

# THOMPSON ECONOMIC DIVERSIFICATION WORKING GROUP

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## TERMS OF REFERENCE

### 1.0 The Working Group

The Working Group will identify and advance initiatives to broaden and strengthen the economic base of the City of Thompson and the broader region. The primary purpose of the Working Group is to develop an Economic Diversification Plan for the City of Thompson and its broader region, based on the recommendations of the Thompson and Planning District Sustainable Community Plan, and further input from Working Group members.

The City of Thompson will chair the Working Group, which will include representation from the member organizations outlined in Section 3.0, below.

### 2.0 Guiding Principles

The activities of the Working Group will be based on the following principles:

*Fairness* – All stakeholder groups will be treated fairly;

*Openness* – All stakeholder groups will undertake their activities in an open and transparent manner;

*Mutual Respect* – All stakeholder groups will treat each other with respect;

*Cooperation* – All stakeholder groups will strive to develop plans that best meet the needs of all parties;

*Collaboration* – All stakeholder groups will work together in a collaborative manner towards the development of plans;

*Egalitarian* – All stakeholder groups will be afforded equal input into the process;

*Agreement Seeking* – All stakeholder groups will seek to develop plans using a consensus-based decision-making processes;

*Informed Participation* – All stakeholder groups will ensure the transfer of information to and from the communities they represent.

### 3.0 Working Group Membership

The following stakeholders will be represented at the Working Group:

- City of Thompson (Chair, 1 seat)
  - Tim Johnston (Chair)
  - Charlene Lafreniere
  
- Vale (1 seat)
  - Lovro Paulic

- Manitoba Keewatinowi Okimakanak (MKO) (1 seat)
  - David Harper
- Keewatin Tribal Council (KTC) (1 seat)
  - Arnold Ouskan
- Manitoba Metis Federation (1 seat)
  - Julyda Lagimodiere/Ed Charrier
- Northern Association of Community Councils (1 seat)
  - Reg Meade
- Nisichawayasihk Cree Nation (1 seat)
  - Jerry Primrose
- Thompson Unlimited (1 seat)
  - Rick Oberdorfer
- Thompson Chamber of Commerce (1 seat)
  - Linda Markus
- rePlan (Facilitator/Admin.)
  - John van Nostrand
  - Michelle Drylie
  - Laura Mannell

The following organizations have been invited to participate in the Working Group:

- USW Local 6166 (1 seat)
- Provincial Government (1 seat)
- Federal Government (1 seat)

It is expected that representatives are able to contribute to the discussion of the Working Group and make decisions on behalf of their constituents. Working Group representatives may be accompanied by technical advisors or other representatives of their organization at Working Group meetings. Each representative is responsible for reporting on and engaging their constituents in the business of the Working Group.

Specific tasks may be referred to sub-committees of the Working Group. Sub-committees may draw on the expertise and/or resources of constituent groups to complete these tasks.

### **Constituent Groups**

The 'behind the scenes' participation of constituent groups is critical to the success of the Working Group. Constituent Groups will be kept up to date through a number of mechanisms, including direct feedback from their Working Group representative, participation on a sub-committee, and public meetings.

Constituent groups are organized in tiers around Working Group representatives:

<u>Representative</u>	<u>Direct Constituent</u>	<u>Approval Body</u>
City of Thompson	LIGA Committee	Council
Vale	Vale Thompson	Vale Canada
MKO	MKO Board of Directors	Chiefs in Assembly
KTC	KTC Board of Directors	Chiefs in Assembly
MMF Thompson	MMF Thompson	MMF
NCN	NCN Board of Directors	
Northern Association of Community Councils	NACC Board of Directors	
Thompson Unlimited	Thompson Unlimited Board of Directors	
Thompson Chamber of Commerce	Thompson Chamber of Commerce Board of Directors	
rePlan	Other local stakeholders	
USW Local 6166	USW	
Province	IEM/MAFRI	Cabinet
Federal Gov't.	WD	Cabinet

### **Other Stakeholders**

Other stakeholders in the City, region or elsewhere that may be impacted or have an impact on economic diversification and community growth will also be included in the Working Group on a project-by-project basis. These include, but are not be limited to:

- individual businesses or entrepreneurs who may contribute general insight or provide clear direction and support for a specific initiative. One-on-one meetings will be held as needed.
- utility providers
- transportation providers
- airport authority
- relevant service providers (e.g. Manitoba Housing and Renewal Corporation, hospitals, etc.)

### Reporting Mechanism to the Thompson and Area Round Table

The Thompson and Area Round Table comprises representatives from the City of Thompson, MKO, KTC, MMF, and NACC. The Round Table was convened to enhance and foster economic development and other areas of common concern in and around the City of Thompson. Due to their complementary objectives and membership, the Round Table and Working Group will report to one another – via the City of Thompson representative to both groups – on their activities.

