

PDAC's Strategic Plan (approved July 2007)

Topic 1: Attracting New People to the Exploration Sector

GOAL: To provide leadership and contribute to the development and delivery of programs that will help to address the human resource needs of the Canadian mineral exploration industry over the next 10 – 15 years.

OBJECTIVE 1

Assess the nature and scope of the human resource needs of the exploration sector over the next 10 – 15 years.

Action 1.1: Form a Human Resources Development Committee and hire an HRD Project Manager to support the committee in identifying partnerships and implementing the workplan.

- Potential partners for consideration would include PDAC-Mining Matters, Canadian Federation of Earth Sciences, MIHR, government agencies, associations and post-secondary educational institutions.

Action 1.2: Conduct research, with the assistance of a consultant, to determine the future human resource needs of the exploration sector, with a focus on the nature of the positions required and their projected numbers. This research should take into consideration factors such as;

- The significant evolution of the industry over the past 15 years and the foreseeable changes in the future (eg: the current predominance of junior exploration companies).
- Both domestic and international requirements.
- Evolving exploration technology.
- The growing competition for people we will face from different sectors.

OBJECTIVE 2

Plan, develop and implement programs, together with appropriate partners, for the purpose of creating awareness and attracting new, high quality people to the exploration sector including the field of prospecting.

Action 2.1: Determine the extent to which the PDAC Mining Matters (PDAC-MM) charitable foundation can be used as the primary mechanism for housing and

delivering the awareness plan. This would likely involve an expansion of the objects of PDAC-MM, its content and geographic reach.

Action 2.2: Review existing programs and identify strengths, weaknesses and gaps.

Action 2.3: Based on Action 2, develop a comprehensive, integrated awareness plan, employing the most useful aspects of existing programs and introducing new elements where needed. Important aspects of this action should include:

- Understanding who the target audiences are and how to approach them. Target audiences will include Canadian students, women, new Canadians, aboriginal people, individuals with transferable skills from other sectors, recent retirees.
- Consider how to address the training, education and workplace needs of women (women constitute 50% of the current university enrollment).
- Defining career paths and exploration position descriptions; describing the activities and lifestyles of prospectors.
- Promoting an image of excellence for the mineral industry.
- A consideration of “Modernizing/rebranding” the profile of the industry to appeal to the younger generation.
- Promoting the immigration of young trained professionals from foreign mining jurisdictions to fill employment gaps.
- Recognizing and taking into consideration cultural differences.
- Establishing a presence at key public forums including mineral and gem shows.
- Identifying and communicating what skills/qualities are needed to succeed.
- Identifying and communicating life-style benefits.
- Creating industry speakers/career councilors and supplying them with well-designed materials, including recruiting video.

OBJECTIVE 3

Plan, develop and implement programs, together with appropriate partners, for the purpose of ensuring that students receive adequate training and education.

Action 3.1: Commence work with identified partners in post-secondary geoscience departments, government agencies and other appropriate institutions in developing an approach to training and education.

Action 3.2: Develop a systematic approach to assessing the current approaches to training and education, its strengths, weaknesses and areas that require improvement (the research contemplated under Objective 1, Action 2, will help to inform this process), including;

- Defining emerging industry requirements and career streams, their training and educational requirements and comparing them to current curricula.
- Assessing the current capacity of post-secondary geoscience departments in the context of the projected number of students entering programs, and defining potential capacity gaps.
- Ensuring that key players understand the distinction between exploration and mining and the specific training and educational requirements for exploration.
- Exploring the development and use of PDAC scholarships to facilitate and encourage students intending to work in exploration or mineral deposits applied research.
- Evaluating the approach of establishing one or two post-secondary geoscience departments as centers of excellence, specializing in mineral deposits studies and exploration.
- Consider if competition events would serve a useful purpose, similar to those created for mine safety.

