

**Thompson 2020**  
**Master Project Charter**



## Revision History

Revision	Date Revision	Approval Date	Author	Comments
1	May 4, 2017	Pending	HS/TG	First draft for review
2	May 5, 2017	Pending	HS/TG	
3	May 8, 2017	Pending	HS/TG	
4	May 8, 2017	Pending	HS/TG	
5	June 12, 2017	Pending	HS/TG	Revised for review in June 13 SC meeting. Updated Governance, introduction and removed project charters.
6	June 13, 2017	Approved	HS/TG	

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## Purpose/Justification – Section 1.0

In November 2010, Vale announced that it would transition to mining and milling only by 2015, which would involve the closure of the smelter and refinery and a significant reduction in the existing workforce. Vale's timeline for transition has since been extended to mid-2018.

In May, 2017, Vale further announced that it will cease mining operations at Birchtree Mine effective October, 2017.

Currently, there are approximately 1400 FTE, direct employees in the Manitoba Operations, with an additional 350 FTE, third-party contractors on site. Approximately 700 staff and hourly employees are directly employed in the smelter and refinery and at Birchtree Mine. These jobs are not expected to exist following the transition.

All production and support areas are expected to experience headcount reductions as a result of the closure. Approximately half of these roles will likely be affected. However, some additional roles relating to the new operating reality (such as the addition of a concentrate load-out facility) may be needed.

Importantly, up to 300 active employees will be eligible for retirement by 2019.

Vale anticipates that it will maintain approximately 700 direct, FTE positions in the post-2018 operating reality.

The risk of not responding to these developments is ongoing economic leakage and erosion of public confidence.

The anticipated outcomes of this project will be:

1. Access to identified in demand training for affected Vale and contracted employees.
2. Mitigation of economic impacts to Thompson, the Region, Manitoba and Canada by retaining workers and retirees, services and businesses in the region.
3. Leveraging existing plans and support services to target and achieve maximum benefits for Stakeholders
4. Specific Business Redevelopment initiatives for Thompson and the region.
5. Legacy of Actions Plans and Skills to support continuation of actions for a sustainable City of Thompson and surrounding economic region beyond 2020.

## Project Governance – Section 2.0

Figure 1

Role	Name(s)	Function
Owner	<ul style="list-style-type: none"> <li>City of Thompson</li> </ul>	
Sponsor	<ul style="list-style-type: none"> <li>City of Thompson</li> <li>Province of Manitoba</li> <li>Vale</li> <li>Canada</li> </ul>	<ul style="list-style-type: none"> <li>Approves Master Project Charter (1)</li> <li>Meets Quarterly</li> <li>Receives Monthly Project Status Report</li> </ul>
Project Steering Committee (PSC)	<ul style="list-style-type: none"> <li>Dennis Fenske, City</li> <li>Gary Ceppetelli, City*</li> <li>Mark Scott, Vale</li> <li>Tim Johnston, NCD*</li> <li>Lynette Plett, MET</li> <li>Jacqueline Lagimodiere, MET</li> <li>Robert Allen, Service Canada</li> </ul>	<ul style="list-style-type: none"> <li>Meets monthly with Project Manager</li> <li>Approves Component Project Charters (4)</li> <li>Receives Monthly Project Status Report</li> <li>Approves operating budget</li> <li>Decisions made at PSC are guided by a Terms of Reference</li> <li>Prioritizes project work and overall schedules</li> </ul>
Project Management Team	<ul style="list-style-type: none"> <li>Tim Gibson, Project Manager</li> <li>Harold Smith, Assistant Project Manager</li> <li>City Economic Development Officer</li> </ul>	<ul style="list-style-type: none"> <li>Manages the component projects</li> <li>Supports operation of PSC</li> <li>Liaison with Partners, Project Steering Committee members and Stakeholders</li> <li>Reports to PSC, Sponsor through Monthly Project Status Reports</li> </ul>
Partners	<ul style="list-style-type: none"> <li>Nisichawayasihk Cree Nation (NCN)</li> <li>Look North</li> <li>One North</li> <li>Churchill Region Economic Development</li> </ul>	<ul style="list-style-type: none"> <li>Provide context, support, and guidance for T2020 project.</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>Thompson Chamber of Commerce</li> <li>T2020 Sub-Committees</li> </ul>	<ul style="list-style-type: none"> <li>Supports and aligns with T2020 project action plan</li> </ul>
Resources	<ul style="list-style-type: none"> <li>Kacper</li> </ul>	<ul style="list-style-type: none"> <li>Co-located with Project Management Team</li> </ul>

	Antoszewski, City Communications Officer <ul style="list-style-type: none"> <li>• Dave Turpie, Contractor for North Central NCD</li> <li>• Staff and contractors of Partners</li> </ul>	<ul style="list-style-type: none"> <li>• Liaison to City Departments</li> <li>• Participates on the delivery team of individual component projects at the direction of the Project Manager</li> </ul>
* These members along with Ryan Land from Vale are available to provide ongoing support to the Project Management Team between Steering Committee meetings.		

