

Council Meeting
Saturday, December 2, 2017

Minutes

1. Welcome and roll call

CIM President Ken Thomas, CIM President thanked Karola Toth, CIM Council Member for hosting the CIM Executive Committee meeting at the SNC Lavalin offices and welcomed everyone. A roll call proceeded.

2. Quorum

Following the roll call a quorum was confirmed.

3. Safety and Diversity shares

The safety share was provided by Ken Thomas and Roy Slack (Incoming President Elect) provided the diversity share.

The safety topic was in regards to the *ICE (In Case of Emergency) Contact application available via iPhone*, which was created by emergency workers to assist in locating the next of kin following the Hurricane Katrina, when many people were injured and separated from their families.

The diversity share addressed a White Paper Roy wrote based on a small informal survey that he conducted with Cementation female employees working underground. This survey was motivated by a post that he read entitled "Women on the Front Lines" that appeared on Ensemble – MiHR's mining industry diversity network.

4. President's Report

a) CIM National office

Ken gave a brief update on the CIM National office staff totals and vacancies.

- (29) CIM staff
- (1) CIM Foundation staff
- (1) MetSoc staff
- (2) interns

Vacancies:

- Executive Director (subsequently filled internally by Angela Hamlyn as of January 1, 2018)
- Membership Development Manager (structure changed - subsequently filled internally for promoted Membership Supervisor)
- Administrative Assistant Receptionist (subsequently filled)
- Accounting Technician

b) Standards Development Services Agreement For the Advanced Automated Mining Systems –

Motion carried approving the revised Standards Development Services agreement that mitigates CIM's financial liability.

c) ISO TC 82 Reports

CSA provided three (3) reports giving updates on the CSA Mirror Committee activities following CIM's financial support to ISO TC 82 of \$60K per year. Status of contributions by Societies as of November 30th, 2017; \$35K for 2017 and \$10K for 2018:

- **ESRS:** \$5K in 2017 & \$5K in 2018
- **MER:** \$5K in 2017 & \$5K in 2018 (Requested review at end of 2017)
- **MES:** \$5K in 2017 (Will continue "to provide timely review and feedback from MES members to ISO on drafts of proposed standards")
- **UMS:** \$10K in 2017 (Will discuss 2018 funding at September meeting)
- **SMS:** \$10K in 2017 (Will review for 2018)
- **CMP:** \$1.3K (Contribution from surplus of CIM 2017)

Funding from the Societies will be sought, for \$60k, for 2018, in the New Year.

d) CIM's Metallurgy and Materials Society (MetSoc) MOU National Office Cost Sharing

Following the acceptance of track changes by CIM and MetSoc, the MOU was agreed upon and signed accordingly by both parties.

e) MetSoc Meeting update of November 30, 2017

Ken and Janice Zinck (Incoming President) met with executive officers of MetSoc on November 30th to discuss various issues and opportunities for working together and fostering the relationship.

6. Interim Executive Director Report**a) CIM Canadian Mining Schools Academic Committee**

Motion was carried approving the terms of reference for the CIM Canadian Mining Schools Committee. A brief explanation on how the request for the creation of an academic committee in CIM was initiated and a summary following a meeting with Professor Hani Mitri at the CIM National offices.

b) Newfoundland and Labrador Branch and MRR 2017 update

Angela Hamlyn, CIM Executive Director gave brief summary of her visit to Newfoundland for the CIM NL Branch AGM and participation at the Mineral Resources Review 2017 conference. They were pleased to learn that CIM National has appointed a Constituents Services Coordinator as primary point of contact.

c) GMSG Report

The Global Mining Standards & Guidelines Group (GMSG) provided their quarterly report informing CIM of the activities and initiatives that they have been involved in since September 2017, including the Edmonton Forum, which CIM helped support.

d) Strategic Plan Road Map Update:

The Strategic Plan Road Map is reviewed by the CIM Senior Leadership Team (SLT) once a month to discuss the action items and related progress.

e) MAC's Mining Day on the Hill event update

Angela gave a brief update of the Mining Association of Canada's (MAC) "Mining Day on the Hill" event, in which she participated in November, where senior mining executives from MAC's member companies travel to Ottawa to meet with federal decision-makers to discuss policy issues of concern to the Canadian mining industry.

