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# Embrace the Unknown: Stop Saying “It’s Too Hard” and Start Embracing Uncertainty in Your Mine Plans

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## EMBRACE THE UNKNOWN: STOP SAYING “IT’S TOO HARD” AND START EMBRACING UNCERTAINTY IN YOUR MINE PLANS

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### ABSTRACT

Nearly every input to a mine plan is based on an estimate. The estimates may be from sample data, historical information, models, or personal opinion, but in all cases, these values are simply expected values (means). In real life, we do not get to iterate the exact conditions at our mining operation many times to ensure that that average value is attained. The expected value also tells us nothing about the spread of values that that input might take on. The result is a significant amount of unquantified uncertainty in our mine plans. Unfortunately, it is often too expensive or time consuming to update planning processes and software. This paper presents a proof of concept spreadsheet scheduling tool that can be utilized to incorporate many geologic realizations (simulated models) into the mine scheduling process. While this POC is not intended to be a detailed model of uncertainty, it is to show that there are stepping stones available for mine planners to begin to embrace uncertainty and produce more achievable plans without requiring a significant change in their planning process.

### INTRODUCTION

Mining companies have included quantifying uncertainty, or at least risk, as a requirement of project justification for many years, however many times this process lags behind the traditional mine planning process and the results are rarely used to improve the plan. Nearly every parameter used in a mine plan is an estimate and the mine planning engineer should recognize and even embrace the inherent uncertainty in those parameters and its effect on their forecast results. While many of the uncertainties are beyond the scope of the traditional mine plan (e.g. global market uncertainty, socio-political uncertainty, environmental uncertainty), some uncertainties can, and should, be included in the mine planning process.

Many mining engineers have incorporated techniques such as Monte Carlo Simulation or Discrete Element Simulation to understand the range of productivity that can be expected for an operation but most still rely upon one estimated model for what is likely the critical component of technical uncertainty, the geologic resource. Modern geostatistical methods can provide multiple ore body realizations to provide a thorough unbiased “picture” of the geologic uncertainty but most traditional mine planning techniques are not formulated to allow for multiple (100-200) realizations of each material quality/grade parameter.

Commercial software companies and research groups are progressing with development of tools that can incorporate geologic uncertainty, and even optimize extraction plans in the uncertain environment. Unfortunately, this author believes that a significant number of mining operations will not be able to adopt these techniques due to the computational requirements of the advanced techniques and the costs associated with implementing proprietary software. In an attempt to encourage mining engineers to embrace the inherent uncertainty in their mine plans, this paper presents a cost-effective alternative that can be developed in-house, at any mine, to schedule mid to long-term mine plans while continuously monitoring the uncertainty in the results. The author hopes that by demonstrating the usefulness of such a system that mining companies will encourage engineers, geologists, and geostatisticians to find ways to incorporate this powerful data into their processes and procedures.

### LITERATURE REVIEW

Historically, mine planning techniques and software have been developed based upon the assumption that there is one (1) estimated model of the ore body developed using the estimation-based techniques of inverse distance or the many variants of kriging. Unfortunately, these estimated models cannot be used to understand the uncertainty in the estimate and can tend to be systematically biased. To develop an understanding of geologic uncertainty and produce models that are unbiased, modern geostatisticians have developed stochastic methods based upon Monte Carlo simulation, such as sequential Gaussian simulation (SGS) (Isaaks, 1990) and sequential indicator simulation (SIS) (Alabert, 1987). Further information on these modern techniques is beyond the scope of this paper, however additional information can be found in many sources, such as Rossi and Deutsch (2014).

These modern geostatistical methods produce many (50-200+) realizations of the geologic resource, however, as all the realization are equally probably, no one realization can be used independently of the others and all realizations should be considered at all times in the mine planning process and the results should be viewed as a distribution of possible outcomes. Academic researchers and software vendors are developing processes and software to incorporate multiple geologic realizations, however these techniques will be computationally expensive and limited to long-range strategic planning. The COSMO Stochastic Mine Planning Laboratory is likely the most notable example of an organization that has embraced the development of tools to utilize simulated resource models as well as other stochastic parameters (e.g. market uncertainty) (Dimitrakopoulos, 2011; Godoy & Dimitrakopoulos, 2011; Boland, Dumitrescu, & Froyland, 2008).

