

Dubreuilville Labour Market Attraction Study



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Our role in this engagement has been to estimate future events based on information available to us at the time of our report. However, there are a number of uncontrollable political, social and internal factors that may affect the data contained within this report. As a result, our findings should be viewed in the context of being based on sound information, which may or may not be influenced by unforeseen or uncontrollable events. We caution the reader that the estimated future events can vary significantly from the projections outlined in this report due to economic or regulatory changes, decisions of existing stakeholders, and the inability of the initiative identified within the report to achieve certain key milestones. Accordingly, we will assume no responsibility or liability for any losses, damages or expenses incurred by any party including the Corporation du Développement Économique et Communautaire de Dubreuilville, as a result their reliance on our report.

Final Draft

Executive Summary

INTRODUCTION

The Corporation du Développement Économique et Communautaire de Dubreuilville (CDEC) invited consultants to submit proposals for the Dubreuilville Labour Market Attraction Study. Crupi Consulting Group was selected to complete this study.

STUDY PURPOSE

The purpose of this study is to determine how to attract and retain skilled and unskilled workers in Dubreuilville and determine the reasons as to why some workers choose to travel distances of 73 km (Wawa to Dubreuilville), and 82 km (White River to Dubreuilville) instead of relocating to the community.

The Township of Dubreuilville is surrounded by three mining properties. One is a producing mine (Richmont Mines Inc.), the other mine is nearing the construction phase (Magino Mine Project), and the third property (Strike Minerals) is in the process of being resurrected. At one time, there was also the possibility of a sawmill reopening, but at this time the outlook is not positive. There has been some talk around the economic development table about diversifying the mill to wood related added value initiatives and renewable energy initiatives. The best way to ensure economic and community growth, as well as labour force sustainability and growth, is by identifying barriers which impede growth and future bound investment. Knowing and understanding the best course of action to remove the identified barriers will lead to labour force attraction and retention, as well as better standards of living in the community by emphasizing attention to economic diversification and quality of life related issues.

METHODOLOGY

As part of the objectives, we worked closely with the mining companies, and individuals within the community, to provide a pertinent end-product. Below, we present a brief summary of the objectives of the study, and steps we took to conduct an analysis of the labour market and barriers to attracting workers to reside within the community.

1. The policies/incentives that have been utilized in the past, or are currently being utilized by the major employers, such as by Dubreuil Lumber and Richmont Mines to encourage workers to relocate to the community and to continue to reside in the community. Identification of why certain policies and incentives have proven to be successful, and why other policies and incentives have proven to be less successful.
2. The size and nature of the current Richmont staff accommodations that are located in the Township (i.e. the new camp at Green Lake and the former motel near the mill), to determine the following:

- Number of workers that are being accommodated at those locations, and the anticipated time period.
 - Anticipated changes in the project workforce and the implications it could have on accommodations.
 - The amenities available at the staff accommodations (recreation/meals/rooms)
 - Nature of the accommodations in terms of security and level of interaction with the community.
 - The economic and social benefit, and any disadvantages of the in-town camp accommodations that have been observed to date by the workforce, the employers and the community
3. Barriers to relocation to the community of new or returning workers /families (e.g., availability of housing for purchase or rental, costs of new construction, community services such as French-only schools, recreation facilities etc.)
 4. The current status of the Dubreuil Lumber Inc. mill and re-opening plans (e.g., timing/number of local/other workers requiring accommodation).

INTERVIEW DATA/SUMMARY

The consultants conducted interviews with Dubreuil Lumber Inc., Richmond Mines Inc., Prodigy Gold Inc., Municipal Council, CAO and other community stakeholders as to their perspectives on labour market attraction and asked them the following questions:

1. How long have you been operating in the area?
2. What is your total workforce _____ and how many are full-time _____ part-time _____?
 - a) Anticipated increase or decrease in workforce?
3. How many of these workers live within the community of Dubreuilville?
4. How much is your average hourly wage rate paid to the employees?
5. Please indicate what benefits to employment are currently provided to employees?
 - Housing allowance
 - Food allowance
 - Flex time
 - Corporate retail discounts
 - Health benefits
 - Gas card
 - Mileage reimbursement
 - Other, please indicate

6. What is the size/nature of the current Richmond staff accommodations that are located in the Township?
7. How many Richmond Mines staff currently reside in the camps/accommodations that are located within the Township?
 - a) What is the anticipated time period?
 - b) Are there any expected changes in the project workforce in the near future?
8. What amenities are available to the staff living in the camps?
9. What is the nature of the accommodations in terms of security, and cleanliness?
10. What level of interaction do workers living in the camps have with the community?
11. How many workers commute several kilometers to the jobsite?
 - a) What is the average distance (approximately)?
12. What policies/incentives have been utilized in the past, or are currently being utilized to encourage workers to relocate to the community and to continue to reside in the community?
 - a) What policies and incentives have proven to be the most successful?
 - b) What policies and incentives have proven to be less successful?
13. What barriers have been identified to relocation to the community for new or returning workers/families?

FINDINGS

When it comes to resident attraction and retention, the township of Dubreuilville is no different than many other communities across Canada. These communities are affected by a variety of rapid demographic and economic changes that are altering the way local economies operate, and in many cases, these changes lead to the “hollowing out” of the communities. The Dubreuilville Community Economic Development Corporation (CEDC) has been working with industry and investors to reverse the situation exposed above.

With an established mining operation, and renewed interest in mining activities in and around Dubreuilville, there seems to be an opportunity to piggyback on these operation’s human resource needs to try to attract and retain new residents to the township of Dubreuilville. Over the past few years, the Township and its CEDC have been trying to work with industry to ensure that industry’s work/labour organization is not in conflict with community growth and sustainability, considering that many mining and other resource development companies have transformed the way they organize workers’ housing arrangements. Many companies have implemented the use of the FIFO

and/or DIDO model and in some cases, it has its strong validity, especially if it is based on remoteness, and less validity if a community is located nearby. This approach is in contradiction with community growth and sustainability.

It has been established that labour is mobile but in many cases, it is not as mobile as we think. Labour mobility still represents an opportunity when it comes to attraction and retention but it also represents a challenge if adequate conditions are not in place. The challenge becomes multidimensional, as there are different parties with different needs: industry competes for talent, municipalities want that talent in the community, and talent weighs the pros and cons of relocating. At the end of the day, talent will do what it thinks is in its best interest. It is believed that if an incentive system is appealing enough and other conditions are conducive, you will get people/talent to relocate. As this challenge is multidimensional, the solution in the case of the Township of Dubreuilville should come from a coordinated effort between industry, government and the township.

Individual or personal factors also play a significant role when it comes to deciding to accept a job in a community or region, as well as whether to remain in the region for an extended period. Beside housing availability and affordability, family/partner integration and lifestyle expectations are the most commonly identified personal factors. One of the most common personal factors creating difficulty in employee attraction is dual-career couples, or integration of a partner into the community. For those couples with both partners working, employment is usually required for both individuals, which often requires a community network approach to finding work for both partners in order to make relocation to the community or region more likely. However, even for those with a partner not requiring full-time employment, the integration of the accompanying family into the community has been identified as being critical. An important issue in attracting workers to a region is not only engaging the potential worker, but also the extended family in making the decision to take up a position. Employers generally recognized that families, and particularly partners who are comfortable in the community, yield employees who are prepared to stay. Many of the personal factors that impact the attractiveness of rural and remote centres relate to the lifestyle available in smaller communities.

As stated above, there needs to be a coordinated effort between industry, government and the township when developing a Resident Attraction and Retention Strategy. Each player has a role to play when it comes to creating the necessary conditions for success.

1. Industry needs to encourage their workforce to relocate to the community through enhanced incentives as well as exploring employment opportunities for both husbands and wife.
2. Municipalities need to ensure that when the design a relocation packages for certain types of people or industries not to forget to customize some information specifically for attracting those types of people or businesses. They need to ensure that they at least

evaluate the following factors; housing availability, employment opportunities (within commuting range), quality of educational services, housing affordability, general economic viability of the region or area, quality of medical services, progressive community leadership and availability of high-speed broadband communications.

3. Government has both a long term and short-term role. In the short-term Government, should be at the table to at least fund the Township of Dubreuilville for the development of a Resident Attraction and Retention Strategy and other resources for its implementation. In the long-term, policy changes that would assist in relocating labour to where jobs are.

A majority of community and economic development practitioners are in favor of expanding job opportunities in the workforce, and the enhancement of quality of life features of the community, as the top two recruitment strategies used. However, the development of a resident recruitment program and a resident recruitment taskforce are considered as the two best strategies, which the community practitioners are not yet using.

1.0 Introduction

1.1 ECONOMIC STRUCTURE AND FUTURE TRENDS

Historically, Dubreuilville has been a prosperous, small, resource-based community centered on forestry. Its economy had been based on woodlands operations, manufacturing of lumber and some mining activities as well as tourism, government/municipal services, retail services and a mixture of small businesses. Mining has always been an integral part of the regional economy; prior to Richmond Mine's operation, Wesdome Gold Mine had been operating for years. The Richmond Mine's Island Gold operation has been in production for years and has a project lifespan of at least 10 more years. The town thrived on the Dubreuil Lumber mill until the early 2000's. Forestry has been a major contributor to the Township of Dubreuilville's economy from its inception to its closure in 2008. Dubreuilville has now become a bedroom community for the White River Sawmill, but there is potential for major change.

