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

Updated June 2026

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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.



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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.



CIM CONNECT, Vancouver 2024

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



CIMBC22, Vancouver 2022.

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.

Strategic Plan Refresh: June 2026

CIM's Strategic Plan is intended to be a living document that reflects the growth and changing needs of our membership and the minerals, metals and energy communities at large.

In 2025, we reviewed the initiatives laid out across the three implementation horizons. As our priorities evolved and new opportunities emerged, we refined the implementation roadmap to support a more focused path forward.

These updates strengthen CIM's ability to advance its objectives while maintaining continuity. CIM's mission, goals, strategic focus and pillars remain unchanged.



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Changes to Horizon 2

Two initiatives have been re-sequenced from Horizon One to Horizon Two:

- *Define and develop a data collection and analytics strategy*
- *Define industry affiliated bodies engagement strategy*

Three new initiatives have been added to Horizon Two:

Initiative 1: Development of a broader CIM Education Strategy

CIM is defining its role in education across the minerals and metals sector, with a focus on workforce readiness, professional development and knowledge leadership. The strategy will align current emerging initiatives, identify gaps and opportunities and support collaboration with partners, such as MiHR to avoid duplication and amplify impact.

Initiative 2: Expansion of an International Events Bidding Strategy

CIM is formalizing a structured approach to identifying, evaluating and pursuing international conferences that align with its mission and strategic priorities. Building on recent successes, this strategy will strengthen partnerships and help position Canada as a preferred destination for global mining knowledge exchange.

Initiative 3: Definition of a CIM Program Strategy and Resourcing Approach

CIM is defining the structure, ownership and resourcing needed to support a coordinated, scalable and credential-ready professional development ecosystem. This work will strengthen delivery models and long-term sustainability.

To balance the three new strategic priorities and support responsible resource implementation, the following initiatives have been deferred to allow for additional time, consultation, operational readiness and strategic development.



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Five initiatives have been moved from Horizon Two to Horizon Three:

- *Develop data and analytics use case catalogue on how data can be leveraged to drive value, community engagement and topic selection*
- *Define and evaluate Communications and Public Relations Lead roles*
- *Review all available sources of content to determine content digitizing and cataloguing strategy*
- *Review and catalogue content, develop searchability methods and deploy to Association Management System*
- *Define and develop Indigenous Community Strategic Involvement Roadmap*

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 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
- Develop governance modernization strategy
- Implement an improved 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
- Define industry affiliated bodies engagement strategy

Mining in Society

- Develop a broader education and professional development strategy
- Clarify the structure and ownership to expand CIM's program strategy and resourcing approach and ensure long-term sustainability
- Expand and formalize CIM's international events bidding strategy
- Initiate standards and strategies for engaging with industry-affiliated bodies, CIM branches and societies
- Standardize messaging to societies/branches

Strength of Community

- Develop and deploy distinct engagement strategies for branches, societies, corporate members and industry partners
- Deploy student engagement strategy
- Expand value proposition strategy to CIM members
- Establish a business optimization initiative to elevate our organizational impact

Operational Excellence

- Develop and deploy revised financial reporting processes
- Deploy a bilingual content strategy
- Re-evaluate priority initiatives and re-allocate resources, key performance indicators, and society/branch engagement requirements
- Define and develop a data collection and analytics strategy
- Deploy governance modernization

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)
- Define and evaluate Communications & Public Relations Lead roles

Strength of Community

- Define & develop Indigenous Community Strategic Involvement Roadmap (ESRS)
- 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

- Improve content management and search capabilities while aligning data and analytics with our technology roadmap
- Re-evaluate and deploy data and analytics use case catalogue
- 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



CIM CONNECT, Vancouver 2024.

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



CIM CONNECT, Vancouver 2024.

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



CIM CONNECT, Vancouver 2026.

CIM Committees

Who are they?

- Volunteer leaders (with subject matter expertise)

What role do they play?

• Committees play a vital advisory role in support of CIM and its mandate

• They help enable CIM to operate with utmost integrity

• Four committees report directly to CIM Council

• Audit and Risk Committee

- Executive Committee
- Governance Committee
- HR and Compensation Committee

• Three committees are sub-divisions of CIM societies

- Diversity & Inclusion Advisory Subcommittee (DIAC) under Environmental & Social Responsibility Society
- Mineral Resources & Mineral Reserves Committee (MRMR) under Mineral Resources & Mineral Reserves Society (Formerly, Geological Society)
- Special Committee on the Valuation of Mineral Properties (CIMVal) under Management and Economics Society

• Three committees and working groups are sub-divisions of CIM Council committees

- Canadian Mining Schools under Executive Committee
- By-law & Governance Review Working Group under Governance Committee
- Investment Working Group under Audit & Risk Committee

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.

Members of the Strategic Plan Steering Committee

Ian Pearce CIM President

Candace MacGibbon CIM Incoming President

Mike Cinnamond CIM Past President

Jason Belanger CIM Saskatoon Branch

Angela Hamlyn CIM CEO

Brigitte Farah Managing Director, CIM Metallurgy and Materials Society of CIM

Emma Pearce CIM Operations Manager/Project Manager

CIM Strategic Plan Consulting Group

Donna Benneteau CIM Underground Mining Society

Ryan Bergen Director of Media, Marketing and Communications, CIM

Tom Broddy CIM Foundation

Jeff Cassoff Eastern District Vice-president

Karen Chovan CIM Environmental and Social Responsibility Society

Carol Damiani Director of Events, CIM

Roki Fukuzawa CIM Metallurgy and Materials Society of CIM

Jenifer Hill CIM Environmental and Social Responsibility Society

Karine Limage Director of Member Engagement, Partnerships and Professional Development, CIM

Mary-Jane Piggott CIM Western District Vice-president

Berge Simonian CIM Canadian Mineral Processors Society

Brad Strueby CIM Surface Mining Society

Anne Marie Toutant CIM Past President

Trang Tran-Valade Central District Vice-president