



ENTERPRISE CAPE BRETON CORPORATION FORMER MINE SITE CLOSURE PROGRAM

Update 2013-2014



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Enterprise Cape Breton Corporation Former Mine Site Closure Program Update September 2013



1.0 Overview

Public Works and Government Services Canada (PWGSC) is a federal government department that provides a wide variety of goods and services to other federal departments, agencies and Crown corporations. It has extensive experience in environmental assessment, remediation and project management.

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When the former Cape Breton Development Corporation (CBDC), a Crown corporation, ceased mining coal in 2001, the federal government began to manage its obligations associated with human resources and physical and environmental impacts of its former mine sites and related properties on Cape Breton Island.

With over 700 properties scattered among 35 communities in the Cape Breton Regional Municipality (CBRM), there are more than 1,000 square kilometres of forests, fields, bogs, ponds, urban lots, ocean shorelines, and former industrial sites associated with coal mining and related works. Many of these sites required extensive remediation effort to deal with waste rock, mine water discharge, erosion, mine openings, soil contamination, and impacts to ground water and surface water.

In 2001, CBDC and PWGSC established the *Former Mine Site Closure Program*. PWGSC was engaged to manage all activities associated with this important obligation. With expertise in project management, as well as the assessment and remediation of contaminated sites, PWGSC was well-suited for the task of leaving the former mine sites in a stable and safe condition and returning the land to its former use or an acceptable alternative.

CBDC asked PWGSC to project manage all activities associated with this important cleanup work.

On December 31, 2009, CBDC merged with Enterprise Cape Breton Corporation (ECBC) to form a single Crown corporation responsible not only for economic development in Cape Breton, but also for managing existing CBDC obligations.

ECBC is a Crown corporation established pursuant to Part II of the Government Organization Act, Atlantic Canada, 1987 (also known as the Enterprise Cape Breton Corporation Act).

ECBC continues to honour all contractual agreements signed by the former CBDC, including the service agreement with PWGSC to assess and manage the cleanup of coal related properties through the *ECBC Former Mine Site Closure Program*.

The goal of the Former Mine Site Closure Program is to leave former mine sites and related properties in a stable and safe condition, and return the land to its previous use or an acceptable alternative.

As the program enters its final year, most of the major remediation activities have been completed. PWGSC will continue to focus on reducing the impact of acid rock drainage on the environment and implementing long-term care, maintenance and monitoring programs (also called Site Management Plans and Environmental Monitoring Trending Analysis) to make sure the remediation undertaken is performing as designed.

ECBC will continue to manage the *Mine Water Management Program* as well as site maintenance and the long-term care and monitoring program for of the Franklin Group of sites and the former Victoria Junction Coal Preparation Wash Plant site. Many sites are now in transition from PWGSC to ECBC for the management of the long-term care and monitoring program.

Major cleanup activities were completed by March 31, 2012.

2.0 The Former Mine Site Closure Program

During the past 10 years, the Former Mine Site Closure Program has moved from planning and design, to construction and monitoring and maintenance activities. In 2012-13, PWGSC completed the remediation of 53 contaminated sites identified in the

original CBDC Site Closure Program (now known as the ECBC Former Mine Site Closure Program). The majority of the work focused on completion of construction activities, Site Management Plans and the completion of closure reporting. The construction activities involved the completion of work to address subsidence areas, completion of minor works to improve site end-use, and minor works required for ongoing maintenance.

The focus for 2013-14 will be on supporting and updating the ECBC Geographic Information System (GIS) website, site-monitoring including inspection and reporting on conditions associated with former mine workings, closure reporting, and closing the program with a transition of documentation to the ECBC management team.

The purpose of the closure reporting is to formally document the activities that brought the site to completion, including: all efforts in assessment and planning, mine workings investigations and/or closure, design, construction, and remediation. Additionally, the focus has been on finalizing Site Management Plans (SMP) for eighteen remediated sites as well as for mine openings and hazard zones. In addition, Environmental Monitoring Trending Analysis (EMTA) programs will be finalized for nine of the eighteen sites that require an SMP as mentioned earlier. These Site Management Plans and EMTAs detail inspection and sampling requirements and are essential for management of ECBC properties into the future. Significant efforts have continued in securing and stabilizing subsidence features and former mine openings/structures that were part of the recorded mine workings and the illegal non-recorded mine workings.