The practical issue that arises from trying to optimize a stochastic framework is that each additional source of uncertainty multiplies the number of calculations that must be performed by the number of potential values for that attribute (Vann, J, et al., 2012). The result is that the optimization algorithms used in a stochastic environment will likely need to simplify the problem through in order to produce results in a reasonable time duration.

Finally, another difficulty of implementing an advanced multivariate stochastic approach will be communicating the result so the appropriate decision makers (Project Managers, Vice Presidents, COO's & CEO's). With each additional level of uncertainty, the ability to communicate the effects of that uncertainty becomes increasingly difficult (Vann, J, et al., 2012). While many of these decision makers expect to see some form of confidence interval around the estimate, they still expect to base their decisions on an estimate and not on a distribution of values.

Eventually, the mining industry will be ready to adopt a multivariate stochastic approach to mine planning, however until then, stepwise changes in our processes are necessary to allow for a seamless adoption of new techniques. One such example is the pit limit definition workflow presented by Deutsch, Gonzalez, and Williams (2015). This paper presents a scripted workflow to perform pit optimization on multiple geologic realizations mapped with samples from distributions of other input parameters (e.g. metal price and geotechnical slope angles). Again, this approach is computationally time consuming, however advancements in pit optimization algorithms

reduces it significantly and the scripted workflow allows the computations to progress without user input.

### SPREADSHEET MODEL

The mining research community has been continuously improving the scheduling and optimization techniques available to the industry for three or four decades. The result is that there are many commercial scheduling software packages in the marketplace and each one has a niche where it is likely the "best" tool for the job. In a perfect world, every situation would allow for the appropriate tool and technique to be implemented for each specific scheduling challenge. In reality, many mining operations, technical services groups, and consulting houses rely upon manual or semi-automated scheduling tools based in a computer aided design (CAD) environment and/or Microsoft Excel for at least some of their planning horizons. This reliance is due to a variety of reasons but may include: cost prohibitive software license and implementation, required flexibility to changing priorities and parameters, and reluctance to change.

The model described in this section has been developed to demonstrate that multiple geologic realizations can be incorporated into a spreadsheet based scheduling tool and that an engineer can monitor the results geologic uncertainty while manipulating the mine plan drivers. Every mine has specific requirements and every mine planner has a preferred layout and style to their custom spreadsheet models but generally speaking the components are consistent. A quality mid to long-range mine schedule spreadsheet must include the following modules: geologic resource/reserve input and summary, mine productivity input drivers, automatic or semi-automatic production cascade logic, mine schedule summary, processing capacity and throughput estimates, automatic stockpile movement logic, and finally a financial analysis. The proposed model includes an additional dashboard module that summarizes graphical results that can be displayed on a multi-display computer to allow the engineer to modify the schedule as needed in response to the uncertainty in the results.

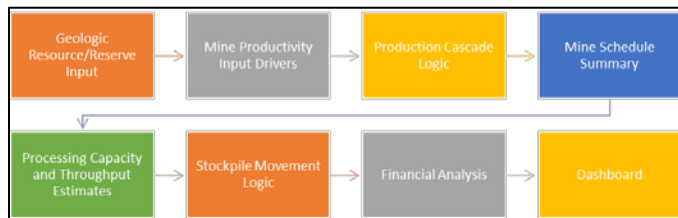


Figure 1. Mine Schedule Spreadsheet Configuration.

#### Geologic Resource/Reserve Input

As the traditional spreadsheet environment is not configured for three-dimensional design and block model data, the geologic resources must be summarized using a generalized mine planning package (GMP) based upon a predefined volume (shell or design). These volumes would typically consist of an open pit bench or blast size block or an underground level or stop size shape, depending on the resolution required for the mine planning horizon. The resource estimates need to include the tonnage of ore and waste, the grade of the ore, and a unique volume name that can be sorted to ensure mining precedences are met. To include geologic uncertainty, the resource summary must be completed for each of the realizations to be included in the analysis.

