



INNOVATION
SUSTAINABILITY
DIVERSITY
INCLUSION

2020 -
2024



INTERNATIONAL
MINERALS INNOVATION
INSTITUTE

RENEWED STRATEGIC PLAN

Introduction

The International Minerals Innovation Institute (“IMII”) is a unique innovation supporting network of mining companies, government departments and agencies, and post-secondary and research institutions jointly funded by industry and government. IMII exists to deliver innovations that matter to mining in Saskatchewan.

From its creation in 2012, IMII has been driven by the innovation needs of its minerals industry members in two areas - the education and training of its workforce, and the research and development of new technology. Since 2016, IMII’s education and training focus has been on increasing and improving diversity and inclusion in the minerals industry workforce. This renewed strategic plan continues this focus with added recognition of the importance of operationalizing diversity and inclusion to help the industry achieve its

digital transformation. In 2016, IMII added technology demonstration to the scope of its research and development efforts. This renewed strategic plan builds on the experience with operationalizing innovations to move IMII further into commercializing innovations so innovations can be put into use in the mines and mills of today and tomorrow.

To further realize its goals in supporting innovation and sustainability in Saskatchewan’s minerals industry, IMII’s role as a steward on behalf of its minerals company members is recognized and its commitment to strong governance reaffirmed.

To these ends and building on its vision and values, the 2020 to 2024 Strategic Plan updates IMII’s purpose and outlines four pillars on which it will continue to seek outputs and outcomes that positively impact Saskatchewan’s minerals industry and contribute to economic growth in the Province.

Our Vision

Our vision is to make Saskatchewan home to the world's most innovative and sustainable mining and minerals industry.

Our Purpose

IMII serves as an **Innovation Steward** to strengthen the Saskatchewan minerals industry's competitiveness and growth through **Research, Development & Demonstration** and **Education & Training** to drive the future's **Qualified & Representative Workforce**.



Our Strategic Pillars

- **Innovation Steward:** Drive the Innovation Value Chain and Transform Innovative Ideas into Practice
- **Research, Development & Demonstration and Education & Training:** Enable Sustainable Innovation
- **Qualified & Representative Workforce:** Operationalize Equity, Diversity & Inclusion
- **Operate & Govern IMII Consistently:** Maintain Robust and Transparent Processes to Deliver Good Performance

Our Values

- We have an industry driven focus in the delivery of relevant, applied and measurable outcomes.
- We are a catalyst for and facilitator of innovation and sustainability.
- We collaborate to leverage resources and accomplish targeted outcomes to maximize benefits for all our stakeholders.
- We are enhancing the processes used to identify and deliver projects of value to the minerals sector.
- We are harnessing the diverse expertise and experience available within our membership to deliver multi-disciplinary solutions.
- We are minimizing duplication of efforts and resources in projects and training undertaken on behalf of the industry.
- We are accountable for delivering high-quality, measurable results.
- We will have an impact on industry through our activities and projects.

Goals and Indicators of Success

Innovation Steward: Drive the Innovation Value Chain and Transform Innovative Ideas into Practice

Goals:

- Create a culture of innovation in the minerals sector that supports creative thinking and advances efforts to extract value from knowledge, and, in doing so, generate new or improved products, services or processes.
- Build awareness among key target audiences on the importance of innovation and provide education and thought leadership on the innovation value chain and digital transformation
- Focus innovation initiatives on identified industry trends / threats / opportunities
- Steward and facilitate pre-competitive technology development and create safe places for innovative collaboration, risk taking, testing, and failure
- Adopt a formal innovation model and provide clarity on how innovation can be realized in all activities and projects
- and position Saskatchewan as a Centre of Excellence in these areas

Indicators of Success:

- Industry is welcoming change and innovation

Research, Development & Demonstration and Education & Training: Enable Sustainable Innovation that Matters to Mining

Goals:

- Define and communicate an overarching vision for E&T and RD&D in Saskatchewan's minerals industry that can capitalize on the potential of new technologies to create high-quality jobs that improve workforce productivity
- Enable mining's digital transformation by defining needed roles and skills, training solutions, and enhancing alignment between industry and post-secondary institutions
- Ensure the talented people required for the industry are available in the communities in which members operate
- Demonstrate innovation by creating a 'project roadmap' that is aligned with member needs
- Identify and assess opportunities to be innovative on issues related to climate change and the environment and encourage the sharing of solutions on these issues

Indicators of Success:

- The adoption and/or deployment of solutions and new technologies begin to arise from IMII projects
- Educational opportunities in mining are expanding
- The minerals industry is increasingly using digital tools and technologies
- A skilled local workforce and reliable supply chains attracts investment and reduces costs

Qualified & Representative Workforce: Operationalize Equity, Diversity & Inclusion

Goals:

- Broaden learning disciplines beyond engineering as digital transformation impacts many occupations; include business schools and relevant case studies, trades, technical training providers; identify implications for secondary institutions as well as post-secondary
- Enhance diversity and inclusion of women, Indigenous people, people with disabilities, and all minority groups
- Foster creation of innovative pathways for learners (e.g., credit transfers, cross institution courses)
- Collaborate with post-secondary institutions to influence and create curricula for today and the future; include government, industry and academia in planning for the future
- Ensure qualified representative workforce includes all roles: entry level, technical roles, professional, management and senior level roles
- Find ways to attract people to mining regardless of economic state, and cyclical expansion and contraction
- Ensure education providers respond to the needs of employers and industries, students and existing workers

Indicators of Success:

- Many fully qualified and highly skilled men and women are available to fill the positions that come open within the Saskatchewan minerals industry (within supply-chain companies and service providers, as well as within operating companies)
- There is increased gender parity in the workforce and more Indigenous peoples and communities are engaged in the minerals industry
- The workforce includes a greater number of employees qualified to work in a digital space

Operate and Govern IMII Consistently: Robust and Transparent Practices

Goals:

- Funders see a noticeable return on investment
 - Leverage funds and build government understanding of IMII's link to ROI
 - Allow projects with "any two members" to be considered for IMII funding
 - Prioritize projects using a more robust and transparent process and screening criteria, including qualifications of researchers, and include "degree of innovation" in criteria
 - Improve program scoping, contracting, monitoring, and project completion
 - Accelerate actual demonstrations and technology validation; increase visibility and communicate outcomes
 - Use more relevant metrics; track actual and expected outcomes
- Provide reports to industry in more practical ways and increase visibility of interim progress reports
 - Conduct systematic project reviews to mine lessons learned, implications, and ensure consistency with strategic priorities
 - Move to pay-to-play for E&T projects and RD&D to leverage more project funding

Indicators of Success:

- IMII is operating and being governed consistently using robust and transparent practices
- Members are adopting and/or using new technologies and processes

Outcomes

Working together with our members, and our partners in government, industry and academia, IMII seeks to achieve the following:

- Safer mine work environments
- More representative workforce
- Greater post-secondary capacity to meet workforce requirements
- Highly responsive educators & trainers
- More innovations in use
- More digitally enabled operations
- Increased productivity and sustainability
- Reduced environmental impacts

Conclusion

IMII's strategic plan sets out an agenda driven by the needs of its minerals industry members for the next five years. With a shared commitment to its successful realization among the funding members – including the Government of Saskatchewan, and in partnership with all members drawn from the minerals industry's innovation ecosystem – IMII will help deliver **new technologies** along with the industry's **workforce of the future** for the mines and mills of today and tomorrow.



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