

AGENDA

Corporation of the Town of Moosonee

Regular Meeting #04-2026

February 10th, 2026

6:00 p.m. Town Council Chambers

This territory is the customary and traditional lands of the Omushkegowuk People since time immemorial. We acknowledge this sacred land on which the Town of Moosonee operates, within the lands protected by the James Bay Treaty – Treaty no.9. We are grateful to have the opportunity to make decisions at this table that will impact our community. *Meegwetch*

1. CALL TO ORDER

2. REVIEW OF AGENDA

3. DISCLOSURE OF PECUNIARY INTEREST

4. ADOPTION OF MINUTES

- January 6th, 2026, Regular Meeting #01-2026
- February 4th, 2026, Special Meeting #02-2026

5. PRESENTATIONS AND DELEGATION

- WAHA Redevelopment Project Update- Jen Simon and Team
- The Kematewan Winter Carnival- In person- Clint Hamilton and Team
- Air Creebec - Temporary Soil Stockpiling Plan of the Contaminated Site

6. REPORTS AND MEMOS

- Briefing Note for Airport Fees and Services Increase- Steve Crown, Manager of Facilities and Airport Operations -Motion
- Briefing Note for Airport Overhead Door Repair -Steve Crown, Manager of Facilities and Airport operations -Motion
- Briefing Note for Replacement of Primary Brine Pump-Terah Racine, Manager of CDWCE-Motion
- Briefing Note for Community Hall Donation- Terah Racine, Manager of CDWCE-Motion

- Briefing Note for Ice Removal (MMHA)- Terah Racine, Manager of CDWCE-Motion
- Film, Television & Media Production By-law and Policy Review- Terah Racine, Manager of CDWCE
- Updating the Alcohol Policy- Terah Racine, Manager of CDWCE
- Strategic Planning RFP- Victoria Hillier-Hutchison, CAO- Motion
- Verbal Report – Victoria Hillier-Hutchison, CAO-

7. BUSINESS ARISING FROM MINUTES

8. PETITIONS AND CORRESPONDENCE

- Letter-OPP Detachment Board Costing Model-TABLED to FEB. 27, 2026

9. MOTIONS

- Second Quarter Council Meeting Dates for 2026

10. READING OF BY-LAWS

- Zoning By-law Amendment for 40 Atim and 28 Butcher Rd.

11. NEW BUSINESS

12. COUNCIL ANNOUNCEMENTS AND UPDATES/DISCUSSION

13. CLOSED SESSION

- Personal matters about an identifiable individual, including municipal employees.
- A position, plan, procedure, criteria, or instruction to be applied to negotiations

14. ADJOURNMENT

The Corporation of the Town of Moosonee

Regular Meeting 01-2026

January 6th, 2026
Time: 6:00 pm
Town Council Chambers

Councillors Present: Wayne Taipale - Mayor
Carman Tozer- Deputy Mayor
Diane Ryder – Councillor
Susan Hunter – Councillor
Savion Nakogee – Councillor

Staff Present: Victoria Hillier-Hutchison-CAO
Boblin Jardino- Clerk

Public Present: Patrick Townes- MHBC (Teams Meeting)

1. CALL TO ORDER

Resolution No. 2026- 001

*Moved by: Carman Tozer
Seconded by: Savion Nakogee*

BE IT RESOLVED that this Regular Meeting come to order at 6:03 p.m.

(Carried)

2. REVIEW OF AGENDA

Resolution No. 2026-002

*Moved by: Susan Hunter
Seconded by: Diane Ryder*

BE IT RESOLVED THAT the agenda be accepted as presented.

(Carried)

3. DISCLOSURE OF PECUNIARY INTERESTS

→ Deputy Mayor Carman Tozer Declared a Pecuniary Interest on OPP Item # 8

4. ADOPTION OF MINUTES

Resolution No. 2026-003

*Moved by: Susan Hunter
Seconded by: Carman Tozer*

BE IT RESOLVED THAT the Council of the Corporation of the Town of Moosonee adopt the minutes of the Regular meeting #26-2025 of November 18th, 2025, and Special Meeting #27-2025 of December 19th, 2025, as presented.

(Carried)

5. PRESENTATIONS AND DELEGATIONS

6. REPORTS AND MEMOS

→ Purchase of Sander

Resolution No. 2026-004

**Moved by: Susah Hunter
Seconded by: Carman Tozer**

BE IT RESOLVED THAT the Council of the Corporation of the Town of Moosonee to approve the purchase of a sanding unit from CJES&S for the total of \$14,125.00 plus taxes and shipping.

(Carried)

→ Purchase of Town of Moosonee Vehicle

Resolution No. 2026-005

**Moved by: Savion Nakogee
Seconded by: Susan Hunter**

BE IT RESOLVED THAT the Council of the Corporation of the Town of Moosonee approve the purchase of a used van for the animal control program in 2026 with a formal budget of \$30,000 before taxes and delivery.

(Carried)

→ Towing and Storage Fees

Resolution No. 2026-006

**Moved by: Susah Hunter
Seconded by: Savion Nakogee**

BE IT RESOLVED THAT the Council of the Corporation of the Town of Moosonee to approve the fee schedule changes or provide feedback on the schedule and direct the staff to implement into the by-law in 2026.

(Carried)

7. BUSINESS ARISING FROM MINUTES

8. PETITIONS AND CORRESPONDENCE

Deputy Mayor Carman Tozer left the room 6:46pm

Resolution No. 2026-007

**Moved by: Susah Hunter
Seconded by: Savion Nakogee**

BE IT RESOLVED THAT the Council of the Corporation of the Town of Moosonee supports the Town of Smooth Rock Falls Weighted Assessment Model for OPP Detachment Board.

(Tabled/Deferred Until January 27, 2026)

Deputy Mayor Carman Tozer back in the Room 6:48pm

Resolution No. 2026-008

**Moved by: Susah Hunter
Seconded by: Diane Ryder**

WHEREAS violent home invasions have increased in several regions of Ontario, creating growing fear and frustrating among residents;

AND WHEREAS Ontario homeowners increasingly believe that current self-defence laws do not provide sufficient and clear protection for individuals who lawfully defend themselves and their families during violent intrusions;

AND WHEREAS rural residents often experience police response times that can exceed 30 minutes or more, leaving citizens without immediate protection when confronted with life-threatening emergencies;

AND WHEREAS the absence of “home invasions” as a distinct offence in the crime and responding appropriately;

AND WHEREAS the Province of Ontario has repeatedly called for strengthened homeowner protections, including consideration of castle-law-style provisions, and for the federal government to act;

AND WHEREAS residents expect all levels of government to take decisive action to address gaps that leave families vulnerable in their own home;

NOW THEREFORE BE IT RESOLVED THAT:

1. The Corporation of the Town of Moosonee strongly supports the Province of Ontario’s call for strengthened homeowner self-defence protection, including the adoption of clear and robust “castle law”-type provisions to ensure that law-abiding residents can protect themselves without fear of unjust prosecution.
2. Council calls on the Government of Canada to immediately prioritize reforms to the Criminal Code that strengthen and clarify the rights of homeowners who act in legitimate self-defence during violent home invasions.
3. Council demands that the federal government amend the Uniform Crime Reporting system to classify “home invasion” as a distinct criminal offence, allowing for accurate tracking, targeted enforcement, and informed public policy.
4. Council urges the Province of Ontario to take stronger action to monitor, publish, and improve police response times in rural and northern communities, and to ensure that residents are not left unprotected due to resourcing shortages.
5. Council encourages all Ontario municipalities to adopt similar resolutions to demonstrate a unified municipal voice calling for urgent reforms that protect citizens in their homes.

BE IT FURTHER RESOLVED THAT copies of this resolution be forwarded to:

The Prime Ministers of Canada, The Minister of Justice and Attorney General of Canada, The Premier of Ontario, The Attorney General of Ontario, The Solicitor General of Ontario, MPP Vic Fedeli, and all Ontario municipalities.

(Carried)

9. MOTIONS

10. READING PF BY-LAWS

→ Procurement Policy

Resolution No. 2026-009

**Moved by: Diane Ryder
Seconded by: Savion Nakogee**

BE IT RESOLVED THAT the Council of the Corporation of the Town of Moosonee approves By-law #01-2026 Being a by-law to adopt a Procurement Policy for the acquisition of goods, services, and construction, and the disposal of surplus assets being read a first and second time; be deemed to be read a third time and finally passed.

(Carried)

→ Moosonee Property Standards

Resolution No. 2026-010

**Moved by: Susan Hunter
Seconded by: Carman Tozer**

BE IT RESOLVED THAT the Council of the Corporation of the Town of Moosonee approves By-law #02-2026 Being a by-law Prescribing Standards for the Maintenance and Occupancy of Property being read a first and second time; be deemed to be read a third time and finally passed.

(Tabled/Deferred Until January 27, 2026)

11. NEW BUSINESS

12. COUNCIL ANNOUNCEMENTS AND UPDATES/DISCUSSION

13. CLOSED SESSION

Resolution No. 2026- 011

**Moved by: Susan Hunter
Seconded by: Carman Tozer**

BE IT RESOLVED that this meeting move in camera at 7:24 p.m. for the purpose of discussing.

CAO- Victoria left the room 7:10pm

→ *Personal matters about an identifiable individual, including municipal employees*

CAO- Victoria back in the room 7:11pm

→ *A position, plan, procedure, criteria, or instruction to be applied to negotiations*

(Carried)

Resolution No. 2026- 012

Moved by: Susan Hunter

Seconded by: Savion Nakogee

BE IT RESOLVED that this meeting move out camera at 10:23 p.m.

(Carried)

Resolution No. 2026- 013

Moved by: Savion Nakogee

Seconded by: Susan Hunter

BE IT RESOLVED the Council of the Corporation of the Town of Moosonee adopt the minutes of the Closed Session #14-2025 of November 18th, 2025, as presented.

(Carried)

14. ADJOURNMENT

Resolution 2026-014

Moved by: Susan Hunter

Seconded by: Diane Ryder

BE IT RESOLVED THAT this meeting be adjourned at 10:26 p.m.

(Carried)

MAYOR – Wayne Taipale

CLERK – Bobbyln Jardino

The Corporation of the Town of Moosonee

Special Meeting 02-2026

February 04th, 2026
Time: 4:30 pm
Town Council Chambers

Councillors Present: Carman Tozer – Deputy Mayor
Savion Nakogee – Councillor
Diane Ryder - Councillor

Councillors Absent: Wayne Taipale- Mayor
Susan Hunter- Councillor

Staff Present: Victoria Hutchison – CAO
Boblin Jardino- Clerk

1. CALL TO ORDER

Resolution No. 2026-015

**Moved by: Diane Ryder
Seconded by: Savion Nakogee**

BE IT RESOLVED that this Special Meeting come to order at 4:34 p.m.

(Carried)

2. REVIEW OF AGENDA

Resolution No. 2026-016

**Moved by: Diane Ryder
Seconded by: Savion Nakogee**

BE IT RESOLVED that the agenda be accepted as amended.

(Carried)

4. DISCLOSURE OF PECUNIARY INTERESTS

Councillor Savion Nakogee Declared a Pecuniary interest on item #2 Purchase of Staff Housing.

5. REPORTS AND MEMOS

→ Proposal on Recruitment Firms

Resolution No. 2026-017

**Moved by: Savion Nakogee
Seconded by: Diane Ryder**

BE IT RESOLVED THAT the Council of the Corporation of the Town of Moosonee select The Phelps Group Inc. for the CAO and Treasurer Position.

(Carried)

Councillor Savion Nakogee left room @ 4:47pm
→ Purchase of Staff Housing Complex

Resolution No. 2026-018

***Moved by: Savion Nakogee
Seconded by: Diane Ryder***

BE IT RESOLVED THAT the Council of the Corporation of the Town of Moosonee approve a budget of \$500,000 for the purpose and installation of a tri-plex from skymodular homes with \$100,000 being allocated from capital and the remainder as a mortgage.

(Carried)

Councillor Savion Nakogee back in the room 4:56pm

7. ADJOURNMENT

Resolution No. 2026-019

***Moved by: Savion Nakogee
Seconded by: Diane Ryder***

BE IT RESOLVED THAT this meeting be adjourned at 4:57p.m.

(Carried)

DEPUTY MAYOR – Carman Tozer

CLERK – Bobbylyn Jardino

MEMO

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Date: January 20, 2026
To: David Vodusek, MECP Environmental Compliance Officer
From: Victoria Hillier-Hutchison, CAO Town of Moosonee
CC: Arianna Grasser (JLR), Alison Bucking (JLR)
Subject: WAHA Transfer Unit – Moosonee, Ontario
JLR No.: 32375-000

Dear Mr. David Vodusek

The Town of Moosonee has been working with the Weeneebayko Area Health Authority (WAHA) and J.L. Richards & Associates Limited (JLR) on the proposed development of a new patient transfer unit along the Moose River. This project is a key component of the broader regional healthcare redevelopment, which includes the construction of a new mainland hospital and supportive facilities in Moosonee.

The Town of Moosonee is fully supportive of the proposed WAHA Transfer Unit development. Council and municipal staff have reviewed the proposed site, design concept, and operational intent and are satisfied that:

- The location at the intersection of Airport Road/Ferguson Road and Witigo Creek is appropriate, accessible, and compatible with existing land uses.
- The proposed design, including the floating dock and transfer shelter, has been carefully developed to minimize environmental impacts while improving community health and safety outcomes.
- The development aligns with the Town's long-term vision for improved infrastructure, accessibility, and service delivery for residents of Moosonee and surrounding coastal communities.

The Town recognizes the essential role this project will play in improving regional healthcare delivery, ensuring safer and more reliable patient transfers, and supporting the success of the new mainland hospital.

Should the Ministry require any additional information or municipal input, the Town would be pleased to participate in further discussions.

Sincerely,

Victoria Hillier-Hutchison, CAO
Town of Moosonee



Weeneebayko Area Health Authority Redevelopment Project

Redevelopment Update
January 27, 2026



Purpose and Agenda

Provide a monthly update on the Weeneebayko Area Health Authority (WAHA) Redevelopment Project.

1. Progress Update
2. Marine Transfer Unit (Dock)
3. Offsite Infrastructure

Redevelopment Update

Construction slowdown until mid-March. Minimal workers on site monitoring security and site.

Moosonee:

Hospital Building:

Pile Caps, and Grade Beams:

- Construction of concrete pile caps and grade beams is ongoing, including formwork and steel rebar assembly.

Mud slab:

- Formwork and rebar installation continues.

Superstructure:

- Erection of steel, detailing, and spreading of deck continues.
- Welding plates for precast panel support.

Envelope:

- Roof decking installation ongoing, including vapor barrier and spray foam.

Redevelopment Update

Powerhouse and Maintenance Garage:

- Identification, tagging, and installation of underground conduits complete.
- Installation of rebar, and formwork near completion.
- Concrete pourings at Powerhouse and Shed ongoing.

Long-Term Care:

- Cut-off of piles to appropriate elevation ongoing.

Patient Hostel:

- Piling activities complete 215 piles were installed.

Overall Site:

- Excavation and aggregate pad construction continues.
- Relocation of stockpiled soil to deposit site ongoing.
- Installation of stormwater drainage complete.

Temporary Workers Camp-Phase 2:

- PCo reviewing options of a phase 2 site.

Redevelopment Update

Moose Factory - Ambulatory Care Centre:

- Site location confirmed (NWC / 99 Acres)
- Class Environmental Assessment has commenced.
- Design work completed up to 50% CD drawings and is ongoing

Marine Transfer Unit (Dock Project)

The Town of Moosonee (TOM) and WAHA have been collaborating for several years on establishing a new location for WAHA's marine transfer unit along the Moose River, facilitating transfers of patients and staff between health facilities in Moosonee and Moose Factory.

Purpose:

- Enhance healthcare access
- Ensure safe patient and staff transfers
- Support WAHA's long-term sustainability of services
- Align with Town's vision for infrastructure and service delivery

Marine Transfer Unit (Dock Project)

Design Features:

- Floating dock
- Staff/patient shelter
- Roadway
- Parking lot (~25 spaces)
- Ambulance turning circle
- Green space

Proposed Site:

- Airport Rd/Ferguson Rd & Witigo Creek
- Accessible and compatible with existing land use

Marine Transfer Unit (Dock Project)



Marine Transfer Unit (Dock Project)

The land proposed by WAHA for the marine transfer unit is currently leased by the Town from the Province as part of the airport property.

There are two scenarios contemplated:

1. With the TOM's permission, the identified parcel of land can be deleted from the current airport lease and turned back to the Province for a new lease to be struck with WAHA.

Or

2. The TOM and WAHA could enter into a sublease for the identified parcel of land that provides long-term access to WAHA.

Marine Transfer Unit (Dock Project)

In either scenario it is proposed that:

- WAHA: Provide capital funding; construct access road and parking lot; stabilize riverfront; be responsible for routine maintenance of dock and shelter.
- TOM: Be responsible for maintaining green space.
- Nominal Rent: In exchange for WAHA funding capital improvements.
- Long-Term Access Agreement: required by WAHA's funders to ensure long-term operational solution of the Marine Transfer Unit
To formalize ongoing use and responsibilities.

Marine Transfer Unit (Dock Project)

WAHA is seeking TOM's:

- Letter of support for WAHA's use of site for the purposes of a Marine Transfer Unit
- Agreement on scenario contemplated (severing land from current lease or sublease)
- Alignment on draft terms outlined on slide 6, which will be used to develop an agreement.

Municipal Infrastructure

Design Phase

- In December 2025 the TOM solicited a design fee proposal from EXP and WAHA solicited a design proposal from Stantec based on alignment on approach to design activities.
 - The TOM has a contract with EXP for the design of the Infrastructure. It is proposed TOM will replace this contract to respect the new scope and manage the design with capital financial support from WAHA for the linear infrastructure (sanitary, storm and water).
 - WAHA will enter into a complementary design contract with Stantec for the lagoon and water treatment plant work.
- WAHA will fund and oversee design process
- TOM will be full party with WAHA as design development advances to review and provide design feedback prior to implementation.
- WAHA and TOM will amend its current MOU on offsite infrastructure to allow the design work to advance.

Municipal Infrastructure

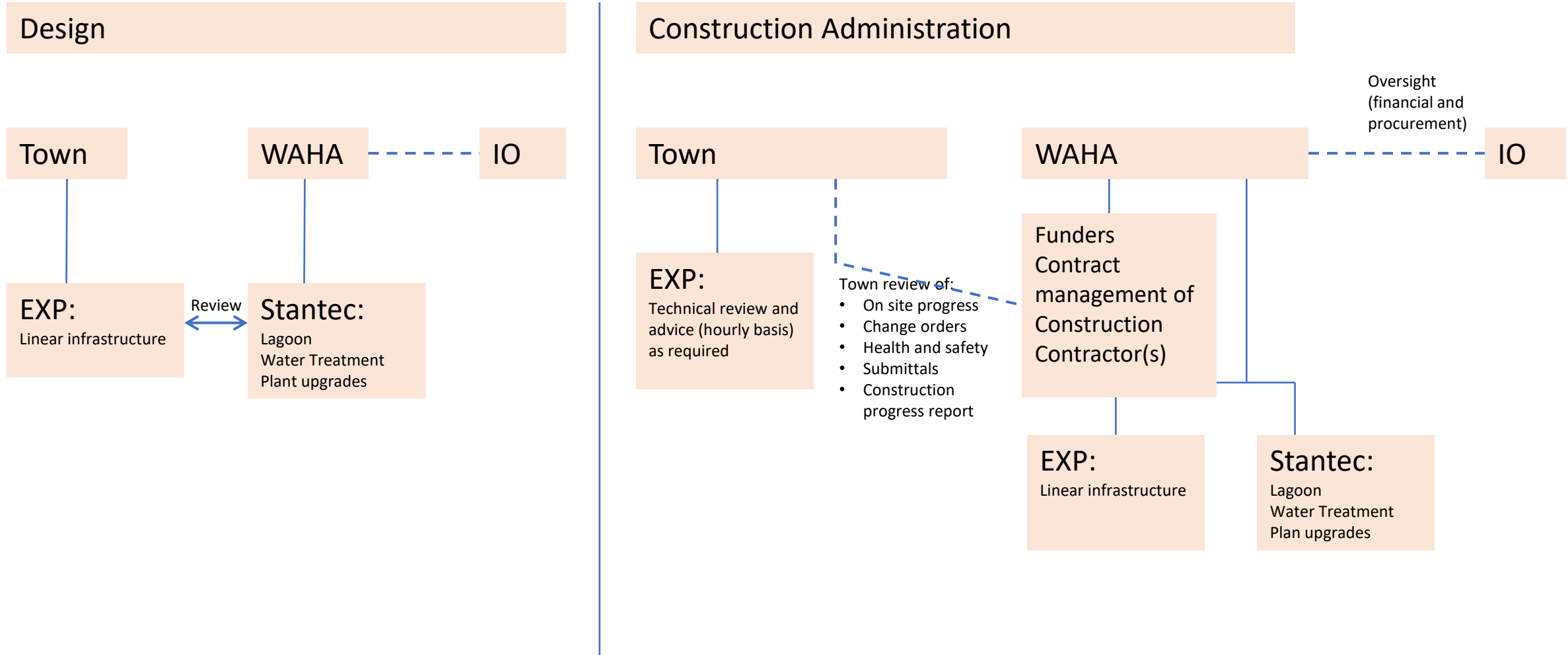
Construction Phase

- WAHA and TOM will work on a construction MOU outlining roles and responsibilities of both parties during the construction phase.