Tourism also contributes to the local economy. Presently, some efforts are being made to diversify this sector by attracting people off the highway to the community, and making the community more of a destination for certain events. Business travel is also playing a role in this specific market. As efforts to increase local tourism opportunities are being made, road based aspect of tourism is at threat. Remote tourism outfitters are putting greater demands to increase their footprint and are working with, and through, the MNR who are restricting access and utilization of these lands. Forest Management Planning is not helping the situation. Restrictions, such as non-motorized access on road, hinder snowmobiling and RV activities. This conflict is affecting other local tourism operators, the local resident lifestyle, and is definitely a hindrance to attracting new people to the community who enjoy this type of lifestyle.

As stated earlier, the Township of Dubreuilville is still the host community for Dubreuil Lumber Inc., a mill owned by the Buchanan Group, which at one time directly and indirectly employed over 340 people. Rising costs of energy and raw material, along with declining demand and rising competition from low-cost international producers, along with a high Canadian dollar, resulted in a dramatic decline in the forestry sector in Dubreuilville and other Northern Ontario regions. The bankruptcy of the Buchanan Group did not help. Since the mill closures in 2008, due to the above issues in the forestry sector, the town has relied on employment and income generated from other sources, such as mining, tourism and government to support its service industries. Fortunately, the Richmond project stabilized the community as the economic environment was reshaping.

Over the past 10 years, mining and exploration activities in the area have been strong. Prodigy Gold Inc. with its Magino project (an open pit gold mining operation) has the potential to assist in revitalizing Dubreuilville's economy with the creation of approximately 350+ direct new jobs. The impact of the creation of these new jobs, especially those who may move to the community with their families, will cause an upward demand for adequate housing, commercial, and industrial space.

To obtain disaggregated information on the labour force in Dubreuilville, we obtained detailed information based on the 2011 Census¹. Results showing the distribution of the labour force for the township in 2011 are shown in **Tables 1, 2, and 3** below.

Table 1 - Labour Force Status

2011 Labour Force Status	Total
Total population aged 15 years and over by labour force status	475
In the labour force	280
Employed	255
Unemployed	30
Not in the labour force	200
Participation rate	58.9
Employment rate	53.7
Unemployment rate	10.7

Source: Statistics Canada. 2011. *Census of Canada, 2011*.

Table 2 - Occupation Distribution of Labour Force

NOC 2011	Occupation	Total	%
0	Management occupations	35	12.73
1	Business, finance and administration occupations	30	10.91
2	Natural and applied sciences and related occupations	0	0
3	Health occupations	0	0
4	Occupations in education law and social, community and government services	45	16.36
5	Occupations in art, culture, recreation and sport	0	0
6	Sales and service occupation	55	20
7	Trades, transport and equipment operators and related occupations	75	27.27
8	Natural resources, agriculture and related production occupations	40	14.54
9	Occupation in manufacturing and utilizes	0	0
Total Labour Force		275	100

Source: Statistics Canada. 2011. *Census of Canada, 2011*.

¹ Only 2016 total population is available at this time from Census Canada. Other 2016 statistical information, such as labour rates and age distribution, will be released on various dates throughout the year.

Table 3 - Industrial Distribution of Labour Force

SIC Code	Industry	Force	%
11	Agriculture, forestry, fishing and hunting	0	0
21	Mining	105	38.88
22	Utilities	0	0
23	Construction	0	0
31-33	Manufacturing	15	5.5
41	Wholesale trade	0	0
44-45	Retail trade	0	0
48-49	Transportation and warehousing	0	0
51	Information & cultural industries	0	0
52	Finance & Insurance	10	3.7
53	Real estate & rental & leasing	0	0
54	Professional, scientific & technical services	0	0
55	Management of companies & enterprises	0	0
56	Administrative & support, waste management & remediation services	0	0
61	Educational services	30	11.11
62	Health care & social assistance	0	0
71	Arts, entertainment & recreation	0	0
72	Accommodation & food services	0	0
81	Other services (except public administration)	0	0
91	Public administration	0	0
	Not applicable		
Total Labour force		270	100%

Source: Statistics Canada. 2011. *Census of Canada, 2011.*

Table 3 shows that in 2011, no one was employed in forestry, while 105 people engaged in mining. In other words, the forestry industry that was once the largest employer in the area has been largely inactive and very few people were engaged in that sector in 2011, while the mining industry has picked up some of the slack. However, new projects are causing significant optimism regarding the expanding of mining and prosperity to the town.

Education, health care, social services, and public administration account for approximately 11.11 percent of the labour force in Dubreuilville. These industries are major components of the economic base in the township, and have played an important stabilizing role in the face of significant changes in the mining and forestry employment in the area.

Table 4 - Major Public and Private Employers

Public Sector	Private Sector
The Township of Dubreuilville	Richmont Mine Inc.
St. Joseph Elementary School	Lacroix Enterprises Ltd.
L'Orée des Bois High School	LOL Resto Bar
Dubreuilville Health Centre	Quickee Mart
Canada Post	Keith Spencer Trucking Ltd.
	A&S Service
	Relais Magpie Relay
	Dubreuil Lumber Inc.
	Andy's Machine Shop

Source: Township of Dubreuilville

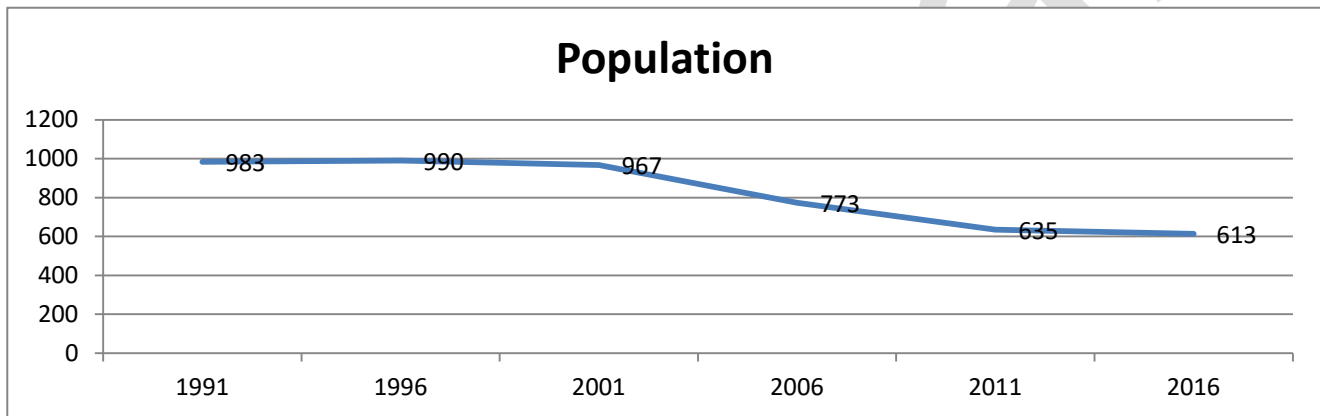
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2.0 SITUATIONAL ANALYSIS

2.1 DEMOGRAPHIC TRENDS

Demographic trends have far-reaching implications for Dubreuilville’s future growth. This is particularly important since Dubreuilville is now in a period of dramatic economic and demographic change. There has been a continuous decline of employment opportunities in the traditional base industries, especially in forestry. As a result, out-migration of workers between the ages of 20 and 40 has resulted in a serious decline of population aged 15 and younger, as shown in the following figure and table.

Figure 1 - Population Trend



Source: Statistics Canada. 2011. *Census of Canada, 2011*.

Table 5 - Age Distribution of Population in Dubreuilville 2006-2011

Age Group	2006	%	2011	%	% Change 2001-2006
0 to 4	50	6.45%	45	7.03%	0.58%
5 to 9	60	7.74%	40	6.25%	-1.49%
10 to 14	50	6.45%	55	8.59%	2.14%
15 to 19	45	5.81%	45	7.03%	1.22%
20 to 24	60	7.74%	25	3.91%	-3.84%
25 to 29	60	7.74%	45	7.03%	-0.71%
30 to 34	65	8.39%	50	7.81%	-0.57%
35 to 39	80	10.32%	50	7.81%	-2.51%
40 to 44	75	9.68%	60	9.38%	-0.30%
45 to 49	45	5.81%	45	7.03%	1.22%
50 to 54	65	8.39%	40	6.25%	-2.14%
55 to 59	55	7.10%	50	7.81%	0.72%

60 to 64	35	4.52%	40	6.25%	1.73%
65 to 69	15	1.94%	20	3.13%	1.19%
70 to 74	10	1.29%	10	1.56%	0.27%
75 to 79	0	0.00%	10	1.56%	1.56%
80+	5	0.65%	10	1.56%	0.92%
Total	775*	100.00%	640*	100.00%	

Source: Statistics Canada. 2006 & 2011. *Census of Canada, 2006 & 2011.*

*Number may defer due to rounding errors, Median age 2011 = 36.8

Table 5 shows that the total population declined² from 773 in 2006 to 635 in 2011, an overall decline of about 17.20 percent or 3.44 percent per year. **Table 5** shows that Dubreuilville experienced a net population loss of about 138 people during 2006-2011. Economic factors are the main cause of migration flows during that period. The last column of **Table 5** shows the percentage change in the number of individuals in each age category. These changes are partly due to the process of aging and partly due to migration. Overall, the percentage of population age 40 and over increased during 2006-2011. The highest population decline happened in the 20 to 44 but not under the 0-4 age category.

