

On the Move: Mitigating Impacts - A Local Workers' Perspective



2013

Summary Report for Williams Lake, BC

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Acknowledgements

This past spring, our research team visited Mackenzie and Williams Lake to conduct interviews about the impacts of long distance labour commuting on various aspects of the community. This is part of an ongoing project and our visits will continue over the coming years. We wish to thank all of the residents, community groups, business members, service providers, industry leaders, policy makers, and municipal staff who took the time to help out and to answer our many questions.

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Funding for this project was provided by the Social Sciences and Humanities Research Council. This research is connected to a 7 year national project on employment related geographic mobility that is spearheaded by Memorial University, with over 40 researchers from 22 universities. For further information about the national project, please visit: <http://www.onthemovepartnership.ca>.

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Availability

Copies of this report have been provided to the Cariboo Regional District Library and the City of Williams Lake. Copies of the report have also been provided to all participants. At UNBC, copies have been posted on the Community Development Institute's website: www.unbc.ca/cdi.

Project Reports

- A Review of Socio-Economic Characteristics in Mackenzie
- A Review of Socio-Economic Characteristics in Williams Lake
- On the Move: Community Impacts of Long Distance Labour Commuting Summary Report for Mackenzie
- On the Move: Community Impacts of Long Distance Labour Commuting Summary Report for Williams Lake
- On the Move: Mitigating Impacts – A Local Workers' Perspective

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On the Move: Mitigating Impacts - A Local Workers' Perspective

SUMMARY REPORT FOR WILLIAMS LAKE, BC

PROJECT DESCRIPTION

Labour mobility presents numerous opportunities and challenges for communities in rural and small town settings. Opportunities exist in terms of filling much needed service and worker demands, while also presenting the possibility for community growth and stability by attracting new residents and businesses. However, the challenges associated with integrating migrant and transient workers into the fabric of community and maintaining consistent service and worker delivery presses the limited capacity available in rural and small town communities. The purpose of this research is to provide an integrative lens through which to view labour - community dynamics within the *On the Move: Employment-Related Mobility in the Canadian Context (E-RGM)* project in northern BC. This seven year national project about labour mobility is spearheaded by Memorial University, with over 40 researchers from 22 universities (www.onthemovepartnership.ca). In northern BC, our research is premised on a foundation of comparative community/regional research investigating the differences and similarities in preparation for and management of mineral resource activity in two case study communities/regions: Williams Lake and Mackenzie.

Table 1.1: Timeline

April 2013	UNBC Research Ethics Board process completed. Research team established. Project logistics schedule completed.
May 2013	Interviews completed.
June 2013	Analysis of interview data.
July 2013	Completed draft project reports.
August 2013	Review of draft reports by community partners.
Fall 2013	Final reports completed and distributed.

The project work reported here was carried out by a research team from the UNBC Community Development Institute in the spring of 2013 with the goal to track changes, pressures, and actions relevant to decision-making over community planning and infrastructure investments. Understanding social and economic impacts of long distance labour commuting (LDLC) is important if local leaders, businesses, service providers, and community groups are to strengthen the local capacity to cope with on-going change. As the first preliminary investigation of our 7 year

project, the findings and themes presented in this report should not be considered comprehensive or exhaustive, but rather a presentation of foundation issues to be tracked and explored with a broader sample of workers and stakeholders involved in the mining industry and the community over time.

METHODOLOGY

The data and information for this report was conducted through key informant interviews with local workers who commute to the Gibraltar Mine near Williams Lake, BC.

Selecting Key Informant Interviews

Interviews were conducted during May and June 2013. The purpose was to study the experiences, pressures, and opportunities associated with work in the mining sector. Participants were recruited using publicly available lists of workers at Gibraltar, as well as through the assistance of the mine's Senior Coordinator for Community and Aboriginal Affairs in order to purposefully recruit participants who live in Williams Lake, as well as participants who represent different genders and roles at the mine. A total of 25 local workers who live in Williams Lake and commute to the Gibraltar mine were interviewed. Most of these local workers were long-term residents of Williams Lake (Table 2); although, we also spoke with a number of local workers who moved to the community within the last ten years. Almost all of these participants were employed directly by the mine (Table 3). While most of the participants had lived in the community for a long period of time, most were relatively new employees of the mine (Table 4). Three types of shift rotation schedules were reported by participants, including 5-5-4, 5-2, and 7-7 (Table 5).

Table 2: How long have you lived in Williams Lake? – Williams Lake Local Workers

	# of Participants	% of Participants
More than 20 years	14	56.0
11-20 years	3	12.0
5-10 years	7	28.0
Less than 5 years	1	4.0
Total	25	100.0

Source: On the Move: Labour Mobility Study 2013.

Table 3: Do you work for Taseko Mines or a contracting company? – Williams Lake Local Workers

	# of Participants	% of Participants
Taseko Mines	24	96.0
Contracting company	1	4.0
Total	25	100.0

Source: On the Move: Labour Mobility Study 2013.

Table 4: How long have you been working at Gibraltar Mine? – Williams Lake Local Workers

	# of Participants	% of Participants
Less than 2 years	7	28.0
2- 5 years	10	40.0
6-10 years	6	24.0
More than 10 years	2	8.0
Total	25	100.0

Source: On the Move: Labour Mobility Study 2013.

Table 5: What type of shift schedule do you have? – Williams Lake Local Workers

	# of Participants	% of Participants
5-5-4	14	56.0
5-2	10	40.0
7-7	1	4.0
Total	25	100.0

Source: On the Move: Labour Mobility Study 2013.

Research Ethics

Research conducted by the Community Development Institute is bound by protocols at the University of Northern British Columbia that require all survey or interview guides be submitted to UNBC's Research Ethics Board for review. A key component to this protocol is to provide research participants with a copy of the consent form (Appendix B) that outlines the purpose of the study, how the research process will protect their anonymity and confidentiality, and that their participation is voluntary.

