

# NWT & Nunavut Chamber of Mines Strategic Plan: 2016 - 2020



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## Acknowledgements

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The Chamber would also like to acknowledge the Members who responded to the Strategic Plan Survey and provided their valuable insight. We would especially like to acknowledge the Members of the Strategic Planning Working Group who have dedicated their time and resources to frame the vision, mission and pillars of the strategy. The Members of the Working Group are:

### **Board Members**

Brooke Clements  
John Laitin  
Corey McLachlan  
Gary Vivian  
Rod Brown  
Leni Keough  
Robin Goad  
Ken Armstrong

Lane Dewar  
Darrell Beaulieu  
Chris Hrkac  
Brent Murphy  
Trevor Teed  
Alex Buchan  
Don Bubar

### **GNWT Representative**

Pam Strand

### **Chamber Staff Members**

Tom Hoefer  
Elizabeth Kingston

### **Facilitator**

Allan Twissell,  
NorthWays Consulting





Winter at the Diavik diamond mine, NWT

## Message from the President

For nearly 100 years the minerals industry has been the backbone of the northern economy. The industry has provided, and continues to provide, tremendous benefits for the Peoples of the North.


We are now at a critical juncture. There are tremendous opportunities to maintain a responsible and sustainable minerals industry in both the Northwest Territories and Nunavut. However, there are also significant challenges that jeopardize our ability to provide benefits to Northerners on an on-going basis.

I am therefore pleased to present the *NWT & Nunavut Chamber of Mines Strategic Plan: 2016 - 2020*. The plan is based on feedback from our Members and has been framed by the Strategic Planning Working Group.

The renewed vision, mission and pillars of the plan have been designed to meet the key challenges faced by the minerals industry over the next five years, and to enhance the many positive aspects of the mining and minerals sector.

I would like to thank all of those who participated in the creation of the Strategic Plan. I look forward to continuing to work with the Members of the Chamber to move forward in a positive and meaningful manner for the benefit of all Northerners.

Sincerely,



Gary Vivian

President, NWT & Nunavut Chamber of Mines



Open pit at the Meadowbank gold mine, Nunavut

## Message from the Executive Director

For the past five decades, the NWT & Nunavut Chamber of Mines has been the voice of the northern minerals industry.

I am proud of the many accomplishments of our organization, the valuable contributions made by our Members, and the dedicated work of our staff. In a recent survey our Members overwhelmingly stated that they received value from their association with the Chamber and felt that the work of the Chamber was tremendously important.

Our industry is entering a challenging period and it is important to continue our work to promote the benefits of a responsible and sustainable minerals sector and assist our members with regulatory issues. The NWT & Nunavut Chamber of Mines Strategic Plan: 2016 – 2020 lays out a clear path for dealing with the most pressing issues over the next five years.

I would like to thank all of those who had input into the development of the Plan and look forward to meeting the challenges ahead in a collaborative and positive manner.

Sincerely,



Tom Hoefer,  
Executive Director, NWT & Nunavut Chamber of Mines

Diamond drilling at the Nechalacho rare earths project, NWT





## **The NWT & Nunavut Chamber of Mines**

For over a century mining has been the key economic driver in the north.

The minerals industry has provided tremendous economic, employment, business and community development opportunities for northerners. More recently, the northern minerals industry has resulted in significant business and economic opportunities for northern Aboriginal governments, corporations, organizations, communities and peoples.

The NWT & Nunavut Chamber of Mines has been the voice of the Northern mining and exploration industry since 1967. The overall goal of the Chamber is to promote the industry and the north to Northerners, Canadians and the world at large.

The Chamber advises governments, regulatory agencies, investors, Aboriginal groups, the media, schools and universities, and the public on industry positions and initiatives. The Chamber's primary objective is to encourage, assist and stimulate the prosperous, orderly and environmentally responsible development and growth of mining and mineral exploration in the NWT and Nunavut.



Sabina Gold & Silver Corp., Goose Exploration Camp, Nunavut

## The Strategic Plan

Mining in the north is at a critical juncture.

Many of the current operations, particularly in the NWT, are nearing the end of their life-cycles. There is uncertainty over the timing of development of new mining ventures and exploration activities have reached an all-time low in the NWT. At the same time, there are tremendous opportunities to maintain a responsible and sustainable mining industry in both Nunavut and the Northwest Territories.