Total population decline in this age group (0 to 44) equaled 130. Outmigration of individuals between the ages of 20 and 44 resulted in a decline in the number of babies born in Dubreuilville. **Table 5** also shows that during 2001-2006, Dubreuilville experienced in-migration of individuals in the 60 to 80+ age categories.

In general, **Table 5** shows that the population aged 20 to 44 comprised a large part of people who out-migrated from Dubreuilville during 2006-2011. These are people who would have entered the housing market demanding starter homes, had they not left the area. Like youth in other northern communities, they move in search of job opportunities elsewhere. It is highly probable that improvement in the economic climate and job opportunities will not only prevent future out-migration but also would result in a helpful in-migration, or return of people to the area.

Resident attraction and retention is an issue that communities across Canada are grappling with. Often discussed in terms of the attraction and retention of “talent” (largely characterized as skilled labour), Dubreuilville, no different from other communities, is experiencing a variety of rapid demographic and economic changes that are altering the way its local economy operates.

² 2016 Census information shows a further 3.5% decline in the population of Dubreuilville – from 635 in 2011 to 613 in 2016. At the time of writing this report, 2016 age distribution has not yet been released by Statistics Canada.

These changes include:

1. Low birth rates and aging populations,
2. Increased mobility of talent based on lifestyle preferences and entrepreneurial opportunities (especially for the millennial generation),
3. The increasing role of innovation, creativity, and knowledge-based employment,
4. The widespread use of new technologies that give people an ability to work from any geographic location and still tap into a global client base, and,
5. Increased urbanization that is positioning cities as magnets for people, due to changing economic, cultural, and lifestyle preferences.

These changes have contributed to a migration of talent to certain hubs of activity, often located in large urban centres. The result of this migration has led to a “hollowing out” of the communities, as younger generations leave the community to pursue education or employment opportunities elsewhere. These youths often do not return to their home communities, creating a gap in talent that limits local business growth, a healthy tax base, and the opportunity to create new jobs.

An opportunity presents itself to the Township of Dubreuilville that could reverse this trend through the existing, and planned, mining activities in the area. Attracting and retaining existing and new mining workers to the community, could prove to be part of the solution to reversing the present situation. This type of strategy will pose its challenges, but with the cooperation of industry and government, it is hoped that expected outcomes are achieved.

2.2 FLY-IN, FLY-OUT VERSUS COMMUNITY GROWTH AND STABILITY

“Fly-in/fly-out” (FIFO) is a form of work organization that has become the standard model for new mining, petroleum, and other types of resource development in remote areas. In many places, this “no town” model has replaced that of the “new town.” The work system has both beneficial and adverse implications for the sustainability of both existing communities, near new resource developments, and for the more distant communities from which workers are drawn. While most remote operations fly their workforces to and from their worksites, other modes of transport may be used. FIFO is used here as a generic term for these types of commute work arrangements.

Over the last 30 years, mining companies have transformed the way they organize workers’ housing arrangements. From Northern Canada to southern Chile, from the Peruvian Andes to the Australian desert, the traditional mining town model is being replaced by long distance commuting (LDC) —a regime that transports urban workers (FIFO and/or DIDO)³ to the mines and provides food and lodging at the work site for a fixed number of days, after which they return home. The disappearance of the mining town, the iconic model through which companies accommodated mine workers during the twentieth century, shows that increased labour mobility exists even in natural resource extraction

³ Fly-in, Fly-out and/or Drive-in, Drive-out

industries that are fixed to specific geographic locations. In some recent developments, this “temporary community” model is now being used in, or adjacent to, established communities to accommodate project labour, suggesting that it is not “remoteness” that is necessarily the principal driver in decisions regarding the use of this approach.

Labour shortages and strong and rapid growth in demand for labour in the construction, mining and petroleum production sectors have encouraged FIFO as a solution to delivering labour to remote locations. To a certain extent, this is understandable and makes sense for resource extraction activities that are located in remote locations far from established communities, but why is this practice used when there is an existing community nearby?

There may be valid arguments on both sides of this equation, but most recently and especially in Australia, there has been opposition to the FIFO model. Communities, businesses, and the Construction Forestry Mining and Energy Union have expressed their opposition with regard to a FIFO camp near the Town of Singleton saying “the proposal makes a mockery of parliament’s February report on FIFO practices. It found FIFO was necessary in some remote areas, but it was eroding the livability of other communities and should be the exception rather than the rule”⁴. See **Appendix “B”** for other news articles on this argument.

Single industry communities, particularly those based on non-renewable resources, often do not survive the depletion, or decline in viability, of their resource base. The mining “ghost towns” of the early 20th century bear testimony to this. Closures, followed by abandonment, demolition, or sell-off have been among the ways of dealing with traditional resource communities that are no longer viable. While fly-in/fly-out has been seen as a way of avoiding establishing “permanent” settlements, with potentially short life expectancies, it has also been used as a transitional phase in the life cycle of a number of permanent settlements. This is not necessarily the case for the Township of Dubreuilville as it was founded on an industry based on a renewable resource. As well, other added value forestry propositions are still a possibility. With the availability of housing, it can provide a short and long-term solution for accommodations to the local mining industry.

FIFO and DIDO can be destructive to local communities where it results in infrastructure and service demands that the communities cannot meet, or erosive where a shift from “permanent” to “fly-in/fly-out or drive-in/drive-out” communities reduces the economic viability of local infrastructure and services. FIFO/DIDO, where it occurs near established communities, may also threaten those towns by reducing the number of workers who, through their relocation, might otherwise have been potential direct contributors to the social and financial well-being of those centers.

⁴<http://www.theaustralian.com.au/national-affairs/fifo-camp-to-send-mine-town-of-singleton-off-the-rails/news-story/17f4c134243fc0e646c366bcf8e6138c>

If community growth and stability, through resource development, is to be achieved, industry, governments (Provincial and Federal), and communities need to work together for positive solutions. The expected outcome is relocation of labour to existing communities where jobs are available, and in this case to the Township of Dubreuilville, Ontario.

2.3 LABOUR MOBILITY

Labour mobility represents 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 transient workers into the fabric of community. At the same time, maintaining consistent service and worker delivery presses the limited capacity available in rural and small town communities.

The major challenge in this overall situation consists of attracting and retaining the workforce to the community. This challenge becomes multidimensional as you have different parties with different needs: industry competes for talent, municipalities want that talent in the community, and talent weighs the pros and cons of relocating. At the end of the day, talent will do what it thinks is in its best interest. It is believed that if an incentive system is appealing enough, one will get people/talent to relocate.

History and economic situations have proven that labour is mobile, but how mobile is it really? Canadians are unwilling to relocate for a short-term job of six months or less with their current employer, or for a fulltime contract job of six months or less, even if accommodations or transportation out and back were supplied; only 8% to 14% could accept such jobs. Their willingness to relocate increases to between 35% and 54% “if the right conditions and incentives were in place.”⁵

We know that incentives will get people to relocate, and we understand that some people face barriers (relationship and economic barriers) when it comes to moving to another community for work and uprooting their families; transferring to a different location means leaving behind established relationships and routines. For employees with families, that upheaval is magnified. What are these barriers that hinder relocation? The Canadian Chamber of Commerce conducted a survey about barriers to relocation⁶. The barrier consists of both relationship and economic reasons. The following were the most common reasons why worker would not relocate for a job:

1. Family ties, cited by nearly half of all respondents (48%)
2. Unwillingness of partner to move prevents them from relocating (23%)
3. Cost of relocation was a prohibitive factor (29%)
4. Inability to sell their current home due to depressed housing markets (12%)

⁵ www.chamber.ca/download.aspx?t=0&pid=b173726f-2109-e411-b0ed

⁶ www.chamber.ca/download.aspx?t=0&pid=25f235c5-2a6c-e411-a071

Another survey was commissioned by The Canadian Employee Relocation Council (CERC)⁷ to analyze the views on moving/relocating of the workforce. The top inducements cited by potential relocators were:

1. A 20 per cent raise in pay (48%),
2. A guarantee of return to the current role after two years (39%),
3. Assistance for spouse/partner to obtain employment in the new location (31%),
4. A paid trip to the new city before accepting the assignment was also viewed as highly desirable.

As fewer of Canadians are willing to relocate, the percentage of our country's population moving between provinces steadily declined since 1977. Today one out of 10 Canadians is readily willing to move for employment, even with all expenses paid and a 10% raise.⁸

The CERC report also illustrates that the most likely relocating employee is male, aged 28-40. Professional and technical employees account for the largest number of transferees, followed by managerial staff. Younger people tend to move for job opportunities or the adventure of living somewhere different. People with families also move for job opportunities, but as well for advancement, a significant raise, better job security, or a chance to live near relatives.

What are the incentives that will make people relocate? The following sections explore what major employers provide, but may not be reflective to the mining industry.

