

1 couldn't do it. He was adept at producing slogans and
2 policies, but he couldn't turn them into reality. And of
3 the three main hazards in coal mining, the roof, gas and
4 dust, he didn't control any of them.

5 The mine started behind schedule and it never caught
6 up. And although work was suspended for eight months
7 because of financing delays, no attempt was made to
8 reschedule the production commitments with Nova Scotia
9 Power. And this put the operation under pressure from
10 the beginning and it failed to meet any of its production
11 commitments. Adding to the pressure, of course, were the
12 roof problems which were apparently worse than had been
13 anticipated and the frequent roof falls endangered
14 employees, slowed development and filled the conveyors
15 with waste rock.

16 As you know from the evidence, planning was ad hoc,
17 day to day. They never took the time to develop a full
18 mine plan beyond the general intentions described in the
19 feasibility study. And this, Mr. Commissioner, we submit
20 is a condemnation of mine management and the authorities
21 that allowed the mine to begin operation.

22 Looming production commitments led to the decision
23 to change the mine plan in the feasibility study and make
24 an early entry into the Southwest section. The decision
25 to enter the Southwest section appears to have been made