7. Director of Conferences and Exhibition Report (*documentation provided*)

a) CIM Conference 2018 (May 6 – 9, 2018 Vancouver)

The convention is on track. Plenary Chair, Michael Cinnamond gave a short update on the plenary session and summarized some of the topics of discussions that will be linked to the convention theme; *Thinking Differently: A Modern Approach to Mining*.

The sponsorship campaign began in September with CIM's top 30 corporate clients. To date CIM has \$337,900 in sponsorship revenue and there is confidence that CIM may surpass the objective of \$400,000.

b) RFG2018 (June 16 - 21, 2018 Vancouver)

Ken and Janice recently had a conference call with John Thompson, Resources for Future Generations (RFG) General Chair; Stephen Morison, President of the Geological Association of Canada (GAC); Andrew McDonald, President of Mineralogical Association of Canada (MAC); during which they agreed to form a sponsor committee, meet once quarter and offer guidance to the Director of Conferences and Trade Shows (Lise Bujold) and her team.

c) MEMO MOU (10 year plan)

The MEMO 10-year plan (Maintenance, Engineering and Reliability/Mine Operators) was finalized after approximately one (1) year of discussion and was circulated and signed by all parties.

d) CIM Knowledge Series

Discussions took place about a new CIM "Knowledge Series" of technical sessions that will be filmed during the CIM Convention 2018. The videos will be available some time following the Conference. This initiative could offer professional development to our members through a video bank. It is being explored that non-CIM members be able to access the videos for a cost.

8. Director of Communications, Publications and Media Report (*documentation provided*)

a) CIM Magazine and Advertising

Response to the new CIM Magazine site has been very positive and each month we see a strong and steady uptake in page views and other related metrics.

In September CIM piloted sponsored content - a new model for advertising on the website in which advertisers provide or collaborate to create relevant content – and are now exploring doing similar campaigns with other potential advertisers.

Advertising sales for the final two print issues of the year have been very strong. CIM Magazine exceeded its budget for the November issue and there is strong interest in our year-end issue. Digital ad sales have improved dramatically in the fourth quarter, with the email newsletter (The Reporter) attracting significantly more revenue.

Everyone on the editorial team has been very committed to expanding our readership by marketing the content on LinkedIn, Facebook, Twitter, etc. The editorial calendar for 2018 is available for viewing via the magazine web site.

b) CIM Journal

To expand the impact of the CIM Journal, as well as to defray some of the costs, CIM is exploring publishing partnerships with academic publishers. CIM has received proposals from two publishers. Such an agreement would shift the cost of production, editing and translation to the publisher in exchange for a share of (non-CIM member) subscription revenue and should be net positive for CIM.

c) Communications:

CIM Reporter:

- **Revamp:** With a goal of offering more targeted information to our readers and creating more opportunities for ad placement and revenue, the *CIM Reporter* has been revamped and was launched earlier this month.
- **Sign-up campaign:** Capitalizing on the new newsletters from CIM, a sign-up campaign has been initiated to expand the list of recipients, which will in turn provide better statistics, which is important to advertisers.
- **Social Media:** The ongoing effort to increase engagement with our members and the industry at large brings visibility to CIM and widens the audience to promote membership, products and services.

d) Orientation Packages: The Governance Committee requested the creation of an Orientation Package to assist with onboarding of new CIM officers.

e) Branch Manual: With an eye to harmonization, additional revisions to the branch manual are underway. Work on updating the manual is progressing well. Once a draft is finalized, CIM will be seeking input from District VPs and some Branch executive representatives. A draft will be presented at the March Council.

f) Annual Report: Management is experiencing delays on the Annual Report project. As of November 15, the response rate to requests for information from branches and societies is low. With the help of the new Constituent Services Coordinator, two emails have been sent; follow-ups by phone are set to commence the week of November 20.

g) Canadian Anti-Spam Legislation (CASL)

It was determined that the only way to ensure full compliance and minimize risk of fines is for CIM National to house all contact lists in our systems and for all CIM constituents to use the designated tools. With this in mind, CIM is in the process of established a new draft CASL policy.