Interview Questions

The purpose of this project was to explore the impacts that labour mobility in the mining sector had on various aspects of the community in Williams Lake. This report assembles a summary of key issues identified from our interviews. A detailed description of questions asked in each section of the interview guide is provided in Appendix C. In general, participants were asked questions about:

- recruitment,
- worker development,
- how previous work experiences have influenced their approach in the workplace,
- access to housing and services,
- impacts on family and social networks,
- sense of community,
- benefits and concerns with work, and
- factors that will influence their decision to continue commuting to the mine for work.

Analysis

During each interview, comments were recorded and notes were taken. After a final summary file was created for each interview, qualitative analysis was done to identify, code, and categorize patterns and themes that emerged from the data. Each table consists of theme headings and sub-headings. The theme headings are bolded and have a numerical count beside them of the total number of comments received for that particular topic. Under each theme are sub-headings that are in plain, non-bolded font. These cover the range of issues captured under a key theme. Beside each sub-heading is a numerical count of the total number of participants that raised a specific issue. When all of the sub-heading comments are added up, they indicate the number of times that a particular theme was raised.

For example, in Table A1, participants were asked about how they heard about the job opportunity at Gibraltar. The most prominent theme identified was informal mechanisms. For example, while 8 participants heard about employment opportunities through general word of mouth, others heard about the job opportunity specifically through other mine workers. When all of the sub-heading comments are added up, the theme of informal mechanisms was raised 14 times.

RESULTS

To explore the experiences and impacts of labour mobility on workers in the mining sector, participants were asked a series of questions about their working environment, their experiences and pressures associated with commuting, their housing and service needs, their community and family life, and additional investments and planning needed to respond to the needs of workers and their families. This part of the report describes the key themes running through each section of questions that were posed to the participants.

Recruitment and Retention

We began by asking participants about recruitment and retention strategies used in the mining industry. When we asked participants about how they heard about the job opportunity at Gibraltar, most talked about informal mechanisms such as word of mouth (Table A1). Others learned about employment opportunities through more formal mechanisms, such as formal job offers, as well as through media and Internet technology applications. Recruitment strategies were bolstered by three key factors, including wage and benefit incentives, schedule, and career development (Table A2). Key financial incentives included good wages, benefits, and coverage of moving expenses. The opportunity to have a schedule that provided more time off; the opportunity to have a more stable job, change careers, and expand work experience; and the provision of transportation to the mine was also attractive. There were, however, a number of participants who felt that there were no incentives provided to recruit workers to the mine.

Worker Development

Given the influence that career development can have within a recruitment and retention strategy, we wanted to ask participants a series of questions about their previous work experiences, training, and work environments. To start, we asked participants about the types of certification or training that they had before working at Gibraltar (Table A3). The most prominent source of training concerned trades; although, training in safety and various professional services were also noted. Almost all of the local workers we spoke with had an opportunity to apply these skills in their job at Gibraltar (Table A6). When we asked participants about the types of new training or skills that they had acquired through their job, people talked about general and job specific safety training, as well as trades training that was specific to their role within the mine. There were also a number of participants who received training or new skills in management and technical applications.

We also asked people to talk about how their roles and responsibilities with previous employment experiences were different from their current position at the mine (Tables A5 and A7). These conversations highlighted a range of transitions as some went from positions or work in the service, professional, or forest industries to work in the mining sector. Others may have changed sectors to work in the mining industry, but have remained in similar fields such as trades, management, and administration.

Work experiences and environments can influence job satisfaction and the retention of workers. When we asked participants how their previous employment experiences influenced how they approached their workplace at Gibraltar, key theme areas included operations, job satisfaction,

and communications (Table A8). In terms of operations, participants generally felt that the scale of operations, procedures, and tasks in mining industry were quite different. There was a general sense, however, that their job satisfaction had improved not only due to the nature and stability of the work, but also due to their wages and benefits. In terms of communication, some felt that their previous employment experiences had improved their communication skills as they engaged in their job at the mine, while others talked about the different communication mechanisms used in the mining industry (i.e. hierarchical, e-mail based). Other key issues that were identified included experience and mentoring that supported their career development, as well as an interest in better shift schedules and less travel to the workplace. There were, however, a number of local workers we spoke with who felt that their previous employment experiences had no impact on how they approached their workplace.

Workers who engage in many industry jobs can be exposed to a variety of work environments, shift rotation schedules, protocols, and other aspects of operations. As a result, we asked LDLC participants if the mine had adapted any new approaches in the workplace to incorporate the experience or needs of LDLC workers (Table A9). Some felt that these lessons had not been incorporated due to the establishment of set policies and procedures, as well as a resistance to change. Others, however, felt that workers were encouraged to communicate their ideas. Investments in infrastructure, the transfer of skills and expertise, and research to improve operations were also noted.

Housing

To support future planning and investments in the community, participants were asked a series of questions about housing. Most of the local workers we spoke with owned their own single-detached family home in Williams Lake (Table 10 and Table 11). There was considerable variation in the housing costs reported across participants (Table 12). This largely reflects the age and timing to purchase homes, as well as those who no longer have a mortgage. When we asked participants if the housing in Williams Lake is adequate to meet the needs of workers in the mining industry, key issues raised included availability and affordability (Table A13). While most generally felt that adequate housing was available, there were concerns about emerging demands on the housing market, limited rental accommodation, and the condition of the housing and rental stock. Housing was generally deemed to be affordable; although, concerns were expressed about the ability of non-industry workers to afford housing.

When we asked participants what they liked the most about their living arrangements, people enjoyed being able to be with family and enjoyed their yard (Table A24). For those living in Williams Lake, they enjoyed living in a community close to the mine with services, living in a quiet space, and having good landlords. In contrast, concerns included a lack of time to attend to household maintenance and the small size of their home. For those living in Williams Lake, concerns about living arrangements included a lack of sunlight, shared facilities, furnace noise, loneliness, and the small size of their space.

Worker Access to Services

A series of questions were also posed to participants to explore service needs. To start, when we asked participants about the types of services they accessed since they began working at the mine, the most prominent services included health care, recreation, business and retail, and education and training (Table A14). Of the services that local workers we spoke with used, only

health care supports (i.e. hearing and sight testing, first aid, etc.), training, transportation, professional services (i.e. financial planning), and snacks were accessible on the job site (Table A15).