Proposal:

- TOM will be involved with WAHA on the evaluation of tenders for the offsite infrastructure projects.
- WAHA will enter into the construction contracts for the construction work as WAHA manages the funding and can provide technical expertise to support.
- TOM will retain review and approval rights as outlined in the pending MOU.

Town of Moosonee Municipal Improvements –
Internal contract organization structure



Municipal Infrastructure

- Once we are comfortable with the scopes of work / fees each respective party can enter into the design contracts. Targeting end of January
- Proposal: Amend the design MOU between TOM and WAHA to allow TOM to continue managing the EXP component (since TOM and EXP have an existing contract, and work was underway prior to third-party review).
- WAHA will manage the design contract with Stantec directly.
- A separate construction MOU is being developed between TOM and WAHA: idea is that WAHA will fund and oversee all offsite infrastructure work; TOM will partner in reviewing scope, changes, etc., as they will maintain the infrastructure once built.

Next Steps

It is important WAHA, and the TOM align on next steps to facilitate:

- Agreement between WAHA and TOM governing roles and responsibilities for design in January 2026; and amend the existing design agreement.
- Agreement on design fee proposals in January 2026 / enter into design contracts for design.
- Reach agreement between WAHA and TOM on governing roles and responsibilities for Construction activities in February 2026
- Confirm what documentation is required from WAHA to enable the lifting of the current HOLD on the Site Plan Approval application – **this is required by March 01, 2026**



Infrastructure Upgrade Preliminary Schedule

Item	2025		2026										2027										2028										2029									
	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec				
Overall Scope Review Meetings	█																																									
Engineering Fee Negotiations		█	█																																							
Linear Works																																										
- Water Loop					design	RFP																																				
- Sanitary extension					design	RFP																																				
- Storm Main					design	RFP																																				
Sanitary Lift Station including revisions to existing																																										
Preparation of On Site Water Storage																																										
New Pre-sedimentation tank and pumping																																										
WTP Phase One evaluations																																										
WTP Backwash Waste Management																																										
New Lagoon Cell																																										
WTP Phase Two evaluations																																										

THIS IS A DRAFT SCHEDULE
 SUBJECT TO CHANGE,
 INDICATIVE FOR DISCUSSION
 PURPOSES

SCHEDULE ITEMS ORDERED
 IN TERMS OF PRIORITY

Questions and Open Discussion



BRIEFING NOTE

Airport Fees

A Briefing Note contains advice and/or recommendations from an employee, for council consideration.

SUBMITTED BY	Stephen Crown – Airport Manager
DATE	Tuesday January 20 th , 2026
BACKGROUND	Annual Airport Fee review and proposed increase.
ANALYSIS & DISCUSSION FOR COUNCIL CONSIDERATION	<p>I am submitting this letter of request to you Mayor and Council to increase the service fees by a marginal amount to assist the management of the airport in continuing to provide exceptional services.</p> <p>It is my desire to increase all of the service fees that are being charged to the users of the Moosonee Airport by four (4) percent for this year.</p> <p>The fees would come into effect March 1st, 2026.</p> <p>The fees I am looking at to increase are</p> <ul style="list-style-type: none">• AIF – Airport Improvement Fee – 4%• PFF – Passenger Facility Fee – from \$15 to \$16/per passenger• Landing Fee – 4%• Plug-in Fee – 4%• Parking Fee – 4%• AFC – Airport Facility Charge – 4%
RELEVANT POLICY AND/OR LEGISLATION	Previous Manager had approval to increase annually by 4% which is in line with many other airport fee increases.
FINANCIAL IMPLICATIONS	Increases in hydro, fuel, and all other services warrant this increase.
RECOMMENDATIONS	I recommend to council that we go forward with the increases to the Moosonee Airport Fees and Schedule which would then be updated in the Town of Moosonee Fees and Schedule By-Law effective March 1, 2026.
CAO'S COMMENTS AND/OR MOTION FOR COUNCIL CONSIDERATION	<p><u>MOTION FOR COUNCIL'S CONSIDERATION:</u></p> <p>BE IT RESOLVED that the Corporation of the Town of Moosonee approve the increases to the Airport Fees and Services as presented effective March 1st, 2026.</p>

Regulations Respecting the Moosonee Airport Fees 2025



These regulations are set by the Moosonee Airport are reviewed on an annual basis.

These regulations may be amended and/or expanded at anytime. The Corporation of the Town of Moosonee Council, CAO and Airport Manager must authorize such amendments and/or increases.

These regulations may be cited as the Airport Fees & Service Charge Regulations.

Publications

Moosonee Airport Fees & Regulations

Council Approval Date: **Tuesday November 5th, 2024**

Notice Date: **Wednesday November 6th, 2024**

Effective Date: **Wednesday January 1st, 2024**

Completed By: Sheldon Ross – Manager of Facilities & Airport Operations

1. The Corporation of the Town of Moosonee – Airport Operations

Interpretation

Aircraft in distress	An aircraft that is, or any person on board of which is, threatened by serious or imminent danger and requires immediate assistance.
Airport Manager	An individual employed by the airport to manage the airport facilities and employees and to carry out the directives of the airport.
All-cargo aircraft	A commercial aircraft operated for the purpose of moving cargo only.
Combi Aircraft	A commercial aircraft that is capable of carrying simultaneously a combination of aircraft unit load devices (ULD) and passengers on the main deck and that is not operated in an all-passenger configuration.
Department	Department of Transport Domestic Flight A flight between points in Canada International Flight A flight between a point in Canada and a point outside Canada.
Landing	a) In respect of a fixed-wing aircraft, means the touching of the ground by the aircraft on arrival at an airport, and, b) In respect of a helicopter, means the touching of the ground by the helicopter on arrival at an airport or the arrival of the helicopter at an airport for the purpose of loading or unloading without touching the ground.
Minister	Minister of Transport Payload The revenue-producing or useful load that an aircraft can carry.
Positioning Flight	A flight of an aircraft that has no payload. Private Aircraft A civil aircraft other than an aircraft registered as Commercial, Corporate or State. Seating Capacity The number of passenger seats in the aircraft.
Private Aircraft	A civil aircraft other than an aircraft registered as Commercial, Corporate or State.
Seating Capacity	The number of passenger seats in the aircraft.
State Aircraft	An aircraft, other than a commercial aircraft, owned and operated by the government of any country or the government of a colony,

dependency, province, state, territory or municipality of any country.

Technical Landing	A landing of an aircraft made solely to obtain ground services required for the aircraft.
Terminal Building	A building owned and operated by Moosonee Airport used for the purpose of the processing of passengers or aircrew through the building for the purpose of embarking or disembarking.
Piston Engine Aircraft	An aircraft that derives most of its propulsive power from a piston engine and burns aviation gas or similar type products.
Jet Aircraft	An aircraft that derives its propulsive power from the thrust of high-velocity gases developed by a turbojet or turbofan engine.
Turboprop Aircraft	An aircraft that derives most of its propulsive power from the thrust developed by a turbojet engine having a turbine-driven propeller.
Other Type	The basic design, including any derivatives thereof, of an aircraft for which a type of approval has been granted under the Air Regulations, or for which a United States Federal Aviation Administration type certificate has been accepted by the Minister, for the purposes of issuing a certificate of airworthiness pursuant to section 211 of the Air Regulations.
Unit Load Device (ULD)	Air cargo pallets and containers designed to interlock with aircraft tie-down restraint systems both in the lower deck and the main cabin floor of the aircraft.
Weight	The maximum permissible take-off weight specified in the aircraft's certificate of airworthiness or in a document referred to in that certificate.

Calculation of Charges

The primary source of information for billing is traffic sheets are provided by Nav Canada.

Payment of Charges

- 1) All charges are due and payable when incurred except for the annual parking charge, which is payable in advance.
- 2) Where a person has unpaid charges and accumulated interest, interest on such amounts as remains outstanding from time to time is payable monthly from the date determined pursuant to subsection 3 and at the annual rate determined pursuant to subsection 4.
- 3) Interest on unpaid charges is due and payable:
 - a. Where an invoice has been issued in respect of the charges, 30 days after the date of the invoice, and,
 - b. Where no invoice has been issued in respect of the charges, 30 days after the last day of the month in which the services to which the charges relate were received.
- 4) The annual rate of interest is 18% per annum, 1.5% per month. A minimum charge of \$20 will be applied on all overdue accounts.

All taxes extra

Aircraft Parking Charges

1) The charge for parking an aircraft of a particular weight is as follows:

Weight	Daily	Monthly	Annually
2000kg or less	\$13.23	\$103.12	\$647.97
2000kg - 5000kg	\$13.23	\$103.12	\$763.61
5000kg - 10000kg	\$23.02	\$458.18	0
10000kg +	\$41.84	\$852.28	0

*The charge for aircraft electrical plug-in is **\$32.42** (plus HST and admin fee) and this applies per plug-in; all aircraft designations.

a. for each day, the daily charge shown under the “Daily” heading of the table for an aircraft of that weight, but not exceeding in total for any calendar month the monthly charge shown opposite that item under the “Monthly” heading for an aircraft of that weight,

b. for each calendar month, the monthly charge shown under the “Monthly” heading of the table for an aircraft of that weight, and,

c. for each year, where the aircraft is a private aircraft, arrangements for the annual parking thereof are made in advance in writing with the airport manager of the airport. Parking for privately registered aircraft is free, but, arrangements must be made for long-term parking.

2) For the purpose of paragraph 1a, any period of 24 hours or portion thereof shall be counted as one day.

3) Subsection 1 does not apply in respect of;

a. An aircraft that is parked for 6 hours or less, or,

b. The parking of aircraft on leased property (and in accordance with the current property leases) or an aircraft in a hangar.

Airport Landing Fees

Landing fees apply to aircraft landings within the boundary of Moosonee Airport (including land lease from the airport).

Landing Fees						
Charge Type	Weight Class	Op Type	Flight Type	Wing Type	Power Type	Fee
Rate-\$/1000kg	21001-45000kg	Private	All	All	All	\$0.00
Flat Fee	All (kg)	Private	All	All	All	\$0.00
Rate-\$/1000kg	3409-21000kg	Private	All	All	All	\$0.00
Minimum Fee	All (kg)	All	All	All	All	\$19.49
Rate-\$/1000kg	3409-21000kg	All	All	All	All	\$5.57
Rate-\$/1000kg	45001 + kg	Private	All	All	All	\$0.00
Rate-\$/1000kg	21000 - 45000kg	All	All	All	All	\$7.02
Rate-\$/1000kg	450001 + kg	All	All	All	All	\$8.31

Rotary Wing Aircraft shall be subject to the same fees as provided and shall be payable even where:

- (a) the aircraft does not land on the Airport runway but rather on other Airport property leased from the Town of Moosonee,
- (b) the aircraft is loaded or unloaded by means of a sling without touching the ground;
- or
- (c) the aircraft lands only for the purpose of obtaining ground services such as refueling.

Airport Facility Charge (AFC)

The Airport Facility Charge is used to support operating costs, capital improvements and rehabilitation of assets. This fee will apply to all landings (FBO's, Private Registered, and Training are all exempt) taking place at the Moosonee Airport.

The use of the airport facilities is defined as an aircraft landing at the airport for the purpose of processing crew, passengers or cargo. Current air terminal users have an agreement in place (Memorandum of Agreement) where charges are applied to each depax passenger.

The amount of the AFC is related to the number of passenger seats the aircraft is certified for.

Airport Facility Charge (AFC)	
Seat Class	Fee
0 to 8	\$48.66
9 to 15	\$91.24
16 to 25	\$152.06
26 to 35	\$273.72
36 to 45	\$364.96
45 and over	\$486.62

Training - No Charge
FBO – No Charge
Private - No Charge
Medevac – No Charge

Airport Improvement Fee

The Airport Improvement Fee - is triggered on the conclusion (i.e.: arrival) of a flight. The amount of this Airport Improvement Fee is related to the number of passenger seats the aircraft is registered for.

Airport Improvement Fees			
Charge Type	Seat Class	Operation Type	Fee
Flat Fee	0 to 8	Air Carrier	\$7.01
Flat Fee	0 to 8	Medivac	\$7.01
Flat Fee	0 to 8	Government	\$7.01
Flat Fee	0 to 8	Commercial	\$7.01
Flat Fee	9 to 15	Air Carrier	\$21.01
Flat Fee	9 to 15	Medivac	\$21.01
Flat Fee	9 to 15	Government	\$21.01
Flat Fee	9 to 15	Commercial	\$21.01
Flat Fee	16 to 25	Air Carrier	\$51.36
Flat Fee	16 to 25	Medivac	\$51.36
Flat Fee	16 to 25	Government	\$51.36
Flat Fee	16 to 25	Commercial	\$51.36
Flat Fee	26 to 35	Air Carrier	\$74.70
Flat Fee	26 to 35	Medivac	\$74.70
Flat Fee	26 to 35	Government	\$74.70
Flat Fee	26 to 35	Commercial	\$74.70
Flat Fee	36 to 45	Air Carrier	\$98.05
Flat Fee	36 to 45	Medivac	\$98.05
Flat Fee	36 to 45	Government	\$98.05
Flat Fee	36 to 45	Commercial	\$98.05
Flat Fee	46 to 60	Air Carrier	\$144.71
Flat Fee	46 to 60	Medivac	\$144.74
Flat Fee	46 to 60	Government	\$144.74
Flat Fee	46 to 60	Commercial	\$144.74
Flat Fee	61 +	Air Carrier	\$238.17
Flat Fee	61 +	Medivac	\$238.17
Flat Fee	61 +	Government	\$238.17
Flat Fee	61 +	Commercial	\$238.17

***All Airport Improvement Fees (AIF) collected will be allocated exclusively to capital projects at the Moosonee Airport. ***

8. The Corporation of the Town of Moosonee – Airport Operations

Passenger Facility Fee

Air Carriers based at the Moosonee Airport and other's will be charged **\$16.00** per passenger departing from Moosonee as per Air Carrier Memorandum of Agreement with the Airport.

A Passenger Facility Charge (PFC) is a fee collected by airports from departing passengers to help fund airport improvements.

Airports use PFCs to fund specific projects that enhance safety, security, capacity, and noise reduction or improve the overall passenger experience. Examples include runway and taxiway construction or repair, terminal expansion, baggage handling system improvements, and accessibility upgrades.

*After hour call-out fees - **\$192.08** minimum

Other service fees not listed provided by the Moosonee Airport are based on cost recovery with a **25%** administration charge.

Airside Escort Service includes the vehicle and the operator at **\$61.86 per hour** – minimum of 1 hour.

Fuel Concession Fee

Fuel distribution + **.07** cents per litre

Fuel concessionaires as well as scheduled commercial operators fueling aircraft on Moosonee Airport property will be subject to this fee; all are responsible for providing stats (meter readings) to the airport manager on a monthly basis.

Vehicle/escort costs

\$192.08 per escort after hours. For special projects requiring escort access, a request for approval and arrangements must be made to the airport manager.

Gate Remote and Key Administration

\$37.86 Gate Remote Deposit

\$10.82 - any keys for tenants

Land lease rates

In accordance with the Town of Moosonee land lease rates.

Vehicle Parking Fees

Terminal Building Lots - **\$105.00**/month

All vehicles parked for greater than 14 consecutive days will be charged the monthly fee

All vehicle plug-ins at the Moosonee Air Terminal must be arranged with the airport manager.

After Hour Runway Surface Condition Report

Request for Runway Surface Condition Report when Operation staff are not on site and outside of normal hours posted for operation staff as per Winter Maintenance Plan.

\$260.00 + HST for the first four (4) hours.

Schedule "G"

to By-Law #

AIRPORT MUNICIPAL LEASE RATES

LEASE RATES – 2025 (plus 4% administration fee and applicable taxes)

Commercial Use:

Vacant Land	\$0.47/sq. ft./year
Serviced/Building	\$0.46/sq. ft./year

Personal Use:

Vacant Land	\$0.28/sq. ft./year
Serviced/Building	\$0.45/sq. ft./year

LEASE RATES – 2026 (plus 4% administration fee and applicable taxes)

Commercial Use:

Vacant Land	\$0.48/sq. ft./year
Serviced/Building	\$0.47/sq. ft./year

Personal Use:

Vacant Land	\$0.29/sq. ft./year
Serviced/Building	\$0.46/sq. ft./year

LEASE RATES – 2027 (plus 4% administration fee and applicable taxes)

Commercial Use:

Vacant Land	\$0.49/sq. ft./year
Serviced/Building	\$0.48/sq. ft./year

Personal Use:

Vacant Land	\$0.30/sq. ft./year
Serviced/Building	\$0.47/sq. ft./year

LEASE RATES – 2028 (plus 4% administration fee and applicable taxes)

Commercial Use:

Vacant Land	\$0.50/sq. ft./year
Serviced/Building	\$0.49/sq. ft./year

Personal Use:

Vacant Land	\$0.31/sq. ft./year
Serviced/Building	\$0.48/sq. ft./year

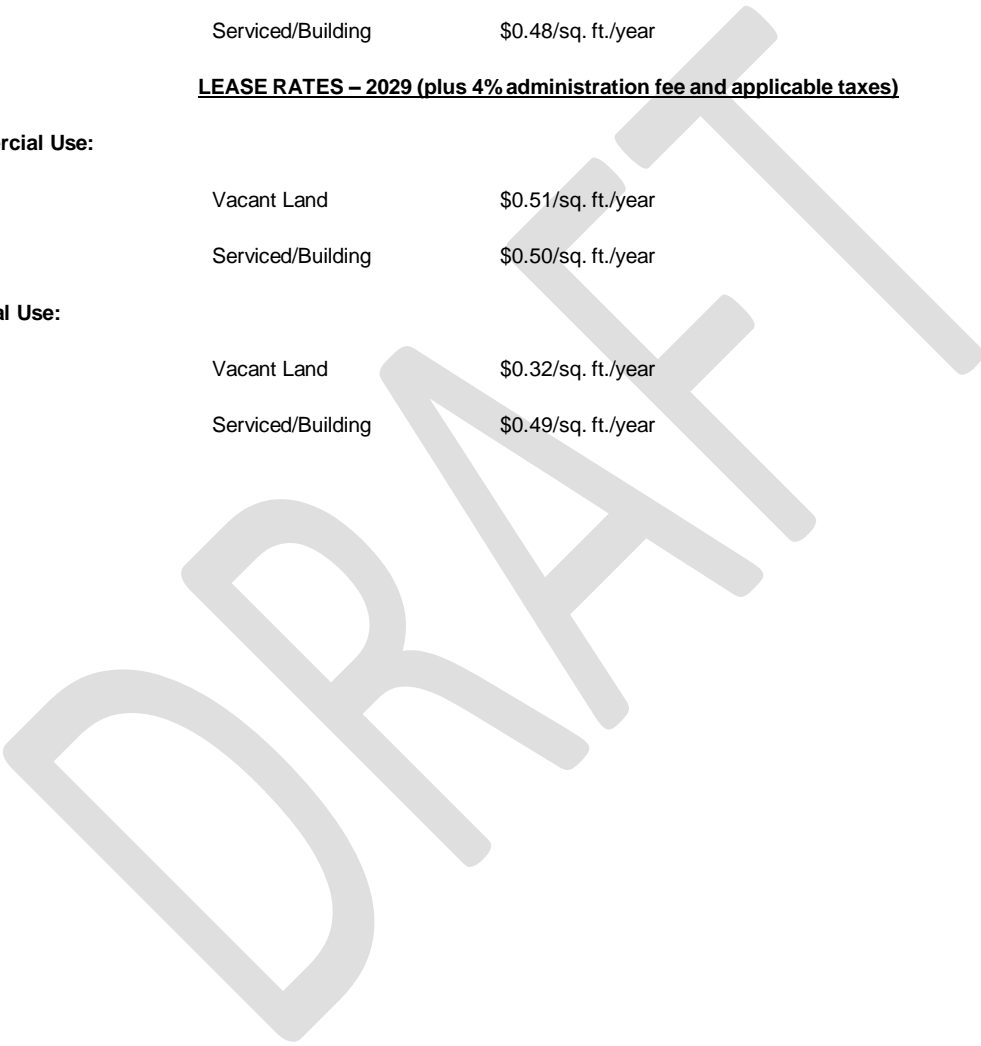
LEASE RATES – 2029 (plus 4% administration fee and applicable taxes)

Commercial Use:

Vacant Land	\$0.51/sq. ft./year
Serviced/Building	\$0.50/sq. ft./year

Personal Use:

Vacant Land	\$0.32/sq. ft./year
Serviced/Building	\$0.49/sq. ft./year





BRIEFING NOTE

Airport Overhead Door Repair

A Briefing Note contains advice and/or recommendations from an employee, for council consideration.

