



Summary Report

# **Harris Centre Regional Workshop**

**Labrador City, NL  
March 26, 2013**

Memorial University Partnering with  
Community, Government and Industry Stakeholders

[www.mun.ca/harriscentre](http://www.mun.ca/harriscentre)

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## **1.0 EXECUTIVE SUMMARY**

The Harris Centre's twenty-second Regional Workshop was held on March 26, 2013 in Labrador City, Newfoundland and Labrador.

Planning partners included:

- Department of Innovation, Business and Rural Development
- Department of Tourism, Culture and Recreation
- Labrador Affairs Office
- Labrador Institute
- Labrador West Chamber of Commerce
- Office of Public Engagement, Rural Secretariat
- Town of Labrador City

This workshop had two main goals: 1) promote Memorial University as a resource for regional policy and development throughout the province, and 2) stimulate discussion to generate future opportunities or research questions from the region. To facilitate this, participants aimed to identify opportunities for future collaboration in the areas of research, teaching and outreach within the region, between Memorial University and community stakeholders.

### **1.1 Memorial Presents**

A Memorial Presents public forum was held the evening before the workshop at the Labrador West Arts and Culture on the topic of community resiliency: navigating boom and bust cycles. It was attended by 50 people, while 10 people also watched it online. The forum can be seen here: [www.mun.ca/harriscentre/policy/memorialpresents/2013c/index.php](http://www.mun.ca/harriscentre/policy/memorialpresents/2013c/index.php).

The main presenter was Dr. John Thistle, Research Associate with the Labrador Institute, and an Adjunct Professor in Memorial's Department of Geography. Panelists included Mayor Karen Oldford from the Town of Labrador City, and Ken Anthony, who is the Chief Administrative Officer for the Town of Wabush.

## **1.2 Regional Workshop**

The ‘Regional Workshop’ was held on Tuesday, March 26, 2013, from 8:00am to 3:30pm at the Labrador West Arts and Culture Centre in Labrador City (see Appendix A for the Agenda). Forty-five people attended the workshop, and attendees included 19 faculty, graduate students and staff from Memorial University, and 26 others from community-based and non-profit organizations, educational institutions, municipalities, and provincial and federal government departments (see Appendix B).

The morning and afternoon sessions were divided thematically into: (1) Social and Municipal Impacts of a Booming Economy, (2) Labour Market Development, and (3) Fostering Sustainable and Resilient Communities. These themes were determined by the local planning committee in consultation with regional partners prior to the workshop.

In the morning, there was also an introduction of several Memorial services and departments during the opening presentations. Presentations were given by Rob Greenwood, Executive Director of the Harris Centre and Public Engagement at Memorial University; Antony Card, Associate Vice-President (Grenfell Campus) Research; and Bojan Fürst, Manager of Knowledge Mobilization with the Harris Centre. The group also learned more about the economy, demographics, lifestyle, and development priorities of Labrador West through a presentation by Janice Barnes with the Labrador Affairs Office.

Participants broke into the three themed groups for the rest of the morning and discussed the work of the faculty, staff and students within the various Memorial departments, faculties and centres which were represented at the workshop. The morning was also spent introducing everyone in the group and getting to know more about their work and interests. During the afternoon breakout sessions, the participants informed Memorial faculty, students and staff, as well as the other participants, about development priorities in their region. Discussion then followed to identify potential new opportunities for Memorial in establishing linkages and partnerships for future projects.

There were a total of 32 follow-up opportunities identified at the workshop:

- Social and Municipal Impacts of a Booming Economy - 17
- Labour Market Development - 11
- Fostering Sustainable and Resilient Communities - 4

Those opportunities are listed in section 6.0 of this report, and the Harris Centre will follow-up on them. These opportunities will be circulated to the appropriate faculty, staff and students throughout Memorial University with the Harris Centre facilitating and tracking results. The one-pagers will be available online in Yaffle, Memorial University's online research database ([www.yaffle.ca](http://www.yaffle.ca)).

The workshop was very successful. Attendees overwhelmingly agreed that it increased their awareness of how Memorial and communities can work together, and that there were good opportunities for dialogue. It was also agreed upon that the facilitated workshop format worked well, and that Regional Workshops are good for Newfoundland and Labrador communities and Memorial University. The attendees also agreed that the workshop covered topics and themes that interested them, and that they would follow up on ideas and opportunities that were identified. Overall, the workshop helped facilitate strategic planning and development within the region by discussing regional priorities and brainstorming potential projects with which Memorial could become involved. The results of the workshop evaluation are found in Appendix C.

## **2.0 ABOUT THE HARRIS CENTRE**

Named in honour of the late scholar and former Memorial University President Dr. Leslie Harris, the Leslie Harris Centre of Regional Policy and Development was established on October 1, 2004.

Dr. Harris was known for his integrity and independence while making a practical contribution to Newfoundland and Labrador. The Harris Centre continues this commitment in coordinating and facilitating Memorial's educational, research and outreach activities in

the areas of regional policy and development. In brokering these activities the Harris Centre will in some situations take a leading role, while in others the role will be that of a partner, supporter or facilitator.

The final product offered to the community, whether in the form of research, teaching or outreach, is based upon the independence and integrity of Memorial's faculty, staff and students in applying their professional expertise in contributing to regional policy and development in Newfoundland and Labrador.

### **3.0 REGIONAL WORKSHOP PURPOSE**

Regional Workshops have three key objectives:

1. To promote Memorial University as a resource for regional policy and development throughout the province, through the utilization of research, teaching and outreach activities at Memorial;
2. To communicate current Memorial University activities to local stakeholders and to communicate local stakeholder priorities to Memorial faculty, students and staff;
3. To provide a venue for the identification of new opportunities/linkages between Memorial University and local stakeholders.

