

# Workshop on Managing Mineral Wealth

Sustaining Community  
Benefits After Mine Closure

**teck**cominco

# Sustaining Benefits After Closure

“thinking globally - acting locally”

- acting locally - the Sullivan Mine
- historical background of the mine and community of Kimberley, British Columbia
- planning, actions and results
- lessons learned
- thinking globally - questions and future considerations

# The Sullivan Mine

Located in Purcell Mtn. Range of B.C.

Began production 1909 - will close 2001.

Production: 8 million tonnes zinc, 9 million tonnes lead and 285 million ounces silver.

\$20 billion direct contribution to the economy

\$60 billion in estimated indirect benefits.

averaged 1000 employees.

# The City of Kimberley

A community of 6-7000 grew around the mine.

Kimberley is located 100 km north of U.S.A(Montana) and 100 km east of Alberta.

Several National Parks in the area (Banff, Jasper and Waterton Lakes Glacier).

High populations of wildlife (elk, deer grizzly bears, mountain goat and sheep).

# Sullivan mine's work in community development projects

## Infrastructure

pipeline/water system  
industrial park lands  
residential subdivisions  
road access  
landfill and sewer treatment  
special care & seniors homes  
campgrounds  
Bavarian Mining Railway

## Recreational & Social

ski hill  
golf courses  
community hall  
tennis, curling & ice arena  
swimming pool  
hiking & cross-country trails  
college & training centre  
subsidized housing project

# Kimberley through the years

Grew from mining camp in the early 1900's to a prosperous community in the 1960's served by full transportation infrastructure, hospital, schools, businesses and services, and recreational facilities.

But...by the 1980's there was a growing recognition that the mine would be worked out by around 2000.

# Planning for Economic Transition

The community established an Economic Development Office to consider strategies:

- industrial development strategies.
- tourism development strategies.
- small business development strategies.
- program to improve the physical appearance and image of the downtown.

Lesson learned: 20 years ago, it was not too early to begin planning for sustaining the community after closure.

# First Stage of Economic Renewal

## Planning a Key Milestone

1. After 70 years of mining, community aware of impending major change.
2. Expectation and **desire of the community to survive.**
3. Emergence of political will within Council and Community to plan for the future.
4. Awareness of other parties interested in the community - Cominco, **community liaison groups** and senior levels of government.

# Cominco's role in transition and diversification

in mid 1980's the mine manager took a proactive approach to working with the community.

- industrial site development (hydro power, natural gas, rail and road access).
- coordinated program to attract new industry.
- tourism initiatives - four season resort project.
- nature park and conservancy.
- residential development joint venture.
- technical training & apprenticeship centre.
- **Sullivan Mine Interpretive Centre.**

# Role of Government in transition and diversification

Stated policies always supportive...but, programs may be ineffective and regulations counter-productive.

- industrial “brownfield site” no longer available.
- Agricultural Land Reserves off-limits to development.
- lengthy environmental assessment processes.
- taxes high relative to competing jurisdictions.
- economic rent received by government is invested elsewhere.

# Lessons Learned

1. “If you build it, they will come” . . . and want to stay!
2. If a mine leads to a community, plan at the outset for post-closure sustainability.
3. Communities of interest should be identified and brought in to the planning process . . . Recognize interdependence.
4. Corporate commitment to sustainability is good, but operations management commitment to action is essential.
5. Government policy and regulations must be aligned . . . They are essential to sustainability planning.

# Thinking globally - questions & issues for the future

1. Recognizing that all mine projects are different, in what circumstances should new mining communities be planned?
2. To what degree should community sustainability be a component of project feasibility planning and assessment?
3. What are the relative roles of government and companies in providing for sustainability?
4. Is it appropriate to expect mine managers to take on responsibilities associated with planning for community sustainability in addition to running a mine?
5. What special skills are required to plan and manage for sustainability?

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