For this paper, the small copper deposit presented by Deutsch, Gonzalez, and Williams (2015) was utilized and 200 of the realizations were randomly selected to ensure the distribution of uncertainty was maintained. Pit shells were developed for four distinct mining phases and the resources were summarized on a bench/partial bench basis. Table 1 shows a subset of the data for this project and includes three of the copper realizations (001, 007, 012) and Figure 2 shows long-sections through three of the realizations. Note that while the format of this input file is not critical, it is the author's experience that a "database style" layout makes spreadsheet development simpler by utilizing PivotTables and their affiliated lookup function (getpivotdata).

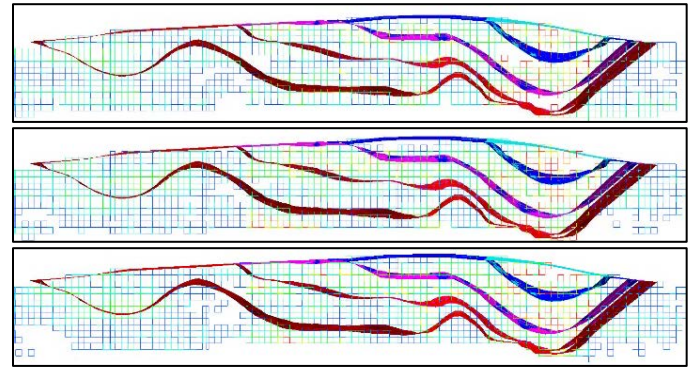


Figure 2. Example of Randomly Selected Realizations

Table 1. Resource Input Example.

VAR	PHASE	BENCH	BLOCK	O/W	CUPCT	VOLUME	TONNES	CU T	CUTCODE
CU_001	1	584	B	ore	1.23	21.91	63.43	0.78	1_584_B
CU_001	1	580.5	B	ore	1.32	1,514.32	4,210.00	55.39	1_580.5_B
CU_001	1	577	B	ore	1.69	4,477.48	12,159.93	205.96	1_577_B
CU_001	1	577	B	waste	0.00	0.29	0.76	0.00	1_577_B
CU_007	3	587.5	C	ore	0.96	10,643.87	29,176.20	280.96	3_587.5_C
CU_007	3	587.5	C	waste	0.17	395.26	1,067.19	1.79	3_587.5_C
CU_007	3	584	A	ore	0.99	28,412.58	77,194.05	762.35	3_584_A
CU_007	3	584	A	waste	0.14	1,086.63	2,870.40	3.95	3_584_A
CU_007	3	584	B	ore	0.54	3,177.42	8,586.65	46.60	3_584_B
CU_012	4	549	B	waste	0.14	2,462.94	6,574.08	9.37	4_549_B
CU_012	4	549	C	ore	1.41	13,400.79	36,426.38	512.01	4_549_C
CU_012	4	549	C	waste	0.15	178.62	481.63	0.72	4_549_C
CU_012	4	545.5	A	ore	1.19	1,348.39	3,647.34	43.53	4_545.5_A
CU_012	4	545.5	A	waste	0.13	278.82	752.82	0.98	4_545.5_A
CU_012	4	545.5	B	ore	0.94	21,696.56	58,899.73	552.61	4_545.5_B

#### Mine Productivity Input Drivers

Once the resource estimate is imported into a spreadsheet; the modeler must select the productivity driver(s) that will constrain the schedule and divide the resources into periods. For this proof-of-concept, the author chose to reduce the complexity by not incorporating a first-principle equipment productivity buildup and rather, chose to input the daily production (tonnes) for each period by phase. Future work is planned to not only incorporate a first-principle productivity estimate but to also include a Monte Carlo simulation of productivity based on the uncertainty in the load and haul cycles.

#### Production Cascade Logic

While some spreadsheet scheduling tools are driven by manual scheduling of volume/block percentage input by period, this model makes use of automatic cascading logic. In other words, the user inputs the tonnes per day for each period and the spreadsheet calculates the total tonnes for that period and phase. It then cascades down the reserve list until it satisfies that tonnage requirement. Table 2 shows the results of the cascade logic for the case study Phase 1, periods 1-6 while Table 3 shows the percentage of each block mined in each period. This specific model makes use of logical "if" statements and lookup functions to automate the scheduling and to ensure that no precedences are violated and all material is scheduled.