The morning session of the workshop provides information to local stakeholders on current Memorial activities and provides an opportunity for local stakeholders to discuss the implications of these activities in the zone. It also allows people from the region to discuss their own work and interests and how they relate with the theme. The afternoon session entitled "new opportunities," allows for discussion of possible new collaboration opportunities between Memorial and local stakeholders. The session closes with a discussion of next steps. This report is intended to provide a summary of the information shared in the various sessions and opportunities for further Memorial University and community collaboration.

#### **4.0 MORNING SESSIONS: MEMORIAL UNIVERSITY'S CURRENT PROJECTS**

Following several presentations, the workshop participants split into three parallel sessions. These sessions began with a brief discussion by Memorial faculty, students and staff on their work in the region or on the themes, or the work of their departments. In addition, participants were all provided with a list of current research in the region, which included additional projects that may not have been discussed (see Appendix D). People from the region also had the opportunity to ask questions about the research and discuss possible opportunities for using the research. In addition, the people from the region had the opportunity to introduce themselves and discuss their own work and activities related to the themes. Below is the list of the facilitators for each break-out group:

- **Social and Municipal Impacts of a Booming Economy**  
Mike Clair, The Harris Centre
- **Labour Market Development**  
Rob Greenwood, The Harris Centre
- **Fostering Sustainable and Resilient Communities**  
Bojan Fürst, The Harris Centre

#### **5.0 AFTERNOON SESSIONS – NEW OPPORTUNITIES FOR COLLABORATION**

Parallel sessions were held under the themes carried over from the morning sessions. Discussion followed between Memorial representatives and stakeholders from the region to identify potential new opportunities and partnerships between the university and the community.

#### **6.0 OPPORTUNITIES FOR FOLLOW-UP**

Many potential opportunities for Memorial University research, teaching and outreach with stakeholders in Labrador West arose from the afternoon sessions of the workshop. These opportunities will be further explored with local contacts before being entered in Yaffle, so

more details will likely emerge for each one. The opportunities are categorized by break-out group below:

### **6.1 Social and Municipal Impacts of a Booming Economy**

1) Best practices for promoting healthy activity among children in cold and northern climates.

Does cold weather have an impact on young people's level of physical activity? Does the cold tend to keep children inside or does the opportunity for winter sports actually increase activity? Does family income have an impact on level of activity (for example, affordability of snowmobiles). If weather is a factor, is it the temperature or the variability in weather (snow, freezing rain, rain) that matters? How important is access to school gyms after school hours? Often liability is cited as a reason for restricting access to schools after hours; is this a reasonable excuse and, if so, how can this be addressed? How can school facilities and other infrastructure be made accessible for recreation use by the community? Is climate change having an impact on outdoor recreation in northern communities?

Local contacts: Labrador City and Wabush Recreation Department (initial contact with Karen Oldford, mayor of Labrador City, koldford@crrstv.net; Ken Anthony, Chief Administrative Officer, Town of Wabush, kanthony@wabush.ca).

Potential local contacts: School Board; Department of Health and Community Services

2) The rate of Type I diabetes in children and of Type II in the general population.

The prevalence of Type I diabetes among children in Labrador West is much higher than the national average. And the prevalence of Type II diabetes is increasing in the region. Is this due to genetic factors, lifestyle factors, or both?

Local contact: Danyelle Lavers, Labrador-Grenfell Health, danyelle.lavers@lghealth.ca



3) A study of the best practices in land use planning for mining communities.

The communities of Labrador West are surrounded on all sides by mines, and mining activity is creeping ever closer to the communities all the time. (Mining activity involves not only the digging and moving of ore, but also blasting with explosives.) In some cases, mining activity is as close as 2 km to homes. Some community recreation areas are being threatened by mining development. What is the safe distance for a mine to be from urban and recreation areas? What are some of the mitigating factors which reduce the negative impacts of encroaching mining activity? What are the implications if communities need to be relocated?

Local contacts: Karen Oldford, mayor of Labrador City, [koldford@crrstv.net](mailto:koldford@crrstv.net);

Ken Anthony, Chief Administrative Officer, Town of Wabush, [kanthony@wabush.ca](mailto:kanthony@wabush.ca)

4) A study to quantify the true costs and benefits of a permanent community versus fly-in-fly-out operations

The accepted wisdom among multinational mining companies today is that fly-in-fly-out operations are preferred over the establishment of permanent communities for their workers. After all, why should companies create permanent communities when the cost of doing so is high and the mineral resource may only last a few decades? While this is likely true for greenfield developments with relatively small mineral deposits, is it true where permanent communities already exist adjacent to larger ore bodies?

Experts estimate that the Labrador Trough likely has over a hundred years' supply of iron ore, and the Labrador City-Wabush cluster has developed as a mature service centre, offering services in healthcare, education, recreation, transportation, etc. Therefore, there is already an established community in an area where the natural resource is plentiful. In such a situation, is fly-in-fly-out still the preferred option?

While it is easy to calculate the costs of a fly-in-fly-out operation (e.g., cost of establishing a temporary camp, airfare, ground transportation, etc.), calculating the benefits of an established community is not that straightforward. How much money would a mining

company stand to save by setting up business in Labrador West, with its airport, hospital, school, etc. Are there efficiencies to be gained in keeping families together (e.g., mental health costs, transportation costs, etc.)?

Local contacts: Wendy Thatcher, Department of Innovation, Business and Rural Development, [wendythatcher@gov.nl.ca](mailto:wendythatcher@gov.nl.ca); Karen Oldford, mayor of Labrador City, [koldford@crrstv.net](mailto:koldford@crrstv.net); Ken Anthony, Chief Administrative Officer, Town of Wabush, [kanthony@wabush.ca](mailto:kanthony@wabush.ca).

