

**Notes from the INAP
Strategic Planning Meeting
November 26-27, 2012
Vancouver, BC**

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1. What will be INAP's next focus?
 - INAP's current Mission Statement - says what we are about
 - What changes does INAP see in the industry within the next 20-40 years?
 - What role should INAP play?
 - How can INAP move ARD issues (environmental risk) to the front office?
 - Participants worked in pairs to identify potential changes for the mining industry in regard to environment risks
 - Brainstormed ideas and prioritized them
 - Sustainability of water
 - Financial statements
 - Climate changes
 - Re-working old mines – going deep underground
 - More constraints

2. Industry Changes
 - Regulatory Issues
 - More prescriptive
 - Lack of knowledge and consistency
 - Importance of social media
 - Perception – not fact
 - Water Issues
 - Environmental issues need to be considered in project development
 - Corporate leadership / receptivity
 - Deep underground mining – more ARD risk
 - Legacy issues remain
 - Gigantic dumps and tailings
 - Different company assurances
 - Who are key influencers?
 - Financial institutions – IFC, World Bank
 - Lenders and investment groups
 - ICMM

3. Ideas for INAP
 - IFC acceptance of guidance from the GARD Guide can be important
 - License to operate – secure this
 - Re-sell importance of ARD issues – create urgency
 - International issues – must influence other countries

- Corporate leadership influence
 - ARD impact on water quality
 - Should INAP develop a list of constraints for ICMM to consider?
 - Question – Can we really attain prevention of ARD?
 - Allocation of company funds:
 - Source Control: small - 4%
 - Migration: small
 - Treatment and Life Cycle – Huge Bucks
 - Characterization: small
 - PDAC – make a linkage at the exploration stage
 - E3plus – ARD characterization
 - Create a scaled-down GARD Guide for CEO's and others
4. INAP has done good work during the past 10 years
- GARD Guide – now what is the next step?
 - Transparency
 - Audit/Review
 - Independent review – a process following GARD Guide principles
 - Develop a process where people could become certified (risk assessment process)
 - Better facilitate companies to manage ARD issues
 - ARD – pay me now or pay a lot later
 - Simplifies version of GARD Guide for regulators and NGO's
 - Just pieces or slices – not life cycle of the mine
 - INAP members share research projects with others
 - Saves money – no reason to duplicate or re-invent
 - Build on each other
 - Technology transfer meetings and workshops
 - Funding through AMIRA for general research
5. What would INAP include in simplified GARD Guide publications? (Issues must be of real concern to the industry as a whole. We must deliver something of value)
- Cover systems – like a guide “Cover Compendium”
 - Analytical methods
 - Kinetic tests
 - Gap analysis
 - Scaling from lab to field
 - Characterization and exploration
 - Sulfate treatment (possible workshop with Freeport)
6. Other ideas and questions
- How can we improve on the INAP/GA Path Forward Symposium?
 - White paper before session to state operational issues
 - Produce saleable products from ARD streams
 - Value-added products
 - Use of the GARD Guide – reduces risk/adds value

- Step change if we can go to mine planners (engineers) as well as the environmental group
- Work to get the GARD Guide into the PDAC environmental module
- Role of stakeholders
 - Enhance capacity of stakeholders
 - Develop a stakeholder map
- GARD Guide as an educational tool
 - Case studies are a stage or a slice – not the mine life cycle
 - Develop capacity and capabilities of future personnel
 - Global Alliance to take on local/regional aspects (or companies)
 - Edumine course
 - “Train the Trainers Academy” – short course prior to ICARD
- Companies – develop environmental competencies (education modules) to assess employees
 - Rio Tinto’s Rio Academy

7. Selling INAP

- INAP is inexpensive to join
 - Prepare updated slides on the cost of ARD today
- Support an effort to manage ARD
- Be in the company of like-minded colleagues
- Access to new information
- Sharing ARD management knowledge
- Public image
- Shape the future
- Sharing information can appeal to members
 - We can’t sit back and stay content
- Slides from companies for presentations or to put on the website
 - “This is the value we get from INAP”, “Why we belong”
- Prevent ARD? – Ask this question each year – are we closer than last year?
 - Characterization is a decision tool – so we operate or not
 - Better idea of costs

8. Short Term Priorities

- PDAC (Ross Gallinger)
- INAP sharing of issues/solutions/practice
- Selling INAP to previous members and new companies
- Partnering with ICMM, IFC, national mining associations and groups
- Stakeholder map
- GARD Guide translation and shortened (simplified) versions
- ARD standard of practice (review)

9. Long Term Priorities (Start now)

- PDAC – education of issues in universities
- ARD practice review
- Expand GARD extensions
- Education – building capacity

- Communicate the importance of ARD – mitigation to all stakeholders
 - Enhancing the business case
- Continue ICARD symposium (focused)
- Saleable products

Create Value By:

- INAP Themes – Short Term
 1. Engagement strategies
 - PDAC – e3plus and GARD Guide
 - Selling INAP
 - Partnering with ICMM, IFC, Mining Associations
 2. Stakeholder mapping
 - GARD Guide translations and shortened versions
 3. Fostering best practice
 - Standard of practice
- INAP Themes – Long Term
 1. Education/capacity building
 - ICARD symposium
 - Additional guides
 2. Communication
 3. Continuous improvement
 4. Fostering best practice