When we asked if participants accessed any of these services in Williams Lake, most said 'yes' (Table A16). For those who said 'yes', key services accessed in Williams Lake included health care, recreation, business and retail services, community services, transportation, and education and training. However, a number of local workers we talked to highlighted barriers that were impeding their access to services in Williams Lake, including time conflicts between long shift schedules and limited hours of operation of businesses and services, as well as limited availability of services (Table A17). Financial barriers, logistical issues, limited transportation, and proximity to services were also noted. At the same time, there were several participants who did not experience any barriers to accessing services. Some also appreciated recent changes that have extended days and hours of operation for local banks, dental services, and optometry services. We also asked participants if they accessed any services in other communities. In this case, just over two-thirds said 'yes' (Table A18). Key services that were accessed out-of-town included education and training, health care, retail, and recreation. These services were accessed in other places in the region (i.e. Quesnel and 100 Mile House), as well as more distant and larger regional centres, such as Kamloops, Prince George, and Vancouver. Furthermore, we asked participants to talk about any additional changes that they felt were needed to respond to the influx of LDLC workers (Table A19). In this case, participants recommended more attention to sponsorship and provision of recreational activities and infrastructure, extended hours for community services, expanded retail and health care supports (i.e. walk-in clinic), and expanded housing options.

Family and Social Networks

The impact of shift work for extended periods of time on family and social networks was also explored. To start, when we asked participants how working at the mine impacted their family life, some appreciated having a shift rotation schedule that provided them with more extended time to spend with family on their days off (Table A20). They also appreciated having more financial resources to do things with their family. Others, however, expressed concerns about having less time with family, including missing family activities and vacations. There were also concerns about the impact on other family members with regards to housework, childcare, emotional impacts, and fatigue.

Participants were also asked if they formed any new social networks since they began working at Gibraltar. In this case, more than 70% of the respondents said 'yes' (Table A37). These social networks were used for social support; obtaining advice, mentoring, and expertise; and carpooling (Table A22). In this context, however, most of the women we spoke with did not have female support networks; although those that did have female support networks used them to obtain job advice and assistance with family issues (Table A23).

Sense of Community

The integration or inclusion of workers into the fabric of the community can enhance the worker's sense of community. In turn, this can strengthen opportunities for mutual learning and community development, as well as enhance the potential to attract and retain new residents. When we

asked participants how they spend their off work hours, several outdoor recreational activities were identified (Table A24). Participants also spoke about the time they allocated to housework, spending time with family and friends, shopping, and attending community groups and events.

When we asked all participants if they participated in any community groups, activities, or events, most said 'yes' (Table A25). In this context, participants further highlighted their involvement in sporting leagues and other recreational organizations. Others talked about several non-profit organizations that they were engaged with.

Furthermore, when we asked workers if they had a sense of belonging in Williams Lake, more than 80% said 'yes' (Table A26). Several factors that influenced their sense of belonging were identified, including strong family and social networks, experience living in the community, community participation, and small town living (Table A27). For those who did not feel a strong sense of belonging in Williams Lake, key issues included a lack of community services for the general population, limited recreational options for youth, limited recognition of industry's impact in the community, and concerns about social conditions in the community.

Pathways

There are a number of issues that can influence worker pathways to continue or discontinue working in the mining industry. After reflecting upon a range of issues, we asked participants to talk about the key positive benefits with working in the mining sector (Table A28). Key positive attributes that were identified included wages and benefits, better shift schedules, career development, job security, and a positive work environment. In terms of key concerns, participants talked about equipment and safety concerns, management-worker relationships, the impact of shift schedules on fatigue, morale and turnover of workers, and uncertainty of the industry (Table A29). Limited career development, limited time with family, and length of commute to the mine were also identified. After considering both the positive benefits and concerns associated with labour mobility and work in the mining industry, we asked participants about the types of factors that will influence their decision to continue to work in the mining sector (Table A30). Wages and benefits were identified as the most prominent factor, followed by career development, education and training opportunities, and a positive work environment. Ability to spend time with family, attention to retaining workers, and safety were also important.

CONCLUSION

The purpose of this report is to highlight some of the core themes that came out of the key informant interviews held with local mining workers in the Williams Lake area. Appendix A contains the detailed tables that describe the range of responses to each question. These themes, together with the nuances captured in the appendices, can form the basis for planning programs, policies, and infrastructure investments.

There have been several positive aspects associated with work in the mining sector. These include:

- Good wages and benefits;
- Exposure to more skills development, worker networks, and safety and trades training;
- A positive work environment;
- Opportunities for career development; and

- More time with family.

Furthermore, the local workers we spoke with highlighted a number of positive supports for workers in Williams Lake area, such as:

- Transportation within the community and to the mine site;
- Training supports;
- Testing for industry-related health care issues;
- Affordable housing;
- Indoor and outdoor recreational opportunities; and
- Social events to engage with the community.

Although this work has focused on the impacts of labour mobility on workers who work in the mining industry near Williams Lake, there are a number of issues that fall outside of local jurisdiction. As such, some topics may simply become advocacy issues for the local government and other stakeholders to raise with other levels of government, industry, and partners. Others are clearly available for local action. Below, we have highlighted some possible areas that community stakeholders can build upon to respond to the needs of mine workers in the Williams Lake area:

- Continue to support and broaden infrastructure and opportunities for social interaction and networking in order to support community engagement and a sense of community;
- Enhance technological and communication infrastructure to support opportunities for workers to stay in contact with their families during long shift and rotation schedules;
- Continue to support and expand opportunities for worker interaction and networking;
- Monitor changing industry, worker, and family needs, particularly as mining activities increase throughout the region;
- Encourage the trial and promotion of expanded or flexible hours of operation for businesses and services (i.e. daycare, professional services, recreation, retail, etc.);
- Provide industry and unions with business / service profiles;
- Support and strengthen opportunities for worker development;
- Deliver fatigue management workshops;
- Encourage and support the renovation of older housing infrastructure; and
- Continue to ensure that information about local, regional, provincial, and federal supports is up-to-date and accessible in multiple formats for workers and other residents.

