CIM ICM

Canadian Institute of Mining, Metallurgy and Petroleum

Institut canadien des mines, de la métallurgie et du pétrole

Forging a responsible future, together



CIM Strategic Plan

2025

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The CIM Advantage

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CIM is both the trusted authority and collective source for advancing knowledge and leading practices within Canada's minerals and metals industry. With more than 10,000 members, we are a vital hub for industry professionals. CIM has unparalleled access to technical experts from every stage of the minerals life cycle — from early exploration to metals recycling which positions us to advance mining and metallurgy knowledge across the industry.



CIM societies and branches are essential to executing the winning strategy detailed in this document. Together as OneCIM, we will deliver even greater value for the Canadian mining industry by laying a strong foundation for excellence and fostering the innovation needed to drive our sector forward.

This strategic plan highlights how our priority initiatives, supported by **four pillars and organizational capabilities**, will provide educational content, professional development and networking opportunities centred on themes that enhance quality and relevance. Through collaboration and feedback from industry, operators, and the wider community, we will ensure that we stay responsive and forward-thinking.

Delivered over **three time horizons**, this plan is underpinned by a commitment to operational excellence that leverages data and technology and establishes clear and robust governance mechanisms.

Together with our technical societies, local branches and dedicated volunteers, **we are building a stronger CIM that listens, learns, and leads.**

Mission

Cultivate knowledge, best practices and innovation to support our members, improve awareness of the minerals and metals industry in society and evolve the industry responsibly.

Goals & Aspirations



Empower innovation and excellence

Be the definitive leader in industry best practices, known for our technical expertise in mining, minerals and metals



Forge connections and drive growth

Be the premier hub for networking, mentorship, and building strategic partnerships within the mining industry



Amplify the voice of the minerals and metals industry

Elevate the public's understanding of and appreciation of the industry's vital contributions to society

CIM national, its branches and societies will focus their efforts on key members and supporting industry affiliates that will assist us in achieving our goals. Each focus area is supported by key actions that will guide our steps.

Membership and stakeholder engagement

Technical experts, corporate members, industry partners, vendors and OEMs remain the cornerstone of CIM, and our membership focus will ensure that their interests are represented. Engagement with stakeholders, including those in post-secondary institutions related to mining, engineering, geosciences and STEM, will be enhanced.

Targeted Stakeholders (Membership focus)

Operators

Technical Experts

Continue to add value to individual members alongside societies & branches.

Corporate Members / Partners

Expand corporate partnerships model.

Vendors and OEMs

Remain connected with critical partners.

Post Secondary

Faculties of initial focus include Mining Engineering & Geoscience, and STEM.

Individual Members (e.g.)

Indigenous Members | Gender | Youth | Mid career / late.

Collaboration with industry bodies

CIM cannot do it all alone. Therefore, it is vital to leverage our relationships with key supporting industry bodies. By collaborating rather than duplicating efforts, we can enhance our mission and effectiveness. Our branches and societies will play a critical role in supporting these initiatives at the local level.



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Key Supporting Industry Affiliated Bodies

Key Success Factors

Technical Excellence

Mining Association of Canada
Prospectors & Developers Association of Canada
...

Strength & Resiliency of Community

Women in Mining
Young Mining Professionals
...

Mining in Society

Science North
Adjacent Industry Organizations (e.g., Battery Manufacturers)
Mining Industry Human Resource Council

Four Strategic Pillars

Our three goals and aspirations are supported by four strategic pillars, which serve as the foundation for our initiatives, ensuring that each action we take is rooted in our overarching objectives. This alignment is essential as we work to contribute to CIM's larger mission and support our strategic focus areas.

1 Technical Excellence



Provide relevant professional development opportunities and unmatched premium content

2 Strength of Community



Expand and diversify our membership base

3 Operational Excellence



Ensure high-quality service to all members through streamlined and transparent internal processes and by leveraging technology

4 Mining in Society



Leverage CIM's credibility and track record to amplify the voice of the mining industry in Canada and be the link between stakeholders that fosters support within the industry

Organizational Capabilities

Organizational capabilities underpin the four strategic pillars, ensuring we maintain smooth day-to-day operations while implementing our strategic initiatives.

1. Knowledge Management

Identify, semi-annually, the topics and issues that matter most to the minerals and metals industry

Agile assessment and curation of the content most valuable to CIM members

2. Professional Development

Leverage CIM members to identify the content required for increased PD engagement

Provide the stage for content consumption suited to members' needs

3. Membership Acquisition & Retention

Engage with members to articulate value and increase membership base

Participate in post-secondary engagement to ensure next generation is secured



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4. Events Management

Provide a consistent service level for all CIM events (society/branch/national)

Increase profitability for all events through streamlined services and offerings

5. Ecosystem Engagement

Consistent engagement with industry partners to unify the Canadian minerals and metals industry

Collaborate and identify common goals, vision, and content deployment

Financial Resiliency

Strengthen and grow through revenue diversification and expansion of current offerings is critical to ensure CIM can execute on all ambitions.

Foster Innovation

Promote and leverage innovation as a core attribute of CIM's DNA; in everything from content focus to the delivery of events (and beyond).

Key Principles of Delivery

Our initiatives will be guided by four principles.

Enhanced Communication & Collaboration

Listen to volunteers to capture core issues/desires and engage with external partners to allow CIM to collaborate more efficiently and effectively.