The NWT & Nunavut Chamber of Mines had developed a new strategic vision and plan to maximize opportunities and address key challenges faced by the minerals industry over the next five years. The Chamber contracted Allan Twissell of NorthWays Consulting to facilitate development of the plan.

Developing the plan included conducting a survey of Chamber Members to determine their priorities and challenges. A Working Group of Chamber Members was formed to review the findings of the survey; re-evaluate the vision and mission of the Chamber; and identify the key pillars and primary actions for moving the Chamber and the industry forward. The results of the survey and the recommendations of the Working Group are reflected in the following Strategic Plan.



Ice road truckers moving freight on the diamond mines' life line, NWT

## Vision

*A strong minerals industry that benefits the Peoples of the North.*

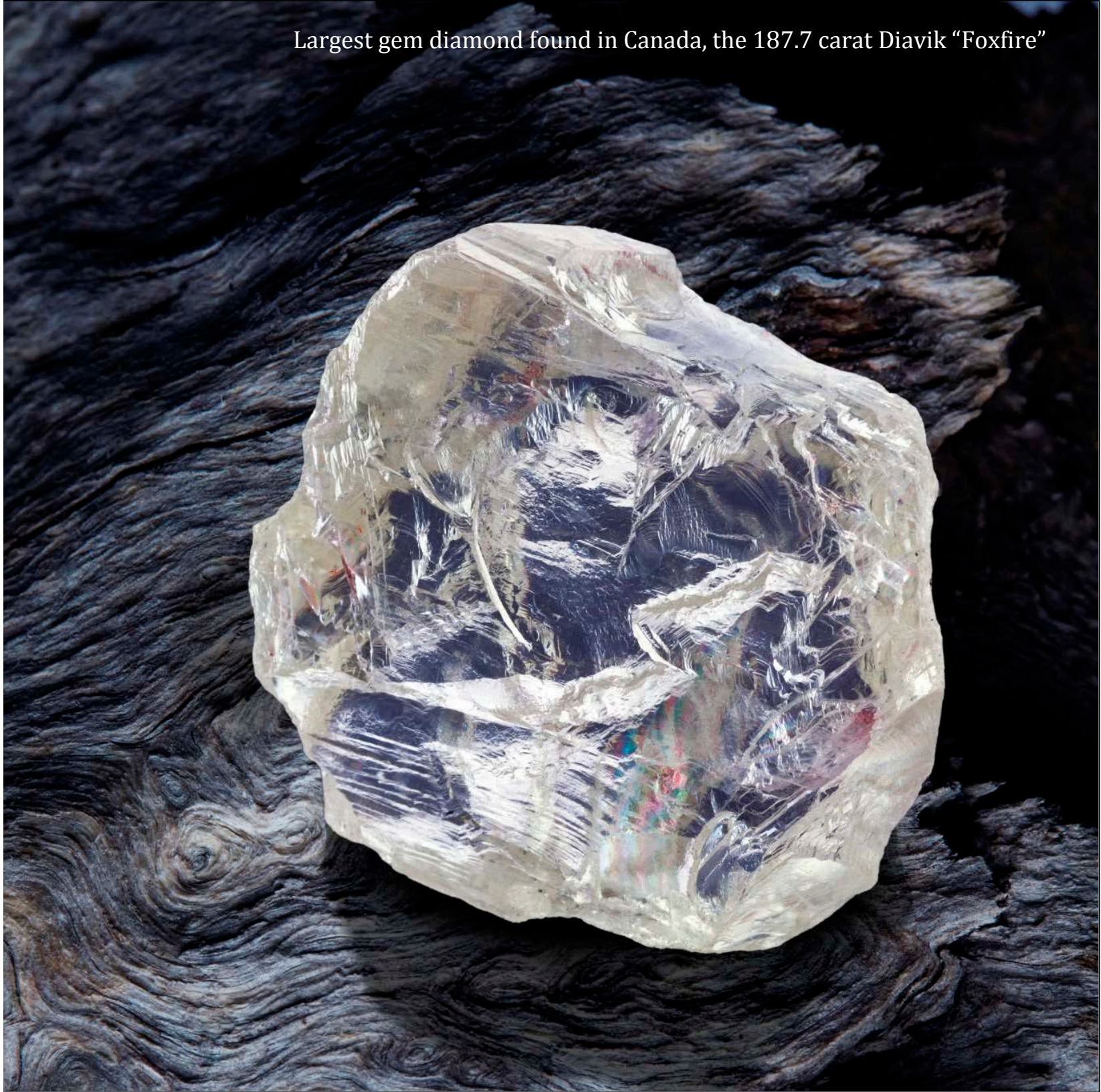
### ***Key elements of the Vision:***

***The minerals industry*** encompasses all phases of the industry including prospecting, exploration, construction, operations, and remediation and closure.

***Benefits*** include socio-economic and participation/impact benefits agreements; training and employment opportunities; business development; community development; social programs; royalty payments; and taxation.

***Peoples*** include all peoples of the NWT and Nunavut and is inclusive of Indigenous Peoples including First Nations, Inuit, Inuvialuit and Metis Peoples.

Largest gem diamond found in Canada, the 187.7 carat Diavik "Foxfire"



## Mission

*To provide leadership on, and advocate for, responsible and sustainable mineral exploration and development in the NWT and Nunavut.*

### ***Key elements of the Mission:***

***Leadership and advocacy*** involves taking a leadership role in representing, and speaking on behalf of, the Membership of the Chamber on issues of importance.

***Responsible*** means meeting socio-economic commitments (including economic, employment and community development commitments); acting in an environmentally responsible manner; and protecting the health and safety of our employees and the Peoples of the North.

***Sustainable*** means:

- 1) an industry that has the capacity to continue to conduct exploration and to develop mineral deposits, and
- 2) to operate in a sustainable manner with a balanced approach to social, environmental and economic issues that ensures the benefits of the minerals industry are passed on to future generations.



Loading iron ore at the Mary River mine, Nunavut



## **Pillars of the Strategic Plan**

The Pillars of the Strategy reflect the key areas for action as identified by the Membership and refined by the Working Group. The pillars of the strategic plan are:

*Public and Community Engagement*

*Government / Landowner Relations*

*Infrastructure Development*

*Lands Access / Regulatory Matters*

*Membership Support*

*Sound Governance and Financial Responsibility*

Processing plant at the Diavik diamond mine, NWT



## ***Public and Community Engagement***

A clear priority identified by the Membership is the need for continued and enhanced public and community engagement concerning the benefits, challenges and issues faced by the minerals industry.

### ***Primary Actions:***

- Enhance public and community relations
- Focus on community engagement
- Promote educational opportunities
- Maximize collaboration and partnership opportunities

## ***Government / Landowner Relations***

The Chamber has established very good relations with governments and landowners. It is critical to continue to cultivate those relationships to ensure an effective voice in policy decisions at all levels.

### ***Primary Actions:***

- Enhance relations with First Nations, Metis, Inuvialuit and Inuit governments and organizations
- Maintain effective relations with the Territorial Governments
- Maintain on-going relations with the Federal Government
- Build and develop effective relations with Municipalities



Prospecting for gold on TerraX's claims, NWT

## ***Land Access / Regulatory Matters***

Two serious issues for the Chamber are access to land for exploration and development and the need to streamline and clarify the northern regulatory environment.

### ***Primary Actions:***

- Represent the membership on land access issues
- Advocate for a streamlined and clear northern regulatory environment

## ***Infrastructure Development***

Infrastructure development is critical in order to grow and sustain the minerals industry. The Chamber will actively promote infrastructure projects that benefit both the industry and northern communities.

### ***Primary Actions:***

- Communicate the need for, and benefit of, infrastructure development

Investigating geology of the Meliadine gold development project, Nunavut



## ***Membership Support***

Chamber Members overwhelmingly stated that they receive good value from their membership. It is incumbent on the Chamber to continue to provide excellence in services to the Members.

### ***Primary Actions:***

- Ensure members continue to receive value and benefits
- Increase overall and Aboriginal and Inuit membership and participation

## ***Sound Governance and Financial Responsibility***

The Chamber will continue to ensure sound governance, management and financial responsibility for the organization.

### ***Primary Actions:***

- Ensure sound governance and fiscal responsibility



Examining safety screens, Diavik diamond mine, NWT



