

TABLE OF CONTENTS

B.14 – EMPLOYABILITY	B.14-1
B.14.1 INTRODUCTION.....	B.14-1
B.14.2 BOOM AND BUST CYCLES	B.14-2
B.14.2.1.1 R2-191	B.14-2
B.14.3 EMPLOYMENT AND MIGRATION.....	B.14-3
B.14.3.1.1 R2-192	B.14-3
B.14.4 FLY-IN-FLY OUT AND SHIFT STRUCTURE.....	B.14-5
B.14.4.1.1 R2-193	B.14-5
B.14.4.1.2 R2-194	B.14-6

LIST OF TABLES

Table B.14.1-1	Requests for Supplementary Information Related to Employability.....	B.14-1
Table B.14.3-1	Labour Force in LSA Communities, 2011	B.14-3
Table B.14.3-2	Estimated Population Changes.....	B.14-4

B.14 – EMPLOYABILITY

B.14.1 INTRODUCTION

Employability was selected as a Valued Component (VC) for the Casino Project (the Project) by Casino Mining Corporation (CMC) because changes in an individual's ability to obtain employment will affect the well-being of the individual, as well as the family of the individual and the community in which he or she lives. The Project will require a large labour force with a wide range of skills and skill levels during the construction and operations phases.

The Proposal concluded that all potential effects of the Project on employability are beneficial and not adverse. In addition, CMC committed to implementing enhancement measures to maximize potential beneficial effects and improve long-term employability of local and regional workforces. Substantial investments in training and capacity-development in the region will help CMC to meet the company's target for employment.

On January 27, 2015, the Executive Committee requested that CMC provide supplementary information to the Casino Project (YESAB Project No. 2014-0002) to enable the Executive Committee to commence Screening. The Executive Committee considered comments from various First Nations, Decision Bodies and regulators on the adequacy of the Project Proposal in the preparation of the Adequacy Review Report (ARR). CMC provided a Supplementary Information Report (SIR-A) on March 16, 2015. Subsequently, the Executive Committee issued a second Adequacy Review Report (ARR No.2) on May 15, 2015 following a second round of review.

Responses to the four requests for supplementary information related to Section 14 and Section A.14 of the Project Proposal and SIR are provided below, as outlined in Table B.14.1-1. CMC is providing this Supplementary Information Report (SIR-B) to comply with the Executive Committee's Adequacy Review Report ARR No.2; CMC anticipates that the information in the two SIRs and in the Proposal, when considered together, is adequate to commence Screening.

Table B.14.1-1 Requests for Supplementary Information Related to Employability

Request #	Request for Supplementary Information	Response
R2-191	Details on implementation of the hiring policy	Section B.14.2.1.1
R2-192	Projected direct Project employment for affected communities based on actual employment information from mines in neighbouring jurisdictions and/or Minto mine. Please indicate if employees are new, existing, or returning residents or from other communities in Yukon.	Section B.14.3.1.1
R2-193	Details on the proposed mitigation strategies (flexible rotations, counselling services, and adaptive management) for the shift structure identified in the proposal.	Section B.14.4.1.1
R2-194	Details on how unscheduled community/cultural events will be accommodated in the shift structure. This should include references to experiences in Yukon and neighbouring jurisdictions.	Section B.14.4.1.2

B.14.2 BOOM AND BUST CYCLES

B.14.2.1.1 R2-191

R2-191. Details on implementation of the hiring policy

CMC will recruit and hire as many Yukoners as possible during the construction and operation phases of the Project. CMC will implement the following measures to meet its recruitment commitments and assist employees who reside in the North:

- Establish a minimum Grade school level as a standard for trainable positions.
- Develop work schedules compatible with the traditional pursuits of First Nations.
- Fund and co-fund community research projects directed at gathering information and addressing barriers to successful employment.
- Actively promote and encourage careers in the mining industry to the youths in the Yukon.
- Promote and encourage partnerships with local schools for work experience and job placement programs as well as summer employment opportunities that allow students to gain experience while continuing to complete their education.
- Provide opportunities for summer employment to Yukon post-secondary students during project operation.

CMC will monitor the socio-economic effects of the project during construction, operations, and closure phases as outlined in the Conceptual Socioeconomic Management Plan (Appendix A22F). This will include monitoring direct employment (including employment among contractors) during construction and operation to measure the effectiveness of hiring policies and make adjustments to recruitment activities to ensure hiring priorities are met.