### 4.0 Roles and Responsibilities of Members

Organization	Mandate
<b>Working Group Stakeholder Representatives</b>	<ul style="list-style-type: none"> <li>• Provide leadership, strategic direction and support to the project and ensure cross-stakeholder coordination and collaboration</li> <li>• Act as champion of the project by promoting and communicating the project goals and objectives to constituent groups</li> <li>• Represent and act as decision-makers in setting the strategic direction of the Working Group and in the development of plans</li> <li>• Ensure timely resolution of high-level issues from within constituent groups</li> <li>• Ensure appropriate resources are available for the project's success</li> </ul>
<b>City of Thompson (Chair)</b>	<ul style="list-style-type: none"> <li>• Responsible for chairing meetings (see below) and overseeing the work of the Working Group</li> <li>• Provide strategic direction on coordination of project activities</li> <li>• Facilitate communication and coordination within city departments and Working Group stakeholders</li> <li>• Participate in the detailed development of the Economic Diversification Plan by providing relevant information, municipal expertise and organizational assistance</li> <li>• Assist with the drafting and approval (where necessary) of plans</li> <li>• Support an integrated and consistent approach across plans and development of an overarching Economic Diversification Plan.</li> <li>• In coordination with Vale, oversee the consultant's responsibilities (outlined below).</li> </ul>
<b>Vale</b>	<ul style="list-style-type: none"> <li>• Support the Working Group by providing:               <ul style="list-style-type: none"> <li>○ a process and technical planning consultant (rePlan),</li> <li>○ resources for additional research and studies, and</li> <li>○ resources for plan implementation, where appropriate</li> </ul> </li> <li>• Participate in the detailed development of the Economic Diversification Plan by providing relevant information and sector expertise</li> </ul>

Organization	Mandate
<b>USW Local 6166</b>	<ul style="list-style-type: none"> <li>• Participate in the detailed development of the Economic Diversification Plan by providing relevant information and sector expertise</li> <li>• Consult with constituent groups and bring issues to the Working Group for discussion</li> <li>• Support implementation of plans, as required</li> </ul>
<b>Manitoba Keewatinowi Okimakanak (MKO)</b>	<ul style="list-style-type: none"> <li>• Participate in the detailed development of the Economic Diversification Plan by providing relevant information and community expertise</li> <li>• Consult with constituent groups and bring issues to the Working Group for discussion</li> <li>• Engage in broader community discussions and encourage community member participation in public process</li> <li>• Support implementation of plans, as required</li> </ul>
<b>Keewatin Tribal Council (KTC)</b>	<ul style="list-style-type: none"> <li>• Participate in the detailed development of the Economic Diversification Plan by providing relevant information and community expertise</li> <li>• Consult with constituent groups and bring issues to the Working Group for discussion</li> <li>• Engage in broader community discussions and encourage community member participation in public process</li> <li>• Support implementation of plans, as required</li> </ul>
<b>Northern Association of Community Councils (NACC)</b>	<ul style="list-style-type: none"> <li>• Participate in the detailed development of the Economic Diversification Plan by providing relevant information and community expertise</li> <li>• Consult with constituent groups and bring issues to the Working Group for discussion</li> <li>• Engage in broader community discussions and encourage community member participation in public process</li> <li>• Support implementation of plans, as required</li> </ul>
<b>Manitoba Metis Federation (MMF)</b>	<ul style="list-style-type: none"> <li>• Participate in the detailed development of the Economic Diversification Plan by providing relevant information and community expertise</li> <li>• Consult with constituent groups and bring issues to the Working Group for discussion</li> <li>• Engage in broader community discussions and encourage community member participation in public process</li> <li>• Support implementation of plans, as required</li> </ul>
<b>Province</b>	<ul style="list-style-type: none"> <li>• Participate in the detailed development of the Economic Diversification Plan by providing relevant information and government expertise</li> <li>• Coordinate interests of and consult with relevant Ministries and bring issues to the Working Group for discussion</li> <li>• Mobilize existing or create new programs/policies to support the implementation of plans, as required</li> <li>• Funding support for the implementation of plans</li> </ul>

Organization	Mandate
<b>Federal Government</b>	<ul style="list-style-type: none"> <li>• Participate in the detailed development of the Economic Diversification Plan by providing relevant information and government expertise</li> <li>• Coordinate interests of and consult with relevant federal departments and bring issues to the Working Group for discussion</li> <li>• Mobilize existing or create new programs/policies to support the implementation of plans, as required</li> <li>• Funding support for the implementation of plans</li> </ul>
<b>Other Stakeholders</b>	<ul style="list-style-type: none"> <li>• Participate in the detailed development of plans, where appropriate, by providing relevant information and sector expertise</li> <li>• Support implementation of plans</li> </ul>
<b>rePlan (Process Management and Technical Planning)</b>	<ul style="list-style-type: none"> <li>• Support City in coordinating and facilitating stakeholder engagement</li> <li>• Monitor, coordinate and prioritize activities to ensure adherence to process timelines and scope</li> <li>• Facilitate the resolution of issues among stakeholders</li> <li>• Overall project co-ordination, collection and analysis of data, development of plans and supporting all aspects of Economic Diversification Plan development.</li> <li>• Responsible for planning, developing and delivering the Economic Diversification Plan document</li> <li>• Provide technical planning expertise in the development and implementation of plans</li> </ul>