2.4 LABOUR OPPORTUNITIES

There are a number of significant investment projects that will result in an increase in employment opportunities, which would lead to an inflow of workers and their families to the Township of Dubreuilville, for the short-term as well as long-run. A project that is close to realization is Prodigy Gold Inc.'s Magino project. The operation expects to employ 350+ people (+ or – 30%) of which 30% would come from the local labour force and importing the remaining 70%. Housing/accommodations will be required for the imported jobs, and those employees that chose to move with their families. The operation has considered incentive systems but is evaluating best practices to ensure that the incentives become a targeted success. The company is also considering employment for couples, in order to attract families to the Township of Dubreuilville. Prodigy Gold Inc. has explored different options when it comes to housing, and in the past, a preferred option was a camp setting on the mine property. Some discussions were had with regard to locating the camp within the town's footprint; however, this was not the best option for the community's wellbeing. From the last conversation had with Mr. Amiel Blajchman, Manager, Sustainability - Magino Mine Project (Prodigy Gold), he did

⁷<http://hiring.monster.ca/hr/hr-best-practices/workforce-management/employee-retention-strategies/offering-relocation-incentive-ca.aspx>

⁸<http://hiring.monster.ca/hr/hr-best-practices/workforce-management/employee-retention-strategies/offering-relocation-incentive-ca.aspx>

express that the company is not looking at a permanent camp for their employees, and will make all efforts to hire locally and have employees move to the Township of Dubreuilville. A temporary camp may be set up for contractors during the mine’s construction phase, if other options are not available. As of 2016, Prodigy Gold Inc. had identified a 15-year life span based on the present ore body. The company estimates approximately 500 people (250/shift), mostly trades people and professionals, during the construction phase (short-term, temporary employment).

Richmont Mines Inc. is a major employer for the Township, with 220 employees. Approximately 80 Dubreuilville residents are employed, and another 140 employees come from the region or outside the region (25% from Wawa, 25% from White River and the rest from Quebec or other parts of Ontario). These employees either travel or stay in the company bunkhouse, for the duration of their shift. Richmont has tried through incentives to induce employees to relocate to Dubreuilville. These incentives have not been successful, and management is in the process of re-evaluating the incentive system in order to promote relocation. At this present time, the lifespan of the mine has been determined for another 10 years, but it is expected to be longer as exploration findings prove positive.

The general outlook from other local stakeholders was mostly positive, and most made very similar comments about the future of the Community based on what is on the horizon. Dubreuilville is poised for expansion and growth. Timing of when the events happen is a potential issue, as it may cause congestion and competition for resources, especially human resources.

Table 6 shows the expected direct employment in the Dubreuilville area resulting from the above-mentioned projects.

Table 6 - New Jobs in the Community and Region

Future Projects	Temporary Jobs ⁹	Permanent Jobs	Employment Location	Expected Starting Date
Prodigy Gold Inc.	500	350+	Mine Site	2017
Richmont Mines Inc.		220	Mine Site	Ongoing
Total expected employment	500	570+		

Source: Township of Dubreuilville

2.5 INVESTMENT OPPORTUNITIES

At times, the short-term, temporary, employment scenario can lead to investment in permanent accommodations for the future. Even this scenario has its own implications and challenges when it comes to labour attraction. Not all the jobs identified as short-term or temporary will be in the community at the same time. Some will be transitioning in and out based on their scope of work. There will also be peaks in employment based on the construction schedule. Usually contractors make

⁹ These jobs mostly refer to construction jobs during mine construction

their accommodation plans by either setting up camp on, or near, the construction site or by making arrangements through local and surrounding hotels, motels and camps/cottages, as well as renting any available dwelling, or rooms in private houses within the community. Others may choose to travel from Wawa and White River.

As these economic activities represent investment opportunities, and have the potential to minimize the economic leakage from the community, Ctrl2Market, which is a joint venture between Mr. Patrice Dubreuil, Mr. Dave Morris and the Missanabie Cree First Nation, have purchased a total of fifty-three (53) lots. Of these lots, eight (8) are serviced lots and forty-five (45) are lots ready for development. The joint venture also intends to put up 8-10 modular homes for the summer of 2017. Other assets that the joint venture is investing in are: a twenty-person bunkhouse with common kitchen and living room, a twenty-eight-person portable motel with individual kitchenettes, and a ninety-eight-bed bunkhouse. It is expected that their investment strategy can assist the Township of Dubreuilville when it comes to Labour Market Attraction and Retention. It is recommended that industry and Ctrl2Market meet and share their strategies.

Final Draft

3.0 SURVEY RESULTS

In terms of diversity, Dubreuilville has a very small number of large employers that are vital to its economic health. The following organizations participated in our survey:

- Prodigy Gold Inc.
- Richmond Mines Inc.
- Dubreuil Lumber Inc.

In addition, a long-term mine employee was interviewed to gather input from the perspective of the mineworker who currently commutes back and forth to the mine site.

The goal of the survey was to acquire the following information:

1. What policies/incentives have been utilized in the past, or are currently being utilized to encourage workers to relocate to the community and to continue to reside in the community. Why certain policies and incentives have proven to be successful, as well as why other policies and incentives have proven to be less successful.
2. The size/nature of the current Richmond staff accommodations that are located in the Township (i.e. the new camp at Green Lake and the former motel near the mill)
 - Number of workers that are being accommodated at those locations, and the anticipated time period.
 - Anticipated changes in the project workforce and the implications it could have on accommodations.
 - The amenities available at the staff accommodations (recreation/meals/rooms)
 - Nature of the accommodations in terms of security and level of interaction with the community.
 - The economic and social benefits and any disadvantages of the in-town camp accommodations that have been observed to date by the workforce, the employers and the community.
3. Barriers to relocation to the community of new or returning workers /families (e.g., availability of housing for purchase or rental, costs of new construction, community services such as French-only schools, recreation facilities etc.)
4. The current status of the Dubreuil Lumber Inc. mill and re-opening plans (e.g., timing/number of local/other workers requiring accommodation).

3.1 SURVEY RESPONSES

Dubreuil Lumber Inc.

On January 27, 2017, the consultants conducted a telephone interview with Ms. Susan Buchanan. The purpose of the interview was to gain information on the status of the sawmill, employment, need of skilled and unskilled labour, and past incentive practices to attract employment. Due to the nature of confidentiality of Buchanan's present plans for the Dubreuilville Sawmill, the interview was short, the survey was not completed and unfortunately, not a lot of valuable information was gained. We were however, able to have a brief discussion regarding incentives that the company had used in the past to attract and retain key employees. They have used housing as an incentive, as well as financial incentives to offset housing related costs. With respect to a subdivision that the company developed years ago, the subdivision could be considered a means to attract and retain skilled and unskilled labour.

Prodigy Gold Inc.

On February 9, 2017, the consultants conducted an initial telephone interview with Mr. Amiel Blajchman, Magino Mine Project Manager and had an opportunity to briefly discuss the project and where it stood. He was also provided with a survey but due to confidentiality was not able to complete it yet as he is expecting the Environmental Assessment (EA) to be released as public knowledge over the next few weeks. When asked about workforce relocation to the community, it was made clear that the Magino Mine Project would not have a permanent camp for mine employees, and that it would be working with the township to maximize employee relocation opportunities to the community through existing assets and other initiatives. It was explained that there might be a temporary camp during the construction phase. We also talked about relocation incentives and Mr. Blajchman was not sure that this would be the competency of the Human Resource Manager; this position is not yet filled. He did not feel that there would not be the need as the compensation pack would be attractive enough. He did indicate the positions would be subject to relocation to the community.

Richmont Mines Inc.

Richmont Mines has been operating in the area since 2005 and carries a workforce of 295 full-time employees and 1 part-time employee. Fifty percent of these workers live within the community of Dubreuilville in accommodations owned by the mine, which consist of a bunkhouse, apartment buildings and homes. These accommodations are fully equipped with basic necessities such as kitchen and furnishings.

It is anticipated that there will be an increase in the workforce. A priority of the mine is to hire more workers locally (Dubreuilville, Wawa and White River) and/or to require new hires to become local residents of Dubreuilville. Current incentives in place are as follows:

- Competitive wages – average hourly wage rate \$33.61
- Health benefits

- 50% (up to \$250) for gym membership)
- Accommodations
 - Bunkhouse includes cleaning service, bed, tv/cable, internet access, toilet paper, laundry facilities, and shared community phone with long distance available
- Mandatory relocation for certain positions
- Moving allowance (up to \$2,500 – repayable if employee does not complete 12 months' employment)
- House purchase allowance in Dubreuilville (\$8,500 over first 12 months of employment)
- House purchase allowance in Wawa (\$4,000 over first 12 months of employment)
- Bonus
- Mileage reimbursement
- Food Allowance

Richmont Mines estimates that forty-percent of the mine workers commute an average distance of 300km (return trip) for their rotations.

Employee/Commuter

On a voluntary basis and interview was completed with a long-term, full-time employee with the mine, who travels in excess of 2 hours one-way to reach the mine site. A comment made by this employee was that he continues to commute, and is not prepared to relocate, due to the fact that there is a lack of housing in Dubreuilville that is comparable to what he owns now. He also commented that the community of Dureuilville does not have the services that his current community does and that it is difficult to leave the long standing relationships he (and his family) have built in his present community. When discussing what incentives he has found to be most favourable for him, and for others that are working at the mine, company bonus was at the top of the list.

4.0 PROS AND CONS¹⁰ - RESIDENTIAL LIVING IN A MINING TOWN

Individuals considering a job in mining may be weighing up the pros and cons of residential living versus FIFO or DIDO arrangements. Residential mining jobs allow an individual to live permanently near the mine, in their own home. Due to the remote locations of most mine sites, this typically entails living in a small mining community.