2.1 Scotchtown Summit group of sites – New Waterford

The Scotchtown Summit group consists of approximately 15 individual sites scattered throughout the New Waterford area. The largest is the former waste rock disposal area known as the Scotchtown Summit study area. Smaller sites in the group include Dominion No. 17, Dominion No. 18 and the Princess air shaft.

The majority of clean up activity in the Summit group has taken place at the former Summit waste rock pile in New Victoria. Here, remedial activities were completed in 2011-12. Site preparation work, such as realignment of the nearby water main, upgrade of the west road and installation of new drainage channels, was started in autumn 2009. Following the completion of this preparation work, a major consolidation of the waste rock pile was initiated in the winter of 2010. The work resulted in the creation of the North Pond that is a focal point of the site today.

In autumn 2010, a contract was awarded to start the grading and capping of the waste rock pile, as well as installation of perimeter ditches and site access features. The cap

system included a layer of bedding sand, a high density polyethylene liner, a protective layer of geotextile, followed by a half metre of cover soil and finally hydro-seeding. As the liner and geotextile was placed on the pile, a second contractor was working on an adjacent site to produce the cover soil for the capping contract. Through the use of on-site borrow material as the source of the cover soil, impact to the local community was drastically reduced by avoiding the truck traffic required to import the cover soil.

The final component of the remediation activities was completed at the site in March 2012 and included the installation of a recreational trail network and minor site improvements to the north of Daley Road. The trail network provides a combination of pedestrian and bicycle paths in addition to all terrain vehicle (ATV) routes around the site that connect to existing ATV trails off-site.

Now that the site work is complete, a Site Management Plan (SMP) and Environmental Monitoring Trending Analysis (EMTA) program have been developed. The SMP and EMTA developed for the Summit site outlines the long-term environmental, geotechnical and landscape monitoring and inspection requirements as well as appropriate corrective actions should issues be identified. In addition, an extensive Groundwater and Surface Water Sampling Program has been established for the site as part of the SMP. The focus of this Program is to monitor water conditions between the waste pile and Waterford Lake.



Scotchtown Summit - Following remediation

Cleanup activities completed at the former Dominion No. 18 mine site and the Princess air shaft included the removal of debris, the establishment of vegetation in barren areas and the decommissioning of monitoring wells. In 2011-12, the Princess airshaft property became the location for the New Victoria Mine Water Treatment Plant; a treatment plant installed for the treatment of mine water in the three mines in the Princess mine pool and six mines in the New Waterford mine pool.

Further construction in the area included the remediation of the Former Dominion 17 Colliery. Construction activities at the former Dominion No. 17 mine site consisted of the general cleanup of the site, the removal of debris, the installation of vegetation in barren areas, slope stabilization along Ratchford Brook, and aesthetic improvements.

Site Management Plans (SMP) were developed for Dominion No. 18 and 17 and will be used to plan and document inspections and required corrective actions. These activities are a requirement for the long-term management of ECBC properties.

2.2 Princess Colliery Site – Sydney Mines

Much of the remediation work completed at the former Princess Colliery site in Sydney Mines has been focused on the former wash plant site and waste rock areas.

Remediation of the former wash plant site is complete. The area has been landscaped with a green field, walking trails, a pond that can be used for skating in the winter, and interpretative panels, which tell the story of the site during its former operation as a mine and its recent remediation activities.

Remediation of the coarse waste rock pile is now complete and involved site grading and reshaping, as well as the installation of a high-density polyethylene liner, a protective layer of geotextile, and a soil cover cap. The site was hydro-seeded and vegetation established. A Site Management Plan (SMP) including an EMTA is currently in place. The SMP developed for the Princess colliery site outlines the long-term environmental, geotechnical and landscape monitoring and inspection requirements as well as appropriate corrective actions should issues be identified.



Princess mine site - Final stages of remediation

On behalf of ECBC, PWGSC continues to monitor the performance of the capped waste rock pile and the discharge from the site to the adjacent Edwards Pond. Performance to date indicates a tenfold improvement in discharge water quality from the site since completion of its remediation. If the performance should begin to degrade, PWGSC has suggested possible methods to alleviate the issues.