### Resources – Section 3.0

Contributor	Item
Manitoba (MET)	Salary for Project Manager
Canada	Travel, Marketing, and Communication costs
City	Economic Development Officer
City	Communications Officer
Norwest Manufacturing*	Thompson 2020 Project Manager
Manitoba (Families)*	Thompson 2020 Assistant Project Manager
Communities Economic Development Fund	Office Space/Admin
North Central Development	Admin support/coordination

\*Conflict of Interest Mitigation Plan - Project Team members will not represent Project 2020 on matters related to their contributor organizations in the course of this project. For example, where a potential conflict is identified, the relevant team member will not be included in meetings, receive updates, emails etc.

### Communication – Section 4.0

The Project Management Team will develop an overall *Thompson 2020 - Communication Plan*. The plan will be approved by the Project Steering Committee and will include the following as a minimum:

- Communication timing matrix – and method
- Communication distribution listing
- Filing and storage of information
- Procedure for disseminating updates and corrections

## Component Projects – Section 5.0

The Project Sponsor has outlined four areas that require review with a Project Management philosophy. Project Charters will need to be developed and approved. Each of the Charters will require many components but specifically they will need to be well documented and agreed upon:

- Project Scope, Time, Budget
- Project Communication Plan (including templated reporting on project status, milestones, updated risk register)
- Activity Plan Development with Timelines –Execution Plans
- Expected Results

We view the above with all the other associated Project Management components as key to overall success. The following (4) Projects are:

### 1 - Workforce Utilization

To secure employment or a training pathway to employment for the displaced workforce at Vale and the Contractors that support Vale Operations. This will support and compliment the work of Vale’s internal work force adjustment activity.

### 2 - Retain and Attract Residents (ie. Retirees)

To retain as many retirees and residents as possible in the community and region.

### 3 - Business Redevelopment

To redevelop existing businesses to retain economic development and employment, and bring contracts and services “in house” or “in region” to retain northern residency, employment and increase economic activity in the region. To review logical opportunities that make sense as approved by the Sponsor.

### 4 – Infrastructure

To critically look at opportunities specifically connecting the Northern Communities. This connectivity to the North is anticipated to have ROI’s return on investment opportunities not now known or fully understood. The connectivity to the North Scope document is anticipated to look at the following (2) options:

- Rail Lines
- All Weather Roads

## Sample Planning and Executing Document (PED)

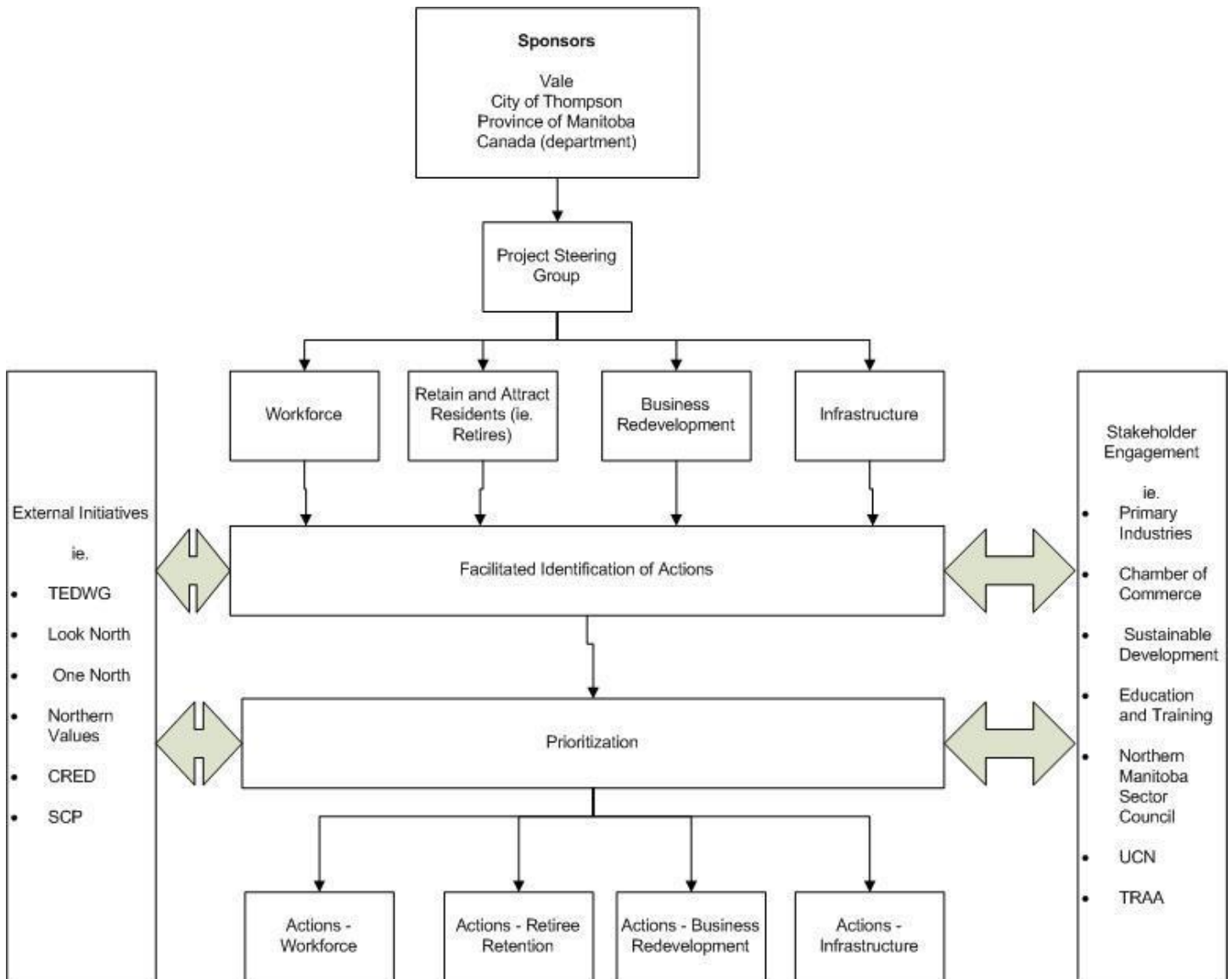
<b>Component Project Name:</b>				
<i>Purpose and Justification</i>		<i>Responsibilities</i>		
		<i>Role</i>	<i>Name</i>	
<i>Scope</i>				
In Scope:				
Not in Scope:				
<i>Expected Results</i>		<i>Impacts/Risks</i>		
1				
2				
3				
4				
<i>Resources</i>		<i>Projected Schedule</i>		
<i>Item</i>	<i>Level</i>	<i>Milestone/Phase</i>	<i>Start Date</i>	<i>Finish Date</i>

## Summary Conclusion – Section 6.0

Thompson 2020 will use Project Management tools and techniques to pursue the intended outcomes.

- Figure 2 illustrates the overall process for development and implementation of activity and execution plans for the project.
- Figure 3 shows the approach to prioritization for the 2020 project and beyond
- Figure 4 is an overview of the project progression for high level planning

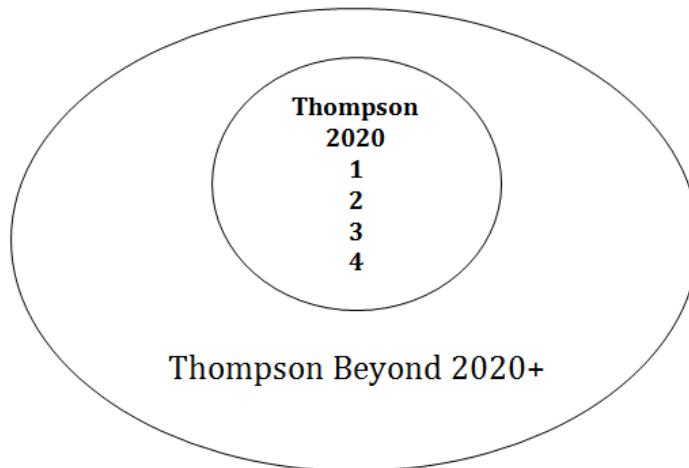
Figure 2





# Thompson 2020 – Prioritizing Ideas

Figure 3



No idea is outright rejected rather it is prioritized beyond 2020 mandate

Figure 4

Project Overview - Macro Planning				Major Timelines			
Project(s) 1/2/3/4				2017	2018	2019	
	Task Number	Description	Responsibility				
Initiating	1						
	2	Sponsor Review					
Planning	3						
	4						
	5						
	6						
	7						
	8						
	9	Sponsor Review					
Executing	10						
	11						
	12						
	13						
	14						
	15	Sponsor Review					
Controlling	16						
	17						
	18	Sponsor Review					
Closing	19						
	20						
	21	Sponsor Review					