Strengthening community capacity is important in order to better position the community to respond to the challenges and opportunities associated with emerging mining activity in the region, as well as to enhance local quality of life in order to attract and retain residents. Addressing these needs is particularly important to help workers and their families cope with the stresses associated with long shifts and commuting to mines around the region given the time and logistical constraints facing these households. While this report is based on a small sample of local workers, we hope that it will provide a foundation of key issues that need attention as labour mobility and mining activity increases in the region.

APPENDIX A: TABLES

Table A1: How did you hear about the job opportunity at the mine? – Williams Lake Local Workers

Informal (14)	Media (2)
Word of mouth (8)	Newspaper (2)
Through another mine worker (4)	
Previous employer works for Taseko (1)	Technology (2)
Toured multiple mine sites and applied (1)	Online (2)
Formal (5)	Other (4)
Mine offered the job (4)	Didn't hear of opening, but applied (4)
Option to apply after former workplace closed (1)	

Source: On the Move: Labour Mobility Study 2013.

Table A2: Were there any incentives provided to get you to work at Gibraltar Mine? – Williams Lake Local Workers

Financial Incentives (19)	Career Development Cont'd
Good wage/salary (10)	Full time employment (1)
Benefits – medical, dental, extended (4)	Opportunity to advance (1)
Compensation for relocation (2)	Work experience (1)
Paid for trip to do interview (1)	
Pension plan (1)	Job Satisfaction (2)
Temporary housing (1)	Good job (2)
Schedule (7)	Transportation (2)
More holidays (2)	Free transportation to and from mine (2)
Better shift schedule (1)	
Consistent hours (1)	Location (1)
Flex days (1)	Opportunity to move back to BC (1)
More time off (1)	
Same shift as spouse (1)	Other (9)
Career Development (6)	None (9)
More stable job (2)	
Change of career (1)	

Source: On the Move: Labour Mobility Study 2013.

Table A3: What types of certification and training did you have before you came to work at Gibraltar Mine? – Williams Lake Local Workers

<p>Trades (11) Trades ticket(s) (6) Trades apprenticeship(s) (3) Heavy truck license (1) Equipment certification (1)</p> <p>Safety (9) First aid ticket (4) Mine Rescue (1) Paramedic training (1) S100 fire safety (1) Vehicle training (1) WHMIS (1)</p> <p>Professional Services (7) Accounting background (2) Management background (2) Canadian Payroll Assoc. certification (1)</p>	<p>Professional Services Cont'd LLQP training/life insurance dealer license (1) Professional experience (1)</p> <p>Post-Secondary Education (6) Post-secondary degree(s) (4) Post-secondary certification/diploma (2)</p> <p>Work Experience (2) Service background (1) Serving-it-Right (1)</p> <p>Forestry (1) Forestry background (1)</p> <p>Other (6) None (5) Grade 12 (1)</p>
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Source: On the Move: Labour Mobility Study 2013.

Table A4: Have you received new training or learned new skills through your job? – Williams Lake Local Workers

<p>Safety (27) Confined Space (5) Fall Arrest (5) WHMIS (3) First aid (2) Mine Rescue training (2) Occupational health and safety training (2) Safe Start (2) Bear-Aware (1) Dangerous goods (1) Emergency Response Team training (1) Incident investigation training (1) Radiation training (1) Transport Endorsement (1)</p> <p>Trades (15) Equipment training (11) Class 1 Drivers License (1) Tailings monitoring training (1) Trades ticket(s) (1) Training certification (1)</p>	<p>Management (9) Supervisor training (4) Business training (1) Human resource training (1) Management training (1) Project management (1) Union management (1)</p> <p>Technical Training (6) Software training (3) Environmental monitoring training (1) GIS (1) Mine reclamation (1)</p> <p>Financial Support (2) Financial support for courses (1) Financial support for seminars (1)</p> <p>Other (3) No (3)</p>
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Source: On the Move: Labour Mobility Study 2013.

Table A5: What roles and responsibilities did you have with previous employment experiences? – Williams Lake Local Workers

<p>Management (15) General management (4) Worker supervision (2) Business owner (1) Credit manager (1) Foreman (1) Operations manager (1) Product pricing (1) Program management (1) Project management (1) Site administrator (1) Supply control (1)</p> <p>Trades (20) Welding (3) Basic vehicle maintenance (2) Equipment operator (2) Truck driver (2) Vehicle safety (2) Automotive mechanic (1) Core logging (1) Equipment maintenance (1) General mechanic (1) Heavy duty mechanic (1)</p>	<p>Trades Cont'd Lumber wrapper (1) Machine operator (1) Prompt delivery of product (1) Sheet metal mechanic (1)</p> <p>Professional Services (7) Accounting – payables and receivables (1) Budgeting (1) Childcare (1) Consultant (1) Employment counseling (1) Industrial surveyor (1) Receptionist (1)</p> <p>Services (4) Cashier (1) Catering (1) Cook (1) Shelf stocking (1)</p> <p>Other (3) Labourer (2) Clean-up (1)</p>
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Source: On the Move: Labour Mobility Study 2013.

Table A6: Do you have opportunities to apply these skills at your current job? – Williams Lake Local Workers

<p>Yes (18) No (6)</p> <p>Previous employment experience useful (8) Current job is similar to previous one (4) Work ethic beneficial (2) Expanded on existing skills (1) Some skills apply (1)</p> <p>Not many skills are applicable (3) Applicable positions are unavailable (1) Current job outside of comfort zone (1)</p> <p>Still in process of training (1)</p>
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Source: On the Move: Labour Mobility Study 2013.

Table A7: What roles and responsibilities do you have working at Gibraltar Mine? – Williams Lake Local Workers

Trades (22)

Equipment maintenance (6)
Equipment repair (6)
Equipment operator (3)
Welder (2)
Equipment trainer (1)
Explosives truck driver (1)
Haul truck driver (1)
Instrument mechanic (1)
Sample bucking (1)

Management (13)

Employee coordinator (3)
Supervisor (3)
Claims management (1)
Fleet management (1)
Foreman (1)
Senior shifter (1)
Tailings management (1)
Time management (1)
Waste management (1)

Administration (10)

Payroll (2)
Accounts payable (1)
Administrative clerk (1)
Data quality assessment (1)
Document control (1)
Event coordinator (1)
Fleet insurance (1)
Recruitment (1)
Union participant (1)

Safety (3)

ERT captain (1)
First aid attendant (1)
Safety representative (1)

Other Professional Services (2)

Mine design and monitoring (1)
Reclamation (1)

Other (1)

Labourer (1)

Source: On the Move: Labour Mobility Study 2013.