CMC also commits to the following initiatives regarding the implementation of its hiring policy:

- During the hiring process, consider the life experiences of candidates from local communities whereby transferrable skills from experiences gained outside the mining industry may substitute for formal educational requirements.
- Provide a reasonable second chance to local employees that experience difficulties adapting to an industrial work setting and rotational schedule.
- Increase retention rates by monitoring employee satisfaction and conducting exit interviews with those employees that withdraw from Project employment in order to understand their reason(s) for leaving and make necessary adjustments.

CMC will focus its recruitment and pre-employment efforts for non-Yukon employees in northern British Columbia and the Northwest Territories since these employees are likely to adapt quickly to living conditions in the Yukon. Northern British Columbia and the Northwest Territories are important labour markets as many northern residents have experience working in other northern mines such as the diamond mines in the Northwest Territories and the various open-pit mines in British Columbia.

These concepts will be subject to any provisions that are agreed to in Impact Benefit Agreements with affected First Nations.

B.14.3 EMPLOYMENT AND MIGRATION

B.14.3.1.1 R2-192

R2-192. Projected direct Project employment for affected communities based on actual employment information from mines in neighbouring jurisdictions and/or Minto mine. Please indicate if employees are new, existing, or returning residents or from other communities in Yukon.

Direct project employment is defined as those individuals employed directly by CMC, and any contractor operating directly at site. Direct project employment does not consider those migrants who are expected to come to the Yukon as a result of indirect Project effects (e.g., changes to employment rates, household incomes, etc.).

CMC will work to achieve their Yukon hiring targets through such strategies as prioritizing local hiring and recognizes that there are many factors that influence direct Project employment including personal circumstances, socio-economic context, community investment and development by governments, and local labour supply. Projected direct employment and subsequent net migration of individuals expected to move to the Yukon to work directly for CMC is detailed below. Also provided is a discussion of available data from other operating mines in the Yukon, with community and First Nation distribution data from the Minto Mine summarized.

Projected Direct Employment of Residents in Affected Communities

Most workers are anticipated to be drawn from Whitehorse. Workers will be drawn from Pelly Crossing and Carmacks as much as possible, but, as shown in Table B.14.3-1, although rural communities have high unemployment rates, they are too small in size to provide a substantial share of the workforce for skilled positions requiring previous mining experience. However, the Project will offer employment opportunities for unskilled positions. The Project is forecasted to require 20 general labourers, 12 janitors, and a variety of helpers once the mine moves into production. In addition, there are a large number of trainable positions that will be available for workers with relatively low levels of educational attainment, such as the large (between 50 and 60) team of truck operators.

Table B.14.3-1 Labour Force in LSA Communities, 2011

Area	Labour Force Measure			
	Active Labour Force	Unemployed	Construction Labour Force	Mining Labour Force
Pelly Crossing	185	85	21	0
Carmacks*	240	45	14	19
Whitehorse	14895	1130	1341	521
LSA	15320	1260	1376	540

*Values for Carmacks are for 2006; Sources: Statistics Canada, 2013; Statistics Canada, 2012; Statistics Canada, 2007

While the number of unemployed in the LSA is high relative to Project requirements, the local labour supply lacks the adequate mix of skill levels required to meet Project demands. Labour shortages are common for skilled trades. A 2012 study by the Mining Industry Human Resources Council (MiHR) estimated that even under a contracting mining sector, demand for workers in the industry in Yukon was expected to be 2.5 times higher than the number of people currently employed. While the study may have underestimated the extent of the correction in prices, the underlying observation that replacement of retiring workers will tighten the market for skilled workers remains relevant. This is a national trend and one that will likely directly affect Yukon mining wages given the large current role of workers from outside Yukon in the territory's mining labour force.

Projected Net Migration due to Direct Employment by CMC

As a result of direct employment by CMC during the Project's Construction and Operations phase, an estimated net total of 335 individuals are expected to migrate to the Yukon (Table B.14.3-2 – adapted from Table 16.4-2). The majority of these migrants are expected to settle in the communities of Whitehorse (95.9%), Carmacks (2.4%), and Pelly Crossing (1.7%). This translates into an estimated net increase of approximately 320 individuals in Whitehorse, 8 individuals in Carmacks and 6 in Pelly Crossing, due to direct Project employment.