Potential local contact: Labrador West Regional Task Force

#### 5) A study of innovative means of financing remote mining communities

Labrador City and Wabush were created as company towns, by the Iron Ore Company of Canada and Wabush Mines, respectively. The companies created not only the housing stock, but also the schools, clinics, water and sewer system, recreation facilities, etc. When the municipal councils were eventually created, the two companies provided a grant-in-lieu of taxes to help their respective communities. The two communities were also eligible to receive an annual operating grant from the Provincial Government, as well as periodic capital grants. The municipalities' revenues were rounded out by taxes on businesses and residences. This is the situation which continues to this day.

Grants-in-lieu-of-taxes have an inherent weakness as a means of municipal financing, in that municipalities have no way of knowing whether they adequately cover the costs of providing services to the companies. Were municipalities to convert the grant into a business tax, they would apply objective criteria to determine how much tax the company should pay (for example, square footage of buildings, number of vehicles, amount of water used, etc.). However, assessing an enterprise as large as a mine is likely beyond the capabilities of a small municipality. To complicate matters, some of the services now provided by the town (such as water supply) might actually have been put in place by the company.

Remote mining communities face pressures which most municipalities do not. For example, their municipal infrastructure might be under greater stress because of heavy equipment

regularly using town streets. During boom times, development requests may surpass the town's ability to process them adequately, or the town's ability to properly plan for its future.

Currently, the towns of Labrador City and Wabush are unable to keep up with the growth of the communities. It is anticipated that, if the demand for iron ore is to remain at recent levels, the population of the region could more than double. This means that demands on development control, municipal infrastructure, air and road transportation, and other services are bound to increase even further.

While the Provincial Government negotiates benefits agreements with the mining companies, there is no mechanism whereby the two towns tap directly into these agreements to meet their needs. While the impacts are local, the benefits flow to the province and the two towns are treated no differently than any of the three hundred other communities when applying for either operating or capital grants.

The current financing arrangement for the two towns is no longer meeting the demands and the situation is at a crisis point. A study is required to analyze the situation and to recommend alternative sources of financing. Are there other remote mining communities in the world that have addressed this issue in an innovative manner?

Local contacts: Karen Oldford, mayor of Labrador City, [koldford@crrstv.net](mailto:koldford@crrstv.net); Ken Anthony, Chief Administrative Officer, Town of Wabush, [kanthony@wabush.ca](mailto:kanthony@wabush.ca); Janice Barnes, Labrador Affairs Office, [janicebarnes@gov.nl.ca](mailto:janicebarnes@gov.nl.ca); Colin O'Brien, Atlantic Canada Opportunities Agency, [colin.obrien@acoa-apeca.gc.ca](mailto:colin.obrien@acoa-apeca.gc.ca).

Potential local contact: Department of Natural Resources, Government of NL

#### 6) A study on affordable housing best practices

Affordable housing is at a crisis point in Labrador West. The rapid expansion of the economy, the subsequent demand for housing by new arrivals to the region and the very slow growth in the housing stock have all pushed up the cost of housing by almost a factor of ten. The cost of purchasing a home has increased as has the cost of renting a home. Long-

standing tenants have experienced a de facto eviction because of their inability to pay rents which rose much faster than the cost of living.

While mining companies and their suppliers have been able to offer salaries that still allow their employees to purchase or rent accommodations, the same is not true of public servants (teachers, nurses, government officials) or workers in the service industry (hospitality and retail workers). There are examples of workers sharing overcrowded rental accommodations and of others living in cabins or trailers outside of town.

The costs of transporting building supplies to Labrador West is higher than on the Island of Newfoundland, the construction season is shorter and skilled labour is lacking. All these factors conspire to slow the growth of the housing stock in Labrador West.

A study is required to analyze the causes, impacts and possible solutions to the housing shortage of Labrador West. What policy options are available to decision-makers to address this issue: rent control, financial incentives, social housing, etc.?

Local contacts: Noreen Careen, Labrador West Housing Coalition, lswsw@crstv.net

#### 7) Collection of population and demographic data in Labrador West.

There is great difficulty in getting reliable demographic data in Lab West and therefore it is difficult to estimate the demands on municipal infrastructure and social services. This difficulty arises due to a number of factors: (1) Some people may be reluctant to declare their residency in Labrador West for taxation or other purposes, (2) Some households may be keeping more residents than is allowed by Fire Regulations or other regulations, (3) A house may be occupied by different people at different times, such as by fly-in-fly-out workers, who are in for two weeks and out for the following two weeks (and yet the house is occupied full-time, and the pressure on municipal services is full-time), and (4) the official Canada Census only occurs every five years, and much can change in a booming resource-based community during that time. To address a similar situation, the Town of Fort McMurray has

undertaken its own municipal census. A study is required to suggest innovative solutions to how the towns of Labrador City and Wabush can address this significant information gap.

Local contacts: Gurinder Kaur, College of the North Atlantic, gurinder.kaur@cna.nl.ca; Karen Oldford, mayor of Labrador City, koldford@crrstv.net; Ken Anthony, Chief Administrative Officer, Town of Wabush, kanthony@wabush.ca

#### 8) A study of best practices of civic engagement in resource communities

Like in the rest of the province, getting citizens to become engaged in civic affairs is challenging. However, the stakes in Labrador West may be higher than elsewhere in the province, due to the rapid growth of the two communities and the encroaching mines. Citizens will come out to meetings about things that affect them directly, usually at times of emergency; for example, there were 700 people at a meeting about the new hospital with the Minister of Health and Community Services a few years ago. How can we tap into this latent interest in civic affairs to foster a more continuous relationship between citizens and their municipal governments? Are there sufficient opportunities for residents to be involved in community decision-making? How can municipalities reach out to people where they live and congregate (online, at coffee shops, etc.)?

Local Contacts: Karen Oldford, mayor of Labrador City, koldford@crrstv.net; Ken Anthony, Chief Administrative Officer, Town of Wabush, kanthony@wabush.ca; Gordon Parsons, Labrador City Resident, gordon\_parsons@hotmail.com.