RESIDENTIAL LIVING – PROS

Whether or not one will enjoy living in a small mining town depends a lot on lifestyle preferences. If an individual that enjoys a quiet lifestyle in a close-knit community, then a residential mining role could be a perfect fit for them. If they are not 100% convinced, there are other advantages to consider:

Live in one's own home. Living locally allows an individual to set up their own home just the way they like it. They can sleep in their own bed and enjoy their favourite couch at the end of each day.

Standard working hours. Living residentially, an individual will be more likely to be rostered for a standard 40-hour working week, with 2 days off on weekends instead of the 12-hour days, 7 days a week FIFO workers have.

See family every day. This is the biggest reason people move to mining towns. Married couples often decide to sacrifice city life for the sake of seeing each other every day. Parents who work in the mine want to see their children every day, and residential living makes this possible.

Make lasting friendships. Because mining towns are small, close-knit communities, it is not uncommon to develop lasting friendships. This is especially true if one enjoys meeting new people and becoming involved in community activities.

Reap financial rewards. For people, not willing to embrace a FIFO lifestyle, living close to a mine is the only way to secure a high-income mining job. In addition to excellent salaries, people living in remote areas may also receive tax concessions and remote area financial assistance.

Increased job prospects. Socially conscious mining companies often prefer to hire local residents. Living local may improve the chances of securing a job with a preferred employer.

¹⁰ <http://www.miningoilgasjobs.com.au/mining/your-mining-lifestyle-guide/residential-living.aspx>

RESIDENTIAL LIVING – CONS

Although some people love living in a mining town, others find it unbearable. Some of the challenges people face includes:

Expensive accommodation. Small mining towns often do not have the housing required to accommodate the thousands of workers a mine site requires. Property developers find it difficult to build new housing fast enough. This is made more difficult by residential buffer zones, which often exist around mine sites, restricting the land available for new housing development. The end result of this low supply, high-demand, is expensive accommodation.

Expensive food and fuel. The cost of supplying food and petrol to remote areas is borne by the consumer. When planning to move to a mining town, expect to pay a premium for food, petrol, medicines and other consumables.

Lack of educational facilities. Although good public schooling is usually available, often parents prefer private schooling for their children, and they will not have many options. In addition, older children pursuing tertiary education will need to travel to city areas.

Low quality/supply of essential services. Smaller towns generally lack essential services such as hospitals. If someone in their individual's family has an ongoing medical condition, residential living in a mining town may not be a wise choice.

Harsh environment. Mine sites are typically located in remote, undeveloped areas. Although home might be air-conditioned and comfortable, one should expect unsealed roads, dirt, dust, extreme heat and flies. Many areas are also prone to cyclones.

Lack of entertainment. Mining towns are renowned for their quiet, country feel. Nightlife is non-existent and there are no nightclubs or large shopping centres. For individuals that love the city, going to the cinemas and shopping, then a mining town might not be for them.

In Summary

There are many pros and cons for relocating to a small mining town for employment. Overall, residential living is an excellent option for people wanting to reap the benefits of high-income mining employment without committing to an exhausting FIFO arrangement.

5.0 RECRUITMENT & RETENTION - STRATEGIES & INCENTIVES

As stated previously in this document, we know that incentives work when it comes to relocating labour and we know that industry, government and community all have a role to play, when it comes to attracting labour. **Section 4** explores what the market, industry, governments and communities have done in the past.

5.1 STANDARD RELOCATION PACKAGES¹¹

Bringing in non-local employees can improve a company's talent acquisition. Shipping an employee off to another destination is a way of improving retention. In either case, these are some of the typical costs covered in today's relocation packages:

1. Moving and packing costs (storage too, if needed),
2. Temporary lodging fees,
3. Travel costs back home if the person relocates before their family moves,
4. Assistance for a spouse/partner who has to find a new job (may include job-search reimbursements, referrals to a recruiter and arranging for interviews inside a company),
5. Assistance in selling their existing home or with carrying costs if they keep their current house while away.

While there are tax allowances for families that move for work, the limits are not reflective of today's relocation costs. The last time any changes were made to the limits on the deductions an employee can claim for income tax purposes, was 1984. The tax-free allowance for an interest free loan is just \$25,000.

5.2 ATTRACTING SKILLED AND NON-SKILLED LABOUR – INDUSTRY PRACTICES

When it comes to attracting skilled and non-skilled labour in resource-based industries, at times it can prove to be more difficult than what it seems. To compound the problem, relocation of workforce and workforce housing does not help. Various industries have dealt with this issue in different ways: some have worked with neighbouring municipalities to provide housing solution, and some have provided financial incentives to solve the relocation and accommodation issues, while other have provided accommodations on site.

¹¹<http://hiring.monster.ca/hr/hr-best-practices/workforce-management/employee-retention-strategies/offering-relocation-incentive-ca.aspx>

The following is a snap shot of what some industries have done over the years:

1. Forestry and Logging Communities

- During the peak period of economic growth in the forestry industry, larger employers provided some financial assistance and/or company housing for managers and other key personnel.

2. Oil & Gas Communities

- Given the volatile boom and bust nature of the energy sector, oil and gas companies tend to be reluctant to make long-term investment in community infrastructure. As reluctant as they may be, they are still faced with a workforce accommodation issue. Even in this industry, the FIFO (fly-in, fly-out) model is used but other solutions have been sought such as: longer-term rentals of motels, per diems for temporary workers and employees seeking their own housing, many of which have purchased RVs and parked them in local RV parks. In addition, signing bonuses and living out allowances are provided for employees with permanent residence elsewhere.

3. Mining Communities

- Large mining companies are typically involved in the provision of housing for their workers. The involvement can range from construction and operation of company towns to providing transportation and camp accommodations at the mine site. Recent patterns in Canadian mining suggest that new mines are operating on a FIFO (Fly-in, Fly-out) basis, eliminating the need to build company towns and housing. In Australia, major mining companies continue to build housing for their employees. Housing programs, home financing plans at low interest rates, executive homes, housing assistance plans, commuting allowance, living allowances and per-diems have all be used in this industry to address workforce housing.

5.3 GOVERNMENT INVOLVEMENT

As many Work Force Planning Boards report, Canada is experiencing a shortage of skilled and semi-skilled labour, and at the same time in some regions, there are too many workers for the available jobs. It is believed that the shortage of labour is a threat to the Canada's continued prosperity. The question that comes up often is "Should the Government of Canada create incentives to encourage workers to move from areas of high unemployment to areas of low unemployment". If the government was to implement relocation incentives, they could address the following issues:

1. Reduce Employment Insurance costs,
2. Generate more tax revenue from increased labour force,
3. Assist businesses in expanding and meeting the needs of a strong economy,
4. Increase the population.

What kind of incentives and policy could the Government of Canada implement to assist with the relocation of labour to the communities where jobs are available? The following are just some that could be explored:

1. Relocation allowances,
2. Tighter employment insurance regulations for those living in areas of high unemployment,
3. Grants to employers in areas where labour shortages are acute to help bring employees in,
4. Financial assistance to Chambers of Commerce and Economic Development offices to conduct job fairs in areas of high unemployment,
5. Airfare reimbursement for seasonal workers who consider working elsewhere during their down seasons.

5.4 COMMUNITY INVOLVEMENT

Communities per se usually do not provide incentives to individuals relocating to the community. Generally speaking, most communities create and maintain up to date information on a community website to attract newcomers and help potential residents, businesses and/or professionals settle into the community. Hard copy, glossy information packages are nice to have available, but become a costly proposition, especially when it comes to keeping hard copies updated and wide distribution. The Internet has made every community's information available to the world. Some communities have learned how to make the better use of their Community Profiles as marketing tool. The following is a list of information usually developed for this purpose:

- Annual community events calendar (and/or on line events calendar)
- Banking
- Childcare services/facilities
- Climate
- Community amenities (beaches, parks, walking/bike trails, etc.)
- Community history
- Community service organizations
- Economic Profile of the community/region
 - Adult education facilities/opportunities
 - Business climate/support services
 - Business Directory ☐ Education
 - Play schools
 - Population/Demographics/Income levels
 - Public, Private and Separate Schools (K – 12), location, grades, contact info
- Emergency Services (Police, fire, ambulance, crisis center, etc.)
- Employment Services
 - Major employers
- Health & Wellness services

- Housing
 - Assisted living
 - Market housing (Realtors)
 - Rental Accommodations
 - Senior housing
- List of important websites (community website, economic development site/Chamber of Commerce, etc.)
- Immigrant/Newcomer Services
- Maps (street map, area map, recreation area map, etc.)
- Media (newspapers, radio, Internet services)
- Municipal
 - Information on neighbourhoods
 - Municipal contact information, hours of operation, etc.
 - Recreation facilities; library
 - Services (garbage pickup, etc.)
 - Taxes, utility fees, licensing of dogs, etc.
- Places of Worship
- Promotional brochures
- Recreation, sports, parks
- Shopping centres
- Transportation: Roads, distance to major centres, airport(s), taxi service, bussing
- Youth group

It is recommended that when designing relocation packages for certain types of people or industries (health care professionals, teachers, engineers, etc.), not to forget to customize some information specifically for attracting those types of people or businesses.

