

# **On the Move: Community Impacts of Long Distance Labour Commuting**



2013

**Summary Report for Mackenzie, BC**

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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 District of Mackenzie. In particular, we have greatly appreciated the advice and assistance that Mayor Stephanie Killam 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 Mackenzie Public Library, the College of New Caledonia, and the District of Mackenzie. 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](http://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 MACKENZIE, 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](http://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 Mackenzie, BC.

### Selecting Key Informant Interviews

Interviews were conducted during May 2013. The purpose was to study the impacts of long distance labour commuting on various aspects of the community in Mackenzie. Participants were recruited using publicly available lists of community organizations and groups. A total of 23 residents were interviewed. While many participants were long-time residents of the community, we also spoke with participants who had moved to Mackenzie 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 – Mackenzie Stakeholders**

	Number of Participants	% of Participants
21 years and over	15	65.2
11-20 years	3	13.0
5-10 years	2	8.7
Less than 5 years	3	13.0
Total	23	99.9

Source: On the Move: Labour Mobility Study 2013.

**Table 3: Interview respondents – Mackenzie Stakeholders**

Sector	Number of Respondents	% of Respondents
Business	5	21.7
Local government	7	30.4
Community services	10	43.5
Other	1	4.3
Total	23	99.9

Source: On the Move: Labour Mobility Study 2013.

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

**Table 4: Do you belong to a community organization? – Mackenzie Stakeholders**

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**Community Services (24)**

Advisory Committee, CNC (2)  
CHMM Radio (2)  
Church (2)  
Fire Department (2)  
Mackenzie Counseling (2)  
Mackenzie Museum (2)  
Mackenzie Public Library (2)  
Mackenzie Search and Rescue (2)  
Autumn Lodge Society (1)  
BC Ambulance (1)  
Healthy Communities (1)  
Patients as Partners (1)  
Parent Advisory Committee (1)  
Prince George Regional Advisory Committee (1)  
RCMP Victim Services (1)  
St. Peter's Pantry (1)

**Sports and Recreation (15)**

Cross Country Ski Club (2)  
Mackenzie Minor Hockey (2)  
Scouts Canada (2)  
Community Garden Society (1)  
Mackenzie Curling Club (1)  
Mackenzie Golf Club (1)  
Mackenzie Hamburger Hockey (1)  
Minor Lacrosse (1)

**Sports and Recreation Cont'd**

Northern BC Sports Development (1)  
Northern BC Winter Games (1)  
Rainbow Swim Club (1)  
Rocky Mountain Riders (1)

**Economic / Resource Development (14)**

Chamber of Commerce (8)  
Community Futures (1)  
Airport Advisory Group (1)  
Geoscience BC (1)  
Mackenzie Co-operative (1)  
Omineca Beetle Action Coalition (1)  
Resources North Association (1)

**Arts and Culture (5)**

Mackenzie Performing Arts Society (3)  
Arts Council (2)

**Government (5)**

Local Government (5)

**Service Clubs (3)**

Elks Club (1)  
Legion (1)  
Rotary (1)

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Source: On the Move: Labour Mobility Study 2013

## 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 Mackenzie. 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 mine announcement in Mackenzie;
- 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 5: Role(s) with local organizations – Mackenzie Stakeholders**

	Number of Responses	% of Responses
Board Member	14	60.9
Member	14	60.9
Executive	13	56.5
Volunteer	13	56.5
Participant	6	26.0
Owner	5	21.7
Management	5	21.7
Council	3	13.0

N=23

Source: On the Move: Labour Mobility Study 2013. Note: participants could 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 Mount Milligan mine announcement in Mackenzie. The most prominent theme discussed concerned the structure of the economy. For example, while 14 participants felt that the economy was not doing well before the mine announcement, 6 other participants talked about the decline in the forest sector in the community. When all of the sub-heading comments are added up, the theme of the economy in Mackenzie was raised 25 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 Mackenzie. 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 Mackenzie before the announcement of the Mount Milligan mine (Table A1). The most prominent theme highlighted by participants concerned the struggling **economy**, a decline in **employment**, and a struggling **business / retail sector** due to the downturn in the forest industry. This decline impacted the **housing** infrastructure in the community due to the increases in houses for sale, foreclosures, and more limited attention to property maintenance. The decline also impacted **families** in town as spouses left to commute long distances for work. In response, participants talked about **local government** initiatives such as tax reductions, job creation programs, and work to improve the quality-of-life in the community. There was also a general positive sense about the ability to maintain good **physical and recreational infrastructure** in the community. Despite the impact that out-migration and long distance labour commuting had on the number of volunteers available to **community groups**, however, people spoke about the increased community engagement of volunteers who remained in the community. This increased engagement helped to foster a strong **sense of community**.

Since the construction of the Mount Milligan mine began, there were a number of changes to how participants perceived the characteristics of the community (Table A2). Participants felt that there was a stronger, more stable and diversified **economy**; although many felt that the improved nature of the economy was more likely due to the renewal of the forest sector. The **business / retail sector** has also improved, with some participants highlighting the presence of new businesses or new ownership of existing stores. As the economy has improved, participants spoke about increased **employment** opportunities and improvements in the **housing** market – both in terms of housing prices and renovations being made to existing properties. Economic renewal has prompted a number of new and former residents to move back to the community. Participants also generally felt that more people are engaged in the community, and this has had an impact on the overall **sense of community**. There were some concerns expressed, however, about the increase of temporary contractors and transient people in town and the potential impact that this could have on the sense of the community in the future. Improved engagement has helped to improve the stability of some **volunteer / community groups**; although, some community groups continue to struggle. In terms of **community services**, participants felt that programs in the community were improving, particularly with the expansion of education and awareness programs. With the completion of the road to Mount Milligan and the availability of recreational programs, participants also continued to feel positive about the physical and recreational **infrastructure** in the community. Furthermore, in terms of local government, participants highlighted initiatives to increase the tax base.