2.3 Gowrie and Broughton Group

The remediated Gowrie wash plant site consists of a large waste rock pile and two construction settling ponds that have since been converted to discharge tailings ponds to manage the quality of drainage water reporting to an adjacent wetland. Construction activity on the site is now complete and involved grading, reshaping, installing a high-density polyethylene liner, capping with a soil cover, and hydro-seeding. Vegetation has been established. A Site Management Plan (SMP) including an EMTA is currently in place. The SMP developed for the Gowrie site outlines the long-term environmental, geotechnical and landscape monitoring and inspection requirements as well as appropriate corrective actions should issues be identified.



Gowrie wash plant site - Following remediation

Construction activity at the former Broughton colliery mine site has been completed. A high density polyethylene liner has been installed over the remaining waste pile on site and vegetation has been established. A Site Management Plan (SMP) is currently in place and PWGSC is working with a consultant to finalize the EMTA by March 2014. The SMP developed for the Broughton site outlines the long-term environmental, geotechnical and landscape monitoring and inspection requirements as well as appropriate corrective actions should issues be identified.



Broughton mine site - Final stages of remediation

Other sites in the Gowrie group are smaller in size, but also involve waste rock, soil erosion, securing mine workings, and debris removal. Site enhancement activities are complete at Dominion No. 21, where a new community park was officially opened in September 2010. Site improvement activities have been completed at Dominion No. 26, No. 5, No. 10, and No. 20. The Site Management Plans developed for these sites outline geotechnical and landscape inspection requirements, as well as appropriate corrective actions should issues be identified.

2.4 Dominion No. 4 – Glace Bay

The Dominion No. 4 stone dump is situated directly next to a residential area in south Glace Bay. The site went through a phased assessment process to identify issues of concern, followed by a comprehensive planning and design cycle to develop the optimum remediation strategy to ensure maximum benefit for the surrounding community. ECBC worked with CBRM to develop a recreational land use plan for the site. Design and construction of a low permeability clay cover, an eight lane track, a soccer pitch, and walking trails have been completed. Some upgrades to drainage and vegetation were completed in the summer of 2011. A Site Management Plan (SMP) including an EMTA is currently in place. The SMP developed for the Dominion No. 4 site outlines the long-term environmental, geotechnical and landscape monitoring and inspection requirements as well as appropriate corrective actions should issues be identified.



Dominion No. 4 stone dump - Following remediation

The new Dominion No. 4 community recreational park was officially opened in September 2010.

2.5 Dominion No. 6 Group – Donkin and Port Morien

The Dominion No. 6 group consists of eight individual sites located in the Donkin and Port Morien areas. Work was done to all eight sites with either coal removed or capped.

The former Dominion No. 6 mine site includes remnants of a mine site and a small waste rock area. Other sites in the group are smaller in size, but also required attention involving waste rock, soil erosion, drainage control, mine workings related subsidence, and debris removal.



Dominion No. 6 Donkin and Port Morien areas - Following remediation

Remediation activities completed at the Dominion No.6 site included consolidation of waste rock material, grading and improving surface drainage, installing soil cover, installation of walking trails, and hydro-seeding. Remaining construction activities to be completed this year include work required to address the subsidence associated with former mine workings/openings. A Site Management Plan (SMP) is currently in place. The SMP developed for the Dominion No.6 site outlines the long-term, geotechnical and landscape monitoring and inspection requirements as well as appropriate corrective actions should issues be identified.

2.6 Dominion No. 11 – Glace Bay

The former Dominion No. 11 mine site is located in south eastern Glace Bay, west of Brookside Street. The old surface infrastructure that used to support sub-surface coal mining has been removed. Environmental impacts included acid waste rock, subsequent acid water drainage, mine water discharge, hydrocarbon-contaminated soil, as well as health and safety related issues associated with mine workings. As part of the cleanup activities, the hydrocarbon impacted material has been removed, passive treatment ponds have been installed to treat the mine water outflows, the site has been graded, necessary surface drainage features installed, and soil cover and hydro-seeding requirements have been completed. A new bridge crossing has been installed over Renwick Brook.