Table A8: Did any of these previous employment experiences change how you view or approach your workplace environment today? – Williams Lake Local Workers

Operations (8)

Don't have to carry tools around (1)
Gibraltar is a lot larger (1)
Know what bosses want from workers (1)
Less precision at mine (1)
More procedure based (1)
More technical work (1)
Structure and procedure of mine a benefit (1)
Procedures are set (1)

Job Satisfaction (7)

Better job (2)
Different work environment than others (1)
Mine suits current needs (1)
More confidence in abilities (1)
More stable work (1)
Job is less stressful (1)

Communications (6)

Helped with communication skills (2)
Bosses more aware of what's going on (1)
Communications are "ladder-based" (1)
Communications are email based (1)
Monthly safety meetings (1)

Wage and Benefits (4)

Able to set retirement fund (1)
Good benefits (1)
Good money (1)
Guaranteed paychecks (1)

Career Development (3)

Previous job introduced them to industrial setting (1)
Previous jobs prepared self for current one (1)
Training always available (1)

Scheduling (2)

Better schedule (2)

Mentoring (1)

Able to work with new managers and adapt to their style (1)

Travel (1)

Appreciate not having to commute long distances (1)

Other (12)

No (9)
All mines are similar (1)
Don't know (1)
Mining is different from anything else (1)

Source: On the Move: Labour Mobility Study 2013.

Table A9: Has the mine been willing to adapt to new ways of operations or production to incorporate the experiences of workers? – Williams Lake Local Workers

No (12)

Yes (10)

Not sure (3)

Operations (10)

Mine has set procedures and policy (3)

Have to follow a system before implementing change (1)

Management sets policy (1)

Mine has responsibility towards production (1)

Mine will consider options (1)

Set rules and regulations regarding transportation of material (1)

Union has set procedures on job advancement (1)

Wants to improve environmental safety and awareness (1)

Resistance to Change (5)

Change is hard to institute (1)

Easier to maintain status quo (1)

Incorporate changes to fit mine needs not workers (1)

Mine could be more proactive (1)

Workers are resistant to change (1)

Communications (4)

Mine has encouraged workers to bring ideas (2)

Monthly safety meetings to address safety issues (1)

Some ideas may have come from workers (1)

Infrastructure (4)

Expanded production capacity (2)

Investing in new equipment (2)

Human Resources (3)

Experience helped to improve operations at mine (1)

HR has incorporated experiences of recruiter (1)

Older workers mentor younger workers (1)

Research (1)

Consulting firms brought in to assess / improve operations (1)

Other (1)

Too early to tell (1)

Source: On the Move: Labour Mobility Study 2013.

Table A10: Do you rent or own your accommodations? – Williams Lake Local Workers

	# of Participants	% of Participants
Own	20	80.0
Rent	5	20.0
Total	25	100.0

Source: On the Move: Labour Mobility Study 2013.

Table A11: What type of housing do you have? – Williams Lake Local Workers

	# of Participants	% of Participants
Single detached family dwelling	22	84.0
Mobile home	2	8.0
4plex	1	4.0
Total	25	100.0

Source: On the Move: Labour Mobility Study 2013.

Table A12: How much does your housing cost each month? – Williams Lake Local Workers

	# of Participants	% of Participants
More than \$3000	3	12.0
\$1000-\$2999	8	32.0
\$500-\$999	8	32.0
Less than \$500	6	24.0
Total	25	100.0

Source: On the Move: Labour Mobility Study 2013.

Table A13: Do you feel housing in Williams Lake is adequate to meet the needs of workers at the mine? Why or why not? - Williams Lake Local Workers

Availability (20)

No shortage of housing (7)
Easy for people to buy housing (3)
High demand on housing market (2)
Limited rental accommodations (2)
Difficult to find what you want (1)
Houses need to be renovated (1)
Lack of options (1)
Rental units available (1)
Surplus of homes (1)
Wide range of choice (1)

Affordability (15)

Housing is affordable (7)
Prices are high (4)
Wide selection for various price ranges (2)
Expansion of mine workforce has driven costs up (1)

Affordability Cont'd

Not easy for people working in town to find affordable housing (1)

Design (4)

Quality for rentals is not great (2)
Homes are well designed (1)
Rental units are fully furnished (1)

Location (3)

Location of housing is good (2)
Williams Lake has a good layout (1)

Other (5)

Housing is adequate (4)
Depends on if people are willing to put down their roots in Williams Lake (1)

Source: On the Move: Labour Mobility Study 2013.

Table A14: What types of services did you need to access since you began working at the Gibraltar mine? – Williams Lake Local Workers

Health Care (67)

Hearing tests (13)
Medical (11)
Dentist (8)
Doctor (7)
First aid (5)
Counselling (4)
Hearing specialist (4)
Medical specialists (4)
Chiropractor (2)
Flu shots (2)
Optometrist (2)
Ambulance (1)
Hospital (1)
Massage (1)
Surgery (1)
Vision test (1)

Recreation (32)

Pool (5)
Recreation (4)
Soccer fields (4)
Arena (3)
Recreation centre (2)
Weight room (2)
ATV trails (1)
Beach / ocean (1)
Concerts (1)
Dirt biking trails (1)
Golf (1)
Gymnasium (1)
Kids activities (1)
Mountain biking trails (1)
Parks (1)
Skateboarding classes (1)
Skiing (1)
Speed skating (1)

Business Services (23)

Banking (14)
Professional services (4)
Financial planning (2)
Employment counseling (1)
Fax machine (1)
Internet (1)

Retail (23)

Shopping (9)
Grocery shopping (8)
Food / drink snacks (2)
Restaurants (2)
Basic shopping (1)
Bookstore (1)

Education and Training (19)

Training (15)
Microsoft Excel training (2)
Software training (1)
Trades training (1)

Community Services (8)

Services – general (4)
Daycare (3)
Library (1)

Transportation (8)

Mine bus (5)
Transportation (3)

Housing (4)

Housing (4)

Government (3)

Government offices (2)
Polling station (1)

Source: On the Move: Labour Mobility Study 2013.