Rapid & Relevant Delivery

Enable and foster agile decision making through initiatives rationalization and prioritization and division of labour.

Timeline

The **three- to five-year timeline** is organized into distinct horizons, each representing a crucial phase in our progress. These horizons describe the evolution under each of our four strategic pillars and chart a clear path to achieving our goals.

Horizon 1

1 year

Build the necessary stability
to ensure operational continuance.

Horizon 2

1 - 2 years

Focus and expand on how to better serve
our defined audiences, and how societies and
branches can contribute to national alignment.

Horizon 3

2 - 3+ years

Sustained growth by enhancing
how we deliver on core objectives
and ensuring the CIM brand is sustained.

Horizon 1

1 year

Build the necessary stability
to ensure operational continuance.

Technical Excellence

- Evaluate organizational roles to ensure readiness for broader implementation
- Profile work undertaken in standards, guidelines, and leading practices
- Define industry affiliated bodies engagement strategy
- Define international events strategy
- Establish strategies for technical content, including standards and guidelines, data collection and analytics

Mining in Society

- Develop branch, society, and national involvement strategy

Strength of Community

- Assess student lead and communications/marketing support roles
- Develop outreach strategies through student engagement and corporate partner engagement
- Perform recognition of excellence/awards program rationalization
- Implement communications initiatives, including platform revitalization

Operational Excellence

- Examine the CIM organizational structure to determine resourcing requirements
- Develop a bilingual content strategy
- Deploy and monitor governance based on performance
- Design a technology architecture strategy that includes organizational metrics and an accounting system
- Create project management tracking system for strategic initiatives that includes scope alignment criteria and evaluation

Horizon 2

1 - 2 years

Focus and expand on how to better serve our defined audiences, and how societies and branches can contribute to national alignment.

Technical Excellence

- Define and develop a professional development strategy
- Develop guidelines to identify and evaluate content that aligns with professional and organizational objectives, including society/branch involvement strategy
- Evaluate and deploy analytics to enhance content selection process

Mining in Society

- Define marketing lead and public relations lead roles
- Initiate standards and strategies for engaging with industry-affiliated bodies, CIM branches and societies
- Standardize messaging to societies/branches

Strength of Community

- Deploy student engagement strategy
- Expand value proposition strategy to CIM members
- Develop Indigenous community strategic involvement roadmap
- Establish a business optimization initiative to elevate our organizational impact

Operational Excellence

- Develop and deploy revised financial reporting processes
- Deploy a bilingual content strategy
- Improve content management and search capabilities while aligning data and analytics with our technology roadmap
- Develop a progressive long list of priority initiatives
- Re-evaluate priority initiatives and re-allocate resources, key performance indicators, and society/branch engagement requirements

Horizon 3

2 – 3+ years

Sustained growth by enhancing how we deliver on core objectives and ensuring the CIM brand is sustained.

Technical Excellence

- Evaluate emerging technology and its role in selecting technical content and professional development

Mining in Society

- Develop a continuous improvement cycle for engagement with partners
- Define adjacent partner engagement strategy (e.g. battery manufacturing)

Strength of Community

- Expand value identification to adjacent industries
- Perform *CIM Magazine* expansion assessment
- Develop a continuous improvement cycle for website
- Establish a continuous improvement cycle for the Association Management System

Operational Excellence

- Re-evaluate and deploy data and analytics use case
- Evaluate progression of strategic endeavours and realign as necessary

OneCIM

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Acting as OneCIM is critical to the success of CIM's strategy, with every group having a critical role to play based on its unique focus. Therefore, CIM Council, societies and branches are integral contributors to the design and implementation of the plan.

While CIM Council oversees the strategy, and the executive committee guides that strategy, societies and branches will perform key actions that ensure successful strategy implementation.

CIM National

Who are they?

- Volunteer leadership (council, presidents)
- Paid leaders (CIM National leadership and staff)

What role do they play?

- Drives the creation of the strategy and is accountable for its outcome
- Drives initiatives, including engaging societies and branches
- Track and report progress of initiatives



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CIM Societies

Who are they?

- Volunteer leaders (technical/subject matter experts)

What role do they play?

- Leverage our deep technical experts to engage with their network of mining companies, suppliers, and peers with the intention of:
    - Providing insights into content, topics, and issues that are most relevant and impactful
    - Informing the shape and activation of strategic initiatives that drive impactful collaboration and growth
    - Providing input to CIM's broader strategy



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CIM Branches

Who are they?

- Volunteer leaders (local branch community)
- Direct connection to the local mining community

What role do they play?

- Leverage our strong community ties to engage with members, partners, and community stakeholders with the intention of:
    - Informing the shape and activation of strategic initiatives that drive impactful collaboration and growth, including being the primary conduit for student branches and engagement
    - Providing input to CIM's broader strategy



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CIM Committees

Who are they?

- Volunteer leaders (with subject matter expertise)
- Report to CIM National

What role do they play?

- Help enable CIM to operate with utmost integrity



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Forging a responsible future, together

This strategic plan illustrates how CIM's initiatives are interconnected and support our commitment to being an integrated organization. By clearly defining the relationships among our strategic goals, pillars, and key principles of delivery, we will ensure that every action we take is purposeful and aligned with our mission, which will effectively drive our future and that of the industry.

Thank you

Our sincere thanks to the CIM Strategic Plan Steering Committee and to all who gave their time and insights to make this strategic plan a reality and help set the stage for a stronger OneCIM.

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