



Preparing for the Next Boom: The Implications of Labour Mobility

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Outline

- Background
- Study results
- Key labour mobility issues in Williams Lake
- Policy implications



Labour Mobility in Williams Lake

	<u>2001</u>	<u>2006</u>
# of residents commuting	385	585
Influx of workers to WL	4520	3780
Net difference	4135	3195

Source: Statistics Canada 2001, 2006.

Where do residents commute to?

- Cariboo Regional District
 - 100 Mile House
 - Quesnel
- Kamloops
- Abbotsford, Vancouver
- Victoria
- Okanagan (i.e. Kelowna)
- Armstrong
- Calgary
- Bulkley-Nechako region
- Prince George
- Revelstoke
- Quebec, Nova Scotia, New Brunswick
- Outside of Canada



Where do workers come from?

- Cariboo Regional District
- Kootenays
- Surrey
- Kamloops
- Rural Alberta
- Calgary, Medicine Hat, Edson
- Prince George
- Dawson Creek
- Fraser Valley
- Vancouver, Langley
- Maple Ridge
- Nova Scotia



Background

On the Move: Employment Related Geographic Mobility

- Lead by Barb Neis, Memorial University
- 40 researchers from 22 universities
- **BC Team focus: mining sector**
 - **Community impacts**
 - Impacts on workers and their families
- 7 year project



LDLC Study

- Preliminary investigations to set stage for multi-year study
- Key informant interviews
 - 25 stakeholders in Williams Lake
 - 25 local workers
 - 9 LDLC workers
 - 23 stakeholders in Mackenzie
 - Impacts on community
 - Key pressures and responses
 - Initiatives with industry / governments
 - Barriers / gaps



Results

- 1) Economy
- 2) Labour force
- 3) Infrastructure
- 4) Services
- 5) Communications
- 6) Operations
- 7) Organizational culture
- 8) Building collaboration



Economy

- More stable, diversified economy
- Expanded opportunities for First Nations
- Deeper client base in Williams Lake

- Difficult to get service / supplier contract
- Scale of industry operations difficult for small business to acquire benefits
- No information about business needs and opportunities related to labour mobility



Labour Force I

- Shortage of human resources
 - Trades, community services, health, retail, etc.
 - Can't compete with industry wages
- Capacity
 - Young workforce with limited management skills / experience
- Operations
 - Increased workloads due to staff shortage
 - No succession plans
 - Horizontal structures have challenged capacity building



Labour Force II

- Job advertising
 - (job fairs/boards, int'l recruitment, informal)
- Communication
 - Provide accurate information about amenities, cost of living, climate, etc. to applicants
- Create a positive environment
 - Make people feel valued
- Family-friendly certification program
- Incentives (financial, fitness, donations, equipment / supplies, training, etc.)
- Plan for turnovers / mentor people
 - Be prepared to import expertise



Infrastructure I

- Availability / affordability of housing
 - Influx of workers / mobile workers
 - Mines purchased / lease homes, trailers, apartments
 - Renovations impact other sectors
 - Services, tourists, professionals, low-income
 - Aging housing infrastructure
 - Private sector not reinvesting
 - Lack of social housing
- Aging recreational facilities
- Aging transportation infrastructure
 - Federal programs don't recognize unique nature of resource town airport operations



Infrastructure II

- Planning ahead
 - Avoid forecasts skewed by “proposed” projects
 - Cheaper to work with existing infrastructure
 - Diversify housing stock
- Industry investments / agreements
 - With hotels / apartments
 - Camp policies (i.e. Dawson Creek)
- Recruitment of developers
 - Have good knowledge of development community
 - Connect developers to stakeholders



Services I

- Decline in government funding
- Services lost are not regained
- Increased demands for services
 - Transient population creates more pressure
 - Unprepared and unemployed workers

Figure 2: British Columbia

Percent change in employment rate compared to previous month (3 month moving average)