Table B.14.3-2 Estimated Population Changes

Phase	Year	Total Yukon-Resident Staff	Share of Migrants in Resident Staff	Annual Net Migration From Staffing	Cumulative Migration from Staffing
Construction	-4	0	0	0	0
	-3	68	28	73	73
	-2	155	54	66	140
	-1	196	61	20	160
Operations	1	353	85	62	222
	2	442	126	105	327
	3	489	129	8	335
	4	525	134	12	335
	5	536	129	-12	335

Adapted from Table 16.4-2 in the 'A-16, Community Vitality' Section of Casino Project Proposal, p.16-9

Pelly Crossing

As stated in Section 17, the majority of individuals employed directly by CMC who migrate to Pelly Crossing are expected to be returning residents. In Pelly Crossing, this is due to the limited amount of privately owned homes available and the high demand for SFN residential housing. The majority of housing in Pelly Crossing is only available to SFN citizens, as SFN residential housing comprises the majority of residential housing units. More specifically this included 133 SFN residential housing units, four privately owned houses, and 11 YG staff houses in 2012 (Klohn Crippen Berger (KCB), 2013). In 2012, it took an average of five years for an SFN citizen to be assigned a home once their housing application was complete (KCB, 2013). Pelly Crossing is home to SFN people which includes 336 people (2011 census) 305 which are first nation (Capstone, 2015). The median population age of Pelly Crossing is 38 years of age (2011 census).

Carmacks

Similarly to Pelly Crossing, the majority of individuals employed directly by CMC who migrate to Carmacks are expected to be returning residents. The development of new residential housing is currently limited in Carmacks due to the high cost of building new homes (personal communication 2013). Other identified costs which may be limiting the availability of housing are the lack of suitable land and CMHC lending regulations. LSCFN housing is also reported as being limited for its citizens.

Yukon Mining Employment Data

A 2013 email survey of employees working at one of the three mines operating in 2013 (Minto, Wolverine, and Alexco/Bellekeno) revealed that of the total 624 individuals employed at the Minto, Wolverine and Alexco/Bellekeno Mines (includes contractors) approximately 417 or 67% resided outside of Yukon (Ecofor,

2013), or, approximately 33% of the workforce directly employed by operating Yukon mines were Yukoners. Another survey of employees working at operating mines in the Yukon found that 59.5% of employees resided outside of the Yukon, or 40.5% of employees were Yukoners (Ecofor, 2013).

In summary, based on the results of the two surveys listed above, the proportion of Yukoners employed by one of the three Yukon mines in 2013 ranged between approximately 33% to 40.5%. For context, in 2013, the Minto Mine had been operating for 6 years, the Wolverine Mine had been operating for 4 years and Bellekeno had been operating for 2 years.

Minto Mine

The Executive Committee has suggested that CMC use data from the Minto Mine to support employment projections. CMC has examined the data from the Minto Phase V/VI Socio-economic Study (KCB, 2013) and the 2014 Socio-Economic Monitoring Report. A detailed Socio-Economic Monitoring Program was developed by the Minto Mine Tri-Partite Working Group, consisting of Selkirk First Nation, Minto Explorations Ltd. and Yukon Government in September 2013. Results of data collection and analysis from 2007 to 2014 are currently being compiled, and the report expected at the end of 2015. Once the data from the Minto Socio-economic Monitoring Survey is public, CMC will incorporate those findings into its conceptual socio-economic monitoring plan and use it to compare to CMC's employment projections. Note also that employment cited in the study is for Minto employees only, and does not include contracted employees, which is significant.

B.14.4 FLY-IN-FLY OUT AND SHIFT STRUCTURE

B.14.4.1.1 R2-193

R2-193. Details on the proposed mitigation strategies (flexible rotations, counselling services, and adaptive management) for the shift structure identified in the proposal.