Table 2. Automatic Tonnage Cascade

Period	Phase 1					
	1	2	3	4	5	6
Label	Jan 2017	Feb 2017	Mar 2017	Apr 2017	May 2017	Jun 2017
Sched Days	31	28	31	30	31	30
Sched tpd	200.0	300.0	300.0	300.0	250.0	250.0
Sched Tons	6,200	8,400	9,300	9,000	7,750	7,500
Total	15	-	103,361	-	-	-
Total Tons	103,361	6,200	8,400	9,300	9,000	7,750
1_584_B	584	B	63	-	-	-
1_580.5_B	580.5	B	4,210	-	-	-
1_577_B	577	B	12,161	-	-	-
1_573.5_A	573.5	A	6,808	-	-	-
1_573.5_B	573.5	B	15,523	-	-	-
1_570_A	570	A	16,781	-	-	-

Two major assumptions have been made to ensure the cascade logic can utilize multiple realizations. The first assumption is that the density is consistent between all realizations. As the productivity is tonnage based, the cascade logic is set to cascade through the total tonnes in each block, if the density is not consistent between realizations, the cascade logic and productivities would need to be volume based. The second assumption is that the productivity is



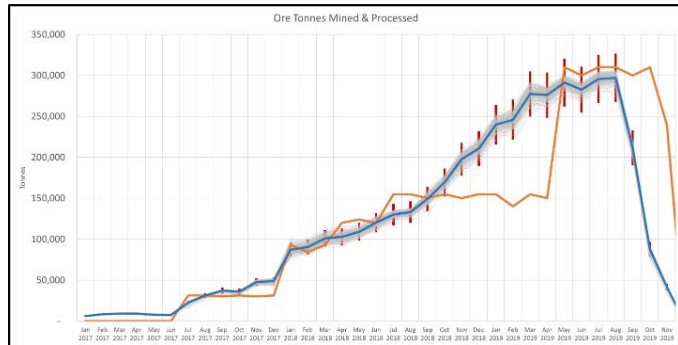
parameter can also be examined. In this case the Standard Deviation and Interquartile Range are included although any other statistical measure could be used.

**Table 9. Net Present Value.**

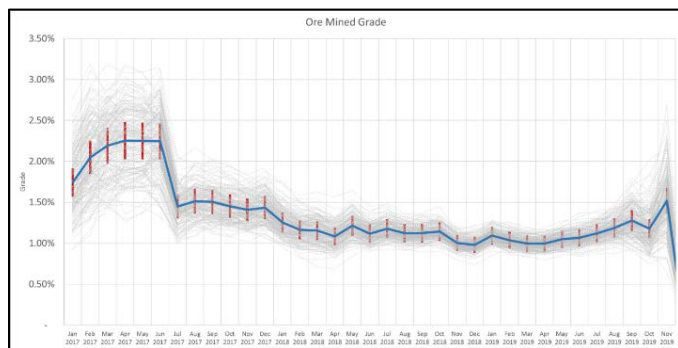
<b>AVERAGE NPV @ 10%</b>	<b>\$</b>	<b>17,240,870</b>
<b>CU_001</b>	\$	16,407,155
<b>CU_002</b>	\$	16,104,002
<b>CU_005</b>	\$	16,021,951
<b>CU_006</b>	\$	18,115,630
<b>CU_007</b>	\$	17,543,865
<b>CU_008</b>	\$	17,511,088
<b>CU_009</b>	\$	18,290,081
<b>CU_010</b>	\$	17,578,670
<b>STAND DEV</b>	\$	1,299,457
<b>1ST QUANTILE</b>	\$	16,360,971
<b>3RD QUANTILE</b>	\$	17,957,538

**Dashboard**

Once the spreadsheet model was complete, the author decided to develop a dashboard with various charts showing the results of several key parameters. The following figures show some of the graphs that may be of use to the user while they are modifying the schedule. The typical template for each graph includes the data from 200 realizations (gray lines), the expected value (heavy blue line), and error bars at  $\pm 10\%$  of the expected value (red bars). Figure 3 also includes a line for the tonnes processed (orange line) that is constant as it is an input parameter.