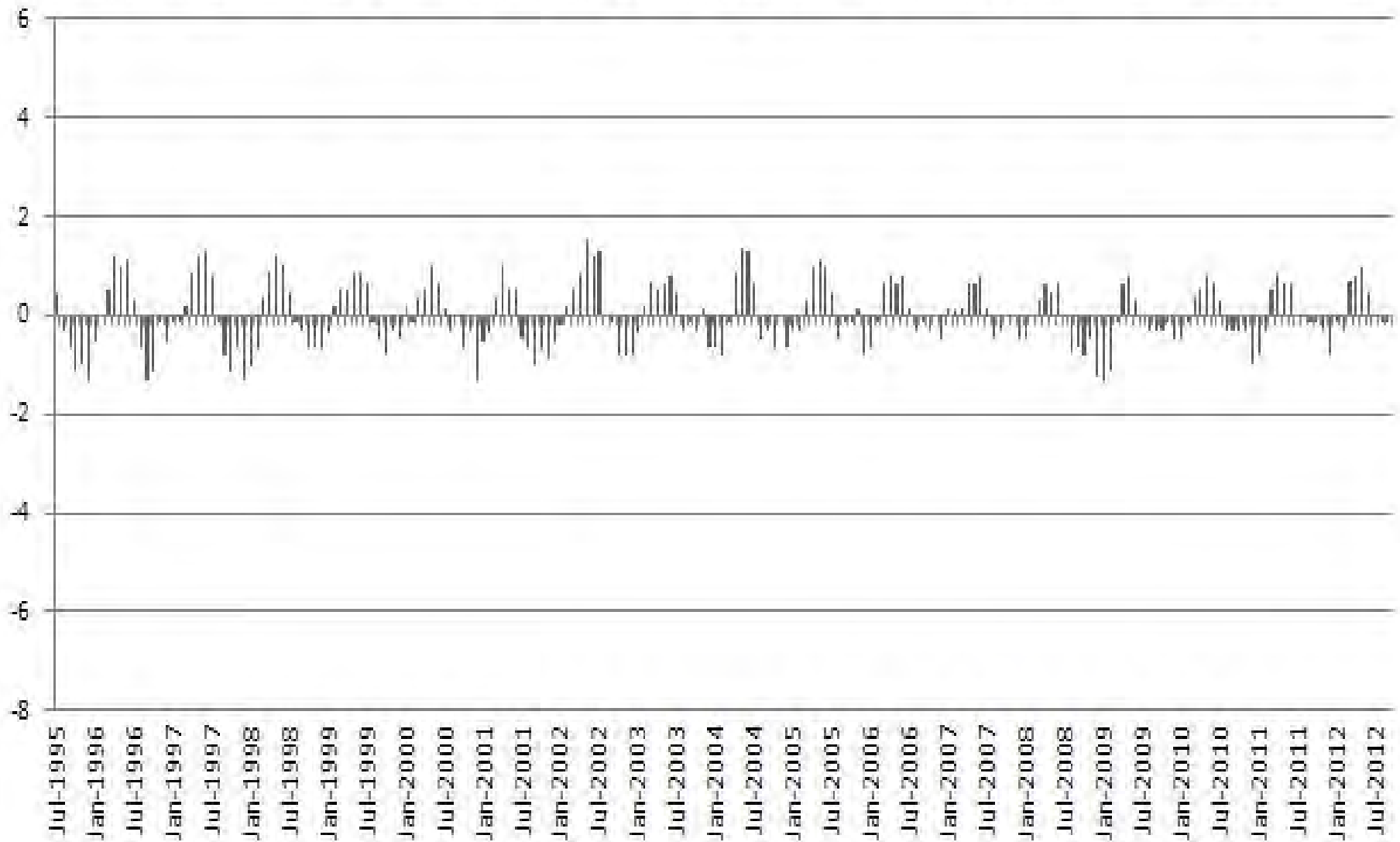
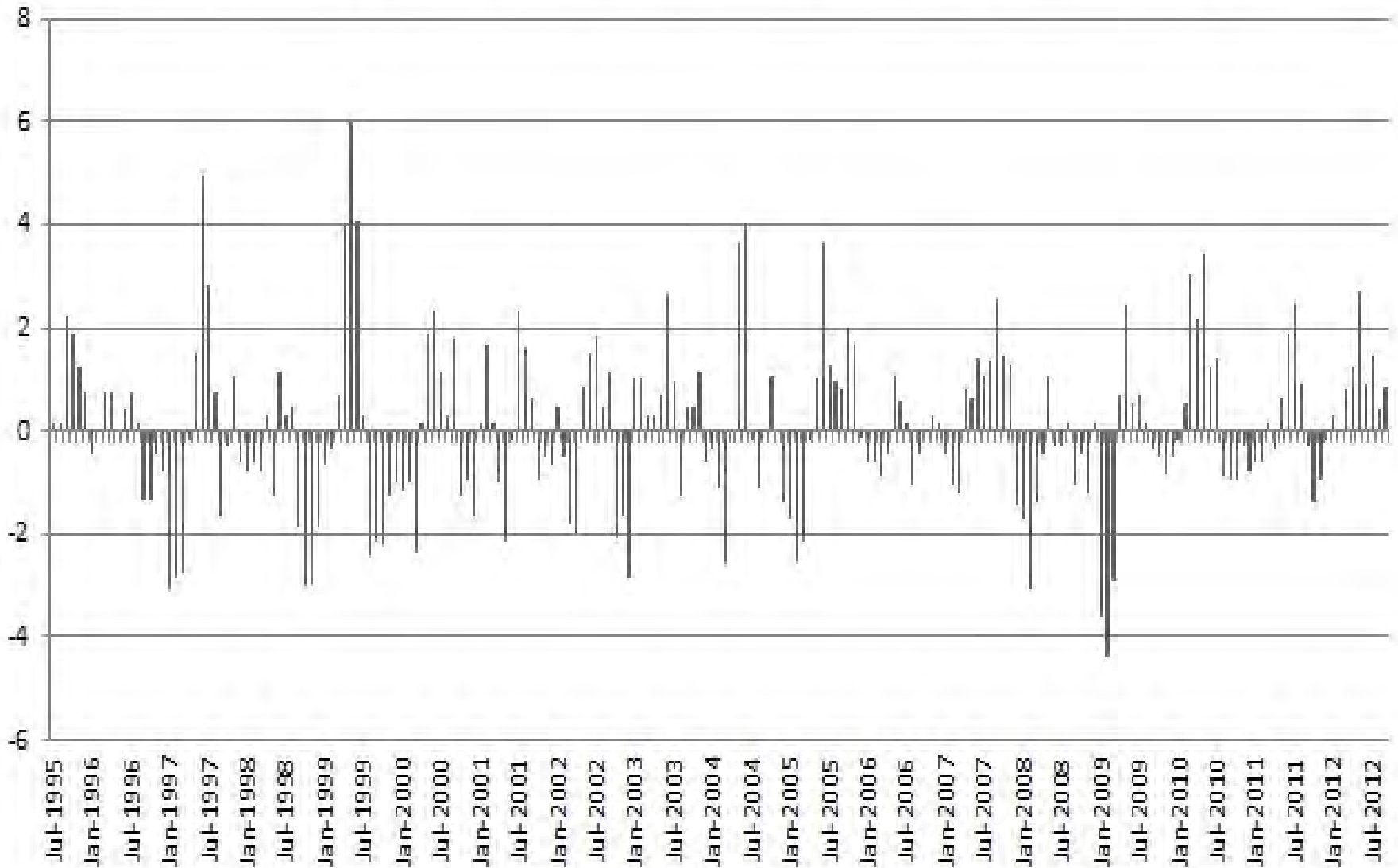