A Site Management Plan (SMP) including an EMTA is currently in place. The SMP developed for the Dominion No.11 site outlines the long-term environmental, geotechnical and landscape monitoring and inspection requirements as well as appropriate corrective actions should issues be identified.



Dominion No.11 Glace Bay - Following remediation

2.7 Gardiner No. 25 Group – Gardiner Mines

The Gardiner No. 25 Group consists of a former mine site, a waste rock pile, a transportation corridor, and a few miscellaneous sites. There have been several projects completed at

the main site, including the installation of mine water control wells, the installation of a wetland treatment system and covering of the coarse waste rock pile. Remediation work on the waste rock pile is complete, including consolidation of waste rock around the perimeter of the existing pile, installation of a simple soil cover in barren areas, relaxing the grade of steep slopes, hydro-seeding, and installation of physical security barriers. The Site Management Plan developed for the former Gardiner No. 25 mine site outlines the environmental, geotechnical and landscape inspection requirements, as well as appropriate corrective actions should issues be identified.



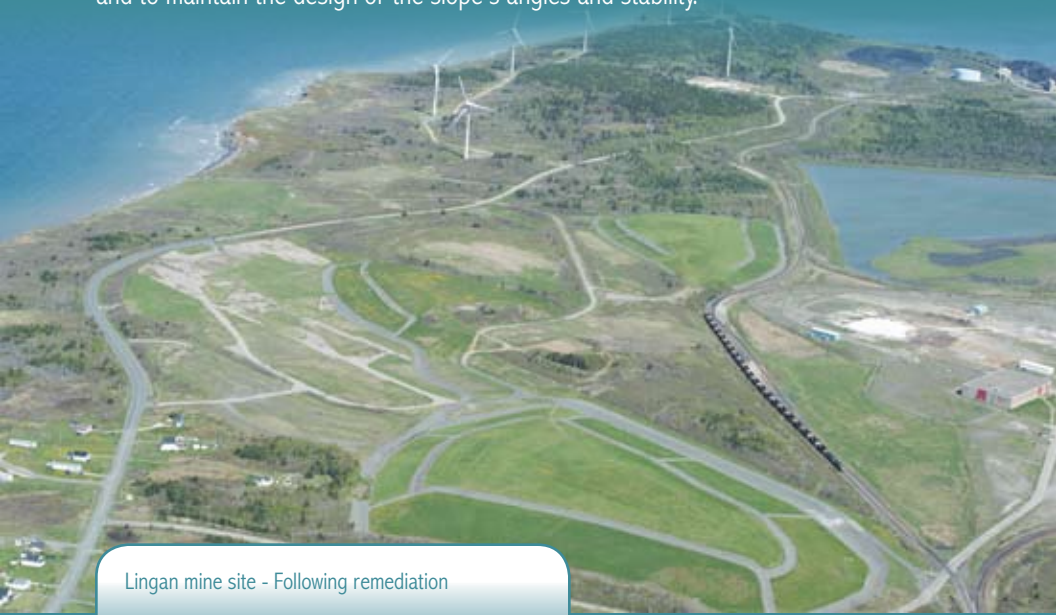
Gardiner No. 25 Group - Following remediation

2.8 Lingan Group – New Waterford

The individual sites within the Lingan Group are centered near the former Lingan colliery and Phalen colliery sites in New Waterford. The former Dominion No. 14 colliery was added to the group when cleanup responsibilities were passed to ECBC. Following its remediation, the Phalen colliery site and all ongoing obligations were sold to a third party in 2009.

The clean-up at the former Lingan colliery site is now complete. Three waste rock

piles have been graded and a soil cover was applied and hydro-seeded. Perimeter and drainage ditches were installed at each site to help manage rainwater and prevent soil cover erosion. Toe protection was installed at the base of the rock piles for long-term protection and stability - toe protection is the strategic placement of rock or other “ballast” to act as a mass to help hold back the toe of the slope, to help prevent erosion, and to maintain the design of the slope’s angles and stability.