Table A15: Were these services available to you on the job site? – Williams Lake Local Workers

Health Care (28)

Hearing tests (13)
First aid (7)
Counselling (3)
Flu shot (2)
Ambulance (1)
Emergency rescue (1)
Vision tests (1)

Education and Training (12)

Training (7)
Microsoft Excel training (2)
Trades training (2)
Software training (1)

Transportation (6)

Mine bus (5)
Access to company vehicle (1)

Professional Services (2)

Financial planning (1)
Job counseling (1)

Retail (2)

Food and snacks (2)

Government Services (1)

Polling station (1)

Other

No (5)

Source: On the Move: Labour Mobility Study 2013.

Table A16: Did you access any of these services in Williams Lake? – Williams Lake Local Workers

Health Care (33)

Medical (11)
Dentist (6)
Doctor (5)
Counselling (3)
Hearing specialist (2)
Chiropractor (1)
First aid (1)
Flu shots (1)
Massage (1)
Hospital (1)
Optometrist (1)

Recreation (23)

Pool (5)
Recreation (3)
Soccer fields (3)
Arena (2)
Weight room (2)
ATV trails (1)
Dirt biking trails (1)
Golf (1)
Gymnasium (1)
Mountain biking trails (1)
Parks (1)
Skateboarding classes (1)
Speed skating (1)

Business Services (18)

Banking (12)
Professional services (3)
Fax machine (1)
Financial planning (1)
Internet (1)

Retail (12)

Groceries (5)
Shopping (4)
Restaurants (2)
Bookstore (1)

Community Services (7)

Basic services (6)
Library (1)

Transportation (6)

Mine bus (5)
Transportation (1)

Education and Training (2)

Training (2)

Housing (2)

Housing (2)

Other

No (2)

Source: On the Move: Labour Mobility Study 2013.

Table A17: Were there any barriers that impeded your access to these services in Williams Lake? – Williams Lake Local Workers

Time Conflicts (29)

Limited hours of operation for services (6)
Long shift schedule (5)
Flexible / creative scheduling (2)
Limited hours at the dentist (2)
Limited hours of operation for doctors (2)
Limited hours of operation for government offices (2)
Must take days / time off for appointments (2)
Banking hours improved (1)
Dentists open on Saturdays now (1)
Easier with new shift schedule (1)
Late access to ice time (1)
Limited hours of operation for banks (1)
Limited hours of operation for businesses (1)
Optometrist open on Saturdays now (1)
Shift ends earlier now (1)

Availability of Services (9)

Limited service availability (4)
Shortage of doctors (2)
Wait list for daycare (2)
Difficult to recruit / retain doctors (1)

Financial Barriers (4)

Cost (1)
Cost of daycare (1)
Must pay for daycare even when child not there (1)
No daycare subsidy provided by mine (1)

Logistical Issues (2)

Need access pass to recreation centre (1)
Pass required for snowmobile trail network (1)

Transportation (2)

Must have own vehicle to commute for appointments during shift (1)
Only one vehicle in household (1)

Proximity (1)

Distance to town (1)

Other (8)

No (8)

Source: On the Move: Labour Mobility Study 2013.

Table A18: Did you access supports in any other communities? – Williams Lake Local Workers

Education and Training (9)

Training in Vancouver (3)
Conferences in Vancouver (2)
Conferences (1)
Conferences in Kamloops (1)
Training (1)
Training in Maple Ridge (1)

Health Care (9)

Medical (6)
Dentist in Vancouver (1)
Optometrist in Kamloops (1)
Surgery (1)

Retail (9)

Shopping in Kamloops (3)
Shopping (2)

Retail Cont'd

Shopping in 100 Mile House (1)
Shopping in Prince George (1)
Shopping in Quesnel (1)
Shopping in Vancouver (1)

Recreation (7)

Arena in Prince George (1)
Attractions (1)
Beach / ocean (1)
Concerts (1)
Forests for the World in Prince George (1)
Ski resort (1)
Swimming pool in Prince George (1)

Other (8)

No (8)

Source: On the Move: Labour Mobility Study 2013.

Table A19: What additional changes, investment, and planning do you think is needed to respond to the influx of workers at the mine? – Williams Lake Local Workers

Recreation (9)

More kids activities (2)
Better access to ice time (1)
Expand attractions (1)
Have industry fund trail system (1)
Have industry sponsor hockey (1)
Have industry sponsor soccer (1)
Have industry sponsor swim clubs (1)
Have industry support for new pool (1)

Community Services (6)

Extend hours at government offices (2)
Extended hours for daycare (2)
Address crime (1)
Have industry buy more social credit in community (1)

Health Care (6)

Expand medical services (2)
Recruit more doctors (2)
Extend hours for medical services (1)
Need walk-in clinic (1)

Retail (6)

Expand shopping services (4)
Need Home Depot (1)
Tim Horton's in McLeese Lake (1)

Housing (4)

More affordable housing (2)
More housing (1)
More high end rental options (1)

Business Services (2)

Later hours for banks (1)
More business investing in the community (1)

Education and Training (1)

More apprenticeships in trades (1)

Other (7)

Nothing (3)
Extended hours of operation (2)
City not big enough to extend services (1)
Need bathroom at the crusher (1)

Source: On the Move: Labour Mobility Study 2013.

Table A20: How has working at the mine impacted your family life? – Williams Lake Local Workers

Time Management (18)

More time with family (4)
Have to plan stuff ahead of time (3)
Home every night (2)
Less time to spend with family (2)
Easier to travel with family (1)
Gone for most of the day (1)
Miss kid's activities (1)
Miss some family holidays for work (1)
New schedule is easier to deal with (1)
Tougher for spouse since schedule isn't the same (1)
Work same shift as spouse (1)

Finances (6)

Can support family better (3)
More money to do things with family (3)

Housework (3)

Family does more housework (2)
More sharing of responsibility (1)

Children (2)

Daycare is an issue (1)
Have young children that need caring (1)

Emotional Impacts (1)

Family misses them (1)

Health Impacts (1)

Schedule is tiring (1)

Other (5)

No impact (4)
Don't have a family life (1)

Source: On the Move: Labour Mobility Study 2013.

