breeder
Coal miner
Farmer
Fish hatchery technician
Logger
Handfaller
Horse logger
Horticulturalist
Iron worker
Mill operations
Mine engineering technician
Mine manager
Mining engineer
Mining technologist
Natural gas land operator
Oil field consultant
Oil / gas maintenance
Oil rig worker
Rancher
Saw filer
Scaler
Spacer
Verticulturalist

Occupations Unique to Processing, Manufacturing and Utilities

Cabinet maker
Dryer operator (plywood)
Gas plant operator