SUBMITTED BY	Stephen Crown – Airport Manager
DATE	Wednesday January 21 st , 2026
BACKGROUND	<p>Have received a cost to replace/repair the overhead door of the Cold Storage Garage, from Overhead Door Services, after the plow truck's brakes froze up on December 20th, 2025 causing it not to stop while putting it into the garage and running into the closed overhead (exit) door. There are 2 overhead doors used for the plow truck section of the building, one to enter/put it away, and the other (which is the damaged one) is the one used to pull it out of the building. This was during the extreme weather event we were experiencing just before the holidays.</p>
ANALYSIS & DISCUSSION FOR COUNCIL CONSIDERATION	<p>We have received a quote from the company that does the work and maintenance on the doors, as they know what panels are needed, without needing to come up to do an inspection/see what type of panels are currently in place. The quote for repair has come back as:</p> <ul style="list-style-type: none">• Travel, Accommodations & Labour (x2) for 2 days travel and 5 days working is \$20,481.25.• Parts required for the repair is \$16,000.00. <p>Total is \$36,481.25.</p> <p>They have stated that this is a “worst case scenario” and that the actual repair may require fewer parts and labor depending on the extent of the damage. We will also have their team inspect the other garage doors while in the community.</p>
RELEVANT POLICY AND/OR LEGISLATION	<p>This repair is required to bring the building back to secured and functional state. We are suggesting a sole source since this company has worked on our doors in the past and we have had great difficulty in finding garage repair companies willing to come to Moosonee.</p>
FINANCIAL IMPLICATIONS	<p>The funds would be coming from the Airport Improvement Fund. We did consider putting the claim through insurance but the deductible is \$25,000 and the repairs may be similar to the total cost and would impact our claims history.</p>
RECOMMENDATIONS	<p>I recommend that council approves the repair as it needs as it is important to secure our buildings and our equipment.</p>

**CAO'S COMMENTS
AND/OR MOTION
FOR COUNCIL
CONSIDERATION**

MOTION FOR COUNCIL'S CONSIDERATION:

BE IT RESOLVED that the Corporation of the Town of Moosonee approves the repair of the garage door at the Airport by Overhead Door Services for the maximum potential cost of \$36,481.

**CAO'S COMMENTS
AND/OR MOTION
FOR COUNCIL
CONSIDERATION**

MOTION FOR COUNCIL'S CONSIDERATION:

BE IT RESOLVED that the Corporation of the Town of Moosonee approves the repair of the garage door at the Airport by Overhead Door Services for the maximum potential cost of \$36,481.

OVERHEAD DOOR SERVICES

— SYLVAIN JACQUES - 705.372.8642 —

QUOTATION FORM

Customer: Moosonee Airport Date: 15 Jan / 2026 WO#: _____

Address: (Alex)
 Door #: _____
 Door Location: Airport door (plow)
 Door Thickness: 22.5 x 16

QUANTITY	DESCRIPTION	PRICE	AMOUNT
-	include 5 Days working 2 Day travel Rates 235 per person working on the garage door 22.5 x 16		8,125.00
	Airport Door	135	2,356.25
	TOTAL	\$	20,481.25
	+ taxes!		

Signature: 

THANK YOU



BRIEFING NOTE

Replacement of Primary Brine Pump – Moosonee Arena

A Briefing Note contains advice and/or recommendations from an employee, for council consideration.	
Submitted	Terah Racine, Manager of Community
Date	January 22, 2026
Background	<p>The primary brine pump is a critical component of the Moosonee Arena refrigeration system and is essential to maintaining ice quality and continuous arena operations. The existing pump is not a permanent, manufacturer-standard unit; it is a temporary configuration assembled from multiple pump components to extend system functionality until a proper replacement could be procured.</p> <p>During routine operations, Town staff identified a leak within the pump system. Immediate corrective action was taken in coordination with Northland to prevent ice loss and system failure. Through staff expertise and temporary reconfiguration, the refrigeration system remained operational, and community disruption was minimized, with only one ice booking cancelled during the repair period.</p> <p>While these interim measures were effective in the short term, the current configuration is not suitable as a long-term solution. A permanent replacement pump is required to ensure reliability, reduce operational risk, and support uninterrupted community use of the arena.</p>
Analysis and Discussion for Council Consideration	<p>The continued use of a temporary, non-standard pump configuration increases the risk of mechanical failure and unplanned service interruptions. Arena refrigeration systems are highly sensitive, and failures can result in rapid ice deterioration, prolonged closures, and significant recovery costs.</p> <p>Council consideration is requested to approve the supply and installation of a new, purpose-built primary brine pump that meets the operational requirements of the Moosonee Arena. Proactive replacement will enhance system reliability, reduce emergency maintenance risks, and protect a core community asset that supports recreation, events, and public well-being.</p> <p>This approach aligns with sound asset management principles by prioritizing preventative investment over reactive repair.</p> <p>Risk of Not Proceeding</p> <p>If Council does not approve the replacement of the primary brine pump, the Town faces the following risks:</p> <ul style="list-style-type: none"> • Increased likelihood of sudden pump failure and loss of ice surface • Unplanned arena closures and disruption to community programming • Higher emergency repair and recovery costs • Potential safety and operational concerns related to operating aging or improvised mechanical equipment
Applicable policies, regulations, legislation	<ul style="list-style-type: none"> • Municipal procurement and purchasing policies • Occupational Health and Safety Act (Ontario) • Applicable mechanical, refrigeration, and building code standards
Source of Funds - Financial Implications	<p>An estimate has been received for the supply of a primary brine pump in the amount of \$12,896.35, inclusive of HST. Freight and installation costs are not included in this estimate and will be confirmed prior to final procurement.</p> <p>The expenditure is expected to be funded through the appropriate Arena or Facilities budget, subject to Council approval. Addressing this replacement</p>

	proactively is anticipated to reduce longer-term costs associated with emergency repairs, ice loss, and facility downtime.
Recommendations	That Council: <ul style="list-style-type: none">• Approve the procurement of a new primary brine pump for the Moosonee Arena as outlined in the submitted estimate and the use of the appropriate budget allocation to complete the purchase and installation.
CAO's comments / Motion for Council Consideration	BE IT RESOLVED that the Corporation of the Town of Moosonee approve the purchase of a brine pump as quoted by Northland Group of Companies for the total cost of \$12,896.



Northland

Group of Companies Ltd.

1-888-416-HVAC | www.northlandgc.com

RECIPIENT:

Town of Moosonee
P.O. BOX 727,
Moosonee, Ontario P0L 1Y0

Estimate #2184	
Sent on	Dec 16, 2025
Total	\$12,896.35

Product/Service	Description	Qty.	Unit Price	Total
Armstrong Pump Supply Only	Supply primary brine pump for arena pad. Model: Conventional - Constant Speed - 4280 - 6x5x10 Total System Flow: 839.09 USgpm System Head: 55 ft Pump Cons: Bronze Fitted Pump Rating: ANSI-125 Motor: 20 hp 575/3/60 ODP NEMA Min. maintained sys. pressure: 22 ft Weight: 508 lb [230.42 kg]	1	\$11,412.70	\$11,412.70
Not Included	Anything not mentioned above Fright not included	1	\$0.00	\$0.00

Subtotal	\$11,412.70
HST ON (13.0%)	\$1,483.65
Total	\$12,896.35

This quote is valid for the next 30 days, after which values may be subject to change.

Signature: _____ Date: _____



A Briefing Note contains advice and/or recommendations from an employee, for council consideration.

Submitted	Terah Racine, Manager of Community
Date	January 22, 2026
Background	<p>A request has been received from a group of Grade 12 students and teachers from Discipleship Christian Secondary School working in collaboration with Moosonee Pentecostal Church, to use the Community Hall for an after-school youth program. The proposed program includes crafts, skits, and games for local children and youth and is planned for April 13 to April 16, 2026, from 1:30 p.m. to 5:30 p.m.</p> <p>The group has visited Moosonee annually for the past three years and has previously used the Community Centre for similar programming. In the previous year, Council approved the donation of the Community Hall for this program by formal motion. DCSS has requested that the rental fee again be donated for the 2026 program</p>
Analysis and Discussion for Council Consideration	<p>The Town's established practice is to support youth-focused programming by offering municipal facilities at a discounted youth rate, which for the Community Hall equates to \$39.75 per hour (\$159 per day for a four-hour booking).</p> <p>Options for consideration:</p> <ol style="list-style-type: none"> 1. Apply the Standard Youth Hourly Rate <ul style="list-style-type: none"> - Charge the established youth rate of \$39.75 per hour for 4 hours per day. - This option reflects the Town's general practice of providing discounted access for youth programming. 2. Approve a Reduced Hourly Rate <ul style="list-style-type: none"> - Apply a discretionary reduced rate below the standard youth rate. - This option recognizes the community benefit of the program and acknowledges the precedent of support, while maintaining partial cost recovery. 3. Waive the Rental Fee <ul style="list-style-type: none"> - Approve a full waiver of the hourly rental fee for the four-day period. - This option would be consistent with Council's previous motion approving a donation of space for the same program but would still represent an in-kind contribution of municipal resources.
Applicable policies, regulations, legislation	<ul style="list-style-type: none"> • Town of Moosonee Fees and Charges By-law • Town of Moosonee Donation Grants Policies
Source of Funds - Financial Implications	<ul style="list-style-type: none"> - Youth Hourly Rate: \$39.75/hour - Daily Cost (4 hours): \$159/day - Total for 4 Days: \$620
Recommendations	<p>That Council consider the request and provide direction to:</p> <ul style="list-style-type: none"> • Approve use of the Community Hall at the established youth hourly rate of \$38.75. • Approve a further reduced hourly rate in recognition of the community benefit. • Approve a full waiver of rental fees, consistent with Council's previous motion to donate the space, recognizing a \$620 loss in potential revenue.

CAO's comments /
Motion for Council
Consideration

BE IT RESOLVED that the Corporation of the Town of Moosonee approve the donation or a reduced rate for the community hall from April 13 to April 16, 2026, from 1:30 p.m. to 5:30 p.m. for the use by the Discipleship Christian Secondary School for after-school youth programming.



Discipleship Christian Secondary School: Location: 250 Old Chicopee Dr, Kitchener, ON N2A 4J2
Mailing Address: 71 Wedgewood Dr. Kitchener, ON N2B1E6 Tel. 519-589-7564

Monday, December 8, 2025

Hello,

We are requesting to use the Community Centre Hall for an after-school program we hope to host for the students from the local Public Schools.

We are a group of grade 12 students and teachers from Discipleship Christian Secondary School in Kitchener, ON. We are working with Moosonee Pentecostal Church to bring a program of crafts, skits, and games to the children and youth in the community.

We have come for the past 3 years in April to help with many different activities that the church does in the community and are hoping to use your space to allow us to reach more children this year. Last year we hosted the program in the community centre, and it was great. We love bringing our students to come and connect with the community in Moosonee in any way we can.

We would like to use the hall on Mon Apr 13-Thurs Apr 16 from 1:30-5:30pm.

If you have a form we could fill out to complete to complete this booking, please send it along. I will make sure that it's completed and submitted quickly.

We would appreciate your consideration in donating the space for this endeavour.

Yours truly,

Julianne Weeks

DCSS Teacher and Trip Organizer

julianne.weeks@discipleshipchristian.org

226-747-3526



BRIEFING NOTE

Ice Removal Extension

A Briefing Note contains advice and/or recommendations from an employee, for council consideration.

Submitted	Terah Racine, Manager of Community
Date	February 6, 2026
Background	<p>The Town of Moosonee received correspondence from the Moosonee Minor Hockey Association (MMHA) requesting that ice removal at the arena be delayed until April 4, 2026. The request is intended to allow continued practices for minor hockey teams in advance of the Ken Creasey Tournament scheduled for April 10–12, 2026, in the Greater Sudbury area. MMHA has indicated that four teams will represent Moosonee and that this is the second consecutive year of participation in the tournament. MMHA has also noted that extended ice availability would support the scheduling of its second annual First Responders Tournament, intended as a community event.</p>
Analysis and Discussion for Council Consideration	<p>Seasonal ice installation and removal are operational matters that are typically managed by Recreation Department staff based on weather conditions, facility readiness, and transition requirements for other programmed uses of the arena. Staff are supportive of working collaboratively with community organizations, including MMHA, to accommodate the development of young athletes where operationally feasible. Based on preliminary assessment, staff can maintain the ice surface until April 5, 2026, provided weather conditions and ice quality remain safe and manageable.</p> <p>However, extending ice availability beyond this date is not recommended. The arena floor must be transitioned to turf to support the upcoming soccer season, which serves a larger segment of the community. Soccer is a more accessible sport in Moosonee and requires sufficient lead time for turf installation, inspections, and scheduling.</p> <p>While Council has been included in the request, staff note that this matter could have been directed to Recreation management, as the decision falls within delegated operational authority. No Council decision is required unless direction is sought to override standard operational scheduling.</p>
Applicable policies, regulations, legislation	<ul style="list-style-type: none"> • Town of Moosonee administrative practices respecting delegated authority for facility operations • Recreation facility operational standards and seasonal transition procedures • Occupational health and safety requirements related to ice maintenance and removal <p>(No specific by-law or Council-approved policy dictates exact ice removal dates; decisions are operational and condition-based.)</p>
Source of Funds - Financial Implications	<p>Maintaining ice until April 5, 2026, can be accommodated within the existing Recreation Department operating budget, subject to normal staffing and utility costs. Extending ice beyond this date could create additional costs related to:</p> <ul style="list-style-type: none"> • Increased refrigeration and utility usage • Compressed timelines and potential premium costs for turf installation • Risk of delayed or disrupted soccer programming <p>No additional funding is recommended.</p>
Recommendations	<ol style="list-style-type: none"> 1. That Council receive this briefing note for information. 2. That Council acknowledge that seasonal ice removal is an operational decision delegated to staff.

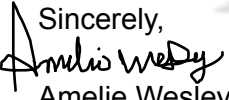
	<ol style="list-style-type: none">3. That staff proceed with maintaining the ice surface until April 5, 2026, subject to weather and ice conditions.4. That MMHA be advised of the approved extension and of the necessity to proceed with turf installation immediately thereafter to support the soccer season.5. That future operational requests of this nature be directed to Recreation management for timely review and coordination.
CAO's comments / Motion for Council Consideration	<p>I Agree with the recommendations from the Manager. As indicated, there are several factors to consider when it comes to the maintenance of the ice into the Spring. I agree with April 5th as a target date but with recognition that it may not be feasible to maintain depending on weather and plant operations.</p> <p>BE IT RESOLVED that the Corporation of the Town of Moosonee acknowledges the briefing note, Titled Ice Removal Extension as presented by Terah Racine, Manager of Community Development, Wellness, and Civic Engagement.</p>

Dear Recreation Department, Mayor & Town Council of Moosonee,

On behalf of the Moosonee Minor Hockey Association, I am writing to respectfully request for the ice removal to be delayed until April 4, 2026. Having the ice availability will allow for continued practices for all our teams as they prepare for the Ken Creasey Tournament during April 10 -12, 2026. This continuation of practices will give our players the opportunity to practice, prepare, and build team dynamics before this final tournament of the season. This is our 2nd year attending and will have 4 teams representing Moosonee this year within the Greater Sudbury area. The players and their families are very excited for this annual tournament and hope to continue attending it each year.

The continuation of ice will also give us time to schedule our 2nd annual first responders tournament for the community without conflicting with other community events.

We appreciate the town's support of minor hockey and are grateful for the efforts made each year to help our program succeed. We hope this request can be considered.

Sincerely,

Amelie Wesley
Treasurer/Secretary
On behalf of the MMHA Executive Committee

Town of Moosonee

Film, Television & Media Production By-law and Policy

PART A: FILM PRODUCTION BY-LAW

1. Short Title

This By-law may be cited as the **Town of Moosonee Film Production By-law**.

2. Purpose

The purpose of this By-law is to:

- Regulate film, television, reality, documentary, commercial, and other media productions conducted on municipal property;
 - Ensure public safety, minimize disruption, and protect municipal assets;
 - Recover municipal costs associated with filming activities;
 - Encourage economic development and local employment opportunities;
 - Establish clear, consistent, and film- friendly rules for production companies operating in Moosonee.
-

3. Authority

This By-law is enacted pursuant to the **Municipal Act, 2001**, S.O. 2001, c. 25, as amended, including sections relating to highways, public spaces, licensing, fees, and cost recovery.

4. Definitions

In this By-law:

- **“Applicant”** means a person, corporation, or production company applying for a Film Permit.
- **“Film Permit”** means a permit issued by the Town authorizing filming activities on municipal property.
- **“Filming”** includes motion picture, television, streaming, reality television, documentary, commercial, student, promotional, or digital media production.
- **“Municipal Property”** includes roads, sidewalks, parks, trails, buildings, facilities, and lands owned or controlled by the Town.

- **“Production”** means any filming activity requiring equipment, crew, props, sets, or exclusive use of space.
 - **“Small- Scale Production”** means a production with fewer than 10 people and minimal equipment.
 - **“Large- Scale Production”** means any production requiring road closures, traffic control, exclusive use of municipal space, or municipal staff support.
-

5. Requirement for Film Permit

No person shall conduct filming on municipal property without first obtaining a Film Permit, unless exempt under this By-law.

6. Exemptions

A Film Permit is not required for:

- Private individuals filming for personal, non- commercial use;
 - News gathering activities (excluding staged or commercial content);
 - Filming conducted solely on private property with no impact on municipal lands;
 - Town- initiated or Town- approved promotional filming.
-

7. Fees

a) Application Fee (Non- Refundable)

- Flat Film Permit Application Fee: **\$100.00**

b) Filming Fees (Cost Recovery Model)

- Small- Scale Production: **\$250 per day**
- Large- Scale / Commercial Production: **\$532 per day**
- Multi- day productions may be eligible for negotiated or reduced rates at the discretion of the Town.

c) Security Deposit

- Minimum refundable security deposit: **\$5,000**
- The Town may require a higher deposit based on scope, risk, or potential damage.

d) Additional Costs

Applicants are responsible for:

- Municipal staff time (public works, by- law, fire, administration);
 - Traffic control, signage, and road closures;
 - Repairs or restoration of municipal property;
 - Any third- party costs incurred by the Town.
-

8. Insurance and Indemnification

All applicants shall provide:

- Commercial General Liability Insurance of not less than **\$2,000,000**, naming the Town as an additional insured;
 - Indemnification and hold-harmless agreement in favour of the Town.
-

9. Conditions of Permit

The Town may impose conditions including but not limited to:

- Dates and hours of filming;
 - Noise limitations;
 - Resident and business notification requirements;
 - Access control and crowd management;
 - Environmental protection measures;
 - Use of local services and contractors where feasible.
-

10. Consent, Privacy, and Filming of Individuals

1. Filming in public spaces does not remove the obligation of production companies to comply with privacy, consent, and defamation laws.
 2. Production companies shall:
 - Obtain **written consent (release forms)** from individuals who are:
 - Clearly identifiable;
 - The focus of filming;
 - Interviewed, followed, or featured;
 - Minors (consent must be obtained from a parent or legal guardian).
 3. General crowd shots where individuals are incidental and not identifiable do not require individual consent.
 4. The Town requires signage stating “**Filming in Progress**” in public areas.
 5. Filming shall not target or exploit vulnerable persons without appropriate safeguards and consent.
-

11. Compliance and Enforcement

- Failure to comply may result in permit revocation, fines, forfeiture of deposits, or denial of future permits.
 - Unauthorized filming on municipal property may result in immediate cessation of activities.
-

12. Severability

If any section of this By-law is found invalid, the remainder shall remain in effect.