Lingan mine site - Following remediation

A Site Management Plan (SMP) is currently in place. The SMP (including EMTA) developed for the Lingan Colliery site outlines the long-term environmental, geotechnical and landscape monitoring and inspection requirements as well as appropriate corrective actions should issues be identified.

The remediation of the former Dominion No. 14 colliery site is complete. The construction activities included the excavation and removal of contaminated soils, placement of cover soils over exposed coal fines, debris removal, site grading, ditch upgrades, culvert installation to improve site drainage, hydro-seeding of exposed soils, and installation of a site entrance sign. The improvements to the site support the current and intended land-use plans to develop a recreational horse track for the local community.

2.9 Victoria Junction Group

The Victoria Junction group of properties consists of 11 sites including the Victoria Junction coal preparation plant and the tailings basin. Closure works at the Victoria Junction coal preparation plant are complete. The tailings basin encompasses the tailings pond dam, the downstream settling pond and associated infrastructure. The dam has been in a state of monitoring and maintenance since its operations ceased in the 1990s. Work activities associated with the tailings basin included the implementation of required upgrades to infrastructure to ensure continued safety and longevity of the structure. The Dam Safety Review and Emergency Preparedness Plan have been updated to reflect the alterations to the tailings pond dam.



Victoria Junction - Before remediation activity



Victoria Junction - Example of completed remediation work

2.10 Louisbourg

The former Louisbourg railway site consists of three properties located within the community of Louisbourg: a rail right-of-way (a strip of land granted for transportation purposes) and two small adjacent areas. This site is outside the Sydney coalfield where no mining activities took place.

The area south of the rail right-of-way was the location of a former municipal dump. This property was assessed, 1,830 tonnes of dumped material was sorted so that recyclable materials could be recovered, and the remainder was removed to a landfill. Surface water in Lorraine Brook was tested in 2009 and groundwater was tested in spring and fall of 2010. Negative impacts were not detected. The property will be monitored for any future illegal dumping activities.

2.11 Franklin Group - Florence and Bras d'Or

The Franklin group consists of six former main mine sites in the Florence and Bras d'Or areas. The former Franklin mine, the largest of the group, operated from 1885 to 1957 and produced 1.4 million tonnes of coal. The smallest, the former Atlantic mine, was the last one to close and it operated from 1957 to 1959, producing only 23,000 tonnes of coal.

Remediation of the six sites and their related properties is complete. Remediation involved removing surface mine structures and related debris, consolidating waste rock



Franklin mine site - Following remediation

material to the former Franklin mine site, and dealing with soil erosion. Construction activity included grading and reshaping the waste rock pile, installing a high-density polyethylene liner, capping the pile with a soil cover, and hydro-seeding. Vegetation has been established on all of the six sites. Additionally, the Franklin site is the location for the passive treatment system to deal with water outflow from the Prospect No. 5 mine site. This system, along with the cleanup efforts on the Franklin site, has improved water quality in the adjacent Sullivan's Pond to a point where the aquatic life is returning. The treatment system continues to address the Prospect No. 5 outfall with no maintenance performed to date.

Walking trails and a look-off were also added to the Franklin site.

3.0 Plans for 2013-14

This is the final year of the Mine Site Closure Program. The majority of the work for 2013-14 will focus on providing technical support, close out reporting and closure of the program office (308 George Street) as the program transitions to ECBC. Following 2013-14 PWGSC will provide support to ECBC on an as required basis.

In summary, the 2013-14 Program will consist of the following activities:

Geographical Information System (GIS) Web Site:

The GIS management tool contains many components, including survey plans, environmental reports, mine workings database etc. PWGSC will continue to provide GIS support to the mine workings portion of the program and provide GIS technical expertise to ECBC and PWGSC program teams.

Mine Workings:

The mine workings project is a response to requirements in the Closure Program to have comprehensive knowledge of ground and subsurface conditions. This work started as a repository of mine workings including mapping of workings and the location of openings and outcropping. It has since evolved into an important tool in support of ECBC's ongoing efforts to manage mine water in the Sydney coalfield.

PWGSC will continue to compile information on underground coal mines for lands owned by ECBC or mine workings for which the Corporation acknowledges responsibility. Some of the specific tasks include:

- Identify projects requiring construction activities to stabilize and/or secure underground structures associated with former mining activities.