## Pressures and Responses

Participants were also asked a series of questions to explore the 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, participants felt that there was a balanced mix of Mackenzie residents and out-of-town workers employed at the mine construction site (Table A3). A number of participants noted that out-of-town workers were coming from larger urban centres around BC, as well as from Alberta, Ontario, and the United States. Some noted that people previously commuting out-of-town for work during the downturn of the forest industry had moved back to work at the mine. However, fewer participants were able to discuss other characteristics of the labour force, such as the presence of Aboriginal workers, older workers, youth, and women. Local understanding of the labour force can have an important influence on the planning and investment of programs and infrastructure to respond to the opportunities and challenges associated with labour mobility and mining activity.

When we talked to participants about key pressures experienced in the community since the construction of Mount Milligan began, the most prominent issue identified was **housing** (Table A4). People expressed concerns about a lack of housing and rental options, an aging housing stock, and a lack of short-term or transitional housing to accommodate temporary workers. Some participants also expressed concerns about the lack of social housing infrastructure available in the community to respond to the needs of low-income residents. The second most prominent issue stemmed from **labour force** pressures as local forest industries and businesses competed with the mining sector to recruit and retain workers. Concerns about skilled labour shortages in Mackenzie and around the province further exacerbate competition for labour. Labour force concerns were also impacted by the availability of **education and training** to support skilled, certified trades. Participants expressed concerns about aging **infrastructure**, as well as increased and anticipated pressures on **health care** and **community services**. In terms of the **economy**, a key issue for some participants involved the limited perceived community benefits, in terms of economic spin-offs and tax revenue, from mining activity; although, there were also concerns about a shortage of local suppliers and **retail services** positioned to optimize benefits from mining.

We then asked participants to talk about community responses to these pressures. Local leaders and community groups were active in five key theme areas, including housing, education and training, business, health care, and policies and regulations (Table A5). To start, people spoke about new **housing** initiatives pursued by the local government, industry, and the private sector, such as expanding property for housing development, the development of temporary housing, organizing housing workshops, and improvements to existing housing infrastructure. Participants noted efforts by the College of New Caledonia to expand local **education and training** opportunities with new partnerships with First Nations and the Northern Lights College, as well as the addition of a new trades training centre in the community. The Northern Development Initiatives Trust has also provided training sessions for potential suppliers to the mining industry. Participants also noted that more attention is being paid to the development of **business / retail services** by expanding property available for development, attracting and supporting new business development, connecting the business community with emerging opportunities, and delivering programs to improve customer service. More attention has also been paid to **health care** services by recruiting and retaining more health care workers in the community. A number of participants also felt that the local government was responding to pressures associated with increased industry activity through changes to **policies and regulations**, such as the development of

a new official community plan. In terms of **community supports**, people spoke about greater collaboration amongst community groups, attention to strengthening emergency services through investments in personnel and infrastructure, and expanded programs. A range of **recruitment and retention** strategies have also been considered by the local government and industry in order to attract more workers to the mine and the community. These strategies involve attention to improving the local quality-of-life, advertising campaigns for skilled workers, and offering signing bonuses.

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 sponsorship that industry provided to community groups and events, as well as the use of **community services** to promote jobs. In terms of **education and training**, there were strategic working relationships in place between the mine and the College of New Caledonia, the high school, and the fire department to nurture interest in the mining sector and to address gaps in training and expertise across the educational spectrum. Others talked about the different approaches used by Thompson Creek Metals and other companies to maintain **community relations**. These ranged from community committees, meetings, and informal conversations to advertisements and community tours. There were also initiatives between the local government and the mine to address general and short-term **housing** needs, as well as partnerships between the mine, the fire department, the ambulance service, and Search and Rescue to plan for, and address, emergency and **safety** issues.

Participants also provided examples of local, provincial, and federal supports to build community capacity (Table A7). The most prominent area of investment concerned transportation **infrastructure** with attention to completing the road to the Mount Milligan mine, restructuring of the industrial subdivision near the airport, and attention to planning airport improvements. There have been efforts to renew **policies and regulations** to better position the community moving forward with attention to changing business bylaws, developing the new official community plan, and long-term sustainability planning. In terms of **housing**, people spoke about the local government's initiative to create a new subdivision, as well as the local government's collaboration with the provincial government to develop seniors' housing in the community. Provincial funding has been provided to support the college's **education and training** programs, as well as support for the Job Opportunities **employment** program that was delivered through the local government office. The local government has also been working to provide funding for **business** façade improvements and infrastructure investments for **emergency services** through the fire department. The local government was also able to secure a grant to support improvements at the **recreation** centre.

Participants were also asked a series of questions about how they strategically promote and provide services to the mine and their workers. In terms of promoting services and programs (Table A8), most community stakeholders we spoke with used **informal** methods such as one-on-one conversations or word of mouth. Several forms of **print media** were also used by participants, such as advertisements in mining magazines and newspapers, posters, brochures, and flyers. Other promotion strategies included **formal** strategies such as letters, campaigns, and truck logos, as well as the use of **technology** tools such as websites and radio. While a number of strategies were being used by community stakeholders to promote their services, fewer strategies were used to strategically provide goods and services to the mine and their workers (Table A9). While notifying that the mining activity had not changed their operating schedules, others were considering changes as the mine moves from its construction phase into operation. There were

currently no specific strategies used to target services to the mining industry and their workers. Instead, some participants seemed to be in the **planning** phase by conducting needs assessments, obtaining certifications required to become a supplier, and considering how they would restructure their services or provide outreach supports to camp facilities.

Most people we spoke with generally felt that there were adequate services and supports in place to respond to the needs of mine construction workers; although there were gaps identified in business and medical services (Table A10). Although there are efforts under way to address **housing** gaps, there was an interest to see continued attention to ensure a range of short-term and long-term housing options are in place. In terms of **business** services, people expressed concerns about limited retail and restaurant options. With the potential influx of young families and an aging workforce, key issues identified with **medical services** included the lack of baby delivery services and specialized care. There were concerns about the increased need to commute to access medical supports in larger centres. Some also identified the need to expand indoor **recreational** options and amenities in order to enhance the quality-of-life in the community. There were participants, however, who expressed uncertainty over the types of services needed to respond to the opportunities and challenges associated with mining activity both during the construction phase and throughout operations.