## 5.0 Procedures

### Meeting Chair

Meetings of the Working Group will require firm and diplomatic guidance, as they involve issues of great significance to all stakeholder organizations. The Working Group will be chaired by Tim Johnston, Mayor of the City of Thompson. The Chair will:

- Attend and chair all Working Group meetings, or identify a replacement chair in advance of a meeting to be missed
- Ensure that Working Group meetings are conducted in a reasonable, calm and orderly manner and in accordance with agreed principles and procedures
- Keep the meetings on schedule and focused on agreed agenda items
- Have the authority to call breaks in the proceedings and to create subcommittees
- Ensure that all views and voices are heard and no one Working Group member dominates
- Maintain objectivity with no bias shown to any one stakeholder organization or point of view

### **Agendas and Minutes**

The Working Group will determine the agenda items to be discussed at its next meeting prior to the end of each meeting. The Chair will be assisted by an administrator (rePlan) who will prepare and finalize written records of all Working Group meetings, following a period of comment by all parties. The administrator will also finalise and circulate meeting agendas.

### **Decision-Making**

In the spirit of the Guiding Principles defined for the Working Group, decisions of the group will be consensus based. Any decisions of sub-committees that require further approval by the larger group will be brought to the Working Group for discussion and approval by consensus.

### **Sub-Committees**

The Chair, in discussion with the Working Group, may strike sub-committees to carry out tasks related to a specific topic or issue raised within Working Group meetings. The Chair will limit the number of sub-committees to 10. A member of the Working Group most interested in or closely associated with the topic or issue to be addressed by the sub-committee may be asked by the Chair to assemble and chair the sub-committee. All sub-committee chairs will report on the activities of the sub-committee at each Working Group meeting, or as appropriate based on sub-committee activities.

### **Caucus with Constituent Groups**

All Working Group representatives are responsible for caucusing with their respective constituent groups to ensure constituent groups are informed of the Working Group's activities and that their input is being reflected in Working Group discussions. Where the Chair deems it appropriate during a WG meeting, he/she may suggest the need for a caucus. During WG meetings any party to the proceedings may ask the Chair for an opportunity to caucus with their constituent group prior to a decision on a given topic.

### **Reimbursable Expenses**

Working Group members who live outside of Thompson will be reimbursed for the cost of travel to and from the meeting and accommodation while in Thompson. Travel and accommodation rates are set by the City of Thompson as per the Expense Summary included in Annex A to this Terms of Reference.

## **6.0 Project Management Team**

A Project Management Team, including representatives from the City of Thompson, Vale and rePlan, will provide overall direction to the activities of the Working Group. The Project Management Team will be responsible for identifying process milestones, creating a process schedule, refining the scope of work of the Economic Diversification Plan on an ongoing basis, identifying scopes of work and budgets for implementation plans, and identifying timelines for implementation. The Project Management Team will meet weekly for the duration of the process.

## **7.0 Communications Strategy**

The Project Management Team will develop a draft Communications Strategy to identify protocols for public and media communications. The draft Communications Strategy will be reviewed by Working Group members and members will provide input into the development of a final Strategy. A final Strategy will be in place by September 2011.

## **8.0 Public Statements and the Media**

Working Group representatives are responsible for distributing information about Working Group activities to their organizations and communities in order to ensure that they are adequately consulted and can give the representatives the necessary mandate to continue to represent them at the Working Group.

With regard to media releases, representatives may be required to make public statements about their organization's involvement with the Working Group on behalf of their organization. In such cases, representatives are encouraged to refer to the protocols outlined in the Communications Strategy notify the Working Group of their statement prior to the public release.

In cases where the Working Group decides to issue a joint public or media statement on Working Group developments, representatives will work together to draft the statement, which will then be issued by the Chair.

## **9.0 Public Engagement Strategy**

The Project Management Team will develop a draft Public Engagement Strategy for review by the Working Group.

Due to the diversity of stakeholders in the City of Thompson and surrounding region, the Working Group will take a clear and highly visual approach to the production and presentation of community engagement materials. rePlan will assist the Working Group in maintaining open dialogue with all stakeholders, hosting meaningful events, and continued but focused outreach, particularly to groups directly affected by the Plan.

The Working Group will provide important insight into effective methods of communication and consultation when involving other members of the public. At a minimum, regularly scheduled public meetings, as well as ongoing meetings with a broader group of stakeholders will ensure a range of inputs into the development of an Economic Diversification Plan.