13. Effective Date

This By-law shall come into force upon passage.

DRAFT

PART C: COUNCIL REPORT – FILM PRODUCTION BY-LAW

Report To: Mayor and Council

From: Administration

Subject: Adoption of Film, Television & Media Production By-law and Policy

Recommendation:

That Council enact the Town of Moosonee Film, Television & Media Production By-law and adopt the associated Film Production Policy; and That Council approve the Schedule of Fees (Appendix A), to be amended annually by Council resolution.

Background

The Town of Moosonee has received increasing interest from film, television, documentary, and reality-based productions seeking to film within the municipality. Currently, the Town does not have a comprehensive regulatory framework to manage filming activities on municipal property.

Other Ontario municipalities have adopted film by-laws and policies to regulate filming, recover municipal costs, protect residents, and leverage productions for economic development. Northern and rural communities, in particular, benefit from clear and predictable filming frameworks that attract productions while safeguarding community interests.

Rationale

The proposed Film Production By-law and Policy:

- Establishes a clear, film-friendly permitting process;
- Ensures public safety, privacy, and protection of municipal assets;
- Enables cost recovery for municipal services and infrastructure impacts;
- Encourages local economic benefits such as accommodations, catering, transportation, and employment;
- Provides Council oversight for high-impact or sensitive productions.

This framework aligns with practices used by comparable rural and northern municipalities across Ontario and Canada.

Financial Impact

The proposed by-law is designed to be cost-recoverable and revenue-positive.

Potential revenues include:

- Non-refundable application fees;
- Daily filming fees;
- Recovery of staff time and municipal service costs.

Expenses related to filming (staffing, inspections, repairs) are recovered through fees and refundable security deposits. Administration anticipates that filming activity will generate indirect economic benefits for local businesses and residents.

Consultation

Internal consultation was undertaken with municipal departments. External consultation may occur on a case-by-case basis for productions with significant community impact.

Conclusion

Adopting the Film Production By-law and Policy positions Moosonee as a film-ready community while ensuring appropriate oversight, fiscal responsibility, and community protection.

APPENDIX A – SCHEDULE OF FEES

(Amended by Council Resolution from time to time)

6. Film Permit Application Fee (non-refundable): **\$100**
7. Small-Scale Production (per day): **\$250**
8. Commercial / Large-Scale Production (per day): **\$532**
9. Security Deposit (refundable): **Minimum \$5,000**
10. Municipal Staff Cost Recovery: **Actual costs incurred**
11. Late Application Fee (if accepted): **\$250**

Council may waive or reduce fees for community, non-profit, or Town-supported productions.

DRAFT

APPENDIX B – FILM PERMIT APPLICATION FORM

Town of Moosonee – Film Permit Application Form

Production Company Name: _____

Contact Person: _____

Mailing Address:

Phone Number: _____ Email:

Type of Production (Film / TV / Reality / Documentary / Commercial):

Proposed Filming Dates:

Proposed Filming Times:

Filming Locations (attach map if required):

Estimated Cast and Crew Size: _____

Description of Filming
Activities:

Municipal Services Required (check all that apply):

Road Closure

Traffic Control

Use of Municipal Facilities

Municipal Staff Support

Other (specify): _____

Insurance Certificate Attached (Yes / No): _____

Estimated Local Spending (accommodation, catering, services):

Consent and Release Plan (describe how consents will be obtained, including for minors if applicable):

Applicant Declaration:

I hereby certify that the information provided is accurate and that I will comply with all applicable by-laws, policies, and conditions of approval.

Applicant Name (Print): _____

Signature: _____

Date: _____

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APPENDIX C – COUNCIL APPROVAL TRIGGERS

The following productions require Council approval:

- Road or facility closures exceeding one (1) day;
 - Filming involving sensitive cultural, Indigenous, or ceremonial subject matter;
 - Productions depicting violence, criminal activity, or controversial themes;
 - High-impact reality television involving residents or vulnerable persons;
 - Any production where Administration determines Council consideration is warranted.
-

APPENDIX D – BENCHMARKING SUMMARY (NORTHERN & RURAL COMMUNITIES)

Comparable municipal fee structures include:

- Marmora and Lake: \$75 application fee, \$1,000+ filming fee, \$5,000 deposit;
- Brock Township: ~\$532 per day filming fee;
- Kenora-area municipalities: \$100–\$300 application fees, daily filming fees, deposits;
- Northern BC rural communities: \$250–\$600 per day with cost recovery models.

The proposed Moosonee fees are competitive, film-friendly, and aligned with northern and rural market expectations.

PART B: FILM PRODUCTION POLICY

1. Policy Intent

This policy supports the Film Production By-law by outlining administrative procedures, economic development objectives, and operational expectations.

2. Economic Development Objectives

The Town of Moosonee seeks to:

- Promote filming as an economic driver;
- Encourage use of local accommodations, caterers, suppliers, and talent;
- Position Moosonee as a northern filming destination;
- Track economic impacts of productions.

Applicants may be asked to estimate local spending as part of the application.

3. Application Process

- Applications should be submitted a minimum of **10 business days** prior to filming.
 - Late applications may be subject to additional fees or refusal.
 - The Town reserves the right to deny applications based on safety, logistics, or community impact.
-
-

4. Resident and Business Notification

- Productions with significant impact must notify affected residents and businesses at least **72 hours** in advance.
 - Notification must include dates, times, and a contact number for production representatives.
-
-

5. Indigenous and Cultural Considerations

- Filming involving Indigenous culture, ceremonies, or lands requires appropriate consultation and permissions.
 - Cultural sensitivity and respect are mandatory.
-
-

6. Environmental Protection

- No damage to natural areas is permitted.

- All sites must be restored to original condition.
-
-

7. Post- Production Review

- Security deposits will be released following inspection.
 - The Town may request feedback and economic impact data.
-
-

8. Administration

This policy shall be administered by the Chief Administrative Officer or designate.

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The Corporation of the Town of Moosonee

Municipal Alcohol Policy and Special Occasion Permit (SOP) Facility Agreement

PART A – MUNICIPAL ALCOHOL POLICY (MAP)

1. Policy Statement

The Town of Moosonee Municipal Alcohol Policy (MAP) establishes rules, standards, and operational requirements governing the service, sale, and consumption of alcohol in Town-owned facilities. The policy is intended to promote public safety, minimize alcohol-related harm, and reduce municipal liability.

This policy is aligned, where appropriate, with the Moose Cree First Nation Alcohol Policy to ensure consistency across shared community use of facilities, expectations for event sponsors, and enforcement practices.

This policy is developed and administered in accordance with:

- **Liquor License and Control Act, 2019 (Ontario)** and associated AGCO regulations
 - **Alcohol and Gaming Commission of Ontario (AGCO)** Special Occasion Permit requirements
 - **Cannabis Control Act, 2017 (Ontario)**
 - **Occupational Health and Safety Act (Ontario)**
 - **Highway Traffic Act (Ontario) - Criminal Code of Canada**
 - All applicable municipal by-laws and Council resolutions
-

2. Policy Goals

2.1 Ensure alcohol-related events in municipal facilities are conducted responsibly and safely.

2.2 Reduce the severity and frequency of alcohol-related incidents on municipal property.

2.3 Protect municipal assets and limit legal and financial liability.

2.4 Support community wellbeing, including the rights of abstainers and families.

3. Policy Objectives

- Ensure compliance with provincial and federal legislation governing alcohol service
 - Establish clear expectations for permit holders, event staff, and Town representatives
 - Promote moderate and responsible alcohol consumption
 - Ensure consistent enforcement and consequences
-

4. Facilities Eligible for Special Occasion Permits

Alcohol service may only occur in the following Town facilities when authorized:

- Moosonee Community Centre – Community Hall
- Arena Floor Surface (ice removed only)
- Curling Club Lounge

All other facilities are prohibited unless explicitly approved by Council resolution.

5. Facilities and Areas Prohibited from Alcohol Consumption

Alcohol is strictly prohibited in:

- Arena change rooms
 - Arena seating and lobby areas
 - Community Centre entrances and parking lots
 - All municipal parks, trails, waterfronts, and outdoor recreation areas
 - Any municipally owned building or space not expressly designated
-

6. Events Not Eligible for SOP Approval

- Youth-focused events
- Minor sports activities and banquets

Except where Council approval is granted under the Special Event Addendum:

- Beer gardens or alcohol-centred sporting events
 - Street parties or outdoor public events
-

7. Youth Admittance

Persons under the legal drinking age (19) are prohibited from attending alcohol-centred events except for family-oriented functions such as weddings or reunions.

When minors are present, the Permit Holder assumes full responsibility to ensure no alcohol is consumed by minors.

8. Management Practices

The Town reserves the right to:

- Restrict movement between rented spaces
 - Require additional supervision or security
 - Terminate events where public safety is compromised
-

9. Permit Holder Responsibilities

Permit Holders shall:

- Obtain and display a valid AGCO Special Occasion Permit
- Provide a list of all event staff with **current Smart Serve certification**
- Maintain **minimum \$5 million commercial general liability insurance**, naming the Town of Moosonee as additional insured

- Attend the event and remain sober for the duration
- Provide proof that **minimum 35% low- or non-alcohol beverages** were purchased

The Town may require **off-duty police or licensed security**, at the Permit Holder's expense.

10. Deposits and Fees

- All fees must be paid prior to the event
- **Damage Deposit: \$800**, refundable if no damage or incident occurs

11. Barred Individuals

Individuals barred from Moosonee or Moose Factory recreation facilities are prohibited from entry or employment at alcohol events.

12. Entrance Monitoring

- Minimum two (2) Smart Serve–certified staff at entrances
- All exits monitored for the duration of the event

13. Event Staff Requirements

- All bartenders, servers, supervisors, and ticket sellers must hold current Smart Serve certification
- Event staff must wear visible identification
- Event staff must not consume alcohol

14. Staffing Ratios

The ratio of event workers will be as follows with a minimum of 1 monitor:

Area	# of Patrons	Event Servers	Door/Floor Monitors	Certified Security/Paid Duty Police
Community Hall	Max: 200	2	3-4	*
Arena Pad	250-350	3	4-5	*
	350-500	4	5-6	*
	Over 500 Only non-alcohol	2	6	*
Curling Club Lounge	Max: 95	2	2	*

15. Security and Authority

At least one Town-designated staff member with authority to correct or shut down the event shall be present.

16. Acceptable Identification

- Ontario Driver's Licence
 - Ontario Photo Card (Age of Majority)
-
-

17. Ticket Sales

- Maximum four (4) tickets per purchase
 - Refundable unused tickets at full value
-
-

18. Preventative Strategies

- Maximum two (2) alcoholic beverages served per person at one time
 - No drinking games, volume discounts, or last call
 - Cannabis use prohibited in all municipal facilities
 - Alcohol must remain within licensed areas only
-
-

19. Closing Times

- Ticket sales end: 12:00 a.m.
 - Bar closes: 12:30 a.m.
 - All patrons vacate: 1:30 a.m.
-
-

20. Required Signage

Mandatory signage includes:

- Statement of Intoxication
 - Ride Awareness
 - Sandy's Law (Pregnancy Warning)
 - No Alcohol Beyond This Point
 - Do Not Leave Drinks Unattended
-
-

21. Safe Transportation

Permit Holders must implement a safe transportation plan including:

- Designated driver program
 - Alternative transportation arrangements
 - Police notification when required
-
-

22. Enforcement and Penalties

Progressive discipline applies, including:

- Immediate shutdown of event
- Suspension of rental privileges
- Involvement of law enforcement

Underage consumption, drug use, or violence will result in extended bans.

23. Medical Emergencies

Permit Holders must:

- Have **two (2) Naloxone kits** on site
- Have **two trained staff** for Naloxone administration
- Have **two staff trained in AED use**

Any medical emergency requiring EMS response will result in **immediate event shutdown**.

24. Advertising Restrictions

Alcohol-related advertising is prohibited in all municipal facilities.

25. Policy Review

This policy shall be reviewed annually and updated as required by Council.

PART B

Town of Moosonee

Special Occasion Permit (SOP) Application

Municipal Alcohol Policy – 2026

This application must be completed in full and submitted **no later than seven (7) calendar days prior** to the event date. Incomplete applications will not be approved.

SECTION 1 – APPLICANT INFORMATION

Name of Organization / Individual: _____

Primary Contact Name: _____

Mailing Address: _____

Phone: _____ **Email:** _____

SECTION 2 – EVENT DETAILS

Event Name / Description: _____

Facility Requested:

- Community Hall
- Arena Floor (ice removed)
- Curling Club Lounge

Event Date: _____

Event Start Time: _____ **Event End Time:** _____

Alcohol Service Start Time: _____ **Alcohol Service End Time:** _____

Expected Attendance: _____

Type of Event:

- Wedding / Family Event
- Private Function
- Community Event (Adults Only)
- Other (specify): _____

SECTION 3 – SPECIAL OCCASION PERMIT (AGCO)

- Copy of valid AGCO Special Occasion Permit attached
- SOP will be issued prior to event and provided to Town staff

Name on SOP:

SECTION 4 – INSURANCE REQUIREMENTS

- Certificate of Insurance attached

Insurance must meet the following minimum requirements:

- Commercial General Liability
 - **\$5,000,000**
- The Corporation of the Town of Moosonee named as **Additional Insured**
- Coverage valid for event date

SECTION 5 – EVENT STAFFING & SECURITY

A. Event Staffing Summary

Role	Number Required	Number Provided
Bartenders / Event Servers	_____	_____
Event Supervisors	_____	_____
Ticket Sellers	_____	_____
Licensed Security (if required)	_____	_____

Staffing ratios are subject to approval by the Recreation Director.

B. Smart Serve Certification

- All event staff hold **current Smart Serve certification**

Attach a staff list including:

- Full Name
 - Role
 - Smart Serve Certificate Number
 - Expiry Date
-
-

SECTION 6 – MEDICAL & SAFETY REQUIREMENTS

- Two (2) Naloxone kits will be on site during the event
- Minimum two (2) event staff trained in Naloxone administration
- Minimum two (2) event staff trained in AED use

Location of AED in Facility (known by staff):

SECTION 7 – ALCOHOL MANAGEMENT CONTROLS

- Minimum 35% low- or non-alcoholic beverages purchased
 - Maximum two (2) alcoholic beverages served per person at one time
 - No drinking games, volume discounts, or last call
 - Alcohol confined to licensed areas only
 - Cannabis use prohibited in all municipal facilities
-
-

SECTION 8 – SAFE TRANSPORTATION PLAN

Describe how impaired patrons will be prevented from driving:

- Designated Driver Program
- Alternative Transportation (friend / taxi / shuttle)
- Event sponsor transportation support
- Police notification if required

Details:

SECTION 9 – SIGNAGE & FACILITY CONTROLS

- Statement of Intoxication signage posted
 - Sandy's Law pregnancy warning signage posted
 - Ride Awareness signage posted
 - "No Alcohol Beyond This Point" signage posted
 - "Do Not Leave Drinks Unattended" signage posted
 - Bar and licensed area boundaries clearly defined
-
-

SECTION 10 – FEES & DEPOSITS

- Rental fee paid in full
- Damage Deposit (\$800) paid**

SECTION 11 – DECLARATION AND AGREEMENT

By signing below, I confirm that:

- I have read and understand the Town of Moosonee Municipal Alcohol Policy (2026)
- I agree to comply with all applicable legislation and Town requirements
- I will be present and sober for the duration of the event
- I accept responsibility for the conduct of patrons and event staff
- I understand the Town may shut down the event for safety or non-compliance

Permit Holder Name (print): _____

Signature: _____ **Date:** _____

FOR TOWN USE ONLY

Application Received By: _____ **Date:** _____

- Application Complete Incomplete
- SOP Verified
- Insurance Verified
- Staffing Approved

Approved By: _____ **Date:** _____

Conditions / Notes:

This application form is part of the Special Occasion Permit Facility Agreement and is enforceable under the Municipal Alcohol Policy.

Appendix A – STANDARDIZED SOP APPLICATION & STAFF CHECKLISTS

A. SOP APPLICATION CHECKLIST (PERMIT HOLDER)

- AGCO Special Occasion Permit
 - Facility Rental Agreement signed
 - \$5M Liability Insurance (Town named as additional insured)
 - Event staff list with Smart Serve numbers
 - Staffing ratios approved
 - Security / police arrangements (if required)
 - Safe transportation plan
 - Proof of low / non-alcohol purchases (35%)
 - Naloxone kits (2)
 - AED-trained staff identified (2)
 - Damage deposit paid
-
-

B. STAFF EVENT READINESS CHECKLIST

- SOP posted on site
 - Required signage installed
 - Entry monitoring in place
 - Bar area boundaries defined
 - Radio / phone contact available
 - Naloxone kits on site
 - AED location confirmed
 - Security / police present (if required)
 - Closing times confirmed
-
-

C. POST-EVENT CHECKLIST

- Facility inspection completed
 - Incident report completed (if applicable)
 - Damage deposit release or retention
 - Follow-up correspondence issued (if required)
-
-

Town of Moosonee

Addendum to Municipal Alcohol Policy (2026)

Special Council Approval Process for Beer Gardens, Alcohol-Centred Sporting Events, and Outdoor Public Events

1. Purpose of Addendum

This Addendum establishes a formal, Council-controlled approval framework for alcohol-centred events that are otherwise **prohibited under the Municipal Alcohol Policy**, specifically:

- Beer gardens
- Alcohol-centred sporting events
- Street parties
- Outdoor public events involving alcohol

These events may only proceed where **Council grants explicit, case-by-case approval by resolution**, supported by a detailed operational, security, and risk-management plan that demonstrates full compliance with the **Liquor Licence and Control Act, 2019 (LLCA)**, **AGCO requirements**, and all applicable municipal by-laws.

This Addendum does **not** create a standing permission for such events.

2. Legislative and Regulatory Framework

Special approval events must comply with, at minimum:

- Liquor Licence and Control Act, 2019 (Ontario)
- Alcohol and Gaming Commission of Ontario (AGCO) – Special Occasion Permit (SOP) and Public Event requirements
- Criminal Code of Canada (public intoxication, disorderly conduct)
- Highway Traffic Act (Ontario)
- Cannabis Control Act, 2017 (Ontario)
- Occupational Health and Safety Act (Ontario)
- Municipal Act, 2001
- Applicable Town of Moosonee by-laws (noise, parks, traffic, licensing)

Council approval does not supersede provincial or federal legislation.

3. Events Requiring Special Council Approval

The following event types require approval under this Addendum:

- Any alcohol service occurring **outdoors** on municipal property

- Beer gardens associated with festivals, tournaments, or celebrations
 - Sporting events where alcohol is a primary or advertised feature
 - Street closures involving alcohol consumption
-

4. Council Approval Authority

Council shall retain sole authority to approve or deny these events by resolution.

Council may:

- Impose additional conditions
- Limit hours, capacity, or location
- Require enhanced security or infrastructure
- Revoke approval at any time where public safety is compromised

No staff approval may substitute for Council authorization.

5. Mandatory Submission Requirements (Minimum 30 Days Prior)

Applicants must submit a **Special Event Alcohol Management Plan** containing the following components.