#### 9) A study of volunteerism in Labrador West

There is a shortage of volunteers in Labrador West; many community groups have difficulty attracting new members while their Baby Boomer members are retiring. Many younger families are not volunteering in the same way as in the past, mostly due to changing lifestyles — i.e., they can contribute money, say, but not time, which may be needed most of all by organizations. Shift work also places a burden on volunteer availability. Is the problem generational — why are boomers of the mindset to volunteer, while younger generations do

not think the same way? Why are rates of participation lower today? How can we stimulate greater participation? What would be the effects of high school compulsory community service?

Local contacts: Paula Walsh, Royal Newfoundland Constabulary; Noreen Careen, Labrador West Status of Women, lws@rrstv.net; Karen Oldford, mayor of Labrador City, koldford@rrstv.net.

10) A model to share development information confidentially.

Multinational mining companies compete at the global level for clients, for labour, for investment and other resources. As such, their primary impulse is to keep information confidential from each other. However, when they operate in the same geographic area, there may be a need for them to share information on, say, projected employment levels, power consumption, water consumption, airport usage, etc. This information would be very useful for municipal governments, the Provincial Government and others in order to plan the allocation of resources and time.

In order to maintain trade secrets, it may be helpful to have some type of trusted intermediary between mining companies and the communities to share information on development plans, with the information being aggregated in a way to protect proprietary information for companies. The Synergy Group model in Alberta — industry-stakeholder groups — may be a useful model in this regard.

Local contacts: Karen Oldford, mayor of Labrador City, koldford@rrstv.net; Ken Anthony, Chief Administrative Officer, Town of Wabush, kanthony@wabush.ca; Janice Barnes, Labrador West Regional Task Force, janicebarnes@gov.nl.ca

11) Knowledge transfer/capacity building for local leaders.

The Labrador West region is experiencing major disruptions caused by the increasing globalization of trade. Multinational corporations now own the two mines in the region as

well as the proposed new mines, and markets are further afield than ever before, in Europe and Asia. As a result, development in the region will more than ever depend upon conditions dictated by remote forces. Technological advances have changed mining processes and the industry now requires a better educated labour force. The labour market itself is more international than before, with workers being recruited from around the world or transferred from remote subsidiaries.

In this environment, it is more important than ever to remain on top of current events in order to attempt to predict the future of the industry and in order to position Labrador West as a centre of excellence in mining. This means keeping up-to-date with academic research, industrial advances and development best practices. This knowledge would help the communities to adapt quicker to undulations in the boom-and-bust cycle.

One way to facilitate this multi-directional conversation would be to institute a series of regular (monthly?) forums for post-secondary institutions, the mining companies, suppliers, other businesses, governments, community organizations and other interested participants to exchange information. This could be in the areas of business, geology, social sciences, environment, etc. This could be accomplished through a partnership between Memorial University and the College of the North Atlantic.

Local contact: Gurinder Kaur, College of the North Atlantic, [gurinder.kaur@cna.nl.ca](mailto:gurinder.kaur@cna.nl.ca)

Memorial contact: Mike Clair, Harris Centre, [mclair@mun.ca](mailto:mclair@mun.ca)

## 12) Study of best practices related to environmental monitoring in remote mining communities

The state of the local environment has become a major issue in Labrador West. Quality of life issues, including a healthy environment, have risen in importance over the past few decades. Mining's impact on the water supply and air quality are now the subject of greater scrutiny and measurement. For example, the College of the North Atlantic recently received a research grant from the Natural Sciences and Engineering Council of Canada to conduct monitoring of the local drinking water. As well, there is greater interest in wastewater management and waste management. There has been no study on the effects of iron ore dust

on gardening in the region. And more generally, there is interest in environmental policy as it relates to populations living near mining operations.

Local contacts: Gurinder Kaur, College of the North Atlantic, gurinderkaur@cna.nl.ca;  
Karen Oldford, mayor of Labrador City, koldford@ccrstv.net; Ken Anthony, Chief  
Administrative Officer, Town of Wabush, kanthony@wabush.ca

Memorial contact: Antony Card (to contact the Environmental Policy Institute), Grenfell  
Campus, acard@grenfell.mun.ca.

13) A study of immigrant and vulnerable populations in Lab West.

There is a sizable immigrant population in Labrador West – which saved the local hospitality and retail sector. However, there are concerns that these new arrivals are not being integrated as well as they could be into the local community; they have created a community-within-a-community, which isn't integrated in the larger community. Many members of the immigrant population are working in the service industry; however, many of these new arrivals are highly educated and may aspire to work in an area of their expertise.

There is a suspicion that their needs are not being met; however, this is difficult to assess because many immigrants are reluctant to make their needs known. Apparently, there is a fear that they may be sent back if they speak out against work conditions, etc. There is a lack of services for newcomers, from both governments and NGOs, in the region. There is a lot of work that needs to be done to expand intercultural understanding. It would be useful to conduct a study of the local immigrant community — their needs, the challenges they face, their aspirations, and what can be done to improve accommodation for these groups.

Local contacts: Noreen Careen, Labrador West Status of Women Council, lws@ccrstv.net;  
Paula Walsh, Royal Newfoundland Constabulary

Potential contacts: Association for New Canadians; Canadian Red Cross



14) Best practices for snow removal in a northern community to preserve road quality.

There was a time in Labrador West when the streets wouldn't be cleared over the winter; because the weather remained consistently cold, snow roads could be built up, and these then cleared at spring thaw. There was a period of a week or two when roads were almost impassable, but then the bare pavement would show. Now, because of climate change, the streets need to be cleared winter-round, which increases the wear-and-tear on the pavement.

Are there specific conditions in northern communities which either help or hinder the maintenance of paved roads? Are there best practices which can extend the life-span of paved roads?