Table A21: Since working at the mine, have you formed any new social networks? – Williams Lake Local Workers

Yes (18)

No (7)

Made new friends (14)
Acquainted with parents through kids' sports (1)
Coworkers support business as well (1)
Don't stay in contact with coworkers outside of mine (1)
Stay in touch with old friends (1)

Source: On the Move: Labour Mobility Study 2013.

Table A22: Do you use your social networks for support? – Williams Lake Local Workers

Social Support (15)

Socialize (10)
Emotional support (2)
Friendship (2)
Use to through sporting events (1)

Expertise (12)

Advice (4)
Job mentoring (4)
Sharing work experience (3)
Finding things around the shop (1)
Fixing vehicles (1)

Transportation (5)

Carpooling (4)
Share transportation via bus (1)

Other (2)

Business advertisement (1)
Situational dependent (1)

Source: On the Move: Labour Mobility Study 2013.

Table A23: Do you have any female support networks? How does the support from these support networks differ from other networks of support? – Williams Lake Local Workers

No (4)

Mostly for job advice (2)
Help with family issues and problems (1)

Source: On the Move: Labour Mobility Study 2013.

Table A24: How do you spend your off work hours in Williams Lake? – Williams Lake Local Workers

Recreation (44)

Camping (7)
Fishing (6)
General outdoor recreation (5)
Relax at home (2)
Skiing (2)
Play sports (2)
Mountain biking (2)
Hiking (2)
Golfing (2)
Dirt biking (2)
Boating (1)
Canoeing (1)
Coach minor hockey (1)
Go for dinner in town (1)
Go to lake (1)
Go to parks (1)
Going for drives (1)
Going to the gym (1)
Hunting (1)
Participate in car races (1)
Play guitar (1)
Youth soccer (1)

Housework (18)

House work (8)
Gardening (3)
Yard work (3)
Landscaping (2)
Taking care of pets (1)
Working on vehicle (1)

Friends and Family (13)

Spend time with family (8)
Visiting friends (2)
Helps with family business (1)
Looking after parents (1)
Socializing (1)

Business Services (6)

Run errands (4)
Shopping (2)

Community Groups and Events (3)

Go to community events (1)
Volunteer as a first responder (1)
Volunteer with community groups (1)

Source: On the Move: Labour Mobility Study 2013.

Table A25: Do you participate in any community groups, activities, or events? – Williams Lake Local Workers

Yes (15)

No (10)

Recreation (19)

Minor hockey (3)
Youth soccer (3)
Car shows (2)
Baseball (general) (1)
Curling club (1)
Cycling club (1)
Draft Horse Club (1)
Hockey (general) (1)
Men's rugby (1)
Men's soccer (1)
Racing events (1)
Sportsmen Association (1)
Stampede Association (1)
Volunteer for Rodeo (1)

Community Groups (9)

Big Brothers and Sisters (2)
Chamber of Commerce (1)
Heritage committee (1)
Local charity events (1)
Restorative Justice (1)
School events (1)
United Way (1)
Victim Services (1)

Source: On the Move: Labour Mobility Study 2013.

Table A26: Do you feel you have a sense of belonging in Williams Lake? Explain. – Williams Lake Local Workers

Yes (21)
No (4)

Source: On the Move: Labour Mobility Study 2013.

Table A27: What factors have influenced your sense of belonging with Williams Lake? – Williams Lake Local Workers

Friends and Family (29)

Knowing people in community (11)
Family in community (5)
Friends in community (5)
Raising family in community (3)
No family in community (2)
Seeing coworkers in town (2)
Children are the only reason for staying (1)

Residency (17)

Growing up in community (7)
Feels like home (5)
Living in community for long period of time (4)
Would like to live elsewhere (1)

Community Participation (12)

Participation in community events (4)
Participation in community groups (3)
Being an active member of community (1)

Community Participation Cont'd

Job brings money into community (1)
Kids participating in community events (1)
Supporting community (1)
Volunteering (1)

Small Town Living (5)

Small town atmosphere (3)
Comfortable in community (1)
People in community are friendly (1)

Other (3)

Community services only target problem people (1)
Lack of youth recreation options (1)
Need more recognition for company's impact in community (1)
Not making an effort to connect to community (1)
Social conditions unsuitable for raising a family (1)
Uncertain of future at mine (1)

Source: On the Move: Labour Mobility Study 2013.

Table A28: In working at Gibraltar, what do you think have been the key positive benefits? – Williams Lake Local Workers

Wage and Benefits (22)

Good wages (17)
Health benefits (5)

Shift Schedule (13)

Shift schedule is better (6)
Being home every day/night (4)
Easier to take holidays (1)
Home life balanced with work (1)
More time with family (1)

Career Development (10)

Work experience (5)
Job security (4)
Opportunities for career advancement (3)

Workplace Environment (9)

Good place to work (3)
Likes coworkers (3)
Employed by a community business (1)
Friendships with coworkers (1)
Job is less stressful (1)

Education and Training (3)

Lots of training opportunities (2)
Development fund for worker training (1)

Safety (2)

Good safety policies and procedures (2)

Other (3)

Keeps in shape (1)
Mine hires mostly local (1)
Not having to travel for work (1)

Source: On the Move: Labour Mobility Study 2013.