Figure 1: Cariboo Economic Region, British Columbia

Percent change in employment rate compared to previous month (3 month moving average)





Services I

- Decline in government funding
- Services lost are not regained
- Increased demands for services
 - Transient population creates more pressure
 - Unprepared and unemployed workers
- Lack of daycare
- Temporary residence status to access services (i.e. library, recreation pass, etc.)
- Changing expectations
 - Integrated / shared model
 - Business model



Services II

- **Development of supports**
 - Addictions supports
 - Resources for non-emergencies
 - Settlement supports for immigrants
- **Financial management**
 - Find projects that will interest industry
 - Share space and administrative costs



Communication I

- Stakeholder organizations / committees
 - Leaders Moving Forward
 - Social Planning Council
- MOU with First Nations communities
- But.....



Communication II

- Conversations not initiated with mines
 - Uncertainty on how to develop relationships with industry
- Limited coordination between towns / First Nations
- Limited effort to assess what is needed for workers and their families



We really have not clearly explored what the family composition is. **We have talked about the labour market, but we haven't really talked about the families**, who's coming and who's going. What are the demographic characteristics of the mining community? That would be very helpful to know. Then we can design services that are fitting for them and be able to put the pitch forward.



Communication II

- Conversations not initiated with mines
 - Uncertainty on how to develop relationships with industry
- Limited coordination between towns / First Nations
- Limited effort to assess what is needed for workers and their families
- International labour not aware of purpose of services / programs
- No proactive approach to reach workers
 - Presentations at mine / HR departments
 - Providing business / service profiles



Operations

- Limited hours of operation



Because of shift work, people can't attend something that is static. It's difficult to address that problem. **How do you offer programs to people who don't have consistent days off** because of their work schedule? Trying to meet people when and where they're available is a challenge in a small community because people just end up being on call which is tricky.



Operations

- Limited hours of operation
- Complexity of operations
 - Multiple stakeholders
 - Multiple levels of government
 - Staying on track
- Uncertainty
- Responding simultaneously to boom and busts of different sectors



Organizational Culture

- Resistance to change
 - Degree of resignation
 - Opposition to industry
- Outdated mandates
 - Organizational roles not renewed
 - No clear / conflicting vision
- Unclear roles / responsibilities
 - Limited flexibility with staff / volunteer roles
- Loss of relevance
- Revisit / renew mandate, roles, expertise, policies, procedures, tools



Building Collaboration I

- Cooperation can be scattered
- Difficult to move from sharing information to action
- Overlap of activities
- Conflicting schedules impedes routine engagement
- Previous conflicts, different expectations, unwillingness to share resources
- Lack of stable resources to support collaboration



Building Collaboration II

- Sometimes, less is more...
- Develop diverse membership, staff, board
- Building the capacity of your partners
- Pursue joint training / development
- Develop clear responsibilities
- Formal vs. informal governance structure
- Complimentary expertise / resources
- Ensure responsibilities / resources fairly distributed
- Spend time getting to know your partners' capacities to avoid frustration

Looking Forward

- Identifying local stakeholders' information needs
 - Research
 - Policies
- Canadian Rural Revitalization Foundation conference
 - Prince George 2014



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On the Move Partnership Project

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