Action 3.3: Assessing the current approaches to providing field training and experience to students, their strengths, weaknesses and areas that require improvement including;

- Continuing and improving the Sudbury-based PDAC Student-Industry Mineral Exploration Workshop (S-IMEW) and extending its geographic reach.
- Financially supporting geoscience field trips for students.
- Taking measures to facilitate students obtain employment and field experience.
- Creating a new junior company mindset to provide the co-ops, internships, summer and part-time training or employment opportunities.
- Assessing the current use of prospecting and exploration schools and courses across the country and identifying how they can be improved and/or augmented.

Action 3.4: Inform the educational community and appropriate government departments of the results of the research and the resulting plan and advocate for their engagement and support for its implementation.

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Topic 2: Directing the Future of the PDAC in a Globalizing Industry

GOAL: To expand PDAC's role as the world's premier association representing individuals and companies in the mineral exploration and development sector.

OBJECTIVE 1

Clearly define PDAC's role with regards to the exploration and development sector in Canada and abroad.

Action 1.1: Obtain Board approval for the creation of a staff position dedicated to supporting the International Affairs Committee. Commence the search to fill this position immediately.

Action 1.2: Review existing research reports (e.g.: Gamah December 2006 Market Study, Membership Study 2006, 2007 Convention Delegate Survey) for insights on what members' views are of PDAC's role in Canada and internationally. Summarize key insights and determine what additional business information needs to exist, if any.

- Include data on where Canadian companies are working.
- Assess key international exploration issues.

Action 1.3: Determine roles of mineral industry organizations, both domestically and internationally, through gap analysis and other market studies.

- Conduct desk research and expert research to identify key focus areas of each organization, emerging areas of interest, areas of overlap and overall market assessment.
- Establish geographic priorities and reassess on an annual basis or when significant changes are emerging.
- Attempt to map associations in terms of value proposition, target audience and look for areas of opportunity for PDAC.

Action 1.4: Based on Actions 1 and 2, create a draft version of PDAC's value proposition and test with members. (What are the most important reasons why PDAC exists?)

Action 1.5: Develop recommendations for Board approval on PDAC's role in the exploration and development sector in Canada and abroad. (NB: The subsequent objectives have some dependence on the outcomes of Objective 1.)

OBJECTIVE 2

Increase the domestic and international membership.

Action 2.1: Identify key target audiences/markets for increasing membership.

- International Affairs and Membership Committees to develop criteria that will guide identification and selection of target/audience markets.

Action 2.2: Explore where our existing products and services can deliver benefits to potential members (e.g. E-3, Health & Safety Manual) and then base a marketing plan on findings.

Action 2.3: Explore idea of associate memberships / partnerships with other associations (Canada and International) and other related sectors of the minerals industry (industrial minerals, commodities, etc.)

Action 2.4: Develop a list of benefits (Prospectus) for attracting new members to PDAC.

- Obtain input from Committees to provide valuable reasons to join PDAC.

OBJECTIVE 3

Increase delegate attendance at the convention, particularly international delegate attendance.

Action 3.1: Hire consultants to review international marketing strategy with a view to expand marketing to target audiences, including: foreign investors, bankers, businesses, legal, service companies, etc.

Action 3.2: Conduct cost-benefit analysis of simultaneous translation.

Action 3.3: Hire contractor to facilitate planning and activities for those foreign delegations' which require it.

Action 3.4: Survey exhibitors immediately following the convention each year to maximize satisfaction.

OBJECTIVE 4

Promote Canada as an attractive place to explore and as a centre of excellence in financing, exploration, development, mining and education.

Action 4.1: Position Canada at the forefront as THE country for exploration, development and financing.

- Develop a draft vision and approach to branding Canada as a centre of excellence for exploration, development and financing. Advocate for the formation of a government-industry working group to develop a shared vision and approach to branding Canada and commit to participating on that working group.
- Establish a mechanism for continuing and strengthening relationships with key players who have international influence and reach including government, academia and NGOs.

Action 4.2: Establish a PDAC Communications strategy designed to contribute to the promotion of Canada as THE place to explore, including financing, PDAC convention, technology and expertise.

OBJECTIVE 5

Strive to improve the political, social and regulatory environments in which the Canadian exploration and development sector works.