**Figure 3. Ore Tonnes Mined & Processed,**

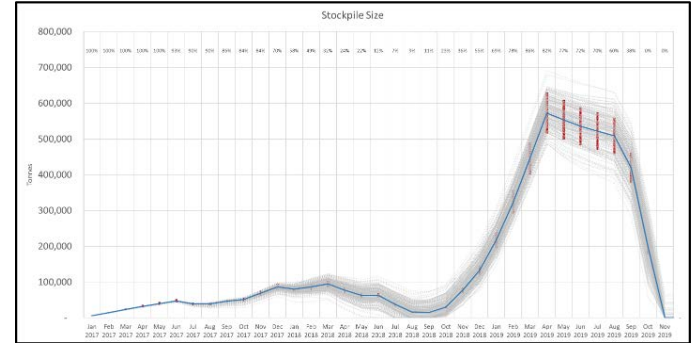


**Figure 4. Ore Mined Grade.**

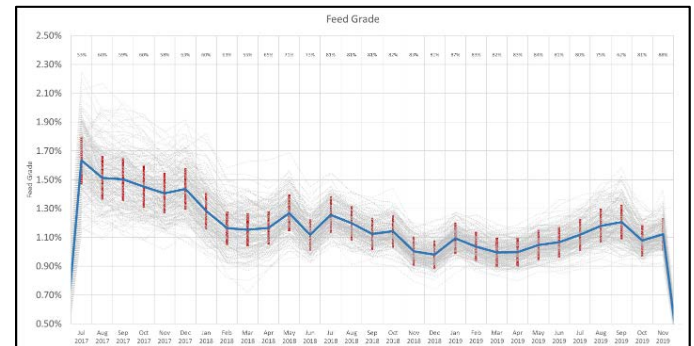
Several other graphs include a row of percentages across the top of the graph. These values are the probability that the actual value will be within  $\pm 10\%$  of the expected value. For some parameters, a user may wish to modify these to show another useful measure such as, the probability of exceeding the mean or the probability of being below some threshold. Due to the flexible nature of Microsoft Excel, these changes would be relatively simple.

While the author's preference is to visualize all realizations (as in Figure 7), some users or their managers may wish to reduce the amount of data being presented. One method would be to plot the

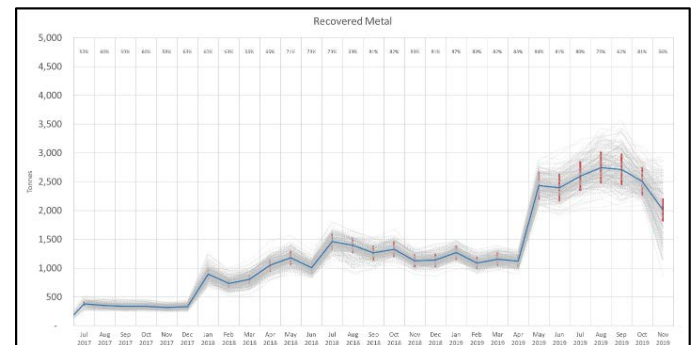
minimum and maximum values (or some other quantile/quartile) with the expected value and its error bars as shown in Figure 8.



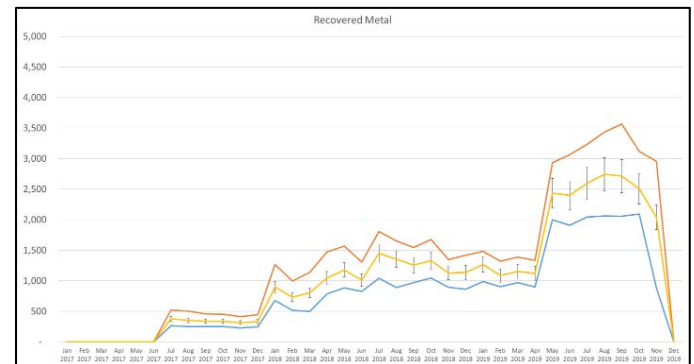
**Figure 5. Stockpile Size.**



**Figure 6. Feed Grade.**



**Figure 7. Recovered Metal – V1.**



**Figure 8. Recovered Metal - V2.**

Another useful chart a user may wish to utilize is a histogram of any parameter in the model. This dashboard currently includes histograms of net present value (Figure 10) and of total recovered metal (Figure 11). Figure 10 was developed by specifying bins and counting the values within each bin and then plotting with a standard bar chart. Figure 11 was created using the histogram chart option

included in Microsoft Excel 2016. The Excel 2016 tool is useful although it seems to currently lag some of the other chart types in terms of formatting and data selection options.

a work in progress, it has shown that it is possible for a mining company to develop a low-cost solution that is capable of quantifying uncertainty in a mine scheduling environment.