Local contacts: Karen Oldford, mayor of Labrador City, [koldford@crrstv.net](mailto:koldford@crrstv.net); Ken Anthony, Chief Administrative Officer, Town of Wabush, [kanthony@wabush.ca](mailto:kanthony@wabush.ca)

15) Study of the health effects of mining on people living in Labrador West

Hemochromatosis, or iron overload, indicates an accumulation of iron in the body from any cause. It is more prevalent in Newfoundland and Labrador generally, but there is no information on whether the prevalence in Labrador West is inordinately high due to the dust emanating from the mines. It would be useful to conduct a study of the local population to determine whether the level of hemochromatosis is high in Labrador West and, if so, whether it is due to genetic or environmental causes. An additional condition that this may be applicable to is silicosis.

Local contacts: Gurinder Kaur, College of the North Atlantic, [gurinderkaur@cna.nl.ca](mailto:gurinderkaur@cna.nl.ca); Karen Oldford, mayor of Labrador City, [koldford@crrstv.net](mailto:koldford@crrstv.net)

16) Community health mapping

Are Labrador City and Wabush healthy communities? What is the level of obesity, heart disease, diabetes and other chronic illnesses? How popular are exercise, healthy diets,

community support, etc., in the region? How does the region compare with the rest of the province and the country?

Local contact: Danyelle Lavers, Labrador-Grenfell Health, danyelle.lavers@lghealth.ca

17) Assessment of effects of climate change on Labrador West.

What is the impact of climate change on Labrador West? Are there crops that can be grown now that couldn't previously? Are there invasive species and, if so, what are their consequences? Could other industries be developed in a changing climate?

Local contact: Noreen Careen, Labrador West Status of Women Council, lsw@ccrstv.net; Karen Oldford, mayor of Labrador City, koldford@ccrstv.net; Ken Anthony, Chief Administrative Officer, Town of Wabush, kanthony@wabush.ca  
Memorial contact: Antony Card, Grenfell Campus, acard@grenfell.mun.ca.

## **6.2 Labour Market Development**

1) Supervisory Skills Training

Various companies and businesses in Labrador West would like to work with the Gardiner Centre on skills training for supervisors and foremen, as they are on the front lines of work being completed. How do supervisors/foremen deal with the impacts of so many employees flying in and out? This needs to be discussed with CNA, as they may be able to provide space and partner on this initiative.

Local contacts: Andy Robertson, Alderon, arobertson@alderonironore.com; Charlie Perry, Cliffs, charlie.perry@cliffsnr.com; Kelly Nippard, IOC, Kelly.nippard@riotinto.com; Rick Casmeay, Town of Labrador City, rcasmeay@ccrstu.net; Nancy Blundon, Lab Motors; Danielle Gignac, H.J. O'Connell  
Gardiner Centre Contact: Susan Arscott, sarscott@mun.ca  
CNA Contact: Richard Sawyer, Richard.sawyer@cna.nl.ca

## 2) Back at 30 Program

What are some of the best practices from other jurisdictions for attracting youth back ‘home’ later in life. For example: Anaconda mining in Baie Verte; “Back at 30 Campaign” in Northern Ontario; rural internships and tracking graduates in Quebec; other examples in Norway.

Local contact: Kelly Nippard, IOC, Kelly.nippard@riotinto.com

Memorial contact: Heather Hall, hhall@mun.ca

## 3) Labour Force Attraction through Multi-Stakeholder Collaboration

What are some of the best practices from other jurisdictions for attracting workers and their spouses/families to relocate in resource communities (for example, familiarization tours; setting up appointments for spousal employment opportunities, etc.). What community partnerships could exist to showcase “what’s there” in a certain area?

Local Contacts: Charlie Perry, Cliffs, Charlie.perry@cliffsnr.com; Rick Casmey, Town of Labrador City, rcasmey@crstv.net

Memorial contact: Heather Hall, Kelly Vodden, Ryan Gibson

## 4) Temporary Foreign Worker Program in Labrador West

Study the history and impacts of the TFW program in Lab West. Need to study whether workers will stay in Labrador West (why or why not); and study whether they see opportunity in the skilled trades.

Potential local contact: Alec Snow, former mayor of Labrador City (was not at the workshop but his name was provided by others)

## 5) Industrial Outreach to High Schools

What are some of the best practices from other jurisdiction to encourage high school students to enter the trades? Are there programs available to encourage and utilize students who have not completed high school to enter the trades? Can companies go into high schools to tell students about the jobs that are available? How can career development programs and guidance counsellors work with companies? How can students remain in their communities to receive their education, is distance education and learning a possibility?

Local contacts: Charlie Perry, Cliffs, [Charlie.perry@cliffsnr.com](mailto:Charlie.perry@cliffsnr.com); Kelly Nippard, IOC, [Kelly.nippard@riotinto.com](mailto:Kelly.nippard@riotinto.com); Richard Sawyer, CNA, [Richard.sawyer@cna.nl.ca](mailto:Richard.sawyer@cna.nl.ca); Andy Robertson, Alderon, [arobertson@alderonironore.com](mailto:arobertson@alderonironore.com)

## 6) Rural Place-Making

What amenities matter in small resource communities to attract and retain workers? What are some of the best practices from other jurisdictions similar to Lab West? How can community identity and community branding help with this (for example branding Labrador City as a place for winter activities)?

Local Contact: Rick Casmey, Town of Lab City, [rcasmey@crrstu.net](mailto:rcasmey@crrstu.net)

## 7) The Importance of Transportation for Labour Force Attraction and Retention

What are the impacts of transportation for labour force attraction and retention? Are there best practices for more affordable and efficient transportation options for resource-based communities like Lab West? Action: Invite members of Community Advisory Panel and the Regional Taskforce to sit on the Steering Committee for the Atlantic Canada Transportation Forum in 2014.

## 8) Impacts of International Recruitment of Skilled Trades

How do we recognize the training of people involved in the skilled trades? How do we know if training programs provided abroad match the standards here? If the training is not quite up to the expected standards, could there be interim training available for workers?