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 issue involved the **distance** or commute time to reach the mine. Some noted that road upgrades have mitigated concerns about the distance to commute to the mine. Secondly, rotating **shift schedules** can make it difficult for service providers to deliver consistent services and reach workers who may leave town on their extended time off. Limited **financial** resources, limited **communication**, and limited **human resources** were also key issues affecting the delivery of outreach services. 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 safety guidelines that need to be in place at the mine site.

## Additional Investments and Planning

Finally, when participants were asked 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 efforts to attract and develop small **businesses** in the community (i.e. retail, coffee shop, gas station). This included recommendations to further strengthen a shop local program, tax incentives for businesses, as well as the development of a venue for residents to voice concerns with the business sector. Participants also advocated for strategic planning and investments in **infrastructure** in order to make the community a transportation / service centre for mining and other resource development. In terms of **policies and regulations**, recommendations focused on continued attention to long-term, strategic planning and efforts to make the community business-friendly and competitive to attract industrial development.

People also suggested a number of ways to improve the use of **communication** tools (i.e. through the website and an updated marketing strategy) to attract and retain workers and improve strategic **partnerships**, particularly with First Nations groups and business organizations. In addition to improving and expanding the **housing** stock, participants advocated for more strategic

planning to develop **community** and **educational** services to support the needs of a growing population.

## CONCLUSION

The purpose of this report is to highlight some of the core themes that came out of the key informant interviews held in Mackenzie 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 planning programs, policies, and infrastructure investments.

Several positive things have been done in Mackenzie to respond to the pressures facing community groups and residents since the announcement of the mine construction at Mount Milligan, such as:

- Attention to long-term planning and local quality-of-life to attract and retain residents;
- Expansion and upgrading of housing infrastructure;
- Support and collaboration across local government, industry, and the private sector to address temporary housing needs;
- An expansion of education and training programs and infrastructure to address labour force gaps and nurture interest in industry trades;
- Information sessions for interested suppliers to the mine;
- An expansion of retail development property and retail services;
- Changing business bylaws and providing funding for façade improvements to strengthen the business sector;
- The development of relationships between the local business community and the McLeod Lake Indian Band;
- Collaboration between industry and community stakeholders to promote jobs and the community to prospective workers;
- Taking steps to provide temporary workers with access to local services and programs;
- Keeping program / activity rates low;
- Sharing expertise and resources across community groups; and
- Organizing committee meetings to share information across a range of service providers, government staff, and industry leaders.

Although this work has focused on the impacts of labour mobility on community stakeholders in Mackenzie, 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 other 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 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;
- 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 for flexible scheduling / hours of operations;
- Nurture family-friendly operations and guidelines;
- Devote attention to succession planning and 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 emerging 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

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**Table A1: How would you describe various characteristics of Mackenzie before the mine was announced? – Mackenzie Stakeholders**

**Economic Structure (25)**

Poor economy before mine announcement (14)  
 Decline in the forestry sector (6)  
 Lack of diversification (3)  
 Good economy before downturn (2)

**Community Groups (22)**

More volunteerism during hard times (5)  
 Volunteer groups struggling (4)  
 Groups/community brought together (3)  
 Lack of volunteers available (3)  
 Community activities maintained (2)  
 Many volunteers moving away (2)  
 Businesses unable to donate to community groups (1)  
 Catholic church opened pantry (1)  
 Community recovering (1)

**Local Government (19)**

Took proactive measures (6)  
 Residents received tax reduction (3)  
 Local government not proactive (2)  
 Local government working to create jobs (2)  
 Remained debt-free (2)  
 Trying to attract business (2)  
 Allowed airport certification to drop (1)  
 Worked to make it affordable to live here (1)

**Sense of Community (12)**

Strong sense of community (7)  
 Fear for survival of community (2)  
 Forestry industry good community partners (2)  
 Mackenzie was safe (1)

**Employment (10)**

People leaving to work elsewhere (3)  
 Lack of job opportunities during downturn (2)  
 Transferable skills acquired in mining sector (2)  
 High unemployment rates (1)  
 Job opportunities abundant before downturn (1)  
 Only good paying jobs were at mill (1)

**Housing (10)**

Houses foreclosed (3)  
 Housing was cheap (2)  
 Many houses went up for sale (2)  
 Apartment buildings closed down (1)  
 Houses/yards not looked after frequently (1)

**Housing Cont'd**

Lack of housing improvements (1)

**Families (9)**

Husbands commuted for work (2)  
 Influx of low income families (2)  
 Mothers left alone at home with kids (2)  
 Hard time for families (1)  
 Mackenzie was family-oriented (1)  
 Younger families moved (1)

**Business / Retail Services (9)**

Local business struggled/closed (3)  
 Regular businesses holding their own (3)  
 Banks were struggling (1)  
 Fewer quality products available (1)  
 More retail prior to downturn (1)

**Infrastructure (9)**

Infrastructure was good (3)  
 Road improvements made (3)  
 No improvements made (2)  
 Airport is good (1)

**Recreation and Civic Programs (8)**

Recreation infrastructure was strong (4)  
 Fewer recreation opportunities (2)  
 Curling rink shut down (1)  
 Occasional free access to recreational centre (1)

**Services (4)**

Elementary school shut down (3)  
 Services were adequate (1)

**Opportunities for Women (3)**

Majority of labour jobs were male (1)  
 Many mothers at home alone with children (1)  
 There were women hired at mills (1)

**Opportunities for Youth (3)**

There was an out-migration of youth (2)  
 Summer youth programs struggled (1)

**Seniors (2)**

A lot of seniors in town (1)  
 Out-migration of seniors (1)

Source: On the Move: Labour Mobility Study 2013

**Table A2: How have these characteristics changed in Mackenzie since the mine construction began? – Mackenzie Stakeholders**