- Continue to develop the mine workings database as a repository of information to support ECBC mine water and real estate activities. This includes geo-referenced information on mine workings, outfalls, connections, boreholes, outcrops, historical photos, contours, mine information etc.
- Complete the mine workings summary reports and identify health and safety concerns and risk hazards mapping, or mine water discharge locations for closure and long term site management.

Remediation and Minor Works:

Work on the ECBC Program will continue as we near project completion. Wrap-up remediation and minor works include completion of ongoing construction work, upgrades to completed sites as requested by ECBC. Additional work is being initiated to improve access and potential uses of the former rail lines. Water crossings are being re-placed, repaired and surfaces are being improved to accommodate community access.

Closure Reporting and Monitoring:

A Closure Report and Record of Site Condition will be prepared for all sites that have undergone assessment and/or remedial construction. In addition, eighteen Site Management Plans will be prepared for sites with long-term, geotechnical and landscape monitoring and inspection requirements, as well as, nine of the eighteen having an Environmental Monitoring Trending Analysis program to measure the performance of an adjacent receptor. The EMTA plans will capture groundwater and surface water sampling requirements for performance monitoring at the remediated sites. This monitoring will help verify whether the remediation activities have met the environmental objectives for the remediation projects.

The main focus of the 2013/14 work plan will involve the coordination and completion of these reports and to carry out water sampling programs associated with the EMTA component of the Site Management Plans.

4.0 Program Accomplishments

The Mine Site Closure Program is one of the largest federal government cleanup programs in Canada with over \$190 million spent to date on the assessment, planning, clean-up, and management of contaminated soil and water associated with over a century of coal mining activities in Industrial Cape Breton. The Program schedule was compressed from 20 to 10 years, with the Project team successfully delivering the work within this time frame on schedule and budget.

The team responsible for the delivery of the Program was recognized in 2009 with the PWGSC Deputy Minister Award of Excellence for Partnership and Teamwork, and the ECBC Program has been recognized at a provincial, national and international level.



Remediation Project Team - 2009 PWGSC Award of Excellence

The Project has become a model for the delivery of a complex contaminated sites program, with its remediation and reclamation activities serving as a great model for future remediation projects; the program team has hosted visits from the private sector, federal government departments and international organizations.

5.0 Technological Tools and Developments

The project team has become national and international leaders in the area of mine site closure. This was achieved through the use of existing technology and the innovative development of tools and approaches to deal with specific problems over the life of the mine site closure program. Some examples of the innovative thinking include:

5.1 Geographic Information System (GIS):

Whether the data is collected in the field using current technology or from historical information converted to a digital format, GIS allowed PWGSC/ECBC to capture, manage, analyze and display all forms of geographically referenced information in a single location. This allowed us to view, understand, question, interpret, and visualize data in many ways that reveal relationships, patterns and trends in the form of maps, globes, reports, and charts. The GIS management tool contains many components, including survey plans, environmental reports, health and safety data, the mine workings database, and the Light Detection and Ranging (LiDAR) system.

5.2 LiDAR:

LiDAR technology collects very precise elevation data that can be used to enhance ground cover and moisture levels. Paired with information collected on the location of bridges and road culverts, LiDAR helped identify potential acid mine drainage areas. The LiDAR technology was useful in locating several abandoned underground mining areas by identifying mining-induced terrain features such as sinkholes and bootleg workings.

5.3 Mine Workings Database:

The mine workings database is an extensive collection of detailed technical information on the area's underground coal mines, which included a geo-referenced collection of over 50 workings extending from Millville to Port Morien. The goal of the database is to provide a central location where mine workings information can be stored and readily available. This central database provides authorities with key information on ground stability, hazard zones, bootleg (illegal) workings, gas emissions, mine openings, and flooded mine discharge, all of which is crucial to managing environmental and human health and safety issues. The database has become an essential tool in support of ECBC's ongoing efforts to manage mine water in the Sydney coalfield.

5.4 Mine Water Management Program (MWMP)

The Sydney coalfield is made up of more than 50 underground coal mines that have either flooded or are in the very latter stages of flooding. These combined workings contain enough room to potentially collect more than 250 billion litres of surface water.

