



**CHAMBER of MINERAL
RESOURCES of
NOVA SCOTIA**

STRATEGIC PLAN

2007 - 2009

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APRIL, 2006
REVISED MARCH 2007

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INTRODUCTION

The Chamber of Mineral Resources of Nova Scotia (CMRNS) was formed in 1981 primarily in response to increasing pressures of the time to prohibit exploration for and mining of uranium in the province. Exploration for this element and other related minerals was at an all time high in Nova Scotia and some early successes in identifying significant occurrences and deposits were contributing to more public awareness of the issues surrounding the nuclear fuel cycle. At that time, there was no lobby group that was promoting the virtues of the mining industry so the CMRNS was formed.

Over subsequent years, the organization grew and declined with the mining industry of the day. Levels of funding have changed, as has the activity of the group. At present, there are two main organizations that represent the mining industry of Nova Scotia. The oldest group, The Mining Society of Nova Scotia, has a long and proud history and has focused on providing technical information, opportunities for social interaction and recognition for outstanding achievement to members of the mining and associated professions. The Chamber has a much shorter history and performs mainly a lobbyist role on behalf of its members.

In recent years, the need for an active group representing the interests of the mining industry has increased but at a time when the overall industry is in decline. Available members with the necessary time commitment to promote the interests of the industry have also declined. The need for promotion, lobbying for fair and reasonable legislation, education of the public and defending the industry from self interest groups has increased.

The need for a new and revitalized mining organization has never been greater than today. In response to urging from the Minister of Natural Resources, the Chamber has engaged in a process of developing a strategic plan to deal with the many and significant hurdles faced by the organization and industry today. This plan is based on information and work that dates back several years together with recent planning and analysis. The goal of this document is to clearly define the strategic plan of a renewed Chamber together with a financial plan required to sustain the organization into the future.

CORE VALUES

The core values of the organization are “**to represent the mining industry with integrity and responsibility**”. These values are demonstrated in many ways. Our members conduct themselves in a professional manner as we provide advice to advisory boards, assist in policy development and deliver educational opportunities to the public. We support proper environmental stewardship, accept the responsibility to replace, through exploration, reserves that are consumed and work within a code of conduct that the industry can be proud of. One of the largest responsibilities of the organization is to support the mining industry through an advocacy role.

CORE PURPOSE

The purpose of this organization was established from the beginning and is “**to speak for and promote the mining industry**”. We work with government and other parallel organizations to provide a framework to promote and educate Nova Scotians on the value of this industry to society and the economic well being of the province

MISSION

The mission of the Chamber is “**to build a sustainable and professional organization.**” As the representative of the mining industry, we are an advocate for policy change where warranted. We strive to deliver an effective communication program, develop a plan to finance the organization for the long term and provide a framework that supports an entrepreneurial competitive mining industry.

VIVID DESCRIPTION

The new Chamber will have a much different look and feel. A storefront with boardroom, library and workstations will provide information to the industry and public. A paid professional staff will develop and deliver education, communications and media programs in a proactive responsive way. As the umbrella group, people and companies will be connected to facilitate opportunities and projects. Service providers, equipment suppliers and contractors can be brought together easily for the benefit of the industry. The organization will also serve to provide social interaction through periodic gatherings, host technical sessions and recognize achievement for individuals and corporations through a structured award system.

VISION

The organization will “**be the focus for mining promotion in Nova Scotia**”.

SWOT ANALYSIS

STRENGTHS

1. Committed group of volunteers with ability and desire for change
2. Internal technical expertise on many issues
3. Perceived need for a lobby group
4. Recognized by Government agencies
5. Respected in the industry
6. Committed and broad base of membership support

WEAKNESSES

1. Poor internal and external communication
2. Not effective as lobbyists
3. Low public image
4. Not pro-active
5. Lack of resources

OPPORTUNITIES

1. Better use of media resources
2. Improve web page
3. Strengthen links with educators
4. Strengthen links with other organizations
5. New technologies
6. Utilize members employees as ambassadors

THREATS

1. Decline of mining means less members
2. Self serving groups against mining
3. Negative media portrayal of mining
4. Excessive regulatory requirements
5. Competition for funds
6. Loss of mineral resources to other land uses

OPERATIONS

Consistent with the vision, the CMRNS will be required to make significant adjustments to its current operating plan. In order to be self-sustaining, new sources of funding must be established that are enduring into the future. The preparation of promotional information, delivery of educational programs and coordinating a single voice for the industry will require a staff, office space and a structure that is transparent, effective and quick on it's feet. The organization will be larger with more members active in the affairs of the group. It will be inclusive of miners, explorers, prospectors, professionals and people interested in promoting mining in Nova Scotia. Regular technical and social programs for the members and others will provide networking opportunities for all.

This strategic plan looks forward three years and the goals with their respective objectives, strategies and activities outline the main focus of the association for that period.

GOALS

Combine the CMRNS, Mining Society and Prospectors Association into one umbrella organization

Objectives

1. Define articles of association acceptable to the three groups

Strategies

1. Consultation, accommodation and leadership are all essential

Activities

1. Respective committees draft appropriate association agreements by end 2007
2. Finalize the articles by end June, 2008
3. Sign a memorandum of intent to associate by July, 2008

Create a new look and feel for the CMRNS

Objectives

1. Create office, store front and hire staff
2. Create a new organizational structure
3. Broaden membership base
4. Create proactive political linkages

Strategies

1. Consult with government and sponsors
2. Use the media to get the message out

Activities

1. Members to communicate with elected officials
2. Seek available resources from Government, Industry and others
3. Hire an executive director
4. Purchase / acquire office equipment
5. Promote and communicate the new organization

Increase budget by a factor of 10

Objectives

1. Find potential participants – members, sponsors, associations, government
2. Build the strategic plan
3. Find interim funding

Strategies

1. Consultation and negotiation
2. Create a sense of urgency
3. Seize the moment
4. Develop funding diversity

Activities

1. Build a budget by May 2007
2. Relate the budget to activities and objectives by May 2007
3. Present the business plan to additional financial participants by end 2007
4. Approval in principal of the strategic plan by June 2006
5. Put funding mechanism and regulation changes in place within 24 months

Develop and deliver educational programs

Objectives

1. Build a program suitable to the audience
2. Deliver programs and assist educators
3. Create a resource database for educators

Strategies

1. Take advantage of available information and canned programs
2. Get support in time and material from members, government institutions and industry

Activities

1. Deliver product to the classroom and other audiences on an ongoing basis
2. Hire a program developer / presenter within 12 months

Deliver technical and professional programs

Objectives

1. Build a library of resource material
2. Sponsor technical forums
3. Provide opportunities for professional development
4. Manage the provincial core library and a reinstated prospectors assistance program

Strategies

1. Take advantage of available information and canned programs
2. Coordinate activities with provincial and national associations, educational institutions and professional Engineers and Geologists associations

Activities

1. Establish a website to link library programs and other electronic resources
2. Participate in Mining matters, technical conferences and AGM's
3. Organize and sponsor certification courses
4. Organize technical / investment conferences and shows
5. Enhance professional profile
6. Work with government to build an operating plan for the Core Library
7. Build a plan and manage a Prospector Assistance Program