**Economic Structure (50)**

Forestry renewal more important than mine (13)  
 Other proposed industry projects in process (6)  
 Economy has improved (5)  
 Mine coincided with upturn in forestry (4)  
 Economy hasn't changed (4)  
 Greater diversification (3)  
 More construction (3)  
 Mine camp will not benefit Mackenzie (3)  
 Spin-off benefits expected (2)  
 Conifex working on getting site 2 going (1)  
 Industry sees opportunity to use transport infrastructure (1)  
 Land in industrial area selling fast (1)  
 Local bulk fuel companies benefitting (1)  
 More contractors in town (1)  
 Seeing greater harvesting company presence (1)  
 Largest mill never re-opened (1)

**Housing (31)**

Housing market improved (8)  
 Housing prices high (5)  
 Apartment buildings close to capacity (3)  
 More land opened up for development (2)  
 Rental prices high (2)  
 Campground expanded (1)  
 Contractors buying houses temporarily (1)  
 Housing and yard maintenance improved (1)  
 Housing prices remained stable (1)  
 Improvements to trailer courts (1)  
 Increased demand for seniors' housing (1)  
 Increased RV lot use (1)  
 Mine purchased housing (1)  
 More housing built (1)  
 People out-of-town buying houses (1)  
 Rentals difficult to find (1)

**Sense of Community (31)**

New people moving to the community (6)  
 More younger families moving to town (3)  
 People more engaged/involved (3)  
 Contractors changing fabric of community (2)  
 Former commuters returning to Mackenzie (2)  
 Mine announcement gave hope (2)  
 More seniors in town (2)  
 Some families returning (2)  
 Strong sense of community brought people back (2)  
 Don't recognize everyone at the mall (1)  
 Canfor not as community-oriented as in past (1)  
 Fewer ethnic groups in community (1)  
 Greater transient population (1)  
 Industry less involved in community (1)  
 Mine shifts limit impact on town (1)  
 Mt. Milligan seems to be community-oriented (1)

**Community Services (27)**

CNC increased training (5)  
 CNC opened trades training centre (4)  
 More education/awareness programs (2)  
 NDIT held sessions for potential suppliers (2)  
 Programs are improving (2)  
 Services have not changed (2)  
 Construction camps increased RCMP activity (1)  
 Course availability still an issue (1)  
 Elementary/high school enrollment increased (1)  
 Emergency room is busier (1)  
 Good counseling services (1)  
 Harder to get appointments (1)  
 Increase in policing (1)  
 More kids in library programs (1)  
 Must commute to access services (1)  
 Service awareness increased (1)

**Employment Opportunities (24)**

Employment opportunities increased (8)  
 Industry / business compete with mine for labour (5)  
 Difficult to retain employees (2)  
 Fewer local mine workers than expected (2)  
 Improved job opportunities for youth (2)  
 Future mill improvements will reduce jobs (1)  
 Labour shortage (1)  
 More mill jobs expected through Conifex (1)  
 People move to town looking for work (1)  
 Shortage of forestry professionals (1)

**Community and Voluntary Groups (22)**

Mine sponsors community groups /events (9)  
 Volunteer/community groups still struggling (6)  
 Volunteer/community groups doing better (4)  
 More donations to volunteer groups (1)  
 Legion may close (1)  
 Youth not getting involved (1)

**Business / Retail Services (21)**

Business has improved (8)  
 New businesses are opening (4)  
 Difficult for small business to work with mine (3)  
 Not many new businesses (2)  
 Business from mine non-substantial (1)  
 More fresh produce available (1)  
 New business ownership (1)  
 Pubs are busier (1)

**Recreation and Civic Programs (7)**

Recreation centre used more (1)  
 Recreation centre use is low (1)  
 Recreation infrastructure accessed by new people (1)  
 Recreation has always been good (1)  
 Recreation programs growing (1)

**Recreation and Civic Program Cont'd**

Skateboard park opened (1)  
Sports teams have low participation (1)

**Infrastructure (6)**

Roads need improvement (2)  
Road to mine site completed (2)  
Infrastructure for mine activity in place (1)  
Infrastructure use increased (1)

**Local government (4)**

Tax base still below previous numbers (2)  
Working to benefit from mine (1)  
Working to increase tax base (1)

**Social / Safety Issues (3)**

Increase in crime (1)  
More highway accidents (1)  
More teen pregnancies (1)

**Transportation (2)**

Cuts to Greyhound bus service (1)  
Cuts to Northern Health Connections bus (1)

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Source: On the Move: Labour Mobility Study 2013.

**Table A3: Characteristics of the mine construction labour force – Mackenzie Stakeholders**

**Local Labour Force (32)**

Some local workers at mine (7)  
 People moved back to work at mine (5)  
 More local jobs expected for operational phase (4)  
 Many locals working on construction (2)  
 Mine tries to hire as many locals as possible (2)  
 Some new people in town work at mine (2)  
 Workers are bused out there from Mackenzie (2)  
 Approximately 70 local workers on site (1)  
 Hired forestry workers with transferable skills (1)  
 Local skilled labour force pool limited (1)  
 Many local workers in entry level positions (1)  
 Mine held job fair at rec centre for recruitment (1)  
 People are encouraged to apply at mine (1)  
 Some contractors hired local youth (1)  
 Some locals applied, but never heard from mine (1)

**Out-Of-Town Labour Force (26)**

Most workers from out-of-town (9)  
 Construction contractors coming from Edmonton (2)  
 Mine workers not visible in Mackenzie (2)  
 Most stay in camp (2)  
 Some workers from Prince George (2)  
 Concern over proportion of out-of-town workers (1)  
 Most workers here temporarily (1)  
 Some workers from FSJ (1)  
 Some workers from Kelowna (1)  
 Some workers from Ontario (1)  
 Some workers from Vancouver (1)  
 Some workers from Victoria (1)  
 Some workers are from the U.S. (1)  
 There are fly-in fly-out workers on site (1)

**Aboriginal (7)**

Follow requirements for Aboriginal employment (2)  
 Difficult for Aboriginal youth to leave community for work (1)  
 Duz Cho did some of preliminary work at site (1)  
 Few from McLeod Lake at mine site (1)  
 More employment opportunities for First Nations (1)  
 No emphasis on hiring Aboriginals (1)

**Older Workers (5)**

Older workers being hired for operational phase (2)  
 Many quit and took early retirement from forestry (1)  
 Semi-retirees working at the mine (1)  
 Some older workers had difficulty finding work (1)

**Youth (3)**

Have not heard of opportunities (1)  
 More youth working at the mine (1)  
 Some contractors hired local youth (1)

**Women (3)**

No emphasis on hiring women (1)  
 Following requirements for female employment (1)  
 Some women have been hired at mine (1)

**Other (9)**

Balanced mix of local and non-local workers (5)  
 Age not an issue at mine (1)  
 Mine is hiring ticketed equipment operators (1)  
 Not sure (1)  
 Trades people moving into mining (1)

Source: On the Move: Labour Mobility Study 2013.