5.1 AGCO Compliance

- Public Event Special Occasion Permit (or confirmation of eligibility)
 - Site diagram compliant with AGCO requirements, including:
 - Clearly defined licensed area
 - Controlled entry and exit points
 - Physical barriers (fencing, barricades)
 - Bar service locations
 - SOP holder designated and present for entire event
-

5.2 Site Control and Access Management

Applicants must demonstrate:

- Fully enclosed licensed area using fencing or approved barricades
- Single or limited controlled entry points
- Exit-only emergency egress routes
- Wristbanding or stamp system for age verification
- “No Alcohol Beyond This Point” signage at all exits

Open or uncontrolled access is prohibited.

5.3 Security Plan (Mandatory)

A detailed security plan is required and must include:

- Minimum number of **licensed security personnel** (no volunteers)

- Security ratio appropriate to crowd size and risk profile
- Deployment map showing posts and patrol areas
- Procedures for:
 - Intoxication management
 - Removal of individuals
 - Conflict de-escalation
 - Event shutdown

Council may require:

- Off-duty police officers
- Paid duty OPP presence

All security costs are borne by the applicant.

5.4 Staffing and Service Controls

- All servers, supervisors, and ticket sellers must hold **current Smart Serve certification**
 - Maximum two (2) alcoholic beverages served per person at one time
 - No drinking games, promotions, volume discounts, or last call
 - Minimum 35% low- or non-alcoholic beverage availability
 - Food service available during alcohol service
-

5.5 Medical and Emergency Response Plan

Applicants must provide:

- Two (2) Naloxone kits on site
- Minimum two (2) staff trained in Naloxone administration
- Minimum two (2) staff trained in AED use
- Clearly identified first aid station
- Communication protocol with EMS

Any medical emergency requiring EMS response may result in immediate event shutdown.

5.6 Transportation and Traffic Management

Required components:

- Designated driver program
 - Taxi / shuttle / alternative transportation arrangements
 - Traffic control plan (if roads are closed)
 - Parking management
 - Police notification for impaired driving prevention
-

5.7 Insurance and Financial Security

- Minimum **\$5 million Commercial General Liability insurance**
 - Town of Moosonee named as Additional Insured
 - Increased damage deposit as determined by Council
 - Indemnification agreement executed
-

6. Staff Review and Council Report

Upon receipt, staff shall:

- Review submission for completeness and compliance
 - Consult with Police, Fire, EMS, and Public Works as required
 - Prepare a Council report including:
 - Event description
 - Risk assessment
 - Recommended conditions
 - Financial and staffing impacts
-

7. Approval Conditions

Council approval, if granted, shall:

- Apply only to the specific event, date, and location
 - Be non-transferable
 - Require compliance with all imposed conditions
 - Authorize staff to shut down the event immediately for non-compliance
-

8. Enforcement and Revocation

Failure to comply with any approved condition may result in:

- Immediate shutdown of alcohol service or entire event
- Loss of damage deposit
- Suspension of future rental or event privileges

- Notification of AGCO and law enforcement
-

9. No Precedent Clause

Approval of an event under this Addendum shall **not establish precedent** for future approvals.

Each application shall be evaluated independently based on risk, capacity, and community impact.

10. Effective Date

This Addendum shall take effect upon Council adoption and shall form part of the Town of Moosonee Municipal Alcohol Policy (2026).

DRAFT

Town of Moosonee Council Report

Report Title: Economic and Strategic Planning Consultant

Prepared By: Victoria Hillier-Hutchison

Date: February 4, 2026

Purpose:

The purpose of this report is to present the results of the Request for Proposals (RFP) process for Economic and Strategic Planning consulting services and to recommend the award of contract to the proponent that provides the best overall value to the Town of Moosonee.

Procurement Process:

An RFP was issued. Three proposals were received. A weighted scoring framework assessing technical merit, experience, Indigenous engagement, methodology, and pricing is attached for your reference and use.

Evaluation Summary:

_____ achieved the highest overall score, demonstrating strong understanding of Moosonee's growth context, municipal and Indigenous experience, a practical methodology, and competitive pricing.

Financial Implications:

The funding received for the project was 90% of the ask which was for \$100,000 from FEDNOR. Additional costs will be that of the town.

Conclusion:

Awarding this contract will support the Town in proactively managing rapid growth and advancing strategic priorities in collaboration with Indigenous partners.

Recommendation:

BE IT RESOLVED THAT Corporation of the Town of Moosonee approve the award of the Economic and Strategic Planning Consulting Services contract to _____ in the amount of \$_____ plus applicable taxes.

Appendix A – Evaluation Criteria and Weighting

Criteria	Description	Weight
Understanding of Assignment & Growth Context	Understanding of Moosonee's context, remoteness, infrastructure limits, and rapid growth pressures	20%
Municipal Experience	Experience with municipal economic development or strategic planning, preferably Northern or growing municipalities	20%
Indigenous Engagement Experience	Experience working collaboratively with Indigenous communities and integrating priorities	20%
Methodology & Work Plan	Clear, practical, and feasible approach aligned with municipal capacity	15%
Pricing & Value for Money	Transparency and competitiveness of proposed fees	20%
Team Qualifications & Capacity	Experience and capacity to deliver within accelerated timelines	5%

December 15, 2025

Proposal for the Town of Moosonee Economic and Strategic Plan

SEQUENCE

WILLIAM ELLIOT, PARTNER

289-442-4074, bill@cqns.ca | Suite 210, 7 Innovation Dr. Dundas, ON L9H 7H9

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SEGMENT 1 — EXECUTIVE SUMMARY & PROJECT UNDERSTANDING

Executive Summary

The Town of Moosonee is entering a period of significant transformation driven by major institutional investment, anticipated population growth, and its evolving role as the primary service, logistics, and retail hub for the western James Bay region. The development of the Weeneebayko Area Health Authority (WAHA) Regional Health Campus and the associated Weeneebayko Health Education Campus will fundamentally alter Moosonee's economic base, workforce profile, housing demand, infrastructure requirements, and governance relationships over the next decade.

SEQUENCE proposes to deliver a comprehensive **Economic & Strategic Plan** that is grounded in northern realities, co-developed with Indigenous partners, and structured for practical implementation. The proposed approach recognizes Moosonee's unique geographic isolation, strong Indigenous relationships, service-hub function, and the scale of change anticipated over the next 5–10 years.

This assignment requires more than a conventional municipal strategy. It demands an integrated, evidence-based plan that aligns land use, infrastructure readiness, workforce development, housing supply, economic opportunity, and governance capacity — while respecting Indigenous rights, knowledge systems, and partnership expectations.

- SEQUENCE brings deep experience in municipal and regional economic development, rural and northern strategy, Indigenous partnership-based planning, and implementation-focused economic frameworks. The proposed methodology emphasizes senior-level involvement, robust data analysis, and meaningful community and Indigenous engagement to ensure the final strategy is realistic, credible, and actionable.

Understanding of the Assignment

Moosonee's strategic planning challenge is defined by **scale, timing, and complexity**.

Over the next several years, Moosonee is expected to experience population growth in the range of **18–25%**, driven primarily by:

- Construction of the WAHA Regional Health Campus
- Long-term healthcare, education, and support staffing
- In-migration associated with construction, logistics, retail, and service expansion
- Moosonee's expanding role as a regional service centre for coastal and inland First Nations

This growth will place pressure on:

- Housing supply and affordability
- Water, wastewater, transportation, and airport capacity
- Municipal services and social infrastructure
- Workforce availability across both clinical and non-clinical sectors
- Governance coordination among the Town, WAHA, Indigenous governments, and provincial/federal partners

At the same time, this growth presents **significant opportunity**:

- Diversification of the local economy beyond public services
- Expansion of Indigenous-led and community-based enterprises
- Growth in construction, trades, logistics, facility management, retail, and professional services
- Strengthening Moosonee's role as a northern hub with long-term regional significance

The Town's Economic & Strategic Plan must therefore:

1. Anticipate and plan for rapid change
2. Align municipal capacity with regional investment
3. Support Indigenous partnership and reconciliation in practice, not just principle
4. Provide a clear, phased implementation roadmap supported by realistic funding pathways

SEQUENCE understands that success for this assignment will be measured not by the quality of the document alone, but by the Town's ability to **use the strategy to guide decisions, secure funding, manage growth, and coordinate partners.**

SEGMENT 2 — PROPONENT PROFILE & CORPORATE EXPERIENCE

Proponent Profile – SEQUENCE

SEQUENCE is a Canadian strategy, branding, marketing, and research firm specializing in **economic development, community strategy, and place-based planning**. Founded in 2017, SEQUENCE was established to help municipalities, regions, and partner organizations navigate economic transition, growth, and diversification through **clear strategy, rigorous analysis, and practical implementation frameworks**.

SEQUENCE is structured as a **partner-led firm**. Unlike conventional consulting models that rely heavily on junior analysts, SEQUENCE’s senior partners remain directly involved throughout each engagement. This ensures continuity, accountability, and access to deep experience at every stage of the project lifecycle — from project initiation through to Council presentation and implementation planning.

The firm’s work spans **urban, rural, northern, and Indigenous contexts**, with a strong emphasis on communities undergoing structural change driven by major investment, demographic shifts, or evolving regional roles.

Partner-Led Delivery Model

SEQUENCE’s delivery model is based on three core principles:

1. **Senior Expertise at the Table**

Project leadership is provided by senior practitioners with decades of experience in economic development, investment attraction, and community strategy. Decision-makers work directly with the people responsible for analysis, engagement, and recommendations.

2. **Tailored Methodologies, Not Templates**

SEQUENCE does not apply standardized or “off-the-shelf” frameworks. Each methodology is designed in response to local conditions, governance structures, geographic realities, and community priorities.

3. **Implementation-Focused Strategy**

All strategic recommendations are tested for feasibility, funding alignment, governance capacity, and sequencing. The objective is not simply to define “what should be done,” but to clearly articulate **how it can be done, by whom, and in what order**.

This approach is particularly relevant to Moosonee, where planning must account for remoteness, Indigenous partnership, infrastructure capacity, and the scale of anticipated growth.

Core Knowledge, Skills & Capabilities

SEQUENCE brings deep expertise across the full spectrum of economic and community development, including:

- Municipal and regional economic development strategy
- Community and stakeholder engagement design and facilitation
- Rural, northern, and small-community economic development models
- Indigenous partnership-based planning and reconciliation-aligned approaches
- Business Retention & Expansion (BR&E) programs
- Workforce development and labour-market analysis
- Sector identification, cluster analysis, and opportunity prioritization
- Site selection criteria and employment-lands considerations
- Housing, infrastructure, and service-capacity alignment
- Investment attraction positioning and narrative development

SEQUENCE combines **quantitative research** (economic base analysis, demographic modelling, sector and labour-market data) with **qualitative insight** derived from interviews, workshops, surveys, and community engagement. This integrated approach ensures that strategies are both data-driven and grounded in lived experience.

Relevant Economic Development & Strategic Planning Experience

SEQUENCE and its partners have led numerous full-scope economic development and community strategy engagements across Ontario and Canada. Relevant experience includes:

Recent & Ongoing Projects

- **Brazeau County Economic Strategy & Diversification Plan** (2025 – in progress)
- **La Cloche Hills / Espanola Economic Strategy & Diversification Plan** (2025 – in progress)

Both projects involve rural and northern communities facing economic transition, infrastructure constraints, workforce challenges, and the need to diversify local economies while strengthening regional partnerships.

Municipal & Regional Economic Development Strategies

- **Town of Minto** – Economic Development & Community Master Plan
- **City of Cambridge** – Economic Review & Action Plan
- **City of St. Catharines** – Economic Development Strategy Update

- **City of Guelph** – Economic Development Strategy & Implementation Plan
- **City of Welland** – Economic Development Strategic Plan & Advanced Manufacturing Attraction Strategy
- **Niagara Region** – Economic Development Strategy
- **Town of Lincoln** – Economic Development Strategy, Employment Lands Survey & Industrial CIP
- **Town of Erin** – Economic Development Strategy & Action Plan
- **Dufferin County** – Economic Development Strategy & Action Plan
- **Durham Region** – Economic Development Strategy & Action Plan

Several of these engagements represented **first-generation economic development strategies**, requiring extensive stakeholder engagement, asset identification, capacity building, and implementation planning — experience directly applicable to Moosonee’s growth transition.

Sector, Investment & Place-Based Strategy Experience

In addition to full economic development strategies, SEQUENCE has delivered sector-specific strategies, investor tools, and place-based economic branding initiatives, including:

- Sector profiles and investment narratives for **Simcoe, Barrie, and Orillia**
- Economic development branding and marketing strategies for **Richmond Hill** and **Airdrie**
- **Town of Cranbrook Investor Guide** (recipient of EDAC “Best of the Best” recognition)
- Sector-based attraction strategy for the **County of Wellington**

This work demonstrates SEQUENCE’s ability to translate economic analysis into **clear, compelling narratives and tools** that support investment attraction, business growth, and workforce recruitment.

Relevance to the Town of Moosonee

SEQUENCE’s experience is particularly well-aligned with Moosonee’s needs due to:

- Proven delivery in rural and northern contexts
- Experience supporting communities experiencing rapid growth and structural change
- Deep understanding of economic development in partnership with Indigenous governments
- Strong capacity to integrate housing, infrastructure, workforce, and economic strategy
- A consistent focus on implementation, governance, and funding alignment

SEQUENCE understands that Moosonee’s Economic & Strategic Plan must function as a **decision-making and coordination tool**, not simply a policy document. The firm’s experience and delivery model are structured to support this outcome.

SEGMENT 3 — UNDERSTANDING OF MOOSONEE CONTEXT & KEY CHALLENGES

Community Context

The Town of Moosonee occupies a unique and strategically important position in Northern Ontario. Located at the southern edge of the James Bay lowlands, Moosonee functions as a **regional gateway, service centre, and logistics hub** for a wide geography that includes Moose Factory Island and multiple coastal and inland First Nations across the western James Bay region.

Moosonee's context is defined by:

- Geographic isolation and limited road access
- Heavy reliance on air, rail, and seasonal transportation systems
- A strong Indigenous presence and interconnected Indigenous–municipal relationships
- A public-sector-anchored economy, with health care, education, and government services as dominant employers
- A service-hub role that extends well beyond its resident population

These characteristics require planning approaches that differ significantly from those used in southern or road-connected municipalities.

Regional Role & Catchment Area

Moosonee's functional population extends far beyond municipal boundaries. The Town serves as a **primary access point** for people, goods, and services moving to and from surrounding First Nations communities, including Moose Factory, Fort Albany, Kashechewan, Attawapiskat, and other communities served by the Weeneebayko Area Health Authority.

This regional role means that:

- Demand for retail, accommodation, health, social, and transportation services exceeds what would normally be expected for a town of Moosonee's size
- Infrastructure and service planning must consider transient populations, seasonal demand, and regional users
- Economic opportunities are often regional in nature, even when located within the Town

An effective Economic & Strategic Plan must therefore account for **both resident and non-resident demand**, as well as Moosonee's role within a broader northern system.

Growth Drivers & Population Change

The most significant near- and medium-term growth driver for Moosonee is the **WAHA Regional Health Campus** and associated health education investments. These projects are expected to generate:

- A multi-year construction workforce
- Long-term clinical, administrative, and support staffing
- Indirect employment across construction trades, logistics, retail, accommodation, and professional services
- Increased in-migration of workers and families

The Town has identified **anticipated population growth of approximately 18–25%** over the next five years. This growth is material in scale relative to Moosonee’s existing population and service capacity and will require proactive planning to avoid pressure points and service gaps.

Growth will not be limited to healthcare alone. Secondary and tertiary impacts will affect:

- Housing demand and affordability
- Childcare and education services
- Local retail and food services
- Transportation, warehousing, and supply-chain services
- Community and social supports

Housing & Land Supply Challenges

Housing availability and affordability represent one of Moosonee’s most pressing challenges. The anticipated influx of construction workers, permanent healthcare staff, and service-sector employees will place significant strain on an already constrained housing market.

Key considerations include:

- Limited existing rental stock
- The need for short-term and transitional accommodation during construction
- Long-term family housing for permanent staff
- Serviced land availability and development readiness
- Alignment between housing supply and infrastructure capacity

Without coordinated planning, housing constraints risk becoming a **bottleneck** to workforce attraction and retention, undermining the broader benefits of regional investment.

Infrastructure & Service Capacity

Moosonee's infrastructure systems — including water, wastewater, energy, transportation, and waste management — must support both population growth and increased regional usage.

Key challenges include:

- Capacity limitations relative to projected growth
- High capital and operating costs associated with northern infrastructure
- Dependence on external funding and intergovernmental coordination
- Climate and environmental conditions affecting asset lifespan and maintenance

Similarly, municipal services and social infrastructure — including emergency services, recreation, childcare, and community facilities — will experience increased demand.

The Economic & Strategic Plan must therefore be closely aligned with **infrastructure planning, capital prioritization, and funding strategy**.

Workforce Availability & Skills

Moosonee's labour market is characterized by:

- A limited local workforce pool
- High demand for specialized skills (healthcare, trades, logistics, facility management)
- Competition with other northern and remote regions for talent
- The need to balance in-migration with local and Indigenous workforce participation

Beyond clinical roles, the WAHA campus and associated growth will require a wide range of **non-clinical occupations**, including:

- Construction trades and project management
- Facilities management and maintenance
- Transportation, warehousing, and supply-chain services
- Administrative and professional services
- Community outreach, mental health, and culturally grounded support roles

Workforce attraction and retention strategies must therefore extend beyond healthcare and consider housing, quality of life, community integration, and Indigenous employment pathways.

Indigenous Relationships & Governance

Moosonee's future growth is inseparable from its relationships with neighbouring First Nations and regional Indigenous organizations.

Planning in this context must respect:

- Indigenous rights and jurisdiction
- Community-led decision-making
- Indigenous knowledge systems and land-based perspectives
- Principles of reconciliation, UNDRIP, and free, prior, and informed consent

The Town's Economic & Strategic Plan must support **partnership-based development**, recognizing that many economic opportunities — including workforce development, tourism, cultural industries, and service delivery — are best pursued collaboratively.

Strategic Implications

Taken together, Moosonee's context presents a set of interrelated strategic challenges:

1. Managing rapid growth without overextending infrastructure and services
2. Ensuring housing supply keeps pace with workforce needs
3. Leveraging WAHA investment for broader economic diversification
4. Strengthening Moosonee's role as a regional hub
5. Aligning municipal planning with Indigenous partnerships and governance
6. Translating strategy into actionable, funded, and sequenced implementation

These challenges underscore the need for an Economic & Strategic Plan that is **integrated, realistic, and grounded in Moosonee's northern context.**

SEGMENT 4 — INDIGENOUS ENGAGEMENT & RECONCILIATION APPROACH

Commitment to Indigenous Partnership

SEQUENCE recognizes that Moosonee’s economic future is inseparable from its relationships with neighbouring First Nations and regional Indigenous organizations. The Town exists within a broader Indigenous homeland, and its role as a regional service and logistics hub depends on respectful, sustained, and meaningful collaboration with Indigenous governments, institutions, and community members.

The proposed Economic & Strategic Plan will be developed through a **co-development approach**, not consultation as an afterthought. Indigenous engagement will be embedded throughout the planning process, informing analysis, shaping priorities, and guiding implementation pathways.

SEQUENCE’s approach is grounded in the principles of:

- **Reconciliation in practice**, not symbolism
- **Respect for Indigenous rights, jurisdiction, and governance**
- **Free, Prior, and Informed Consent (FPIC)**
- **UNDRIP-aligned planning**
- **Community-led knowledge and decision-making**

Indigenous Context in the Moosonee Region

Moosonee is closely interconnected with multiple First Nations across the western James Bay region, including Moose Cree First Nation and WAHA-served coastal and inland communities. These relationships are expressed through shared infrastructure, workforce, service delivery, transportation systems, and economic activity.

Indigenous peoples are not simply stakeholders in Moosonee’s future; they are **partners, rights holders, and leaders** whose perspectives and priorities must shape the Town’s long-term strategy.