Community Recruitment and Retention of New Residents

When it comes to community recruitment, the top eight (8) issues that emerge include:

1. Housing availability
2. Employment opportunities (within commuting range)
3. Quality of educational services
4. Housing affordability
5. General economic viability of the region or area
6. Quality of medical services
7. Progressive community leadership
8. Availability of high-speed broadband communications

With respect to resident recruitment strategies, a list of eight (8) have been identified:

1. Expanding job opportunities in the workforce
2. Enhancing quality of life features of the community
3. Written promotional materials
4. Professional facilities built for recruiting professionals
5. Non-profit housing development Corporations
6. Development of a resident recruitment program
7. Development of resident recruitment task force
8. Community web-site with focus on new resident recruitment

A majority of community and economic development practitioners are in favor of expanding job opportunities in the workforce, and the enhancement of quality of life features of the community, as the top two recruitment strategies used. However, the development of a resident recruitment program and a resident recruitment taskforce are considered as the two best strategies, unfortunately community practitioners are not familiar with them.

6.0 FACTORS INFLUENCING THE ATTRACTIVENESS

6.1 COMMUNITY FACTORS INFLUENCING THE ATTRACTIVENESS

At a community level, investments have been made in promoting itself, and at times the region; however, much of the promotion has focused on attracting tourists rather than residents. The resources and attractions that persuade tourists to visit a region for a short stay cannot be compared with those resources that would encourage an individual or a family to relocate to work and live in a community. The research findings emphasized that the key to attracting workers to a community or region, is to provide relevant information about the community in which employees will live and work. The provision of accurate information about issues such as healthcare, education, policing and retail outlets is critical, and informants indicated that this was not available for potential residents. When one cannot find information or pictures, one tends to think the worst.

Education is an important aspect for families when considering relocation. Younger family households need the assurance that a quality school system is available, that there will be a continuum of their child's education, and a smooth transition upon relocation. As well, quality day care and other child care services need to be in place to attract younger families to the community.

Communities that are successfully attracting new employees are doing so by promoting their community from an employment and lifestyle perspective, as opposed to a tourism perspective, and they are careful to manage the expectations of potential new employees. They recognize that information about schools, shopping, medical services, religious facilities, recreational facilities and sporting clubs is necessary to provide a realistic expectation of life in their community. Videos and DVD's have been produced illustrating the community and lifestyle for families considering relocation.

Availability of housing within some communities can be an issue. Housing shortage, combined with population growth faster than houses could be supplied, will push up housing prices. Good quality homes can become unaffordable to lower income earners. Compounding this problem is the shortage of builders, with the limited availability of a builder not meeting the demand for building work. To overcome the housing shortage, the mining companies often set up accommodation camps with transportable buildings to accommodate workers on either a fly in/fly out or drive in/drive out basis.

Local communities and governments are attempting to address some of the issues related to feeling isolated through the installation of fibre-optic cable in entire communities, in order that all households had access to cable television and the internet. Similarly, the federal government has worked with telecommunications companies to increase the access to mobile telephone in remote and rural areas, yet this access is rarely promoted as a readily available resource.

6.2 PERSONAL FACTORS INFLUENCING THE ATTRACTIVENESS

Individual or personal factors play a significant role when it comes to deciding to accept a job in a community or region, as well as whether to remain in the region for an extended period. In particular, family/partner integration and lifestyle expectations are the most commonly identified personal factors. One of the most common personal factors creating difficulty in employee attraction is dual-career couples, or integration of a partner into the community. For those couples with both partners working, employment is usually required for both individuals, which often requires a community network approach to finding work for both partners in order to make relocation to the community or region more likely. However, even for those with a partner not requiring full-time employment, the integration of the accompanying family into the community has been identified as being critical. An important issue in attracting workers to a region is not only engaging the potential worker, but also the extended family in making the decision to take up a position.

Some employers have made substantial efforts to provide information for partners as a part of recruitment packages, and involved partners in the recruitment process, including allowing them to accompany the applicant to the new community or region as a part of the selection process. Other community and government organizations have also instigated social support and taken significant steps to integrate partners and families into the community beyond what was being provided for the employee. In targeting the right employees, it is important that employers identify qualified people who will fit into the community.

What you want to make sure to avoid, is employees being misinformed or poorly informed about the services and amenities available in the community. This lack of information can have serious effects on new recruits to organizations in rural and remote communities. The mismatch of expectations needs to be avoided; locals see their communities as welcoming, while some newer workers and their families may have problems fitting in when the local facilities do not meet their expectations in terms of amenities and lifestyle.

However, employers generally recognized that families, and particularly partners who are comfortable in the community, yield employees who are prepared to stay. Coupled with the consideration of accompanying family or partners, many of the personal factors that impact the attractiveness of rural and remote centres relate to the lifestyle available in smaller communities. The social life can also be very different from that experienced in large urban centres. For some who relocate to rural communities the social life can be better than in cities, as they find a sense of belonging and become part of the community, they enjoy the freedom and the ability to make connections, the lack of stress and traffic, and abundant fresh air and open spaces. Small rural communities offer safe and secure environments where many workers have jobs that are close to their place of residence. The small and intimate nature of rural communities allow employees more time to spend with their families.

6.3 ORGANIZATIONS ADDRESSING THE CHALLENGES OF ATTRACTION AND RETENTION

When discussing the issue of attraction, employers identified the competition for labour with other industries, and at times the negative perceptions of regional areas, as the two key issues driving a lack of interest in the wide range of jobs available in a region. There are three key approaches used at the organizational level to attract and retain:

1. Offering benefits and incentives
2. Redesigning work to allow for increased flexibility in work arrangements
3. The use of non-traditional labour pools such as skilled migrants

A common approach to attraction used by employers is to offer additional incentives or benefits in the advertised salary package. Besides higher wages, reimbursement of relocation cost, and signing bonuses, other incentives include:

1. Longer vacation time. Some offer up to six weeks of annual leave, while others allow for the 'purchase' of additional leave through salary sacrificing
2. Highly subsidised housing
3. Paying sporting club fees
4. Other costs associated with settling into a new community

In many cases, redesign of work, and in particular the use of drive in/drive out or fly in/fly and drive in/drive out labour, is a common approach to recruiting sufficient workers. In these cases, workers' families remained residents of metropolitan centres. This practice is widespread in mining and mining support industries. However, mining companies are not the only employers taking this approach.

In addition to the use of labour from outside the geographic region, there are also examples of the use of overseas migration to meet recruitment needs. While skilled migrants provide a short-term solution for some businesses, many businesses find the process of applying for visas and sponsoring workers to be overly complex and do not persevere with the process. Migrant workers often experienced problems integrating into the local community, particularly when they are the only people from an ethnic grouping. Unlike the fly in/fly out and drive in/drive out workers, these migrants lived in the regional communities and only returned home at most once a year for annual vacations.

7.0 ATTRACTING AND RETAINING YOUNG PEOPLE¹²

7.1 DEMOGRAPHIC CHANGES IN DUBREUILVILLE

Demographic trends have far-reaching implications for Dubreuilville’s future growth. This is particularly important since Dubreuilville is now in a period of dramatic economic and demographic change. There has been a continuous decline of employment opportunities in the traditional base industries of forestry and mining. As a result, out-migration of workers between the ages of 20 and 40 has resulted in a serious decline of population aged 24 and younger.

Table 7 - Population Trend

Year	Population
1991	983
1996	990
2001	967
2006	773
2011	635
2016	613

Source: Statistics Canada. 2011. *Census of Canada, 2011.*

Table 7 shows that the total population declined from 773 in 2006 to 635 in 2011; an overall decline of about 17.20 percent or 3.44 percent per year. **Table 7** shows that Dubreuilville experienced a net population loss of about 138 people during 2006-2011. Economic factors are the main cause of migration flows during that period. Overall, the percentage of population age 40 and over increased during 2006-2011¹³. The highest population decline happened in the 20 to 44 age group but not the 0-4 age category.

Total population decline in this age group (0 to 44) equaled 130. Outmigration of individuals between the ages of 20 and 44 resulted in a decline in the number of babies born in Dubreuilville. Also during 2001-2006, Dubreuilville experienced in-migration of individuals in the 60 to 80+ age categories.

In general, the population aged 20 to 44 comprised a large part of people who out-migrated from Dubreuilville during 2006-2011. These are people who would have entered the housing market demanding starter homes had they not left the area. Like youth in other northern communities, they move in search of job opportunities elsewhere. It is highly probable that improvement in the economic climate and job opportunities will not only prevent future out-migration but also would result in a helpful in-migration or return of people to the area.

¹² http://www.omafra.gov.on.ca/english/rural/rural_plan/rural_plan_cs1t.htm

¹³ See Age Distribution chart in Section 2.0, page 5

7.2 KEEPING YOUTH IN THE COMMUNITY

Youth focus groups have identified a number of rural assets that encourage them to remain in, or move to, rural communities:

1. A sense of belonging to the community
2. A connection to the land
3. Strong family ties
4. A natural setting with a variety of outdoor activities
5. Open space
6. Employment opportunities
7. A clean environment,
8. A safe place to raise a family

Having a younger population in rural areas is important for growing stronger communities. According to Statistics Canada, people aged 15-24 are the most mobile demographic group. Their migration from rural to urban areas is not always balanced by new rural residents. The decline in the number of young people diminishes the local labour supply – this issue is of particular concern in Northern Ontario.

Many young people view rural areas to be lacking employment and educational opportunities, as well as the social, cultural and recreational facilities that attract a younger population. Between 1991 and 2001, rural Ontario's 15-19-year-old population declined by 18.5% while urban Ontario experienced an increase of 26.5%.