**Table A4: Key community pressures since mine construction began - Mackenzie Stakeholders**

**Housing (43)**

- Not enough housing (8)
- Housing stock is aging (5)
- Apartment buildings close to capacity or full (3)
- Housing is more expensive (3)
- Lack of rental accommodations (3)
- Lack of local trades' people to do renovations (2)
- Lack of suitable housing (2)
- Lower income housing is substandard (2)
- Lack of low income housing (2)
- Municipal RV site full (2)
- Rent has increased (2)
- Competition for housing is increasing (1)
- Housing prices remained stable (1)
- Increasing demand for seniors' housing (1)
- Lack of hotel availability (1)
- Lack of short term housing (1)
- No emergency shelter (1)
- People out of town buying houses (1)
- Rental units adjusted pricing for contractors (1)
- Planned camp isn't official (1)
- Apartments shut down during economic downturn (1)
- Thompson Creek Metals bought housing (1)

**Labour Force (19)**

- Industry / business compete with mine for labour (5)
- Skilled labour deficit (3)
- Difficult to retain workers (2)
- 7 on, 7 off shift creates conditions for out of town labour (1)
- Future mill improvements will reduce jobs (1)
- Influx of contractors not short term (1)
- Locals were hoping to get a job at mine (1)
- People moving to Mackenzie looking for work (1)
- Priority to get needed workers from anywhere (1)
- Provincial wide skilled labour deficit (1)
- Shortage of forestry professionals (1)
- Trades people are moving into mining (1)

**Business / Retail Services (18)**

- Out-of-town shopping (5)
- Difficult for local businesses to work with mine (3)
- Retail service needs to be improved (3)
- Most shopping done in Prince George (2)
- Lack of local industrial suppliers (1)
- Lack of small businesses (1)
- Limited spots to buy worker clothing (1)
- Malls owned by outsiders (1)
- Retail demand from mining is uncertain (1)

**Health Care Services (14)**

- Good healthcare (4)
- Adequate drug and alcohol supports (1)
- Difficulty retaining doctors (1)

**Health Care Services Cont'd**

- Emergency room is busier (1)
- Heavy reliance on medevac (1)
- Hospital can't deliver babies (1)
- Hospital can't perform surgery (1)
- Increased pressure on healthcare (1)
- Lack of doctors (1)
- Lack of specialty health care services (1)
- Must commute long distance to access health care (1)

**Economy (10)**

- Camp won't provide same economic benefit to community (2)
- Industry is increasing its operations in Mackenzie (2)
- Mine isn't benefitting community as much as advertised (2)
- Industry is seeing opportunity in Mackenzie for service usage (1)
- Largest mill never re-opened (1)
- Problems gauging demand and supply (1)
- Shortage of local industrial suppliers (1)

**Education and Training (10)**

- Must go out of town for trades certification (2)
- Need more skilled labour training (2)
- Not enough schools to attract families (1)
- People trained for forestry, not mining (1)
- Education didn't get people jobs at mine (1)
- Fewer teens to support high school programs (1)
- Limited availability of high school courses (1)
- Training should target local Aboriginals (1)

**Community Services (8)**

- Camp will increase pressure on services (1)
- Contractors not interested in temp library card (1)
- Harder to get appointments (1)
- Increase in policing (1)
- Increased traffic will increase service calls (1)
- More children enrolled in library programs (1)
- Public library requires local residency to access services (1)
- Workers don't use services in town (1)

**Voluntary Groups (8)**

- Volunteer groups continue to struggle (6)
- Legion may close (1)
- Youth not volunteering (1)

**Infrastructure (7)**

- Minor demand placed on infrastructure (2)
- Infrastructure is aging (1)
- Most buildings don't meet current building code (1)
- Real estate in town not being developed (1)
- Mine will be trucking ore to Mackenzie (1)

**Infrastructure Cont'd**

Some buildings / houses have asbestos (1)

**Transportation (6)**

Airport certification dropped during downturn (1)

Greyhound route to Prince George cut (1)

Greyhound schedule inconvenient (1)

Increased traffic on highway (1)

Operational incidents at airport (1)

Road improvements needed (1)

**Community (5)**

More new faces in community (3)

Mine won't revive Mackenzie's population (1)

People returning to Mackenzie (1)

**Recreational and Civic Services (5)**

Good recreational facilities (1)

Many outdoor recreational options (1)

No lifeguards available (1)

Recreational centre is used more (1)

Temporary workers don't want to get local designation (1)

**Social Issues (5)**

More concerns about drug and alcohol abuse (4)

Increased teen pregnancies (1)

**Local Government (4)**

District not benefiting from mine's tax revenue (3)

Have to assess who wants to live in Mackenzie (1)

**Communications (3)**

Need more communication from mines to support planning (2)

Lack of communication between mine/community (1)

**Safety (2)**

Increased crime (1)

Increased highway accidents (1)

**Other (4)**

Community not prepared for mine (1)

Other industry development will increase pressure (1)

Pressures will come when mine is in operation (1)

Mine is an hour away from Mackenzie (1)

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Source: On the Move: Labour Mobility Study 2013.