The Economic & Strategic Plan will therefore:

- Recognize Indigenous governments as **governing partners**
- Respect distinct community priorities and cultural contexts
- Identify opportunities for Indigenous-led and joint economic development
- Support Indigenous workforce participation and leadership
- Align municipal objectives with Indigenous aspirations where interests overlap

Engagement Framework & Methodology

Indigenous engagement will be guided by a structured, transparent framework developed at the outset of the project in collaboration with Indigenous partners. This framework will define:

- Engagement objectives
- Roles and responsibilities
- Preferred engagement methods
- Information-sharing protocols
- Feedback loops and validation steps

Engagement methods may include:

- Leadership and staff interviews
- Community-based meetings or workshops
- Roundtables focused on specific themes (e.g., workforce, housing, tourism, logistics)
- Integration of Indigenous knowledge alongside technical analysis
- Validation sessions to confirm findings and recommendations

Engagement will be **iterative**, allowing Indigenous perspectives to inform multiple stages of the strategy rather than being confined to a single phase.

Integration of Indigenous Knowledge & Perspectives

SEQUENCE's approach recognizes Indigenous knowledge systems as **foundational**, not supplementary. Indigenous perspectives will inform:

- Understanding of land use, infrastructure, and environmental context
- Workforce development and training pathways
- Cultural economy, tourism, and food systems opportunities
- Community well-being and social infrastructure needs
- Governance and partnership models

Where appropriate, Indigenous Knowledge and Traditional Ecological Knowledge (TEK) will be respected and incorporated in ways determined by Indigenous partners themselves.

Roles of Indigenous & Northern Advisors

The Indigenous engagement and reconciliation approach is supported by a strong, complementary advisory team:

- **Natalya Garrod, MSc, RPP** — Senior Indigenous Lands & Reconciliation Planning Advisor
 - Rights-based planning, governance, land use, and co-governance agreements
 - Indigenous Knowledge studies, consultation frameworks, and FPIC-aligned processes
- **Kyra Knapp** — Northern & Indigenous Economic Development Advisor
 - Community-driven economic development, BRE, tourism, funding alignment
 - Experience working directly with First Nations and rural northern communities
- **Aicha Smith-Belghaba** — Indigenous Relations & Cultural Economy Advisor
 - Indigenous tourism, culinary and cultural economies, community-level engagement
 - Indigenous entrepreneurship, food sovereignty, and culturally grounded facilitation

This combination ensures that engagement is:

- Culturally appropriate
- Governance-aware
- Economically practical
- Grounded in community trust

Indigenous Participation in Strategy & Implementation

Indigenous engagement will extend beyond visioning and input. The strategy will identify **specific, actionable pathways** for Indigenous participation in:

- Workforce development and training
- Construction, operations, and service delivery associated with regional growth
- Indigenous-led business and social enterprise opportunities
- Tourism, cultural industries, and food systems
- Governance and partnership structures supporting implementation

Where appropriate, the plan will identify opportunities for:

- Joint initiatives
- Shared investment or programming
- Collaborative funding applications
- Ongoing advisory or governance mechanisms

Transparency, Accountability & Ongoing Relationships

SEQUENCE emphasizes transparency and accountability throughout the engagement process. Indigenous partners will be informed of how input is used, how decisions are made, and how priorities are reflected in the final strategy.

The Economic & Strategic Plan will include recommendations for **ongoing Indigenous–municipal collaboration**, ensuring that engagement does not end when the plan is delivered.

SEGMENT 5 — APPROACH & METHODOLOGY

Overview of Approach

SEQUENCE will deliver the Town of Moosonee's Economic & Strategic Plan through a **seven-phase, evidence-based methodology** specifically tailored to:

- Northern and remote community conditions
- Anticipated population growth of 18–25%
- The transformational impact of the WAHA Regional Health Campus
- Moosonee's role as a regional service, logistics, and retail hub
- Indigenous partnership, rights-based planning, and reconciliation

The methodology integrates **quantitative analysis, qualitative engagement, and implementation planning**, ensuring that the final strategy is both visionary and practical. Indigenous engagement and partnership are embedded throughout all phases, not treated as a stand-alone task.

Phase 1 — Project Initiation & Northern Context Review

Objective: Establish a shared understanding of goals, constraints, governance, and northern realities.

Key activities include:

- Project kickoff with Town staff and Council representatives
- Confirmation of scope, governance, communication protocols, and decision-making structure
- Review of existing municipal plans, policies, and background studies
- Review of WAHA documentation and regional planning materials
- Identification of constraints related to remoteness, climate, logistics, and service delivery

This phase will also establish the **Indigenous engagement framework**, including roles, protocols, and expectations, in collaboration with Indigenous partners.

Key outputs:

- Project Charter & Workplan
- Northern Context & Constraints Summary
- Indigenous Engagement Framework

Phase 2 — Population, Workforce & Economic Modelling

Objective: Provide a robust, evidence-based foundation for strategic decision-making.

This phase includes:

- Population growth scenario modelling (baseline, moderate, and high growth)
- Workforce demand analysis linked to WAHA construction and operations
- Identification of non-clinical workforce needs (construction, logistics, housing, services)
- Review of labour-force availability, skills gaps, and attraction challenges
- Economic base and sector analysis to identify existing strengths and growth opportunities

The analysis will consider both **resident and non-resident demand**, reflecting Moosonee’s regional service role.

Key outputs:

- Population & Growth Scenarios
- Workforce Demand & Skills Gap Analysis
- Sector Opportunity Scan

Phase 3 — Indigenous & Community Engagement

Objective: Ensure the strategy is co-developed with the community and Indigenous partners.

Engagement will be designed to be inclusive, respectful, and practical, and may include:

- Interviews with Town leadership, staff, and key partners
- Indigenous leadership and staff meetings
- Community workshops and open houses
- Business and employer roundtables
- Youth, Elders, and service-provider engagement
- Surveys or online engagement tools (where appropriate)

Engagement will be **iterative**, with findings feeding into multiple stages of the strategy.

Key outputs:

- Engagement Summary & Key Themes
- Validation of opportunities, challenges, and priorities

Phase 4 — Infrastructure, Housing & Governance Assessment

Objective: Assess Moosonee’s readiness to accommodate growth and identify critical gaps.

This phase examines:

- Water, wastewater, energy, waste, and transportation capacity
- Airport, rail, and logistics infrastructure
- Housing supply, land readiness, and development constraints
- Municipal services and social infrastructure capacity
- Governance relationships among the Town, Indigenous governments, WAHA, and other partners

The assessment will identify priority infrastructure and service investments required to support growth.

Key outputs:

- Infrastructure & Housing Readiness Assessment
- Governance & Partnership Gap Analysis

Phase 5 — Strategy Development & Priority Setting

Objective: Define a clear, shared direction for Moosonee’s future.

Building on analysis and engagement, this phase will:

- Establish a long-term vision and guiding principles
- Define a set of strategic pillars (e.g., economic diversification, housing, workforce, partnerships)
- Identify priority initiatives and actions under each pillar
- Align opportunities with realistic capacity, funding, and timelines

Strategies will be designed to leverage WAHA-related growth while supporting broader economic resilience.

Key outputs:

- Vision, Principles & Strategic Framework
- Priority Actions & Initiative Descriptions

Phase 6 — Implementation Planning & Performance Framework

Objective: Translate strategy into action.

This phase includes:

- Development of a phased implementation roadmap
- Identification of roles and responsibilities
- Preliminary costing and funding considerations
- Identification of short-, medium-, and long-term actions
- Development of performance indicators and monitoring tools

Implementation planning will be realistic and aligned with the Town’s administrative and financial capacity.

Key outputs:

- Implementation Roadmap
- Performance Measurement Framework

Phase 7 — Final Plan, Validation & Council Presentation

Objective: Deliver a clear, usable, and endorsed strategy.

This final phase includes:

- Preparation of the draft Economic & Strategic Plan
- Review with Town staff and leadership
- Revisions based on feedback
- Preparation of a final, Sequence-branded plan
- Presentation to Council and key stakeholders

Supporting materials may include an executive summary and public-facing communication tools.

Key outputs:

- Final Economic & Strategic Plan
- Executive Summary
- Council Presentation

Methodology Strengths for Moosonee

SEQUENCE’s methodology is particularly well-suited to Moosonee because it:

- Is grounded in northern and remote community realities

- Integrates Indigenous partnership throughout the process
- Explicitly addresses housing, infrastructure, and workforce constraints
- Focuses on implementation and governance, not just vision
- Aligns local strategy with regional and institutional investment

SEGMENT 6 — DETAILED SCOPE OF WORK

Overview

SEQUENCE will deliver the Town of Moosonee’s Economic & Strategic Plan through a comprehensive scope of work designed to address anticipated population growth, infrastructure and housing pressures, workforce requirements, Indigenous partnership, and Moosonee’s evolving role as a regional service hub.

The scope of work is organized into seven integrated phases. Each phase includes defined tasks and deliverables to ensure clarity, accountability, and measurable progress.

Phase 1 — Project Initiation & Northern Context Review

Tasks

- Conduct project kickoff meeting with Town staff and Council representatives
- Confirm scope, objectives, deliverables, governance, and reporting structure
- Establish project management and communication protocols
- Review existing municipal plans, studies, and policies
- Review WAHA documentation and regional background materials
- Identify constraints related to geography, climate, logistics, and service delivery
- Develop Indigenous Engagement Framework in collaboration with Indigenous partners

Deliverables

- Project Charter & Confirmed Workplan
- Northern Context & Constraints Summary
- Indigenous Engagement Framework

Phase 2 — Population, Workforce & Economic Analysis

Tasks

- Develop population growth scenarios (baseline, moderate, high growth)
- Assess demographic trends and labour-force characteristics
- Analyze workforce demand related to WAHA construction and operations
- Identify non-clinical workforce requirements (construction, logistics, housing, services)
- Conduct economic base and sector analysis

- Identify priority and emerging sectors aligned with Moosonee’s role as a regional hub

Deliverables

- Population & Growth Scenarios
- Workforce Demand & Skills Gap Analysis
- Sector Opportunity Assessment

Phase 3 — Indigenous & Community Engagement

Tasks

- Engage Indigenous governments, organizations, and community representatives
- Conduct interviews with Town leadership, staff, WAHA representatives, and partners
- Facilitate community engagement sessions (in-person and/or virtual)
- Host business, employer, and sector roundtables
- Engage youth, Elders, and service providers, where appropriate
- Validate findings and emerging priorities

Deliverables

- Engagement Summary & Key Findings
- Validated Opportunities & Priority Issues

Phase 4 — Infrastructure, Housing & Governance Assessment

Tasks

- Assess capacity and constraints of water, wastewater, energy, and waste systems
- Review transportation, airport, rail, and logistics infrastructure
- Assess housing supply, land readiness, and development constraints
- Review municipal service and social infrastructure capacity
- Examine governance relationships among the Town, Indigenous governments, WAHA, and other partners
- Identify gaps, risks, and priority investment areas

Deliverables

- Infrastructure & Housing Readiness Assessment
- Governance & Partnership Gap Analysis

Phase 5 — Strategy Development & Priority Setting

Tasks

- Facilitate visioning and priority-setting with Town leadership and partners
- Develop guiding principles and strategic pillars
- Identify and define priority initiatives under each pillar
- Align actions with capacity, funding opportunities, and implementation timelines
- Identify opportunities for Indigenous-led and collaborative initiatives

Deliverables

- Vision, Principles & Strategic Framework
- Priority Initiatives & Action Descriptions

Phase 6 — Implementation Planning & Performance Framework

Tasks

- Develop a phased implementation roadmap (short, medium, long term)
- Identify roles and responsibilities for implementation partners
- Outline funding and resource considerations
- Develop performance indicators and monitoring tools
- Identify risks and mitigation strategies

Deliverables

- Implementation Roadmap
- Performance Measurement & Monitoring Framework

Phase 7 — Final Plan, Validation & Council Presentation

Tasks

- Prepare draft Economic & Strategic Plan
- Review draft with Town staff and leadership
- Revise plan based on feedback
- Prepare final, Sequence-branded Economic & Strategic Plan
- Prepare executive summary and public-facing materials

- Present final plan to Council and key stakeholders

Deliverables

- Final Economic & Strategic Plan
- Executive Summary
- Council Presentation

Out-of-Scope Items (Unless Otherwise Directed)

The following are excluded unless specifically authorized:

- Detailed engineering design
- Environmental assessments or permitting
- Legal or financial auditing services
- Detailed architectural or site-specific development design

Assumptions

- The Town will provide timely access to relevant documents and contacts
- Indigenous engagement will be undertaken collaboratively and respectfully
- Three (3) site visits are included, as outlined in the budget
- Schedule adjustments may be required due to weather, logistics, or community availability

SEGMENT 7 — WORKPLAN, TIMELINE & GANTT

Overall Project Timeline

SEQUENCE proposes to complete the Town of Moosonee Economic & Strategic Plan over an **approximately 24-week period** from project initiation to Council presentation. This timeline balances the need for robust analysis and engagement with the realities of northern logistics, seasonal constraints, and community availability.

The workplan is structured to allow:

- Early confirmation of direction and expectations
- Iterative engagement and validation
- Integration of analysis, engagement, and strategy development
- Clear decision points for Town staff and Council

The sequencing ensures that no phase is developed in isolation and that findings from earlier phases directly inform later stages.

Phase-by-Phase Workplan & Schedule

Phase 1 — Project Initiation & Northern Context Review (Weeks 1–3)

Key activities:

- Project kickoff meeting with Town staff and Council representatives
- Confirmation of scope, governance, reporting, and communication protocols
- Document and policy review
- WAHA and regional context review
- Development of Indigenous Engagement Framework

Key outcomes:

- Shared understanding of objectives and constraints
- Confirmed workplan and engagement approach

Phase 2 — Population, Workforce & Economic Analysis (Weeks 3–7)

Key activities:

- Population growth scenario modelling
- Workforce demand and skills analysis
- Economic base and sector opportunity analysis

Key outcomes:

- Evidence-based understanding of growth pressures and opportunities
- Identification of priority sectors and workforce implications

Phase 3 — Indigenous & Community Engagement (Weeks 5–12)

Key activities:

- Indigenous leadership and staff engagement
- Interviews with Town leadership, WAHA representatives, and partners
- Community engagement sessions (in-person and/or virtual)
- Business and employer roundtables
- Validation of emerging themes

Key outcomes:

- Community-validated understanding of challenges and priorities
- Strong foundation of trust and shared ownership of the strategy

Note: This phase intentionally overlaps with Phases 2 and 4 to ensure engagement informs analysis and strategy development in real time.

Phase 4 — Infrastructure, Housing & Governance Assessment (Weeks 8–14)

Key activities:

- Infrastructure capacity and constraints review
- Housing supply and land readiness assessment
- Municipal services and social infrastructure review
- Governance and partnership analysis

Key outcomes:

- Clear identification of growth-related risks and bottlenecks
- Priority infrastructure and governance considerations

Phase 5 — Strategy Development & Priority Setting (Weeks 12–18)

Key activities:

- Visioning and strategic framework development
- Definition of strategic pillars
- Identification and refinement of priority initiatives
- Alignment of actions with capacity and funding considerations

Key outcomes:

- Coherent, community-supported strategic direction
- Clearly articulated priorities and actions

Phase 6 — Implementation Planning & Performance Framework (Weeks 16–20)

Key activities:

- Development of phased implementation roadmap
- Assignment of roles and responsibilities
- Identification of funding pathways
- Development of performance indicators and monitoring framework

Key outcomes:

- Practical, implementable roadmap
- Clear accountability and performance tracking

Phase 7 — Final Plan, Validation & Council Presentation (Weeks 20–24)

Key activities:

- Preparation of draft Economic & Strategic Plan
- Review with Town staff and leadership
- Revisions based on feedback
- Preparation of final, Sequence-branded plan
- Council presentation and discussion

Key outcomes:

- Final Economic & Strategic Plan endorsed by Council
- Clear direction for implementation

Site Visits & Engagement Timing

The workplan includes **three (3) site visits** to Moosonee by a team of up to **three (3) staff**, each of approximately **four (4) days**, scheduled to align with key project milestones:

- **Visit 1 (Early Phase):** Project initiation, Indigenous leadership engagement, stakeholder interviews
- **Visit 2 (Mid-Project):** Community engagement, validation of findings, infrastructure and housing discussions
- **Visit 3 (Late Phase):** Strategy validation, leadership workshops, Council presentation

This approach maximizes engagement value while minimizing disruption and travel inefficiencies.

Project Management & Communication

SEQUENCE will provide ongoing project management throughout the engagement, including:

- Regular check-ins with Town staff
- Progress updates aligned with phase completion
- Clear documentation of decisions and next steps

Project governance will ensure:

- Transparency
- Timely issue resolution
- Alignment with Town priorities

Flexibility & Risk Management

The workplan is designed with flexibility to account for:

- Weather-related or logistical delays
- Community availability
- Emerging priorities identified through engagement

Schedule adjustments will be made collaboratively with the Town to maintain momentum while respecting northern realities.

Moosonee Economic & Strategic Plan – Workplan Gantt

Task / Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Phase 1: Initiation & Context	█	█	█																					
Phase 2: Population & Economic Analysis		█	█	█	█	█	█																	
Phase 3: Indigenous & Community Engagement					█	█	█	█	█	█	█	█												
Phase 4: Infrastructure & Housing Assessment								█	█	█	█	█	█	█										
Phase 5: Strategy Development												█	█	█	█	█	█	█						
Phase 6: Implementation Planning																█	█	█	█	█				
Phase 7: Final Plan & Council Presentation																				█	█	█	█	█

SEGMENT 8 — PROJECT TEAM & KEY PERSONNEL

Project Governance & Team Structure

SEQUENCE will deliver the Town of Moosonee Economic & Strategic Plan using a **senior-led, partner-driven team structure**, supported by highly specialized Indigenous and northern economic development advisors. This approach ensures continuity, accountability, and direct access to experienced practitioners throughout the project lifecycle.

The proposed team reflects the **complexity of Moosonee's context**, including rapid population growth, Indigenous partnership, infrastructure readiness, workforce development, and implementation planning.

Bill Elliot — Project Lead & Principal Strategist

Partner – Strategy, SEQUENCE

Bill Elliot will serve as **Project Lead and primary point of contact** for the Town of Moosonee.

Bill brings more than **30 years of experience** in economic development, investment attraction, and strategic planning across municipal, regional, Indigenous, non-profit, and private-sector environments. His career spans senior leadership roles in economic development organizations, investment attraction agencies, and consulting practices in Canada and internationally.

Key qualifications include:

- Leadership of numerous municipal and regional economic development strategies
- Extensive experience in rural, northern, and transitioning economies
- Deep expertise in investment attraction, sector development, and workforce strategy
- Proven ability to work effectively with municipal councils, Indigenous governments, and senior public-sector partners
- Strong understanding of infrastructure, land readiness, and governance alignment

Bill will be responsible for:

- Overall project leadership and quality assurance
- Strategic direction and integration across all phases
- Senior-level stakeholder and Indigenous engagement
- Council briefings and final presentation

Chris Hokansson — Sector Development & Strategy Communications

Partner, SEQUENCE

Chris Hokansson brings more than **20 years of experience** in sector strategy, stakeholder engagement, and strategic communications. His expertise lies in translating complex analysis and community input into **clear, accessible, and implementable strategy documents**.

Chris has supported numerous municipal and regional economic development initiatives, with a focus on:

- Sector development and opportunity identification
- Community and stakeholder engagement synthesis
- Strategy writing, copy development, and narrative clarity
- Public-facing communications and implementation tools

Chris will be responsible for:

- Sector analysis and opportunity framing
- Support for engagement activities and synthesis of findings
- Preparation of draft and final strategy documents
- Ensuring clarity, consistency, and accessibility of all deliverables

Kyra Knapp — Northern & Indigenous Economic Development Advisor

Kyra Knapp is an **award-winning leader in rural and Indigenous economic development**, recognized for her ability to design and implement community-driven strategies that foster sustainable, inclusive growth.

Kyra's expertise spans **municipal, regional, and Indigenous economic development**, with a strong focus on:

- Strategic planning and implementation
- Business Retention & Expansion (BR&E)
- Rural and northern tourism development
- Funding strategy and grant alignment
- Governance and organizational capacity building

Key leadership roles include:

- Board of Directors, Economic Developers Council of Ontario (EDCO)
- Chair, EDCO Diversity, Equity & Inclusion Committee
- Director, RTO1 (Ontario's Southwest) and Chair of the Governance Committee
- Advisory roles with RTO12, RTO13a, and other regional organizations

Kyra's practical experience includes leadership on projects such as the **St. Marys Tourism Marketing Strategy**, the **Town of Perth Marketing Readiness Plan**, and serving as **Economic Development Director for Caldwell First Nation**, where she implemented a comprehensive three-year economic development plan.