Some opportunities for attracting and retaining young people in rural communities are listed below:

1. Creating a community marketing strategy focused on a younger demographic group – identifying community assets that appeal to a younger population and highlighting gaps in existing educational, employment, cultural, social and recreational opportunities.
2. Creating employment opportunities by encouraging businesses and educational facilities to offer a variety of apprenticeship programs, co-operative education opportunities, training programs and job fairs that profile future career opportunities.
3. Supporting employment for current students (e.g. the Summer Jobs Service Programs).
4. Providing a wage rebate to rural business owners who employ new graduates (NOHFC Intern Program).

5. Maintaining contact with young people who leave the community (e.g. invitations to community events, newsletters with community updates, gift copies of local newspapers) to encourage them to return.
6. Encouraging community organizations to continue supporting education and training opportunities that would benefit the local community, provide leadership development, and encourage involvement of young people in their communities.

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8.0 CONCLUSION AND RECOMMENDATIONS

Resident attraction and retention is an issue that many communities across Canada are grappling with as well as experiencing a variety of rapid demographic and economic changes that are altering the way local economies operate. In many cases these changes lead to the “hollowing out” of the communities. With the opportunity of resource development in and around the communities, can this type of trend be reversed and what strategies will be effective when work organization is in conflict with community growth and sustainability?

Over the last 30 years, mining and other resource development companies have transformed the way they organize workers’ housing arrangements. The use of the FIFO and/or DIDO¹⁴ models has been implemented by many companies and in some cases, has its strong validity. In some recent developments, this “temporary community” model is now being used in, or adjacent to, established communities to accommodate project labour, suggesting that it is not “remoteness” that is necessarily the principal driver in decisions regarding the use of this approach. This approach is in contradiction with community growth and sustainability. The FIFO and/or DIDO model can be destructive to local communities where it results in infrastructure and service demands that the communities cannot meet, or erosive where a shift from “permanent” to the FIFO and/or DIDO communities reduces the economic viability of local infrastructure and services. Fly-in/fly-out, where it occurs near established communities, may also threaten those towns by reducing the number of workers who, through their relocation, might otherwise have been potential direct contributors to the social and financial well-being of those centers. If community growth and stability is to be achieved through this type of development; industry, government and the community need to work together for a positive solution.

Labour mobility represents an enormous opportunity when it comes to attraction and retention but it also represents an enormous challenge if adequate conditions are not in place. The challenge becomes multidimensional, as there are different parties with different needs: industry competes for talent, municipalities want that talent in the community, and talent weighs the pros and cons of relocating. At the end of the day, talent will do what it thinks is in its best interest. It is believed that if an incentive system is appealing enough, you will get people/talent to relocate.

Industry has used different types of incentives as well as combinations of incentives when it comes to attracting talent to their operation, from higher than average wages and bonuses to housing purchase allowance. Communities usually do not provide incentives to individuals relocating to the community. Generally speaking, most communities create and maintain up to date information on a community website to attract newcomers and help potential residents, businesses and/or professionals settle into the community. Some communities have learned how to make better use of their Community

¹⁴ Fly-in, Fly-out and/or Drive-in, Drive-out

Profiles as a marketing tool, especially when it comes to marketing life style and quality of life. Government should also play a role when it comes to relocation of labour to where jobs are available and should explore:

- Relocation allowances,
- Tighter employment insurance regulations for those living in areas of high unemployment,
- Grants to employers in areas where labour shortages are acute to help bring employees in,
- Financial assistance to chambers of commerce and economic development offices to conduct job fairs in areas of high unemployment,
- Airfare reimbursement for seasonal workers who consider working elsewhere during their down seasons.

Finally, individual or personal factors play a significant role when it comes to deciding to accept a job in a community or region, as well as whether to remain in the region for an extended period. In particular, family/partner integration and lifestyle expectations are the most commonly identified personal factors. One of the most common personal factors creating difficulty in employee attraction is dual-career couples, or integration of a partner into the community. For those couples with both partners working, employment is usually required for both individuals, which often requires a community network approach to finding work for both partners in order to make relocation to the community or region more likely. However, even for those with a partner not requiring full-time employment, the integration of the accompanying family into the community has been identified as being critical. An important issue in attracting workers to a region is not only engaging the potential worker, but also the extended family in making the decision to take up a position. Employers generally recognized that families, and particularly partners who are comfortable in the community, yield employees who are prepared to stay. Many of the personal factors that impact the attractiveness of rural and remote centres relate to the lifestyle available in smaller communities.

Based on the information contained in this study it is recommended that the Corporation du Développement Économique et Communautaire de Dubreuilville implement the following:

1. Establish a Resident Attraction and Retention Task Force comprised of;
 - a. The Economic Development Officer,
 - b. One (1) Board member from the Corporation du Développement Économique et Communautaire de Dubreuilville,
 - c. One (1) member from municipal administration,
 - d. One (1) member of municipal Council,
 - e. One (1) member from each mining operation,
 - f. One (1) or more members from the business community especially those investing in accommodations,
 - g. One (1) youth member,
 - h. Government representation (MNDM) is also recommended.

2. Develop a Resident Attraction and Retention Strategy.
3. Develop a promotional video focusing on family, life style and quality of life including life/work balance in Dubreuilville and surrounding area as well as some written promotional materials.
4. Brand and highlight the benefits of working for small rural municipalities.
5. Explore recruiting opportunities including youth and new Canadians.
6. Re-examine incentive practices of the Dubreuilville CEDC.
7. Include succession planning in the Resident Attraction and Retention Strategy.
8. Develop and implement a community beautification plan and enhancing quality of life features of the community.
9. Develop a Community web site with focus on new resident recruitment.
10. Development of a resident recruitment program

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Appendix “A”- Stakeholder Contacts

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DUBREUILVILLE CONTACTS

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Appendix “B”-News Articles

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Mining Company to offer incentives for worker to live in communities¹⁵

In 2011, Stanmore Cole announced that it would be offering incentives for its workers to live in towns as opposed to single persons' quarters. Community lobby groups have long said the single persons' quarters have a history of antisocial behaviour and are a strain on towns' infrastructure. Even though it will take some time for the mine to open, the small mining company says when it does; it wants its employees to be in homes rather than mining camps. It has been welcomed by mining town advocate and former state labor member Jim Pearce.

"If they are genuine, we would be very encouraged by that," he says.

"If they eventually say that is what they are going to do with their work force we would have to welcome it and say good on you, you are setting an example for some of the other companies," he says.

Stanmore Coal's managing director Nick Jorss says it is a long-term plan. He says it is about working alongside the community and council.

"Some of those workers which we'll look to attract will be ones who have families and they are not looking to drive in, dive out or fly in fly out," he says.

"Secondly, we've already started considered incentives or encouragement; financial incentives to have people stay in town."

¹⁵ <http://www.abc.net.au/site-archive/rural/qld/content/2011/05/s3230766.htm>

Mining giant BHP to shut down workers' camp, move hundreds into Newman¹⁶

The small West Australian mining community of Newman has secured a victory against the world's largest resources giant, BHP Billiton, with the company revealing it will close down its controversial workers' camp near the town.

Key points:

- BHP will relocate about 500 workers into the town of Newman
- The community has campaigned for the workers' camp to be shut down
- National's leader Terry Redman says he will keep pushing for residential accommodation to be the first choice for mining companies

The Kurra camp houses about 500 workers from BHP's Whaleback iron ore mine on the outskirts of Newman. Premier Colin Barnett granted the company permission to extend the lease over the village for an extra 20 years, which angered locals and caused a rift between the Government and its alliance partner, the WA Nationals Party.

Both locals and Nationals' leader Terry Redman refused to support the lease extension, arguing the camp should be scaled back or closed down, with the workers moved to the 300 houses lying vacant in town. East Pilbara shire president Lynne Craig said housing the workers in town would add vibrancy to the community and help keep alive local businesses, which had been struggling to stay afloat. "Absolutely ecstatic, couldn't be happier, I'm so glad they've come to the realisation that there is a win-win here for the town and that works commercially for them," she said.

"We've had empty flats everywhere, obviously having people in them, even if they're FIFO adds to the security, it adds vibrancy to town as it adds people and even if people aren't shopping, they're walking around and being part of our community and that's what we want."

The workers and contractors will now be moved into town and housed in BHP-owned accommodation and other third-party facilities. Local businesses have welcomed the closure, which they hope will result in more jobs for the Newman community.

"The people that they used to get FIFO for — the gardening, the cleaning, the security — now can be hired from the community so we have a diverse type of population living here now," businesswoman Anita Grace said.

"The camp is an archaic way of life ... the mental [health] problems, the suicide, being away from families ... it doesn't work." Newman grandfather Paul Foster runs the local ice cream van and said he hoped more workers would be encouraged to move their families into town.

"It'll be a joyous thing for Newman, to have more families in town ... even if half of those people bring their families, it's going to be a big thing for Newman," Mr Foster said.

"I commend BHP for finally realising how important family and town are.

¹⁶<http://www.abc.net.au/news/2016-07-22/bhp-to-close-newman-mining-camp-kurra-community-claim-victory/7652860>

Living on a mine site¹⁷

Many mining jobs will require that you live on site in a mining camp. The majority of these jobs will also work on a roster, where depending on where you are working, and what company you work for, you can spend as long as 4 weeks in a row in a mining camp. Anybody wanting to work on a mine will need to know what to expect from this lifestyle.