In 2002, PWGSC was asked to develop interim measures to manage the rate of mine water rise within the 1B mine pool – a series of 10 interconnected and abandoned coal mines located in Glace Bay, Reserve Mines and Dominion. This involved the formation of a mine water working group, consisting of international experts, to provide advice to

PWGSC and the former CBDC. They provided expert advice on the management of rising mine water, the construction of an emergency water treatment plant (located at the former Dominion No. 26 mine site), and the installation of a well field at Neville Street (to prevent the discharge of mine water to the ocean).



Mine Water Treatment System - Neville Street

In late 2007, ECBC began implementation of a formal Mine Water Management Program (MWMP) that included the construction of a 300 litre per second capacity passive treatment system in the community of Reserve Mines. This treatment system was designed to deal with the combined mine water discharges from the 1B mine pool.

By late 2009, ECBC had gathered flooding and chemistry data from the rising mine water from two major mine pools located in the western half of the Sydney Coal field to be able to request proposals from engineering firms interested in designing a mine water treatment system. In January 2010, ECBC issued an engineering contract to CBCL Ltd./ Atkins International to design and construct an active treatment system.

The location for the treatment plant and the final design process was settled in August 2010 after it was determined that one plant located in New Victoria could treat the mine water from the combined New Waterford and Sydney Mines mine pools. This decision

eliminated the need for an additional treatment plant to be located in Sydney Mines.

A public open house to view the details and comment on the project was held at the New Victoria fire hall on January 19, 2011. Site clearing and preparation of civil structures began in March 2011. The actual construction of the Treatment Plant and ancillary buildings began in November 2011, and were substantially completed by September 2012. Commissioning of the Treatment Plant equipment began in October 2012, and the actual treatment of mine water from the flooded New Waterford Mine Pool began in earnest in January 2013. To date, more than 6 million gallons of contaminated mine water have been successfully treated. It is forecast that the rising mine waters from the Sydney Mines mine pool will be collected and treated in the same plant by early 2014.



Active Mine Water Treatment System

6.0 Community Impact

Since the launch of the Former Mine Site Closure Program in 2001, CBDC and more recently ECBC and PWGSC have been managing and overseeing all activities associated with the environmental assessment, planning, design, implementation, site management and development of monitoring programs to ensure the best cleanup solutions for the sites impacted by coal mining activity.

In addition to cleaning up the impacted sites, PWGSC and ECBC are helping leave a

positive legacy for the surrounding communities by transforming the former mine sites into recreational facilities and parks for the residents of Cape Breton Regional Municipality. Where coal once fuelled the economy, communities are now able to enjoy lush greenways, beautiful park lands, walking trails, skating rinks, basketball courts, soccer fields and more.

In addition to the environmental and human health benefits of the Program, the majority of the money spent on construction activities and environmental monitoring has provided a major economic boost to the Cape Breton economy, and has given rise to business opportunities for local companies, and created jobs for local residents.

7.0 Communications

Since the beginning of the Program in 2001, PWGSC has recognized the importance of building community trust and maintaining a level of public engagement to help create a positive presence in the community. Entering into a very emotionally-charged setting where residents would be directly impacted by some aspect of construction work, PWGSC focused on keeping affected residents, special interest groups, elected officials and media fully informed of the Program's closure strategy and its associated impacts. Initially, CBDC and more recently ECBC and PWGSC focused on stakeholder management to help reduce the need for issues management by taking a personal approach to communications, reaching out to people directly through open house sessions, providing regular updates in the form of hand delivered letters, one-on-one meetings with community members, and a stakeholder 1-800 number that allowed instant connectivity with Project Leaders to ask questions, share comments and discuss concerns.

The outcome of PWGSC and ECBC efforts was astounding, with a high level of public awareness, understanding and acceptance of the clean-up activities by the public at large. PWGSC/ECBC was able to gain respect in the community by being proactive and fostering relationships with stakeholders that encouraged two-way communication, gaining insight and feedback from the community.

8.0 We are interested in hearing from you

If you have any questions or comments regarding any aspect of the Site Closure Program, please call Eric Parsons, Project Leader, Public Works and Government Services Canada, at 902-564-2519.