**Table A5: Responses of local leaders / community groups to address pressures – Mackenzie Stakeholders**

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**Housing (39)**

More property opened for development (1 1)  
District / mine working together on housing (4)  
Housing workshops organized by district (3)  
Mine developing property (2)  
Prospective hotel (2)  
Trailer courts opened and being improved (2)  
Apartment building owner set workers up (1)  
Camp set up at mine for workers (1)  
District is responding to housing pressures (1)  
Expanding campground (1)  
Mine brought in mobile homes (1)  
Mine may be building a camp (1)  
Mine selling housing (1)  
More housing being built (1)  
More people moved to town when prices low (1)  
New RV parks opened (1)  
Mine purchased housing for temporary workers (1)  
Residential property tax reduced (1)  
Room for community to expand (1)  
Seniors' housing prices based on income (1)  
Transition housing available for mine workers (1)

**Education and Training (25)**

CNC increasing training (5)  
CNC partnering with mine to deliver training (5)  
CNC has a trades training centre in Mackenzie (4)  
More education / awareness programs (2)  
NDIT held training sessions for suppliers to mine (2)  
CNC has limited course availability in Mackenzie (1)  
CNC offers funding for training (1)  
CNC partnering with First Nations (1)  
CNC partnering with Northern Lights to train truck drivers (1)  
First Nations are taking advantage of training opportunities (1)  
Mine funded Aboriginal program at high school (1)  
Transferable skills training when mill closed (1)

**Business Services (19)**

More retail stores opened (4)  
District opening up more retail opportunities (2)  
District expanding property for development (2)  
Attempting to plan/capitalize on opportunities (1)  
Band is proactive with economic opportunities (1)  
Business obtaining industry supplier certification (1)  
Businesses trying to take advantage of growth (1)  
Co-op trying to improve grocery options (1)  
Chamber developing small business capacity (1)  
Chamber of Commerce membership increasing (1)  
Chamber work with members on customer service (1)  
Community has essential retail services (1)  
Mall will be updated (1)  
McLeod Band manager joined Chamber (1)

**Health Care (13)**

Mackenzie has more medical staff (4)  
Medical staff paid on salary (2)  
Medical staff staying in community (2)  
Northern Medical bus still in operation (2)  
Dental office will be replaced (1)  
District is responding to healthcare issues (1)  
Organizing group appointments for patients (1)

**Policies and Regulations (11)**

Council developing a new OCP (7)  
District not proactive (2)  
District doing long-term planning (1)  
District / mine work to identify skill / labour gaps (1)

**Community Services (10)**

Community groups collaborating together (2)  
Mackenzie Counseling and Victims Services available for support (2)  
Fire Department bought a new truck (1)  
Joint funding applications to mine (1)  
Library is discussing a new temporary card (1)  
Library considering placing books at mine site (1)  
Library expanded programs (1)  
Lost RCMP officers replaced (1)

**Recruitment / Retention Strategies (6)**

District working on quality-of-life to attract new residents (2)  
Mine held job fair (1)  
Mine is advertising for skilled labour (1)  
Mine is offering a signing bonus for skilled labour (1)  
Mine promotes community to workers (1)  
Mine uses Work BC to promote jobs (1)

**Community Relations (5)**

Community has been supportive of mine (2)  
District sponsored clean-up day (1)  
Mine hasn't been as involved in Mackenzie (1)  
Mine opened up office in community (1)

**Infrastructure (2)**

Airport operations manual needs to be updated (1)  
District hired a company to assess infrastructure (1)

**Youth (2)**

Council involved youth in community planning (2)

**Economy (1)**

Industry property tax reduced (1)

**Employment (1)**

Some contractors hired local youth (1)

**Recreational Programs (1)**

Showers at pool used by contractors (1)

**Research and Information (1)**

Conducting needs assessment (1)

**Transportation (1)**

District working to improve quality of truck drivers  
with RCMP (1)

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Source: On the Move: Labour Mobility Study 2013.



**Table A6: Strategic partnerships between industry / local service providers – Mackenzie Stakeholders**

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**Community Services (15)**

Mine sponsors community groups / events (9)  
Few service providers do business with mine (2)  
Mine uses Work BC to promote jobs (2)  
Forestry works with radio station (1)  
Joint funding applications to mine (1)

**Education and Training (11)**

CNC doing training programs with mine (5)  
CNC looking into a kids mining summer camp (1)  
District / mine working to identify labour gaps (1)  
Mine and fire department involved in joint training initiatives (1)  
Mine funded Aboriginal Education program at high school (1)  
Mine funded education opportunities (1)  
Mine working with high school on mine course (1)

**Community Relations (9)**

Mine operates sustainability committee (2)  
District offers support to mine when needed (1)  
Local mine office has open communication with community (1)  
Mackenzie has a good relationship with industry (1)  
Mine aired commercials on local radio (1)  
Mine hasn't been using Sustainability Table with community (1)  
Mine sends rep to Chamber meetings (1)  
Mine tours available for community (1)

**Housing (6)**

District / mine work together on housing (4)  
Industry bought transitional housing (1)  
Mine promotes Mackenzie to workers (1)

**Safety (6)**

Mine donated money to fire department (2)  
Fire department and mine developing mutual aid agreement (1)  
Fire department consults mine on safety (1)  
Mine has emergency plans with ambulance (1)  
Mine approached Search and Rescue for emergency services assessment (1)

**Business Services (3)**

Mine not offering opportunities for local business (2)  
Businesses not given chance to provide services / supplies to mine (1)

**Recreational and Civic Services (3)**

Companies have recreational passes or allowance for workers (1)  
Company rates available at recreational centre (1)  
Mills sponsored community garden expansion (1)

**Other (2)**

Industry not as involved anymore (1)  
Staff changes at mine changed commitments to community (1)

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Source: On the Move: Labour Mobility Study 2013.