Local Contacts: Charlie Perry, Cliffs, [Charlie.perry@cliffsnr.com](mailto:Charlie.perry@cliffsnr.com); Richard Sawyer, CNA, [Richard.sawyer@cna.nl.ca](mailto:Richard.sawyer@cna.nl.ca); Andy Robertson, Alderon, [arobertson@alderonironore.com](mailto:arobertson@alderonironore.com)

## 9) Planning for the Booms and Busts: Comparative research on mining community innovations

A comparison of innovative planning by resource communities in terms of taxation, royalties, labour supply, housing, etc. is needed. How can different mining communities learn from each other? Other jurisdictions might include Kirkland Lake and Fort McMurray (Kirkland Lake may be more suitable due to population size). How do we make Labrador West an attractive place to live for both employees and their families?

Local Contact: Richard Sawyer, CNA, [Richard.sawyer@cna.nl.ca](mailto:Richard.sawyer@cna.nl.ca)

## 10) How can communities learn to do more without the help of government?

What options are out there for communities to be more self-sufficient with respect to regional development? Some options may be community foundations, social enterprise, innovative municipal financing, fair share agreements, credit unions, etc. Ryan Gibson is currently studying this, can his recommendations be made into a local strategy for Labrador West? Can this be discussed at Municipality Newfoundland and Labrador's Urban Summit?

Local contact: Peter Reccord

Potential Memorial contact: Ryan Gibson, Department of Geography

Potential resource person: Craig Pollett, Municipalities Newfoundland and Labrador

### **6.3 Fostering Sustainable and Resilient Communities**

#### 1) Exploring regional governance models for Labrador West

What are the governance models that would allow greater cooperation and sharing of services and resources among Lab West municipalities. We need more information on best practices around different governance models including amalgamation.

Local contact: Diane Gear, Town of Labrador, [diane.gear@labcity.nf.ca](mailto:diane.gear@labcity.nf.ca)

#### 2) Labrador West water table modelling

The issue is the boreholes for potential mine expansion in the secondary watershed and there is no knowledge of what is happening to the water table and what the effects are on the water supply in terms of quality as well as quantity. There is no base study at the moment that would allow for the appropriate monitoring. Underground water movement is the unknown.

Local contact: Craig Purves, Town of Labrador City [craig.purves@labcity.nf.ca](mailto:craig.purves@labcity.nf.ca)

#### 3) Creating better communications between Memorial Researchers and Labrador West communities

It is very difficult for researchers to find contacts and resources in the community. It would be good to have a way to remain connected to the community to foster research.

Local contact: Craig Purves [craig.purves@labcity.nf.ca](mailto:craig.purves@labcity.nf.ca)  
Memorial contact: Paul Sylvester [psylvester@mun.ca](mailto:psylvester@mun.ca); John Lab Institute

#### 4) Best Practices Study

We need a presentation and a document on best practices of communities that rely on a single resource. How do they handle expansion? How do they deal with boom and bust cycles?

Local contact: Diane Gear, Town of Labrador [diane.gear@labcity.nf.ca](mailto:diane.gear@labcity.nf.ca)

## **7.0 FOLLOW-UP PROCESS**

The Harris Centre will follow up with individual session participants to determine contacts and descriptions for the opportunities for further Memorial collaboration with stakeholders in the region. The goal is to develop each opportunity, or research question, into a one-page description, with a lead individual or organization specified from within the region as a local champion. These one-page opportunity descriptions will be circulated to appropriate Memorial University faculty, staff and students and the Harris Centre will track, facilitate and report results. Opportunities will also be listed in Yaffle ([www.yaffle.ca](http://www.yaffle.ca)), Memorial's online research database, to enable web-accessible listings for further follow up.

## **8.0 MEMORIAL PRESENTS**

A Memorial Presents public forum was held the evening before the Regional Workshop, topic of community resiliency. It was attended by 50 people, while 10 people also watched it online. The entire forum can be seen here: <http://www.mun.ca/harriscentre/policy/memorialpresents/2013c/index.php>. The forum began with a presentation by Dr. John Thistle, a Research Associate with the Labrador Institute, and an Adjunct Professor in the Department of Geography at Memorial University. His presentation was titled "Navigating the 'Boom-Bust Cycle' in a Remote Mining Community", and provided insights into the following questions: what is the boom-bust cycle? What are some of the adverse socioeconomic effects associated with the boom-bust cycle? And are there policy means for mitigating any of these adverse effects?

Karen Oldford, mayor of Labrador City, and Ken Anthony, Chief Administrative Officer of the Town of Wabush, acted as panelists for this discussion. They provided a presentation on the benefits of living in Labrador West, the boom bust cycle, challenges of Labrador West, challenges of singly industry, challenges of growth, challenges of fly-in fly-out arrangements, challenges of the expense of building in northern locations, universal characteristics of a resilient community, centeredness as a design feature, connectivity as a design feature, accessibility as a design feature, place as a design feature, density and limited

extent as a design feature, opportunities for action, opportunities for winter city design, and opportunities for a regional growth strategy.

This event was very well-received, as can be seen in the evaluation results in Appendix E. The audience believed that the speakers were well informed, and provided them with a better understanding of the issues involved.

## **9.0 CONCLUSION**

Based upon the evaluation results from the events (See Appendix C and E), participants of Regional Workshop and the Memorial Presents public forum felt that these events were a useful and worthwhile way to become better informed on how Memorial University and communities can work together. The workshop also provided a good opportunity for dialogue. It was agreed that these workshops are good for communities in the province, while they are also beneficial for Memorial University. Memorial faculty, staff and students felt that it was a valuable way to learn about the needs and priorities of those in the Labrador West region of the province. Memorial University is committed to the social and economic development of all areas of Newfoundland and Labrador; the Harris Centre is dedicated to advancing this mission through these workshops and the many opportunities they highlight and initiate.