CMC will implement its Socioeconomic Management Plan to mitigate for, and to monitor and adaptively manage potential adverse residual effects of the Project on employees, their families and communities. The Socioeconomic Management Plan outlines commitments to work with agencies and parties to address potential adverse effects of the proposed shift structure:

- Provide employees with free work-related round-trip transportation to the mine site from the communities of Pelly Crossing, Carmacks, and Whitehorse.
- Introduce and maintain measures to assist employees to perform well in their jobs and to help their local communities with any potential effect of the Project.
- Provide shifts to accommodate subsistence harvesting and participation in cultural activities/events;
- Provide flexible work rotation schedules, where practical, that could accommodate the needs of local hires and industry practices.
- Work with Yukon Government, and community-based agencies to ensure there are services in the field of counselling, addiction and rehabilitation, family adjustment, and money management for all employees and their families.

In addition CMC will implement several mitigation measures to provide support to its workforce, several of which were identified by Barclay et al. (2013) for improving the health and well-being of fly-in fly-out workers and increasing employee retention:

- Increase awareness among employees of the common mental health and well-being challenges that fly-in-fly-out workers face by providing them with informational booklets and materials upon their hire.
- Provide workers with access to a website that enables them to complete a self-assessment of their mental health using online diagnostic tools.
- Provide employees with the contact information of doctors and counselors.
- Foster a workplace culture that promotes discussion among employees by appointing a trusted and well-respected employee to organize and facilitate group meetings for employees to discuss any mental health issues or well-being considerations in a private, confidential setting.
- Consider a “buddy-system” for pairing new employees with more seasoned shift rotation employees to assist during the transition phase.
- Schedule regular meetings with the community liaison to provide updates and information on the overall satisfaction of First Nation employees and any concerns related to their mental health and well-being.
- Consider modified shift rotations for those employees that have unique circumstances requiring more frequent trips home.
- Maintain an on-call list that can be used to meet staffing shortfalls in the event that First Nation and non-First Nation employees need to return home for planned and unplanned family and community events or emergencies.
- Allocate a certain number of days per year that First Nation and non-First Nation employees can use as unaccountable days off.
- Ensure that employees have direct access to the Internet and telephones that will enable them to stay connected with friends and family on a regular basis.

Experience from the Minto Mine indicates that employees expect a fly-in, fly-out camp model, as it is attractive to employees who can stay in their hometown and not move to the Yukon (Capstone, 2015).

B.14.4.1.2 R2-194

R2-194. Details on how unscheduled community/cultural events will be accommodated in the shift structure. This should include references to experiences in Yukon and neighbouring jurisdictions.

CMC will support and encourage its employees to return home when an unscheduled community/cultural event occurs. Regular flights from the mine site will be available, and the road will also be accessible for employees who live within driving distance. With over 600 employees during operations, there is opportunity to bring in the employees cross-shift, if available, or cover the workload using existing employees. Ideally, community and cultural events will be identified well in advance, and employees will make accommodations with their supervisor to attend those events. Obviously, some events cannot be planned for (i.e., deaths in the community), and accommodations will be made to facilitate any needs the employee has to connect with family and friends.

The Socio-economic Management Plan will be finalized in discussions with First Nations, and affected communities, and will be subject to any provisions agreed to in Impact Benefit Agreements with affected First Nations. Commitments in the Socio-economic Management Plan relevant to unscheduled community/cultural events include:

- Developing and implementing a policy that provides family leave for those employees responsible for providing child care or elder care in an emergency situation.
- Providing First Nation and non-First Nation employees with a specified number of days for unaccountable leave.
- Arranging for emergency travel in the event that employees must leave the Project site and return to their home community to attend unscheduled community/cultural events.
- Providing communication links to home communities that enable First Nation and Non-First Nation employees to easily contact community and family members.
- Hiring a community liaison that is a member of a First Nations community who will work with local communities to gather information on community and cultural events (including funerals and potlatches) and relay this information to affected employees and CMC.

CMC will address staffing shortfalls by maintaining an on-call list to ensure that its employees have the opportunity to return to their communities in the case of unscheduled events.

The community liaison will play an important role in developing and maintaining positive relationships between CMC and First Nations. The specific duties of the community liaison will be determined prior to hiring. Anticipated responsibilities of the community liaison could include:

- Building trust and relationships with First Nation employees.
- Understanding the unique culture and traditions of all First Nation groups represented among Casino employees.
- Providing and facilitating communication among CMC, its employees, and First Nations.
- Working closely with First Nation employees to monitor their satisfaction and understand sources of stress that affect their mental health and well-being.
- Facilitating travel between the mine site and FN communities.