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

**Infrastructure (17)**

Road to the mine was built/improved with senior gov't grants (7)  
 Airport opportunities neglected (3)  
 Industry subdivision restructuring near airport (2)  
 Planned improvements to airport (2)  
 District hired company to assess infrastructure (1)  
 Highway infrastructure funding (1)  
 Need more senior government support to improve infrastructure (1)

**Policies and Regulations (10)**

District changing business bylaws (3)  
 Discussion about tax revenue from mine being shared with Mackenzie (1)  
 District consulting businesses about new OCP (1)  
 District doing long-term planning (1)  
 District working on quality-of-life to recruit / retain residents (1)  
 Northern residence allowance to attract residents (1)  
 Residential property tax reduced (1)  
 Gas tax agreement led to long term sustainability planning (1)

**Housing (5)**

New subdivision funded by District (4)  
 Seniors' housing built two years ago (1)

**Education and Training (3)**

Provincial funding for college programs (2)  
 Provincial funding provided during downturn pulled back (1)

**Emergency Services (3)**

District / RCMP working to improve quality of truck drivers (1)  
 Local government support for fire department (1)  
 Purchasing a new fire truck (1)

**Employment (3)**

Job Opportunities program (3)

**Business Services (2)**

District is trying to attract industry (1)  
 Funding for business façade improvements (1)

**Collaboration and Partnerships (2)**

Partnering with NDIT for improvements (1)  
 District forwarded project proposals to NDIT (1)

**Quality-of-life (2)**

District sponsored clean-up day (1)  
 District working on quality-of-life to attract residents (1)

**Health Care (1)**

District working with NHA to respond to health care needs (1)

**Recreation (1)**

Grant for recreation centre improvements (1)

**Other (6)**

MLA involved to support community initiatives (4)  
 Not enough senior government support (2)

Source: On the Move: Labour Mobility Study 2013.

**Table A8: Strategies to promote local services/programs to mine construction workers – Mackenzie Stakeholders**

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**Informal (18)**

Communication with mine (5)  
District has direct contact for information (4)  
Word of mouth/reputation (4)  
Through volunteer community promoters (3)  
Information tables at the mall (1)  
Promoted through community services (1)

**Print Media (9)**

Advertise in northern mining magazine (2)  
Local newspaper advertisements (2)  
Poster advertisements (2)  
Brochures and activity guides at local businesses (1)  
Local information packages delivered to mine site (1)  
Sending flyers out with employees to mine site (1)

**Formal (7)**

Letter outlining local services (3)  
Mine approached them (2)  
Logos on company trucks (1)  
Regional attraction campaigns for workers (1)

**Technology (3)**

Local radio station not available at mine site (1)  
District website has service option information (1)  
Local radio ads (1)

**Other (9)**

Do not promote services to mine specifically (6)  
Lack of communication/response (2)  
More promotion efforts expected during operational phase (1)

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Source: On the Move: Labour Mobility 2013.

**Table A9: Strategies to provide goods and services to mine construction workers – Mackenzie Stakeholders**

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**Operating Schedules (7)**

No change in operations (3)  
Considering adjusting hours of operation (2)  
Extending hours of operation (1)  
Open 24/7 (1)

**Service Provision and Availability (7)**

Mine not in service area (2)  
Waiting until mine operations start (2)  
Considering offering services in camp (1)  
Considering restructuring services (1)  
Provide affordable services (1)

**Communication Strategies (4)**

Meet with industry representatives (2)  
Offer wireless Internet (1)  
Use sustainability table for stakeholder communication (1)

**Education and Training (1)**

Obtaining certification to provide services to mine (1)

**Research and Planning (1)**

Conducting needs assessments (1)

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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 construction workers? – Mackenzie Stakeholders**

**Housing (24)**

- Lack of housing (8)
- Lack of rental units (3)
- Lack of trades workers to do renovations (2)
- Mine will have a camp (2)
- Company housing available for workers (1)
- District / mine working on housing (1)
- Industry bought short-term housing (1)
- Lack of planning for housing (1)
- Lack of schools to attract families (1)
- Lack of short-term housing (1)
- Limited hotel availability (1)
- Limited housing options (1)
- New lots open for development (1)

**Business Services (16)**

- People go to out of town to shop (5)
- Limited retail options (3)
- Don't have a coffee shop (2)
- Businesses are busier in winter (1)
- Community has essential retail services (1)
- Have to buy work boots through dry cleaner's (1)
- Lack industrial suppliers (1)
- Need clothing stores (1)
- Only one fast food place (1)

**Medical Services (11)**

- Adequate drug and alcohol supports (1)
- Adequate medical staff in Mackenzie (1)
- Dentist in town (1)
- Health bus service cut back (1)
- Hospital can't deliver babies (1)
- Hospital can't perform surgeries (1)
- Hospital renovated 8 years ago (1)
- Lack of doctors (1)
- Lack some specialty medical services (1)
- Mackenzie relies on med-evacs (1)
- Serious medical services are out of town (1)

**Community Services (10)**

- Adequate services (5)
- Adequate supports for forestry workers (2)
- Counselors available (1)
- RCMP resources are adequate (1)
- Rely on outside sources for some social services (1)

**Recreation (8)**

- Lack of indoor recreational options (2)
- Resources for outdoor recreation are close (2)
- Lack of amenities (1)
- Recreational centre has good programs (1)
- Recreational centre use is low (1)
- Sports teams have low participation numbers (1)

**Transportation (8)**

- Mine has a bus for workers (6)
- Greyhound's schedule is inconvenient (1)
- Northern Health's Connection Bus in operation (1)

**Education and Training (4)**

- College added additional skills training courses (1)
- Fewer teenagers to support high school programs (1)
- Limited high school courses available (1)
- Shortage of trades training (1)

**Communication (2)**

- Limited communication between mine and Mackenzie (1)
- Good high speed Internet (1)

**Other (6)**

- District offers support to mine when needed (1)
- Don't know which services are needed (1)
- Gaps will come when operations start (1)
- Needs are met, but not wants (1)
- Other industry development will increase service needs (1)
- Workers don't use services in Mackenzie (1)

Source: On the Move: Labour Mobility Study 2013.