Action 5.1: Define the focus of our international advocacy efforts in relation to the framework we use for selecting issues.

- Review what we are doing now and whether it is fulfilling members' needs relative to the role of PDAC.
- Establish guidelines on the sorts of issues we are going to take on.

Action 5.2: Promote the use of PDAC Products and Services to help our Members deal with the challenges of the political, social and regulatory environment in which they operate

- Existing products and services (e3, CSR Framework, Health and Safety manual, Conference).
- Use member survey to identify additional service opportunities.

Action 5.3: Examine existing and potential collaboration between PDAC and other relevant organizations on critical and emerging issues for the purpose of improving overall effectiveness.

- Include prioritization of issues and then assess fit with various organizations.
- Utilize information that has already been gathered from member survey prior to last retreat.

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Topic 3: Formulating a PDAC Corporate Social Responsibility Strategy for the Membership

GOAL: To provide leadership, guidance and tools to the Canadian exploration and development sector that will enable it to meet current and future corporate social responsibility (CSR) expectations related to environment, social and economic priorities and to continually improve performance.

OBJECTIVE 1

Design and implement a CSR framework for the Canadian exploration and development sector which may include high level principles, good practice guidance, performance measures and reporting criteria, that will address the sector's needs, improve performance and contribute to maintaining its social license to operate.

Action 1.1: Formation of PDAC CSR Steering Committee.

Establish CSR steering committee to drive and guide the CSR process at PDAC and support the committee with staff and expert consultants. The committee should comprise of NGOs with experience in human rights and environmental issues. The general duties of the CSR Steering Committee will include:

- The design of a comprehensive CSR framework for the Canadian exploration and development sector. The design will include:
 - A system whereby good performance by members can be recognized.
 - A detailed description of the main elements of the framework in terms of scope and detail expected.
- The establishment of a schedule for the implementation of each of the components of the CSR Framework.
- The provision of oversight for the implementation phase of the program.

Action 1.2: Develop a detailed description of a CSR Framework, including a fast track version (track 1) and a more comprehensive version (track 2) and a plan for their implementation for approval by the PDAC Board and distribution to the membership.

- This will require communications expertise / support.

Action 1.3: Develop CSR principles.

Concurrent with, and as part of, the development of the CSR Framework, lead the development of a set of CSR principles applicable to the exploration and junior company sectors for approval by the PDAC board. The principles should:

- Include, but not be limited to, those CSR principles that are fundamental to good neighbour performance such as human rights, resettlement issues, respect for indigenous peoples and good labour practices (eg: the ICMM principles).
- Be developed in consultation with PDAC's membership and, at the end of the process, should have achieved a high degree of acceptance from key players

Action 1.4: Develop the Track 1 and Track 2 versions of the CSR Framework.

- As a first step develop the fast track version (track 1). Include the principles referred to above and performance guidelines derived from e3 and the March 2007 Short Course.
- Integration e3 guidelines as the "how to" guidance tool that supports the performance guidelines.
- Develop track2 over a longer period of time, including guidelines on monitoring and reporting and an assurance mechanism.

Action 1.5: Develop a communication plan

- Create a communication program to ensure that the PDAC board and membership, and at the right time, non-members, and the public are kept informed as to the progress and outcomes. The communication program may require part time assistance of a communications person.
- Include successful aspects of the e3 communications plan and roll-out as appropriate.
- Develop a system of encouraging and recognizing PDAC members who commit to the CSR principles and guidelines.
- Develop a system of CSR education and training for practitioners.

Action 1.6: Develop further elements of the CSR framework that may include performance indicators, reporting and verification.

OBJECTIVE 2

Advocate for policies and practices that address the sector's needs and contribute to maintaining its social license to operate.

Action 2.1: Formulate PDAC response to the federal government Round Table report.

Action 2.2: Participate in the CSR Roundtable, implementation and continuous improvement process.