Kyra will support:

- Northern and Indigenous economic development strategy
- Community-driven opportunity identification
- Business and workforce development pathways
- Funding and implementation alignment

Aicha Smith-Belghaba — Indigenous Relations & Cultural Economy Advisor

Aicha Smith-Belghaba is a **dynamic Indigenous tourism operator and strategic consultant** (Mohawk/Algerian from Six Nations), widely recognized for transforming community needs into **actionable, culturally grounded economic initiatives**.

Aicha's expertise includes:

- Indigenous tourism and cultural economy development
- Indigenous culinary tourism and food sovereignty
- Community-based engagement and facilitation
- Indigenous entrepreneurship and storytelling

Notable experience includes:

- Creator of the **“Kayanse” program**, highlighting traditional foraging practices and land-based food knowledge
- Producer for **CBC's *Unreserved***, using media to amplify Indigenous voices
- Board member, **Women's Entrepreneurship (Wilfrid Laurier University)**
- Board member, **Indigenous Tourism Ontario (ITO) Food Table**
- Creator of the CBC News mini documentary **“How Food Became a Weapon of Colonization”**

Aicha will support:

- Indigenous engagement and culturally grounded facilitation
- Cultural economy and tourism opportunities
- Indigenous food systems and entrepreneurship pathways
- Community trust-building and inclusive engagement practices

Natalya Garrod, MSc, RPP — Senior Indigenous Lands & Reconciliation Planning Advisor

Natalya Garrod is a **Registered Professional Planner (RPP)** and Indigenous governance practitioner with more than **eight years of experience** supporting First Nations through Indigenous knowledge-based, rights-driven, and reconciliation-aligned planning processes.

Natalya's work integrates:

- Rigorous planning and policy analysis
- Indigenous Knowledge and community-led methodologies
- Governance advisory and negotiation support
- Rights-based consultation and FPIC-aligned frameworks

Natalya has held multiple senior roles with **Caldwell First Nation**, including:

- Chief Executive Officer (CEO)
- Interim Chief Operating Officer (COO)
- Technical Advisor to Chief and Council
- Consultant on environment, consultation, governance, and TEK studies

Her experience includes:

- Oversight of multi-disciplinary teams
- Leadership of Indigenous Knowledge and Land Use studies
- Negotiation of **co-governance agreements with public agencies**, including Parks Canada (Ojibway National Urban Park)
- Advisory support on planning, funding pathways, consultation frameworks, capital priorities, and records systems

Natalya will support:

- Indigenous engagement framework design
- Rights-based and reconciliation-aligned planning
- Governance and partnership models
- Integration of Indigenous Knowledge into strategy and implementation

Team Integration & Continuity

The proposed team brings **complementary expertise** across strategy, economic development, Indigenous relations, governance, cultural economy, and implementation. Senior team members will remain actively involved throughout the project, ensuring continuity from engagement through final delivery.

This structure ensures that the Town of Moosonee benefits from:

- Senior-level leadership and accountability
- Deep Indigenous and northern expertise
- Practical, implementation-focused recommendations

SEGMENT 9 — BUDGET, FEES & VALUE

Fee Structure

SEQUENCE proposes to complete the Town of Moosonee Economic & Strategic Plan for a **fixed fee of \$120,000 (CAD)**.

This fixed fee includes **all professional services, travel, and disbursements** required to complete the assignment. No additional costs will be charged unless expressly authorized in writing by the Town.

Budget Summary & Expense Breakdown

Category	Description	Cost (CAD)
Professional Fees	Project leadership, economic analysis, Indigenous engagement, strategy development, reporting, implementation planning	\$94,500
Travel – Airfare	3 trips × 3 staff × Toronto–Moosonee round-trip	\$9,000
Travel – Accommodation	3 trips × 3 rooms × 3 nights	\$5,000
Travel – Meals & Incidentals	3 trips × 3 staff × 4 days	\$3,400
Travel – Local Transport & Logistics	Ground transport, freight, contingencies	\$1,600
Engagement Materials & Logistics	Venue costs, printing, facilitation materials	\$2,000
Contingency (within fixed fee)	Schedule, weather, logistics variability	\$4,500
Total Project Cost		\$120,000

Note: The above breakdown is provided for transparency only. The Town will be invoiced on a **fixed-fee basis**, not reimbursed expenses.

Travel Assumptions (Included in Fee)

The proposed fee includes the following travel assumptions, reflective of northern access realities:

- Three (3) site visits
- Three (3) staff per visit
- Four (4) days per visit
- Air, accommodation, meals, and local transportation included

Site visits are aligned with:

- Project initiation and Indigenous leadership engagement
- Community engagement and validation
- Strategy confirmation and Council presentation

Value-for-Money Justification

1. Cost Certainty for the Town

- Fixed fee eliminates risk of overruns
- No hourly billing exposure
- No reimbursable expenses

2. Senior-Led Delivery Within Budget

The Town receives:

- Direct involvement of senior practitioners
- Indigenous governance, reconciliation, and cultural economy expertise
- Northern economic development leadership

Proposed Payment Schedule

SEQUENCE proposes milestone-based payments aligned to deliverables:

- **20% (\$24,000)** — Project initiation
- **30% (\$36,000)** — Completion of analysis and engagement
- **30% (\$36,000)** — Delivery of draft plan
- **20% (\$24,000)** — Final plan and Council presentation

SEGMENT 10 — RISK MANAGEMENT, GOVERNANCE & QUALITY CONTROL

Risk Management Approach

- SEQUENCE recognizes that the successful delivery of the Town of Moosonee Economic & Strategic Plan depends on proactive identification and management of risks associated with northern logistics, engagement complexity, governance coordination, and schedule certainty.
- Risk management will be integrated throughout the project lifecycle rather than treated as a standalone activity.

Key Project Risks & Mitigation Measures

1. Northern Travel & Logistics Risk

Risk: Weather, flight availability, or transportation delays affecting site visits and engagement.

Mitigation:

- Build flexibility into the workplan and scheduling of site visits
- Use hybrid engagement methods (virtual + in-person) as needed
- Align site visits with multiple engagement objectives to maximize value
- Maintain regular communication with Town staff to adjust schedules proactively

2. Engagement Fatigue or Limited Participation

Risk: Competing priorities or consultation fatigue among community members and Indigenous partners.

Mitigation:

- Coordinate engagement activities with existing meetings where possible
- Use targeted engagement methods rather than broad, repetitive consultation
- Clearly communicate how input will be used and reflected in outcomes
- Respect Indigenous engagement protocols and community availability

3. Scope Creep

Risk: Expansion of scope beyond agreed tasks and deliverables.

Mitigation:

- Confirm scope and deliverables at project initiation
- Use a clear change-management process for any additional requests
- Maintain regular check-ins with Town staff to manage expectations

4. Data Availability & Quality

Risk: Gaps or limitations in available data for population, workforce, or infrastructure analysis.

Mitigation:

- Use multiple data sources (Statistics Canada, regional data, administrative data)
- Supplement quantitative data with qualitative insights from engagement
- Clearly document assumptions and limitations within the strategy

5. Governance & Partner Alignment

Risk: Misalignment among municipal, Indigenous, institutional, and regional partners.

Mitigation:

- Engage partners early and consistently throughout the process
- Use structured engagement frameworks and validation steps
- Clearly articulate roles, responsibilities, and decision-making pathways in the final plan

Project Governance Structure

Project governance will be designed to ensure transparency, accountability, and timely decision-making.

Governance Framework

Project Sponsor: Town of Moosonee

Project Lead: Bill Elliot, SEQUENCE

Project Team: SEQUENCE partners and advisors

Advisory Input: Indigenous partners, WAHA representatives, and key stakeholders (as appropriate)

Governance Practices

- Regular progress updates to Town staff
- Clear documentation of decisions and approvals
- Defined points for review and validation
- Single point of contact for both the Town and SEQUENCE

Quality Control & Assurance

- SEQUENCE applies a structured quality-control process to all deliverables to ensure accuracy, clarity, and consistency.

Quality Assurance Measures

- Senior partner review of all major deliverables
- Cross-checking of analysis, assumptions, and data sources
- Integration checks to ensure alignment between analysis, engagement findings, and recommendations
- Plain-language review to ensure accessibility for Council and the public
- No draft or final deliverable will be submitted without senior review and approval.

Ethical Standards & Professional Practice

- SEQUENCE is committed to:
- Professional integrity and transparency
- Respect for Indigenous rights, knowledge systems, and protocols
- Confidentiality of sensitive information
- Compliance with applicable professional standards and best practices

Health, Safety & Cultural Awareness

SEQUENCE will ensure:

- Safe travel and engagement practices
- Cultural awareness and respect during all engagement activities
- Compliance with local protocols and expectations

SEGMENT 11 — CLOSING STATEMENT & SUBMISSION DECLARATION

Closing Statement

SEQUENCE appreciates the opportunity to submit this proposal to support the Town of Moosonee in developing a forward-looking, practical, and implementable **Economic & Strategic Plan**.

Moosonee is entering a pivotal period of change driven by major regional investment, anticipated population growth, and its evolving role as a northern service and logistics hub. Successfully navigating this transition will require a strategy that is grounded in evidence, informed by community and Indigenous perspectives, aligned with infrastructure and workforce realities, and structured for implementation.

SEQUENCE brings a proven combination of:

- Senior-led strategic leadership
- Deep experience in rural, northern, and Indigenous economic development
- A co-development approach rooted in reconciliation and partnership
- A strong focus on actionable outcomes, governance, and funding alignment

The proposed methodology, team, and workplan are specifically designed to meet Moosonee's unique context and priorities. SEQUENCE is committed to working collaboratively with the Town, Indigenous partners, WAHA, and other stakeholders to deliver a strategy that supports sustainable growth, resilience, and long-term community well-being.

Submission Declaration

SEQUENCE confirms that:

- This proposal has been prepared independently and in good faith
- All information provided is accurate to the best of our knowledge
- SEQUENCE has the capacity, expertise, and availability to complete the assignment as proposed
- The proposed fixed fee of **\$120,000 CAD** includes all professional services and travel as described
- SEQUENCE agrees to comply with all requirements outlined in the Town of Moosonee's Request for Proposals

SEQUENCE looks forward to the opportunity to discuss this proposal further and to answer any questions the Town may have.

Authorized Signatory



Bill Elliot

Partner – Strategy

SEQUENCE

Date: December 15, 2025



Economic and Strategic Plan for the Town of Moosonee

January 30, 2026

Submitted to:

Town of Moosonee

info@moosonee.ca

Submitted by:

Global Advantage Consulting Group Inc. (Ottawa)

60 George St, Suite 203

Ottawa, ON

K1N 1J4

Dear Victoria Hutchison - Chief Administration Officer, Town of Moosonee

We are pleased to submit our proposal for the development of an Economic and Strategic Plan for the Town of Moosonee.

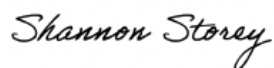
Global Advantage Consulting Group Inc. (GACG) brings over two decades of experience supporting public sector organizations across Canada in developing practical, evidence-based economic development and strategic planning frameworks. This bid includes partnerships with a local Ottawa firm, Networks, Economics and Strategy, including Dr. Tanveer Ahmed, which will support the successful delivery of the project.

Our proposed approach is designed to support Council and senior staff in navigating a period of anticipated growth, while ensuring that planning decisions are grounded in Moosonee's unique northern context, community priorities, and regional partnerships.

Our proposal outlines a collaborative, phased methodology that combines economic and demographic analysis with meaningful community and stakeholder engagement. The resulting Plan is intended to serve as a clear and actionable implementation tool for Council, supporting decision-making, partnership development, and alignment with funding and investment opportunities over a five to ten-year horizon. Particular attention is given to anticipated population growth, the development of the regional health campus, and opportunities to strengthen economic collaboration with Indigenous partners and regional stakeholders.

GACG has completed more than 900 assignments nationally, including extensive work with municipalities, regional economic development organizations, and federal and provincial partners. Our team brings direct experience in economic strategy development, community engagement, and implementation planning, with a strong understanding of the realities and opportunities facing northern and remote communities. Partner Networks, Economics & Strategy (NE&S), a Canadian-owned boutique international consulting firm that provides advisory services in the areas of economic impact analysis, financial modelling, policy, regulation, strategic planning, and business valuation. We appreciate the opportunity to submit this proposal and to be considered as a partner to the Town of Moosonee. We would welcome the opportunity to discuss our approach further and to respond to any questions from Council or staff.

Sincerely,



Shannon Storey

President and Chief Operating Officer
Global Advantage Consulting Group Inc. (Ottawa)
Email: shannon@gaconsulting.ca
Phone: 613-562-1528 ext. 0



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Project Title

Economic and Strategic Plan for the Town of Moosonee

Project Objective and Scope

The objective of this project is to develop an integrated Economic and Strategic Plan for the Town of Moosonee that identifies strategic priorities, assesses the current economic landscape, and provides actionable strategies for sustainable growth and community development over a 5–10 year horizon. The plan will address opportunities and challenges arising from the anticipated population growth and regional health campus development, while strengthening partnerships with Indigenous communities, local organizations, and regional stakeholders. As part of the project scope and timeline, key deliverables include a Research and Economic Analysis Summary; a Community Engagement Summary and SWOT Analysis; a Draft Economic and Strategic Plan and Implementation Framework; and a Final Economic and Strategic Plan, including an Executive Summary and presentation to Town Council.

Background

Moosonee occupies a distinctive position within Northern Ontario as a remote community that functions as both a local municipality and a regional service centre. Its geographic location, transportation access, and close economic and social ties with neighbouring First Nation communities shape how growth occurs and how services, infrastructure, and economic activity must be planned and delivered. These characteristics create a planning environment that differs markedly from that of southern or road-accessible municipalities.

The Town is in a period of transition, with major institutional investment towards a new regional health campus and anticipated population growth expected to place new demands on housing, infrastructure, municipal services, and the local workforce. At the same time, these changes present an opportunity to strengthen Moosonee's role as a regional hub, expand local economic participation, and build more durable partnerships with Indigenous communities and regional organizations. Successfully navigating this transition will require a coordinated approach that links economic development, strategic priorities, and implementation capacity.

In this context, the development of an integrated Economic and Strategic Plan is a timely and necessary step to support informed decision-making over the next five to ten years. The plan must balance ambition with feasibility, align with community values, and provide Council and staff with clear direction, measurable outcomes, and practical tools for implementation.

Global Advantage Consulting Group (GACG) is well positioned to support the Town through this process. Established in 2002, GACG has completed over 900 assignments, including more than 300 ecosystem maps, strategic plans, and economic development analyses for public sector organizations across Canada. Our recent work includes ecosystem and economic studies for FedDev Ontario, Invest Ottawa, Toronto Global, and Edmonton Global, as well as strategic advisory work for the Federation of Canadian Municipalities focused on aligning municipal priorities with



broader economic and policy objectives. GACG brings a strong understanding of place-based economic planning and a proven ability to translate analysis and engagement into clear, implementable strategies with measurable outcomes.

Methodology and Approach

The contractor will undertake the following tasks and methodology under the guidance of the Project Authority (PA). These timelines assume a project start date of no later than February 28th, 2026.

Global Advantage will deploy a phased methodology that combines research and analysis with meaningful community engagement to deliver an Economic and Strategic Plan tailored to Moosonee's unique northern context. Our approach emphasizes collaboration with Town staff, Council, and community stakeholders throughout the process to ensure the final plan reflects local priorities and is grounded in actionable, measurable outcomes.

Phase 1. Project Initiation, Planning, Document/Data Review and Analysis

- a. Facilitate a project kickoff meeting with the Project Authority to confirm objectives, scope, key definitions, deliverables, and stakeholders, ensuring alignment and demonstrating strong project management.
- b. Review existing municipal plans, policies, bylaws, and relevant studies provided by the Town.
- c. Establish clear communication protocols and reporting schedule for the duration of the project.

Phase 2. Research and Economic Analysis

- a. Conduct desktop research and analysis of economic, social, and demographic trends affecting Moosonee using publicly available documents, reports, and data from sources such, but not limited to, Statistics Canada, provincial sources, and regional development reports.
- b. Analyze key sectors including healthcare, tourism, transportation, retail, defense, natural resources, education, and public administration to identify opportunities for growth and diversification.
- c. Assess infrastructure and land use considerations in the context of anticipated population growth and health campus development.

Phase 3. Community and Stakeholder Engagement

- a. Design a community engagement strategy tailored to Moosonee's remote northern context, incorporating multiple channels to maximize participation across diverse stakeholder groups including residents, Council, staff, businesses, Indigenous partners, and local organizations.
- b. Conduct at least one in-person visit to Moosonee to meet with Council, staff, and community stakeholders. The in-person visit could include a Council brainstorming session



or workshop, as time an availability permit. Staff interviews may be conducted in-person during the site visit or virtually as scheduling requires.

- c. Conduct a series of 8–12 stakeholder interviews with key representatives from Moose Cree First Nation, MoCreebec, Mushkegowuk Council, Moose River Heritage and Hospitality Association, Weeneebayko Area Health Authority, Northern College, local businesses such as The North West Company’s Northern Store, social service organizations including the Timmins Native Friendship Centre, and transportation providers such as Ontario Northland and Air Creebec, to ensure broad perspective on economic opportunities and community priorities in the region.
- d. Develop and distribute, in partnership with the Town of Moosonee, an accessible online community survey to gather broad resident input on local priorities, aspirations, and community needs. The survey will be designed to encourage inclusive participation, capture both quantitative and qualitative feedback, and be promoted through multiple municipal and community channels to maximize reach. Survey results will be analyzed and summarized to directly inform project recommendations and decision-making.
- e. Synthesize engagement findings into a summary report that identifies common themes, priorities, and areas of divergence to inform strategic plan development.
- f. Develop a SWOT analysis identifying local economic strengths, weaknesses, opportunities, and threats.

Phase 4. Strategic Plan Development

- a. Synthesize research findings and engagement outcomes to develop a draft vision, mission, and guiding principles that reflect Moosonee's unique identity as a northern gateway community and the aspirations expressed by residents and stakeholders.
- b. Present the draft vision, mission, and guiding principles to Council for review and feedback, ensuring alignment with community values and long-term municipal direction.
- c. Identify 4–6 strategic priorities based on the SWOT analysis, economic research, and engagement themes, ensuring each priority addresses critical community needs while leveraging Moosonee's competitive advantages in areas such as healthcare, tourism, Indigenous economic partnerships, and location as a regional hub.
- d. Develop measurable goals and objectives for each strategic priority, with clear performance indicators that allow the Town to track progress and demonstrate accountability to residents and funding partners.
- e. Ensure the strategic plan integrates with existing municipal planning documents and aligns with regional initiatives, provincial priorities, and funding program eligibility requirements to maximize implementation success.

Phase 5. Economic Development Framework

- a. Build upon the SWOT analysis to identify targeted strategies for business retention, expansion, and attraction suited to Moosonee's northern economy.
- b. Develop workforce development recommendations that address local labour market needs, skills gaps, and training opportunities in partnership with educational institutions (Northern College) and Indigenous employment programs.



- c. Identify partnership opportunities with Moose Cree First Nation, MoCreebec, other regional organizations, and senior levels of government to leverage shared economic development interests and funding programs.
- d. Assess infrastructure and land use requirements to support anticipated economic expansion and population growth, with particular attention to the health campus development and its potential spin-off economic benefits.
- e. Recommend investment attraction strategies that position Moosonee competitively for business development in key sectors, including healthcare, services, tourism, transportation and logistics, and resource sector support services, as well as other emerging sectors for future development.
- f. Create an implementation framework that includes phased action plans with short-term (1–2 year), medium-term (3–5 year), and long-term (5–10 year) timelines; resource implications; identification of lead departments and potential external partners responsible for each initiative; and a recommended reporting schedule for Council review.

Phase 6. Final Deliverables and Plan Presentation

- a. Prepare a draft Economic and Strategic Plan document for review by the Project Authority and Council, incorporating all research findings, engagement outcomes, strategic priorities, and implementation frameworks.
- b. Review the draft plan with key players from the Town of Moosonee, gather feedback, and confirm final revisions prior to document completion.
- c. Deliver a final Economic and Strategic Plan document in both print-ready and accessible digital formats.
- d. Prepare an executive summary and visual materials suitable for public communication, including key graphics, infographics, and plain-language summaries to support community awareness.
 - i. Support the adaptation of select content for use on the Town’s website and social media platforms to enhance public awareness and transparency.
- e. Present the final plan to Town Council, with supporting presentation materials and an overview of recommended next steps for implementation.