The author believes that while future work developing “off the shelf” solutions for uncertainty quantification in the mining industry is important, it is also critical that we begin to develop stepwise changes to our mine planning processes to improve our understanding of this field and ensure that future software and techniques can be readily accepted.

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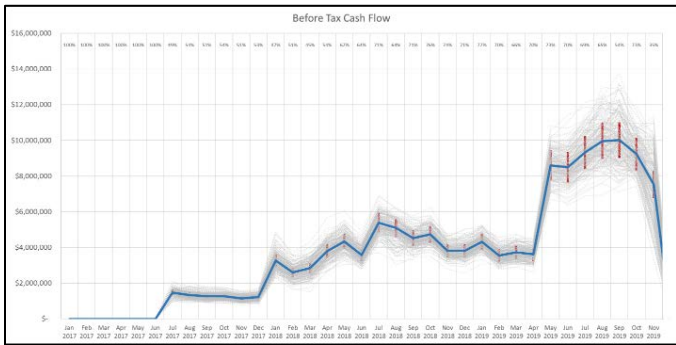
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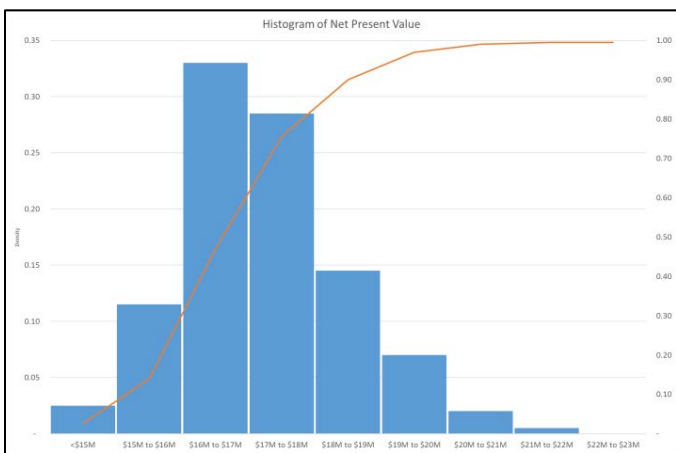
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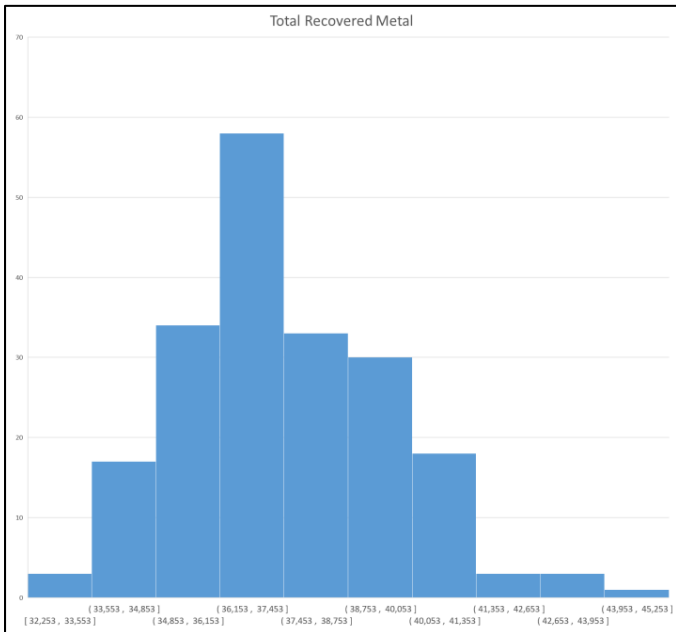
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**Figure 9.** Before Tax Cash Flow.



**Figure 10.** Histogram of Net Present Value.



**Figure 11.** Histogram of Total Recovered Metal.

**CONCLUSIONS & RECOMMENDATIONS**

This paper has been intended to demonstrate the usefulness of a spreadsheet mine scheduling tool that quantifies the effects of geologic uncertainty through the use of multiple geologic realizations. While the proof of concept model developed for this project should be considered