## APPENDIX A

# Labrador West Regional Workshop

Labrador West Arts and Culture Centre  
Tuesday, March 26, 2013 8:00am - 3:00pm

## Agenda

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<b>8:00 – 9:00</b>	Breakfast (provided by the Harris Centre)
<b>8:00 – 9:00</b>	Workshop Registration
<b>9:00 – 9:10</b> (10 mins)	Welcomes <ul style="list-style-type: none"><li>• Rob Greenwood, Harris Centre</li><li>• Mayor Ron Barron of Wabush and Mayor Karen Oldford of Labrador City</li></ul>
<b>9:10 – 9:20</b> (10 mins)	Outline for the Day Rob Greenwood, Harris Centre
<b>9:20 – 9:35</b> (15 mins)	The Role of Memorial University in Regional Development Antony Card, Associate Vice-President (Grenfell Campus) Research
<b>9:35 – 9:50</b> (15 mins)	Regional Profile and Priorities Janice Barnes, Labrador Affairs Office
<b>9:50 – 10:00</b> (10 mins)	Follow-Up Process for New Opportunities Bojan Fürst, Harris Centre
<b>10:00 – 10:15</b> (15 mins)	Break

**10:15 – 11:45**  
*(1hr 30 mins)*

**Parallel Sessions: Current Memorial Activities in the Region**

Participants will discuss current activities in the region and discuss various Memorial departments/centres in break-out groups.

- **Social and Municipal Impacts of a Booming Economy**  
Facilitator: Mike Clair, Harris Centre
- **Labour Market Development**  
Facilitator: Rob Greenwood, Harris Centre
- **Fostering Sustainable and Resilient Communities**  
Facilitator: Bojan Fürst, Harris Centre

**11:45 – 12:15**  
*(30 mins)*

Lunch (provided by the Harris Centre)

**12:15 – 2:00**  
*(1hr 45 mins)*

**Parallel Sessions: New Opportunities**

Discussion of potential new opportunities for collaboration based on regional priorities. Groups will brainstorm new research questions, outreach/engagement activities, teaching opportunities, etc.

- **Social and Municipal Impacts of a Booming Economy**  
Facilitator: Mike Clair, Harris Centre
- **Labour Market Development**  
Facilitator: Rob Greenwood, Harris Centre
- **Fostering Sustainable and Resilient Communities**  
Facilitator: Bojan Fürst, Harris Centre

**2:00 – 2:15**  
*(15 mins)*

Break

**2:15 – 2:50**  
*(45 mins)*

Report Back/Wrap-Up and Next Steps

Facilitator: Rob Greenwood, Harris Centre

**2:50 – 3:00**  
*(10 mins)*

Evaluations

Facilitator: Mike Clair, Harris Centre

**APPENDIX B**  
**Harris Centre Labrador West Regional Workshop Participants**  
**March 26, 2013**

<b>Name</b>	<b>Organization</b>
Joinal Abedin	Labrador institute
Gurinder Kaur Ahluwalia	College of the North Atlantic
Ken Anthony	Town of Wabush
Susan Arcscott	Memorial University
Janice Barnes	Labrador Affairs Office
Ron Barron	Town of Wabush
Brian Brace	Interested Citizen
Shelley Broomfield	Department of Advanced Education & Skills
Antony Card	Memorial University, Grenfell Campus
Noreen Careen	Labrador West Status of Women Council
Rick Casmey	Labrador City Town Council/Carol Curling Club
Keith Chaulk	Labrador Institute
Mike Clair	The Harris Centre
Marie Clément	Labrador Institute, Marine Institute
Mustapha Fezoui	RDÉE TNL
Merline Fonkwe	Labrador Institute
Bojan Fürst	The Harris Centre
Emily-Jean Gallant	Memorial University
Diane Gear	Town of Labrador City
Rob Greenwood	The Harris Centre
Heather Hall	Memorial University
Shawnee Hardware	Memorial University
Kaylen Hill	Altius Minerals
Todd Kent	Department of Tourism, Culture and Recreation
Danyelle Lavers	Labrador-Grenfell Health
Martha MacDonald	Labrador Institute
Morgan Murray	The Harris Centre
Scott Neilsen	Labrador Institute
Kelly Nippard	Rio Tinto IOC
Colin O'Brien	ACOA
Karen Oldford	Town of Labrador City
Gordon Parsons	Community Advisory Panel
Charlie Perry	Cliffs Wabush Mines
Marsha Power-Slade	Rio Tinto IOC
Craig Purves	Town of Labrador City
Peter Record	Town of Labrador City
Andy Robertson	Alderon Iron Ore Corp.

*Harris Centre Regional Workshop: Labrador West*

Meghan Saville	Rio Tinto IOC
Richard Sawyer	College of the North Atlantic
Joan Stamp	Twin Cities Seniors 50+ Group
Paul Sylvester	Memorial University
Wendy Thatcher	Dept. of Innovation, Business and Rural Development
John Thistle	Labrador Institute, Memorial University
Amy Tucker	The Harris Centre
Annette Walker	Memorial University

## APPENDIX C

### Summary: Regional Workshop Evaluation

Total number of participants: 45

Total forms filled out & returned: 8

Participants provided a scoring of 1 to 5 for each of the below questions, with 1 being strongly disagree to 5 being strongly agree. The average score given to each question is provided.

	Average Score (out of 5)
The workshop increased my awareness of how Memorial University and community members can work together.	4.5
The workshop covered topics and themes which interest me.	4.6
Here was a good opportunity for dialogue at this workshop	4.3
Regional Workshops are good for Newfoundland and Labrador communities.	4.5
Regional Workshops are good for Memorial University.	4.8
Memorial University plays a key role in finding solutions to the issues in Newfoundland & Labrador.	4.1
The facilitated workshop format was a good way to conduct such a workshop	4.4
I will follow up on ideas and opportunities identified at this workshop.	4.3

#### Additional Comments:

- Really great session!
- Stuck to schedule really well
- Very well planned. Applied nature of discussions was excellent.
- Would have been useful to have more provincial government reps attend (Municipal Affairs, more from IBRD, Business, Natural Resources, etc.)