9. Director of Web and IT Report**a) XRM**

The purpose of this project is: first, to lay out a strategic approach for CIM towards building a unified system that connects all business together (a 360 degree view); and second, to identify a technological solution that can help us reach this goal. After meeting with two CRM consulting companies the CIM SLT has decided that Microsoft Dynamics is the appropriate technology solution and will be working with the company JOVACO to initiate the project.

b) The new CIM corporate website

The new CIM website will represent a complete overhaul of the current site. It will involve rethinking every aspect of the site from technology to content delivery in order to produce a site that better serves the CIM community. The project officially kicked-off the week of October 9th.

c) CIM 2018 Convention site

Lorent Dione, CIM Director of Web and IT gave a brief presentation of the new website and the exciting scheduling features that are incorporated. A Beta version of the site has been delivered. End-user testing started at the end of November. The new site has two major improvements in the following sections:

- An Enhanced Convention Schedule page allows attendees to easily select the session that they would like to attend. Attendees can also synch their convention schedule to their calendars or email it to themselves.
- Enhanced Attendee page – An improved “Who is attending” page has been developed. Attendees will be able to search the attendees list by Title, Company, City, Province, Country, Society, Branch and Session.

d) Cybersecurity

The security review for the CIM Store, Community Toolkit and CIM Magazine website is completed. This is an ongoing project and security monitoring continues on other websites and network systems.

10. Director of Finance and Membership Report**a) GOA Update**

Global Opportunities for Associations (GOA) claims are in the process of being finalized.

b) MES profit sharing model - MOTION

Motion carried approving the removal of the \$10K allocated to the branch host city, commenting in 2018.

c) Membership recognition program

The Membership and Communications departments are working together to create a recognition program for our members on a sliding scale based on number of years of membership.

d) Membership Statistics

Membership revenues are behind on corporate memberships by 8% or (11) corporate members in quantity and by 13% or \$24K in revenues. On the individual membership, we are behind budget by 9% (427 members) and over the budgeted amount by 3% or \$18.5K. In addition, many members have paid their membership fees for a period longer than one year. It is important to take in consideration that in 2018, there will not be the Conference of Metallurgists (COM) or Maintenance, Engineering and Reliability/Mine Operators (MEM) Conference scheduled. In 2017, there two conferences generated a total of 492 members and \$81K in revenues.

e) BRIO Summary update

The latest report from *BRIO Conseils* – a third-part consulting firm engaged to look onto CIM's membership development – was presented. CIM is meeting with BRIO on a regular basis and reviewing the benchmarking undertaken to identify the different membership levels and benefits offered by various similar associations. Questions have been created for a survey to be answered by corporate members to assist with the membership development process.

11. Executive Director Search Update

Janice gave a summary of the ED search update. She indicated there were approximately (60) applications and (9) finalists were selected for telephone interviews. There was another screening and (5) candidates were selected to move on to the next phase of the process. There are now (2) finalist and last interview phase is to be completed by December 3rd. It is anticipated that the appointment should be finalized by the end of December 2017.

12. Audit and Risk Management Committee - Investment Policy

Mark Patterson, CIM Audit and Risk Committee Chair indicated that following his review of the CIM investment policy, he contacted several investment consultants including PDAC's to benchmark. Scotia McLeod (CIM's current provider) will continue to manage CIM's portfolio.