Action 2.3: Consider the role of the PDAC with respect to engaging with NGOs, particularly (a) with regards to co-operative alliances with development NGOs and (b) in circumstances where members find themselves in conflict situations involving the activities and tactics of anti-mining NGOs.

Action 2.4: Formulate positions on key CSR issues (for example: EITI, Free, Prior and Informed Consent, Indigenous People) specific to exploration and communicate to key audiences.

OBJECTIVE 3

Monitor and report on CSR developments that affect the industry.

Action 3.1: Create capacity within PDAC to monitor and report on CSR developments globally and to respond as necessary.

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Topic 4: Maximizing the Exploration Land Base and Ensuring Mineral Tenure and Land Access

GOAL: To maximize the land base available in Canada open for mineral exploration and development and minimize the impediments to carrying out exploration activities on Crown Land in an efficient and timely manner.

OBJECTIVE 1

Aboriginal Community Engagement with the primary objective of developing a new consultation process that is efficient and effective and promoting greater participation by aboriginal peoples in grassroots exploration generally, including acquisition of mineral rights and formation of partnerships with companies conducting exploration.

It is envisioned that such a process would involve a notification procedure for early stage exploration when potential environmental impacts are minimal (prior to 43-101 resource definition). Comprehensive community consultation would begin at the advanced exploration stage when potentially more significant environmental impacts are contemplated.

The overarching strategy to achieve this objective is to promote greater direct participation by aboriginal peoples in the mineral industry. It should be noted that this strategy coincidentally addresses the need to attract new people to the exploration sector generally.

Action 1.1: Hire a new staff person with responsibility for Aboriginal Affairs as well as Lands and Regulations, to co-ordinate delivery on all approved action items and education programs related to land access.

- Engage a recruiting agency and target an individual with experience either with government or with an aboriginal political organization and contacts amongst aboriginal leadership.

Action 1.2: Initiate research project on government resource revenue sharing models

- Qualified consultant (Aboriginal Relations Consulting) has already been identified and engaged.

- Consider expanding mandate to begin systematic data collection on new precedents and examples of industry community co-operation and or participation agreements.

Action 1.3: Attract more aboriginal members to the Association and the Convention by:

- Continuing the Convention technical session focusing on success stories of aboriginal participation in the industry.
- Offering trial memberships to aboriginal communities and placing community leaders and advisors on mailing list.
- Recognizing achievements in successful aboriginal participation and community engagement with an (E3?) award at the Convention.
- Increased advertising in Native media.
- Establishing a fund and soliciting contributions from members to subsidize convention travel expenses where needed.

Action 1.4: Develop new educational products and delivery mechanisms and increase marketing of existing products such as Mining Matters and Information Kit.

- Create a professional audio-visual presentation on the benefits of the mineral industry for general PDAC application from which an edited product could be derived specifically for aboriginal community presentations.
- Work with regional organizations and identify a list of experienced, credible consultants in various regions who can be mobilized to deliver community information sessions where requested. Aboriginal people with industry experience would be an ideal profile.
- Identify meetings of teaching associations serving northern communities at which to market Mining Matters.

Action 1.5: Improve Public Awareness and Media Relations.

Introduce measures to strengthen our communications efforts to the public and media with the objective of raising the profile of the industry generally and increasing awareness with the public of its importance to the Canadian economy, especially the northern economy. This would support all of the PDAC's advocacy efforts.

- Create a new professional audio-visual product for public broadcast (as discussed below Under Objective 2).
- Add a new staff person to work under Saley to develop a proactive media relations component to our present PR capability.

Action 1.6: Develop a Short Course or workshop on successful Aboriginal community engagement for delivery at convention and regional meetings and facilitate increased participation in industry community conferences such as CAMA and Learning Together.

- Develop and deliver Short Course in collaboration with an aboriginal group and consultant such as ARC.
- Work with CAMA, Learning Together and government agencies to create an expanded Aboriginal Mining organization for the purpose of increasing engagement of Aboriginal Peoples in the mineral industry and therefore their support for it and for the delivery of industry-community conferences.
- Identify both national and regional conferences of aboriginal leaders (Chiefs meetings, Treaty organization and Tribal Council gatherings) and establish a PDAC presence at such meetings to communicate our message.