**Table A11: Barriers to providing outreach supports to mine construction site – Mackenzie Stakeholders**

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**Distance (24)**

Distance (10)  
Commute time (6)  
Distance not a barrier (2)  
Site is outside service area (2)  
Contractors spend time in town (1)  
Road upgrades have mitigated this barrier (1)  
Shorter distance to mine (1)  
Most workers stay in camp due to distance (1)

**Shift/Time Schedules (11)**

Consistent service delivery difficult due to shift rotations (3)  
With 7on/7off schedule, workers leave town (3)  
Shift schedules not a significant barrier (2)  
Contractors don't spend much time in town (1)  
Shift schedules pose a barrier (1)  
Worker fatigue after shifts limits service access (1)

**Communication (6)**

Communication with nearby communities is key (2)  
Limited mine communication with businesses (2)  
Limited mine communication with community groups (1)  
Lack of communication (1)

**Transportation (5)**

Transportation is an issue (2)  
BC Rail lease agreement with airport poses improvement barrier (1)  
Camp completion may lead to fewer buses (1)  
Workers don't ride bus for each shift (1)

**Financial Barriers (4)**

Lack of monetary resources (2)  
Cost is a barrier (1)  
Dependent on outside funding for outreach (1)

**Human Resources (3)**

Lack of human resources (2)  
Volunteer fire dep't still recovering from loss of volunteers after downturn (1)

**Service Availability (3)**

Limited library card access for out-of-town workers (1)  
Mine will have a fire truck on site (1)  
Services closed when workers can get to town (1)

**Scale of Operations (2)**

Mine prefers to do bulk business with providers in larger centres (2)

**First Nation Land Claims (1)**

Competing Aboriginal land claims in area (1)

**Rules and Regulations (1)**

Mine has strict rules for site visitation (1)

**Other (4)**

Not sure (3)  
Service access reduces family time (1)

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Source: On the Move: Labour Mobility Study 2013.

**Table A12: Recommendations for additional changes, investments or planning – Mackenzie Stakeholders**

**Business Services (20)**

- Improve / expand retail services (4)
- Attract more investors and businesses (2)
- Need coffee shop in town (2)
- Need new gas station (2)
- Build capacity of small businesses (1)
- Business attraction and retention program (1)
- Develop shop local incentive program (1)
- Entrepreneurs need to capitalize on opportunities (1)
- Need another mill (1)
- Need more clothing stores (1)
- Need to be proactive with economic opportunities (1)
- Tax incentives for business development (1)
- Venue for residents to voice business concerns (1)
- Work with businesses to recapture retail outflow (1)

**Infrastructure (13)**

- Make town transportation / service hub for mine (3)
- Need road improvements (2)
- Attract flights to Mackenzie (1)
- Develop/expand port facilities (1)
- Enhance airport infrastructure (1)
- Expand to support industry (1)
- Growing population needs better infrastructure (1)
- Maintain existing infrastructure (1)
- Need infrastructure improvements (1)
- Update airport operations manual (1)

**Policies and Regulations (11)**

- Need more long term planning and goal setting (3)
- Develop strategic asset management plan (1)
- Enact plans set out in new OCP (1)
- Maintain competitive industrial tax rates (1)
- Make Mackenzie an attractive place to live (1)
- Need to make town business friendly (1)
- Promote infill development (1)
- Pursue revenue sharing with Ft. St. James (1)
- Restructure business bylaws (1)

**Communication (9)**

- Need more communication from mines to support planning (2)
- Engage community with communication tools (1)
- Promote benefits of living in Mackenzie (1)
- Make workers aware of options available in Mackenzie (1)
- New district website will be launched (1)
- Need band / council communication for long-term planning (1)
- Need strategic communications plan (1)
- Update branding / marketing strategies (1)

**Education and Training (7)**

- Need more skilled labour training (2)
- Collaborate with CNC on training needs (1)
- Customer service training (1)
- New equipment training in fire dep't (1)
- Open another elementary school (1)
- Training should target local Aboriginals (1)

**Housing (7)**

- Additional housing (3)
- Attention to rental housing (1)
- Project demand for future housing (1)
- Expand property for development (1)
- Need a new hotel (1)

**Community Services (6)**

- Need services to match population (2)
- More funding for services (1)
- Planning and service expansion needs to be done at same time (1)
- Plan services for growing population (1)
- Structure services for needs of various people (1)

**Collaboration and Partnerships (4)**

- Build partnerships with First Nations for economic development planning (2)
- Greater collaboration between district and Community Futures/employment centre (1)
- Strengthen relationship with Chamber (1)

**Employment (2)**

- Assist older workers to find work (1)
- Succession planning needed for district staff (1)

**Human Resources (2)**

- Mackenzie needs to hire a planner (1)
- Need more volunteers for fire dep't (1)

**Recreational and Civic Programs (2)**

- More entertainment options (2)

**Research and Information (1)**

- Can't plan for anything without concrete data (1)

**Other (5)**

- Need more people living in Mackenzie (2)
- Attract people travelling on highway (1)
- Increasing food security (1)
- Mine should switch to 4-4 shifts (1)

Source: On the Move: Labour Mobility Study 2013.

## APPENDIX B: CONSENT FORM

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**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.**

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



## APPENDIX C: INTERVIEW GUIDE

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**Mitigating Impacts – Local Stakeholders Perspective**  
**Interview Guide for Mine Under Construction (Mackenzie)**

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Participant name: \_\_\_\_\_

Contact information: \_\_\_\_\_

Interviewer: \_\_\_\_\_

Date: \_\_\_\_\_ Place: \_\_\_\_\_

Interview Time: Start \_\_\_\_\_ Finish \_\_\_\_\_

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**TOPIC AREAS:**

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

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**A. Background Questions**

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

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 various characteristics of Mackenzie before the mine was announced?

*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 in Mackenzie since mine construction began?

*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 on construction 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 Mackenzie since the construction of the mine began?

*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 construction workers?

*Prompt: local labour force, LDLC / camp workers*

What types of strategies do you use to provide mine construction 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 construction 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 and mine construction workers?

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

Are there any barriers to providing outreach supports to remote mine construction 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.*

**D. 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?