13. Governance Committee Update

Michael Winship, Governance Committee Chair gave an update of the Governance Committee activities following their last meeting. Some of the topics discussed were:

- Review of outstanding items in the Governance Committee Action Matrix
- Update of Annual Work Plan items
- Role of Presidents' Council (PC)
- Update on search of Executive Director position
- Review of CIM by-laws for the possibility of a third Director at Large
- Discussions on a proposed Hong Kong Branch

It was shared that nominations for CIM President can be made by CIM Council representatives, Societies and Branch Chairs. A CIM Member must collect (100) signatures to submit a nomination. Such nominations should be made to both the Governance Committee and Council. The Governance Committee maintains a spreadsheet with previous and suggested incoming President Candidates' names.

14. Safety Committee Update

Michael Winship presented a Power Point presentation on the Safety Committee's vision and strategy. An update on some of the topics of discussion was provided on the Safety Committee activities following their last meeting.

The Safety Committee is suggesting a proportional share of AGM surplus funding, based on the safety sessions run at AGM, be attributed to the Safety Committee to fund its activities.

Motion carried approving the new Safety Award that will be offered as of 2018 Annual Conference.

15. Hong Kong Branch Update

Greg Rasmussen, CIM VP International provided a brief summary of the history behind the Hong Kong Branch request that was initiated in 2012. The Hong Kong Chapter of the CIM-MES ("CIM-MES HK" or the "Chapter") was established. A Memorandum of Understanding with the MES was executed effective September 11, 2012.

The individuals that had set-up the HK branch are no longer involved at this point. Garry Stein was brought in as the Chairman and reached out to CIM for guidance and assistance.

Discussions proceeded and it was agreed that Greg and Carlos da Costa, Chair of the Management and Economic Society of CIM – (MES) would draft a presentation, keeping in mind the guidelines that were established for a CIM international Branch to be presented at the next Council in March, with their recommendation with respect to the request to reactivate the HK Branch.

Motion carried approving to move forward and discuss the reactivation of a HK Branch with the CIM Executive Committee in January.

16. ESRS Social and Environmental Disclosure

Karola Toth, Chair of the Environmental and Social Responsibility Society (ESRS), gave a brief update and shared ESRS's initiative related to Social and Environmental Disclosure and the challenges that the present working group are experiencing. Karola was asked to present a new scope of work and budget for the initiative producing a "best practice and guidance document" for Chapter 20 of 43-101 reports for the March CIM Executive Committee Meeting.

17. International Advisory Committee

Following the strategic review outreach process, it was evident that members want CIM to focus primarily on domestic initiatives and seemingly question whether CIM, at this time, requires the role of an International District VP. Janice would like to propose the elimination of an International District VP and the subsequent creation an International Advisory Committee chaired by Greg Rasmussen, current VP International to report to Council and provided strategic insight in international matters relevant to CIM.

Motion carried approving the abolishment of the VP International position as of May 2018 and have an International Advisory Committee formed and have the by-laws to this effect changed accordingly.

18. MRMR Committee Update

A first meeting of the Mineral Resources Mineral Reserves (MRMR) Committee was held in October and a brief update on the initiatives were shared. The Terms of reference are currently being reviewed and will be presented to Council in March.

19. Harmonization Committee Update

The Harmonization Committee members have been confirmed and consist of the following officers;

- Garth Kirkham, CIM Past President
- Janice Zinck, CIM In-coming President
- Roy Slack, President-Elect
- Rahul Lakhote, MER Chair
- Marty Dregishan, Central District VP
- Grant Carlson, Western District VP
- Robert Cloutier, Chair – Amos Branch
- Angela Hamlyn (CIM Staff)
- Benoit Sawyer (CIM Staff)
- Lorent Dione (CIM Staff)

20. Carried Forward Key Action Items

Key Action items from the previous meeting were reviewed, discussed and updated accordingly.

21. Financial Statements and Budget

The balance sheet was reviewed and variances explained in the financial statements. The December 31st forecast was also shared.

The 2018 Budget was presented and discussed accordingly.

Ken requested that provisions be made for the Safety Committee and ESRS in the 2018 budget.

Motion carried approving the 2018 Budget as proposed including the salary and benefits.

13. Any Other Business:

No new topics were brought forward and discussed.

14. Next meeting

The next Council meeting will be in Toronto in March.

Meeting adjourned.

In-camera session.