#### How did you find out about this session?

- Twitter (and website)

- Work
- Email - 3
- Through work colleague
- Received notification from the Harris Centre and from the Municipality

Was the one day period for the workshop adequate for its purpose?

- Yes - 4
- Yes, not too short and not too long!
- Great discussion in the right amount of time
- Yes, as an initial step

If no, do you have suggestions about another format or workshop length?

- Broadcast on web

Age Group:

30 or under - 1

Between 31 and 54 – 4

55 or older – 3

## APPENDIX D

### List of Memorial University Projects in Labrador West (2008- March 2013)

This list is not exhaustive, and most of these projects are from Yaffle ([www.yaffle.ca](http://www.yaffle.ca)). Visit Yaffle to explore Memorial's current projects and opportunities, along with the research interests and expertise of Memorial's faculty, students and staff. You can also use Yaffle to enter your own project ideas.

Principal Investigator	Department/Faculty	Project Title
Keith Storey Larry Felt David Vardy	Department of Geography Department of Sociology Harris Centre	Action Canada Papers on Labrador Mining, Aboriginal Governance and Muskrat Falls
Scott W. Neilsen	Department of Archaeology	Archaeology Beyond the Horizon: Innu Land Tenure in Labrador West
Arn Keeling	Department of Geography	Born In an Atomic Test Tube: Landscapes of Cyclonic Development at Uranium City, Saskatchewan
Dr. Roberta Buchanan	Department of English Language and Literature	George Elson: an annotated edition of his 1905 Labrador Diary, with a biographical introduction
Stephen Bornstein	Newfoundland and Labrador Centre for Applied Health Research	Integrated Knowledge Translation for Decision Support in the Health Care System: an Innovative Approach in Newfoundland and Labrador
Fern M. Brunger	Division of Community Health and Humanities, Faculty of Medicine	The Labrador Inuit-Metis Research Ethics Project: An Experiment in Aboriginal Governance of Health Research in Complex Communities
Elizabeth L. Simms	Department of Geography	Land-Cover Classifications from Remote Sensing Data: Variations Based on Language
John Sandlos	Department of History	Mining and Northern Development: Towards a Historical Political Ecology
Stephen Bornstein	Newfoundland and Labrador Centre for Applied Health Research	The Reprocessing and Reuse of Single-Use Medical Devices in Newfoundland and Labrador
Rob Greenwood	Harris Centre	Social Dynamics of Economic Performance: Innovation and Creativity in the St. John's City-Region and in Smaller Urban Regions in Newfoundland and Labrador
		A Commitment to Place: The Social Foundations of Innovation in Newfoundland and Labrador
		Local Governance, Creativity and Regional Development in Newfoundland and Labrador: Lessons for Policy and Practice from Two Projects; Celtic Rendezvous, Bauline East, Irish Loop, Newfoundland and

*Harris Centre Regional Workshop: Labrador West*

		Labrador, June 10th – 12th, 2010
John Thistle	Labrador Institute, Department of Geography	Mineral Development and Iron Ore mining in Labrador West.
Derek Wilton	Department of Earth Science	Metallogeny of the Appalachian orogen, post-accretional fault systems, and carboniferous successor basins in Newfoundland metallogeny, off the Labrador central mining belt



## APPENDIX E

### Summary: Memorial Presents Evaluations

Total number of participants: 50      Total forms filled out & returned: 26  
Response rate: 52%

Participants provided a scoring of 1 to 5 for each of the below questions, with 1 being strongly disagree to 5 being strongly agree. The average score given to each question is provided.

	Average Score (out of 5)
The speakers were well informed and provided relevant information	4.3
The promotional materials for this event accurately described the content of the forum	4.1
There was sufficient time provided for the question & answer period	4.3
The presentation and the following discussion have given me a better understanding of the issues involved	4.2
The information and discussion at the presentation has given me a better understanding of the issues involved	4.5
I am interested in this topic	4.5
Memorial University plays a key role in finding solutions to the issues in Newfoundland and Labrador	4.1
Overall, this public forum met my expectations	4.2

#### Additional comments:

- What are the two Gov. doing to curb the rising cost to the people
- Good meeting. Thanks
- I would like to see a marriage between the original companies policy over 30 years or so of having senior staff reside here. They could mix and build a respect with our community that would make them more agreeable to contributing more back to

lifestyle issues as we experienced since we arrived here in 1978. Lets get that spirit back

- To build a more resilient community even the transient workers and those uninvolved in construction phase need to be able to share with their families where it is they live and work. With lower transportation costs more people can come and experience the true warmth of Labrador.
- No history
- Great speeches, well organized!
- Would like to see action following discussion
- Great night. A lot of information

**What other information would you like to see on this topic?**

- Regional models sharing of tax revenues / How to mitigate increased assessments/ taxes on fixed income
- Forecast on 5/10/20 coming years trend and recommendations
- Discussion/consideration with respect to transportation
- How to create welcoming communities for immigrants
- The role that immigrants play in the development of Labrador West
- More examples of up down iron ore and reasons
- More about the affects that resource development has on local populations - health and safety, etc
- Keeping jobs in Labrador

**What other topics would you like to see *Memorial Presents* public forums address?**

- Impact on seniors and low income and fixed income people
- Similar forum in HVGB as projects such as LCP and Michelin Lake come to visit
- The inclusion of constituents in the process of change
- Immigrants and development
- Taxperiod
- Keeping communities together

**How did you find out about this event?**

- Municipality information circulated
- Email - 4
- Michael told me
- Local community station CRRS - 2
- Work - 2
- Internet
- Internal mail
- Through Chamber of Commerce
- Local media -2
- On graduate students mailing list
- Email circulated from community organization
- Involved in organizing committee

**Age groups:**

30 or Under: 2

Between 31 and 54: 13

55 or older: 9