The majority of mining companies will try as much as possible to make the camp as comfortable and pleasant as possible. Mining companies are aware that it is important for their employees to be happy and comfortable; they also know that if they are not, there is a chance they will move onto greener pastures. Many mining camps will provide fully equipped gymnasiums, many depending on the region, and weather, will also provide a swimming pool, tennis or basketball courts, some even golf driving ranges. All meals will be provided for the employees, regardless of what shifts are being worked, they will be provided with meals. Although this sounds glamorous, it can be a challenge in itself, as you will be restricted to eating meals at certain times. If you are the type of person, who wants to eat as and when they feel like it, and not according to specific meal times, then this can prove to be a source of frustration.

Most mining companies will also provide a cleaning service, as well as meals. The reasoning behind this, is that once you come off duty, you do not need to worry about meals and cleaning, so your time off is a time you can relax. The shifts on mines can be long and the work physically demanding, so it is important to be able to relax during your time off, and not have to worry about doing laundry etc. TV and internet connection will also be provided. Many mining camps will also have a leisure room with a big screen TV, and pool table, and a pub. This gives the employees the opportunity to socialise. Alcohol and cigarettes are about the only thing you will have to pay for in the mine camp, and with the salaries generally being so good, most people find that they are able to save a lot of money whilst based on site.

The reality though, is that besides from the obvious perks above, the main attraction to these camps is the salaries paid for these positions. The majority of mining employees living in these camps earn exceptionally high wages in comparison to other industries.

There are however, also negatives that need to be taken into consideration, and one needs to weigh up the pros and cons very carefully, as this type of lifestyle is not going to suit everybody. The thing that most mining employees find hardest to deal with is that it can be very hard living away from family and friends. There are many mineworkers that work very happily in camps, but it can be hard, especially for those who have a family, and one can feel very isolated and lonely.

Working on the mines is also physically hard. The shifts are generally long, and working in remote isolated areas with often-extreme temperatures can be very challenging. You may face high altitude, freezing cold icy conditions, or dry, hot desert conditions. If you are working underground, your work environment is probably going to be hot noisy, dark and humid. The workers can find themselves feeling lonely and isolated. There are normally also strict alcohol and drug rules, and although there is generally a bar in the camp, it is unlikely that you will be having all night parties, as workers have to limit their alcohol intake in order to be fit for work, and are often subjected to alcohol and drug testing before their shift starts.

¹⁷ <http://careerminer.infomine.com/living-on-a-mine-site-what-you-can-expect>

You need to keep in mind as well that location of these mine sites can also be a problem. Getting home is not as simple as getting in your car, or hopping on the bus. Many miners work far from home and a trip home can mean two (2) air flights, or a long car trip. Either way, it can take you hours and hours to get home when your shift is up and you want to leave the mine camp.

Given all of the above, and if you take into consideration all of the pros and cons, and ensure you go into this environment with the right attitude, living on site can be a very positive experience, both financially, career wise and in terms of your personal growth. The bottom line is, if you are up for a challenge, and are looking for an interesting exciting place to work, where there is never a dull moment, then you cannot beat mining!

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Fly-In, Fly-Out is our biggest threat¹⁸

I sincerely hope that Shell does not expect that slapping its name on our new football stadium will compensate for its apparent decision to abandon our city and its long-term development.

Many employees at Albian are reporting that the company is ending its retention program, whose payout for longevity with the company was available only to those who did not utilize the fly-in, fly-out option. It thus acted as a de facto incentive for employees to make their home in the Wood Buffalo region.

Some employees at Syncrude worry they could be next, with the company backing off multi-year commitments to its similar retention program.

Far more significant than the overblown and short-term recent slump in oil prices, the shift of oil sands companies to incentivize fly-in, fly-out (FIFO) work is the single greatest threat to future of our city.

To be fair, it is not a new phenomenon.

We sat quietly as Suncor's Firebag site became strictly a fly-in, fly-out operation. Though it recently justified direct flights from Kelowna to the airstrip at Firebag on the basis that the route would be used for temporary construction contractors on the Fort Hills site, the media has mostly sat quietly as an ever-growing percentage of permanent operational positions are given to people who contribute in no way to the well-being of our community.

However, Suncor is not in any way the prime offender. At the very least, it puts some form of effort into recruiting employees who will live in the township. The same can be said for Syncrude, and the former Nexen.

Nevertheless, Shell is quickly sliding towards the camp occupied by such players as CNRL, Husky and Imperial Oil, whose commitment to the city rarely goes beyond the occasional purchase of naming rights for something like a racquetball court.

The saddest part of these companies' wrong-headed approach is that FIFO has been castigated as a human failure everywhere it has been tried. It saves money at the expense of people's psychological health and productivity.

This is the case no matter how many luxury amenities or built-in coffee shops the companies can boast at their camps.

Australia has been the prime experiment for FIFO, and its mines in the west of the country can at least make a stronger argument for a financial need for the program, given that they are legitimately remote areas (jokes aside, Fort McMurray is not remote).

However, research at Edith Cowan University in Perth found that among FIFO workers, the prevalent factors were "stress, anxiety, divorce, drug and alcohol use and a sense of helplessness."

¹⁸ <http://www.fortmcmurraytoday.com/2014/11/06/fly-in-fly-out-is-our-biggest-threat>

That is hardly the simplistic, dream-like career choice that many oil sands companies are now touting FIFO to be.

In effect, FIFO will in many cases require a human being to choose between financial stability or family and emotional stability. That is a choice no person should be forced to make.

But it's the wave of the future for oil sands companies, and puts at risk many of the things on which the build-up and further development of Fort McMurray is based. If we build it, who will come?

FIFO, and those who utilize it, has also helped worsen the public image of Fort McMurray. Stories abound of oil sands workers who speak negatively about the supposed hellhole they experience in "Fort Mac," before revealing upon further questioning that they themselves had never travelled further south than Suncor.

It would be foolish not to attribute some of the blame for the city's slipping real estate market, and a decline in builder interest in new areas like Saline Creek, on oil sands companies' move to de-incentivize local living.

Here, the provincial government shares some blame; its lackadaisical approach to land release helped overheat our housing prices to the point where even high-earners' mortgage payments are dependent on renting out their basement.

It's not the best recruiting tool to tell potential migrants that in addition to a long-hour oil sands job, they'll also need to take on work as a part-time rental property manager.

Councillor Keith McGrath had it right in the 2012 council by-election when he proposed that the township should be able to impose a tax on camps.

"What I think about are the people who are making thousands and thousands of dollars, that come to Fort McMurray, take their cheque back to any place in the world, not give us a nickel and use our services," he said at the time. "Is five bucks a day too much to ask for?"

It certainly is not. However, it's unlikely that the province will ever give the RMWB that authority.

Still, it would not hurt to ask.

If it says no, the city ought to re-examine the overall tax rates it charges on businesses outside of the Fort McMurray urban service area.

If oil sands companies are going to abandon our city's long-term development, are they truly paying their fair share?

What is the worst that can happen if the city charges more?

Will the companies "fly out"?

Tyler King is a broadcaster, sportscaster, journalist, music-lover, thrill-seeker, conversationalist, and frequently despised contrarian. He has been in Fort McMurray far less long than he pretends to have been. He can be reached on Twitter at @tyler_king. Look for his column every Thursday online and in Friday's paper.

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Camp or community: give mineworkers a choice¹⁹

Mineworkers are being forced to live in restrictive camp accommodation with no minimum standards around food, communications, cleanliness and fatigue management.

The CFMEU (Construction, Forestry, Mining and Energy Union) is urging the Federal Government to use its tax white paper to review tax arrangements that benefit mining companies building temporary camp accommodation rather than investing in housing or allowing workers to live with family or rent in local communities.

“FIFO and temporary camp accommodation with decent standards and conditions have a place in the resources industry but it’s out of control,” said CFMEU Qld District President Steve Smyth.

“The unrestrained growth of camps in mining regions has been fuelled by tax benefits for mining companies who choose itinerant workforces over local workforces.

“The result is that mineworkers usually have no choice but to live in a camp controlled by their employer. Standards of accommodation, food, cleanliness and facilities vary wildly and workers have no freedom to engage with local communities, even when they have friends and family nearby.

The CFMEU has today released a report looking at circumstances in Central Queensland camps. It finds some of the major issues in camps are:

- Control: Workers report constant surveillance and many say their employer is very controlling even when they are at their accommodation
- Rooms: Although most workers are on a consistent roster, they are given a different room each time they are at the camp, which makes a sense of community difficult
- Food: Less than half of all commuting workers say they have access to good quality food
- Communications: Many camps do not provide internet access or mobile phone coverage, meaning workers find it hard to keep in touch with their families and support networks
- Isolation: While some camps sit on the edges of towns, others are more isolated and transport is rarely provided to local community facilities.

“Commuting workers deal with incredibly grueling rosters and long stints away from their families. It is essential that they have access to good quality accommodation and facilities,” said Mr Smyth.

“Workers also need real choice about whether they stay in a camp or rent in share accommodation in town or move to local communities with their families.

“No company should be able to dictate where their workers live or how they commute. FIFO arrangements can take their toll on the mental health of some workers, as has been shown in the recent WA inquiry into FIFO suicides.

“The Federal Government must put an end to the tax breaks which give companies an incentive to build camps and prioritise FIFO arrangements at the expense of communities.”

Read the full audit report, Camp Life (Contact: Jemma Williams 0409 510 87)

¹⁹ <http://cfmeu.com.au/camp-or-community-give-mineworkers-a-choice>