Table A29: What do you think have been the key concerns with working at Gibraltar? – Williams Lake Local Workers

Equipment and Safety (13)

Safety (8)
Around heavy equipment all the time (2)
Risk of injury (2)
Lack of time for equipment maintenance (1)

Management (6)

Management has immaterial sense of operations (1)
Management disconnected from employee needs (1)
Management isn't considering cost-effectiveness (1)
Management turnovers (1)
Management-worker relationship needs to improve (1)
Mine not organized (1)

Shift Schedule (6)

Time off is limited for staff (2)
Limited access to daycare that coincides with shift schedule (1)
Long days (1)
Switching between days and nights (1)
Would like to see a change in staff schedule [4-3] (1)

Work Environment (6)

Morale of workers (2)
Not enjoying job (2)
High turnover rate of employees (1)
Work ethic among workers is an issue (1)

Uncertainty (4)

Uncertainty of copper prices (3)
Lifetime of mine (1)

Career (2)

Career development (1)
Doing same tasks get mundane (1)

Family (2)

Family missing them (1)
Have to have holiday time for holidays and birthdays (1)

Transportation (1)

Still takes an hour to get to the mine (1)

Other (5)

No concerns (5)

Source: On the Move: Labour Mobility Study 2013.

Table A30: What factors would influence your decision to continue to work at Gibraltar Mine? – Williams Lake Local Workers

Wage and Benefits (12)

Paycheck remains better than others in town (6)
Wages need to be competitive (2)
Competitive benefits (1)
Wage covers living expenses (1)
More incentives to recruit workers (1)
Wage needs to keep up with inflation (1)

Career Development (8)

Opportunity for career advancement (7)
Mine is committed to worker advancement (1)

Education and Training (6)

Varied experience and training (3)
Going back to school (2)
More concern for worker development (1)

Work Environment (9)

Good work environment (3)
Being able to get along with coworkers (2)
Continue to enjoy job (2)
Community based business (1)
Job remains busy (1)

Family (5)

Home every night (2)
Ability to spend time with family (1)
Job will get easier as kids get older (1)
Opportunity to move to smaller communities (1)

Operations (5)

Increased worker retention efforts (1)
Mine needs to stay up to date in HR practices (1)
Mine doesn't go backwards with progress (1)
Mine remains successful (1)
Mine shutdown (1)

Shift Schedule (3)

Shift schedule remains the same [5-5-4] (2)
Good amount of time off (1)

Equipment and Safety (2)

Better equipment (1)
Safety has to remain on par (1)

Other (3)

Keep current job (1)
Plan to remain at mine (1)
Would prefer to work in forestry (1)

Source: On the Move: Labour Mobility Study 2013.

APPENDIX B: CONSENT FORM

APPENDIX C: INTERVIEW GUIDE

**Mitigating Impacts – A Local Worker’s Perspective
Interview Guide**

Participant name: _____

Contact information: _____

Interviewer: _____

Date: _____ Place: _____

Interview Time: Start _____ Finish _____

TOPIC AREAS:

- Background Questions
 - Recruitment and Retention
 - Worker Development
 - Operations
 - Housing
 - Worker Access to Services
 - Family and Social Networks
 - Sense of Community
 - Benefits and Concerns
 - Pathways
 - Concluding Question
-

A. Background Questions

How long have you lived in Williams Lake?

How long have you been working at Gibraltar?

Do you work for Gibraltar or a contract company?

What type of shift schedule do you have?

Prompt: i.e. 4 days on, 4 days off

B. Recruitment and Retention

How did you hear about the job opportunity at Gibraltar?

Were there any incentives provided to recruit you to work at Gibraltar?

C. Worker Development

What types of certifications / training did you have before you came to work at Gibraltar?

Have you received new training or learned new skills through your job? If yes, please explain.

Prompt: industry certifications / training, general literacy, financial planning, computer literacy, etc.

What role / responsibilities did you have with your previous employment experiences?

Do you have opportunities to apply these skills in your current job?

Prompt: probe which skills are applicable and which ones are not.

Today, what role / responsibilities do you have working in the X mine?

D. Operations

Did any of these previous employment experiences change how you view / approach your workplace environment in Gibraltar today?

Prompt: shift schedules, operating procedures, hiring procedures, training procedures, monitoring / evaluation practices, management, technology applications, information and communication strategies, quality control, transportation, benefits, etc.

Has the mine been willing to adapt to new ways of operations or production to incorporate the experiences of workers? If yes, please explain.

E. Housing

Do you own or rent accommodations?

Do you currently live in an apartment, a single detached family dwelling, or other type of dwelling?

How much does your housing cost each month?

Do you feel housing in Williams Lake is adequate to meet the needs of workers at the mine? Why or why not?

Prompt: cost, availability, design, location, etc.

F. Worker Access to Services

What types of services (i.e. health, counseling, training, housing, transportation, recreation, professional, banking, etc.) did you need to access since you began working at Gibraltar?

Were these services available to you on the job site? If yes, specify which ones were available on the job site.

Did you access any of these services in Williams Lake? If yes, please explain.

Were there any barriers that impeded your access to services in Williams Lake?

Prompt: transportation, hours of operation, limited / no availability, limited information about available supports, financial barriers, confidentiality concerns, lack of time, etc.

Did you access supports in any other communities? If yes, please explain.

What additional changes, investments, or planning do you think is needed to respond to the influx of workers at the mine?

G. Family and Social Networks

How has working at the mine impacted your family life?

Prompt: shift work / relationship / time with family members, distribution of responsibilities, etc.

Prompt: spouse, children, aging parents.

Since working at Gibraltar, have you formed new social networks?

Prompt: friends, family, etc.

Do you use your social networks for any support? If yes, please explain.

Prompt: transportation, job mentoring / advice, emotional support, social, sharing equipment (work or recreational), etc.

For local female workers only:

Do you have female support networks? If yes, how does the support from these female support networks differ from other networks of support?

Prompt: emotional support, women mentoring women, advice, etc.

H. Sense of Community - Workers

How do you spend your off-work hours in Williams Lake?

Prompt: grocery shopping, restaurants, recreation, paying bills, visiting, etc.

Do you participate in any community groups, activities, or events? If yes, please explain.

Do you feel you have a sense of belonging with Williams Lake? Please explain.

What factors have influenced your sense of belonging in Williams Lake?

I. Benefits / Concerns

In working at Gibraltar, what do you think have been the key positive benefits?

Prompt: you / your family.

What do you think have been some of the key concerns with working at Gibraltar?

Prompt: you / your family.

J. Pathways

What factors would influence your decision to continue to work at Gibraltar?

K. Concluding Question

From the experiences you have had, do you have anything else that has not been touched on here that you would like to comment on?