Action 1.7: Develop a draft consultation protocol in collaboration with aboriginal groups and with other industry associations (forestry, oil and gas, energy generation & transmission, tourism) by:

- Engaging aboriginal leadership in exploratory discussions.
- Organizing a natural resource development summit of industry associations to develop a collaborative approach.
- Advocating for universal application of map-staking to facilitate creation of notification process, as per Objective 2 below.

OBJECTIVE 2

Advocate for a land use planning system which maximizes the landbase available for mineral exploration and development in real/practical terms and provides security and certainty of mineral title.

Action 2.1: With sponsorship from corporate membership, produce a professional television documentary for public broadcast that, in an interesting and entertaining way, explains the relevance of mineral exploration and mining to Canadians, the importance of minerals and metals generally in our everyday lives and the low environmental impacts associated with grass roots exploration.

- Engage a qualified, proven film producer such as the Producer of *“Queens of Diamonds”* to produce a series of half-hour episodes with differing relevant themes and objectives including attracting more people to the industry.

Action 2.2: Develop and advocate for a universal map staking policy on a “first come basis” which protects the confidentiality, mineral title and tenure of the claimant. The policy shall acknowledge that access to land acquired through map

staking for mineral exploration and/or development will be subject to appropriate consultation-communication protocols with landowners (Federal, Provincial/Territorial, or First Nations).

- In light of recent court decisions, obtain professional guidance on the evolving legal framework surrounding the Duty to Consult, particularly as to how it now impacts staking policy and investigate what role map staking could play in alleviating the concerns of First Nations in this regard.
- Review and update previous studies (Brian Groves, 2004?) that compare existing map staking policies that have been implemented in all jurisdictions throughout Canada.
- Develop and advocate for a “Canadian” map staking policy.

Action 2.3: Support Jim Prentice, Minister of DIAND in advocating for a federal, independent land claims body to be formed as soon as possible with a mandate to prioritize the settlement of mineral claims in areas of high mineral potential within 5 years of submission. This land claims body should also be responsible for ensuring the timely development of enabling legislation and regulations in settled land claim areas.

- Prioritize the issue at IGO (Industry-Government Overview Committee) and through lobbying efforts on the Hill.
- Consider a media campaign to emphasize our support, including native press and publications.

Action 2.4: Encourage governments to establish surface rights tribunals for expedient settlement of disputes and avoiding the courts.

Action 2.5: Support the federal government’s pledge to review provincial regulatory policies with the aim of streamlining the regulatory system in Canada and creating a “one-window” approach. As part of this work, the government should be encouraged to also include a review of regulatory policies in the Yukon, Northwest Territories and Nunavut.

- Continue to use IGO as a forum to promote this as a priority issue.
- Prioritize as an issue for lobbying campaigns on the Hill and/or initiate a letter campaign with industry.

Action 2.6: Ensure that land use planning processes are informed by credible, reliable independently developed information in relation to geo-science, conservation and traditional knowledge.

- Advocate for the federal government to increase funding for geoscience mapping initiatives including CGMS.

- Advocate for government to become actively engaged in land use planning processes providing independent geological assessments and advice about mineral potential in proposed parks, protected areas, restricted land use areas etc.
- Advocate for government to educate First Nations communities about the geological potential within their traditional lands, and make communities aware of economic opportunities associated with the mineral exploration and mining industries.

Action 2.7: Undertake a review of active land use planning processes throughout the country and invite sister organizations together with other natural resource industry organizations (forestry, mining and oil and gas) to participate in a workshop to identify and prioritize common issues and set common goals.

- Review land use planning processes underway throughout the country and determine PDAC's level of engagement.
- Invite sister organizations together with other industry associations from forestry, mining and oil and gas to participate in a workshop to explore opportunities for coordinated lobbying efforts on priority issues.
- Advocate for qualified staffing and resources for government land use departments and/or boards with clearly defined mandates and responsibilities.