Project Proposed Schedule

The following project schedule is subject to discussion and confirmation with the Project Authority upon contract award and project kickoff.

Task	Timeline (2026)
Phase 1: Project Initiation, Planning, Document/Data Review and Analysis	February 23 – March 8
Phase 2: Research and Economic Analysis	March 9 – April 5
Phase 3: Community and Stakeholder Engagement	March 23 – May 3
Phase 4: Strategic Plan Development	May 4 – June 7
Phase 5: Economic Development Framework	May 25 – July 16
Phase 6: Final Deliverables and Plan Presentation	June 8 – July 20

Deliverables and Timeline

*This is based on an estimated project start of February 23, 2026. However, if an earlier or later start is available the timelines will be adjusted.

Deliverable	Completion Date
1. Project Kickoff Deck	March 6, 2026
2. Research and Economic Analysis Summary	April 3, 2026
3. Community Engagement Summary and SWOT Analysis	May 8, 2026
4. Draft Economic and Strategic Plan	June 7, 2026
5. Final Economic and Strategic Plan, Executive Summary, and Presentation	July 20, 2026



Firm Detail and Proposed Personnel

Firm Detail

Global Advantage Consulting Group Inc. (GACG) is well-positioned to support the Town of Moosonee in developing a comprehensive Economic and Strategic Plan. GACG was established in 2002 and has been operating in Canada for over 22 years. Since its creation, the firm has completed over 900 assignments, primarily in the areas of economic development, strategic planning, community engagement, and regional growth strategies. As a Canadian owned and controlled entity headquartered in Ottawa, the firm helps public and private sector organizations to develop growth strategies, to build collaboration networks and partnerships, to identify economic opportunities, to design support services for community and business development, and to create measurement frameworks to monitor performance and results.

GACG brings a dedicated project team with strong experience in regional strategic planning. We are a proven management consulting firm with extensive experience supporting municipalities in developing strategic plans, economic development frameworks, and community engagement initiatives. Our comprehensive portfolio of projects includes collaborations with the Federation of Canadian Municipalities, Invest Ottawa, Edmonton Global, Toronto Global, Alberta’s Industrial Heartland Association, Global Affairs Canada, and FedDev.

Relevant Experience

The GACG project team has successfully completed several, notable projects focused on local economic development, directly relevant to this project for the Town of Moosonee. These include:

Position Ottawa’ Labour Market and Talent Development Ecosystem for FDI Attraction – Towards Identify Strengths, Trends and Comparisons (2023)	
Organization	Invest Ottawa
Objective and scope of the project and the final deliverable(s) produced	GACG conducted a comprehensive analysis of Ottawa's labour market, for Invest Ottawa. Key tasks included a data availability assessment, extensive research on labour force, employment, job market, and educational attainment statistics, with a particular focus on Ottawa's tech talent ecosystem. The analysis benchmarked Ottawa against other Canadian and American jurisdictions where data is available. The project's insights aimed to highlight the strengths, emerging trends, and challenges of Ottawa's labour market.



Catalyzing Innovation and Business Growth through Ecosystem Supports (2022)	
Organization	Federal Economic Development for Southern Ontario, a Regional Development Agency of Innovation, Science and Economic Development Canada (ISED)
Objective and scope of the project and the final deliverable(s) produced	<p>The objective of the report conducted by Global Advantage Consulting Group (GACG) for the Federal Economic Development Agency of Southern Ontario (FedDev Ontario) was to identify drivers for economic growth and innovation in the southern Ontario region, with a specific focus on five key technology clusters: artificial intelligence, cybersecurity, fintech, electric vehicles, and life sciences. The report aimed to analyze these clusters, assess their market potential, and provide insights into their strategic importance for investment and development in southern Ontario. The specific objectives were:</p> <ol style="list-style-type: none"> 1. Identify and explore eleven technology/industry sector opportunities in southern Ontario, including artificial intelligence, cybersecurity, fintech, electric vehicles, and life sciences, based on industry demographics, government priorities, and market scale projections. 2. Select and prioritize the five identified technology clusters—artificial intelligence, cybersecurity, fintech, electric vehicles, and life sciences—that demonstrate significant market growth potential and should be considered as priority areas for investment in southern Ontario. 3. Develop fact sheets for each of the selected technology clusters, highlighting the southern Ontario ecosystem in each respective area, including market trends, growth drivers, firm locations, leading companies, venture capital investments, employment, intellectual property (IP), and research and development (R&D) activities. 4. Outline the barriers and challenges faced by each of the five technology clusters and provide recommendations for addressing them. 5. Emphasize the importance of maintaining momentum and strengthening these key clusters, including artificial intelligence, cybersecurity, fintech, electric vehicles, and life sciences, which will have a lasting impact on national prosperity and contribute to the economic growth and competitiveness of southern Ontario <p>The report aimed to provide valuable insights and strategic guidance for decision-making processes, investment planning, and program</p>



	development in order to foster innovation, economic diversification, and sustainable growth within the southern Ontario region, specifically in the areas of artificial intelligence, cybersecurity, fintech, electric vehicles, and life sciences
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Smart Cities in Southern Ontario: Trends and Opportunities Report (2020) and an analysis briefing deck including key Smart City technologies, funding model analysis and strategic considerations

Organization	Federal Economic Development for Southern Ontario
Objective and scope of the project and the final deliverable(s) produced	This project provided a comprehensive global analysis of the present state of research, technology, business models, financial models, best practices, and policies on smart cities and assess the 5 and 10-year horizons of technology, R&D, and funding trends in the smart city innovation ecosystem of southern Ontario. Global Advantage identified opportunities, trends, and challenges that FedDev Ontario needs to leverage in order to support future innovation in the smart city ecosystem and subsequently stimulate economic development and growth in southern Ontario. The final deliverable was a 90-page technical report that included an environmental scan of relevant key technologies and presentation to the FedDev project authority.

Ottawa’s Semiconductor Supply Chain Ecosystem Analysis (2023)

Organization	Invest Ottawa & Toronto Global
Objective and scope of the project and the final deliverable(s) produced	GACG conducted an extensive value chain analysis for Ottawa’s semiconductor sector, focusing on assessing the region’s manufacturing capabilities, supply chain resilience, and alignment with national and North American strategic priorities. The project mapped out Ottawa’s key stakeholders in the semiconductor space, highlighted supply chain dependencies, and provided recommendations to address vulnerabilities and strengthen local capacity. Completed in 2023, this work has become foundational for Invest Ottawa's semiconductor strategy and efforts to fortify the region’s presence in this high-tech sector.





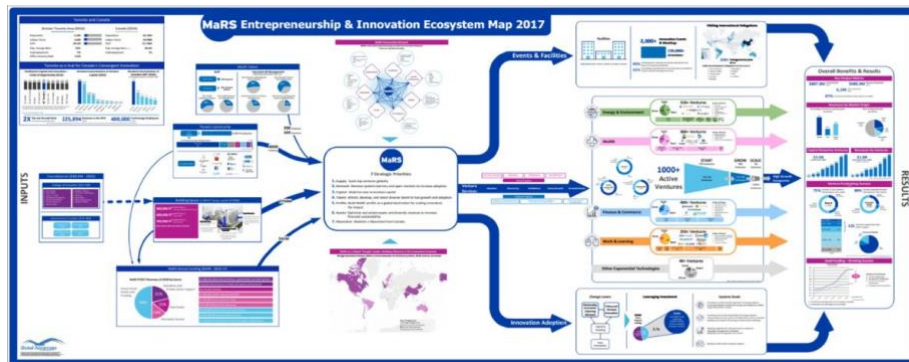
Developing a MaRS Innovation and Entrepreneurship Ecosystem Map (2018)

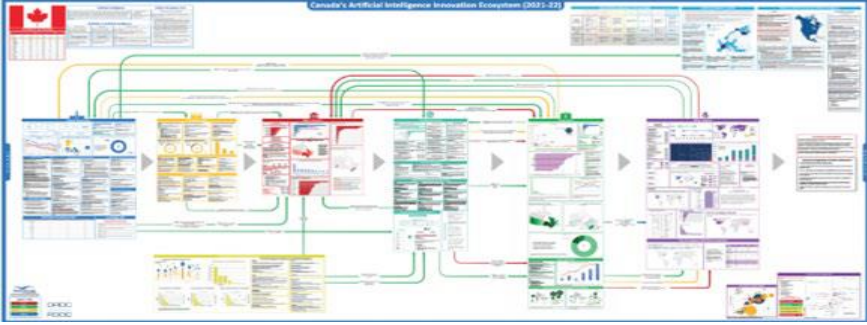
Organization

MaRS

Objective and scope of the project and the final deliverable(s) produced

To map MaRS’ activities that facilitate innovation, collaboration, and technology commercialization, including support for entrepreneurship and high-growth companies. This includes alliances and partnerships MaRS has established among academic institutions, governments, the private sector, and other entrepreneurial and innovation networks in the Toronto region, nationally, and internationally. The Ecosystem Map will highlight how MaRS connects companies in key economic sectors (supply) to global markets and customers (demand), as well as how the key components of MaRS interact and function together.



Canada’s Artificial Intelligence Ecosystem (2021-2022)	
Organization	Department of National Defence (DND), Defence Research and Development Canada (DRDC)
Objective and scope of the project and the final deliverable(s) produced	<p>The objective of this map was to provide a comprehensive update to Canada’s Artificial Intelligence (AI) Innovation Ecosystem Map and Briefing Deck delivered to Defence Research and Development Canada (DRDC) in 2018 and extend the scope in this 2021 edition to AI related to continental defence of North America as per current priorities. This included mapping current Canadian capabilities in AI and developing a comprehensive and integrated view of the AI research and industry ecosystem, including its strengths, weaknesses, key risks, and defence and security application of these technologies as well as partnership opportunities between Canadian AI skillsets and the United States.</p> <p>This map supports departmental teams and initiatives as they relate to AI including the upcoming Defence AI Strategy and DRDC AI workshop series in defence and security by providing the necessary analyses and map that is a data-driven strategy tool and workstation for decision-making.</p> 

Ottawa’s Cybersecurity Sector Investment Case (2020)	
Organization	Invest Ottawa
Objective and scope of the project and the final deliverable(s) produced	<p>The objective of this project was to develop an investment case for the cybersecurity sector in Ottawa and a list of European and US cybersecurity firms, their C-level executives with contact information as well as detailed rationale for selection of top firms. This work will be used by Invest Ottawa’s team to attract foreign direct investment (FDI) and for international firms to establish operations in Ottawa and surrounding regions.</p>



Canada’s Arctic/Northern Knowledge Creation Ecosystem Map (2020)	
Organization	Polar Knowledge Canada
Objective and scope of the project and the final deliverable(s) produced	To develop a comprehensive Ecosystem Map of all key stakeholders that fund, create, manage, mobilize, and use Arctic knowledge, and their activities, including key federal, provincial/territorial and local governments, higher education institutions (universities and colleges), research networks, associations, and not-for-profits, the private sector (SMEs, large firms, risk capital), and links to other nations. The Ecosystem Map paid particular attention to the four main flows of money/funding, people, information, and physical materials between funders, performers, and end-users of new knowledge about the Arctic and the role that science/research plays in advancing national priorities that contribute to current policy drivers and key economic and social outcomes such as economic growth, job creation, sector development, improved health care, and so on.

Transportation and Supply Chain Logistics: Making Edmonton Region a Global Hub (2023)	
Organization	Edmonton Global
Objective and scope of the project and the final deliverable(s) produced	<p>To produce a public policy research paper with recommendations to support Edmonton Global’s efforts in making the Edmonton Metropolitan Region a hub for global transportation and supply chain logistics.</p> <p>The report provided a strong analytical foundation for helping to understand Edmonton Region’s transportation and logistics supply chain landscape and assets. This was in support of subsequently explaining and realizing Port Alberta’s concept, strategy, and vision including the development of an inland port where air, rail, pipelines, and roadways converge within a Foreign Trade Zone with incentives to create a regional manufacturing, cargo, and logistics hub.</p> <p>As the Edmonton Region is strategically connected to the Port of Prince Rupert, Canada’s fastest growing port, support for more capacity was needed to give the region quick and reliable access to global markets. In this context, a follow-on phase of this project could assist Edmonton Global in articulating appropriate levels of financial and other types of asks from federal and provincial government departments and agencies.</p>

Rural Innovation: Critical Issues Affecting the Innovation Capacity of Canada’s Rural Region (2010)



<p>Organization</p>	<p>Rural and Co-operatives Secretariat Agriculture and Agri-Food Canada</p>
<p>Objective and scope of the project and the final deliverable(s) produced</p>	<p>The purpose of this study was to facilitate an improved understanding of the factors and capacities that underlie, constrain, and foster innovation in a rural regional context and of the levers and tools available to the varied levels of government in Canada to address these factors and enhance capacities.</p> <p>The 158 pages with five key sections, the report provided an overview of Canada’s rural and regional innovation capacity with respect to other OECD countries. It built on on research on innovation indicators with respect to the Determinants and Measures of Rural Innovation Capacity. The focus on international indicators allowed comparisons between Canada and other similar countries and helped generate a fundamental understanding of rural Canada’s innovation strengths and weaknesses relative to its peers. In doing so, these indicators identified strategic weaknesses in Canada’s national innovation capacity and areas that could benefit from additional investment and public policy. They also, however, revealed areas of potential strength, which represented untapped resources for further capitalization in the development of future policy initiatives.</p> <p>The report also included sections on policy approaches to foster rural regional innovation as well as key actions and initiatives available to governments in Canada.</p>





Rural Innovation: Critical Issues Affecting the Innovation Capacity of Canada's Rural Region

Submitted To:
Rural and Co-operatives Secretariat
Agriculture and Agri-Food Canada

Submitted By:
Global Advantage Consulting Group &
Bluesky Strategy Group



Projects completed by partner firm NE&S (Dr. Tanveer Ahmed)

#	Project Description
1.	<p><u>Client:</u> Halton Region & Area Municipalities</p> <p><u>Project Name:</u> Development of Halton Region Digital Access Strategy</p> <p><u>Start Date:</u> May 2021</p> <p><u>End Date:</u> December 2022</p> <p><u>Project Description:</u> The mandate included:</p> <ul style="list-style-type: none"> – Assessment of the Halton Region-wide (Urban and Rural Areas) Digital Infrastructure Readiness – Development of the Region-wide Next Generation Connectivity implementation (5G & Fibre) plan, which included measuring the digital sector's current and future economic contribution. – Development of 5G Municipal Infrastructure Commercial Models for the Region as well as the four municipalities, including Burlington, Oakville, Halton Hills, and Burlington. – Development of Halton Region-wide Digital Access Action Plan <p>Based on a detailed analysis of the socio-economic emerging trends and connectivity need assessment, the Team validated the Region's broadband connectivity objectives, leading to the formulation of the Region's Next Generation Connectivity ecosystem encompassing both 5G wireless technology and wireline (fibre-based) broadband capability. For this project, we leveraged StatsCan's recently published Digital Supply-Use framework to classify digital economic activities into the following seven main categories: Digitally delivered products (digital financial services), E-commerce, Hardware,</p>



#	Project Description
	<p>Software, Support services (Digital Skills for developing & maintaining digital goods), Telecommunications and Digital Intermediary Platforms</p> <p>The analysis presented initial estimates and economic forecasts of GDP or value added created by the Digital Economy of Halton Region and its four municipalities.</p> <p><u>Project Outcome:</u></p> <ul style="list-style-type: none"> - Using a novel analysis of the Digital Supply-Use Framework, prepared and submitted an economic model and report to demonstrate the impact of the adoption of 5G technologies on the digital sector's share of the Region's GDP, employment, and productivity growth. - The study also highlighted how adoption of the most demanded digital technologies such as Artificial Intelligence, Cloud Computing and the Internet of Things will transform key sectors of the national as well as regional economies and improve the quality of life for its 'digital citizens. - Helped the regional and local governments develop the broadband strategy, resulting in the creation of a municipally owned HDAS (Halton Digital Access Strategy) Corporation to lead the rollout of different initiatives regarding the digital transformation of the Halton economy: https://www.halton.ca/The-Region/Projects-and-Initiatives/Halton-Digital-Access-MS <p>The Digital Access Strategy Report is available at: https://burlingtonpublishing.escribemeetings.com/filestream.ashx?DocumentId=56864</p>
2.	<p><u>Client:</u> Northumberland County (2021)</p> <p><u>Project Title:</u> Conduct a Feasibility Study and Develop a Broadband Strategic Plan for Northumberland County</p> <p><u>Project Description:</u> Developed a Broadband Strategic Plan to identify alternative feasible and best approaches and a roadmap for improving broadband capability in the County</p> <p>Services Provided:</p> <ul style="list-style-type: none"> - Evaluated similar municipal broadband initiatives by gathering benchmark data and market analysis including case write-up - Incorporated lesson learned from other community's broadband implementations - Analyzed market and industry trends, legislative barriers, market opportunities and other pertinent information - Identified strengths, weaknesses, opportunities, and threats of the existing broadband climate - Developed understanding of the County's competitive position related to a set of benchmarks - Analyzed feasibility and options for broadband services - Made recommendations and proposed a for a future direction <p>Universal Broadband Fund Application:</p> <ul style="list-style-type: none"> - Mapped current wireline and wireless network infrastructure of various telecoms service providers - Developed technical plans for extension of broadband infrastructure in the County based on least cost, most efficient routing - Financial modeling and forecasting of wholesale and retail broadband services <p><u>Project Outcome:</u> Five reports submitted as part of project deliverables:</p> <ol style="list-style-type: none"> 1) Broadband Coverage Assessment 2) Definitions and Justification for Reasonable Broadband Standards 3) Market Analysis 4) Broadband Feasibility Study 5) Broadband Strategic Plan <p>The project enabled the County to secure \$45 million (Federal & Ontario governments) funding, leading to launch of municipal owned broadband corporation, with P3 financing as an open access utility: (https://www.northumberlandnews.com/news/impact-this-is-a-milestone-step-for-northumberland-county-to-establish-high-speed-internet/article_f645a478-4b53-58df-91bc-dd502ee2a1c8.html)</p>
3.	<p><u>Client:</u> Township of Leeds and the Thousand Islands (2021)</p> <p><u>Project Title:</u> Develop Broadband Business Plan</p>



#	Project Description
	<p><u>Project Description:</u> project scope includes:</p> <ul style="list-style-type: none"> - Validate engineering design (prepared by another firm) of the FTTP (GPON) access platform for broadband connectivity for all households. - Develop a detailed business plan including financial forecast (revenues, capex, opex) to support the future demand for higher speed (1Gig+) internet services across township. For example, with the emergence of 5G wireless technologies, both wireline and wireless network will eventually converge into a fully integrated broadband network involving interoperations of fixed (wireline and wireless) access and mobile (wireless) networks. - Establish the linkages between the socio-economic challenges and the economic impact assessment of broadband connectivity. - Recommend business model options (revenue sharing, P3, wholesale) to operate the broadband network. <p><u>Project Outcome:</u> The study report was submitted and approved by the Township council.</p>
4.	<p><u>Client:</u> Quite West County (2021)</p> <p><u>Project Title:</u> Development of a Broadband Network Technical and Business Plan</p> <p><u>Project Description:</u> project scope includes:</p> <ul style="list-style-type: none"> - Detailed assessment of the technical viability of FTTP (GPON) access platform for broadband connectivity for all households (served and underserved) and compare with alternative platforms such as FWA (Fixed Wireless Access) and determine optimal solutions - Develop a detailed business plan, including a financial forecast (revenues, capex, opex), to support the future demand for higher-speed (1Gig+) internet services across Quinte West. For example, with the emergence of 5G wireless technologies, both wireline and wireless networks will eventually converge into a fully integrated broadband network involving interoperations of fixed (wireline and wireless) access and mobile (wireless) networks. - Establish the linkages between the socio-economic challenges and the economic impact assessment of broadband connectivity. - Recommend business model options (revenue sharing, P3, wholesale) to operate the broadband network. <p><u>Project Outcome:</u> The study report was submitted and approved by the County council.</p>

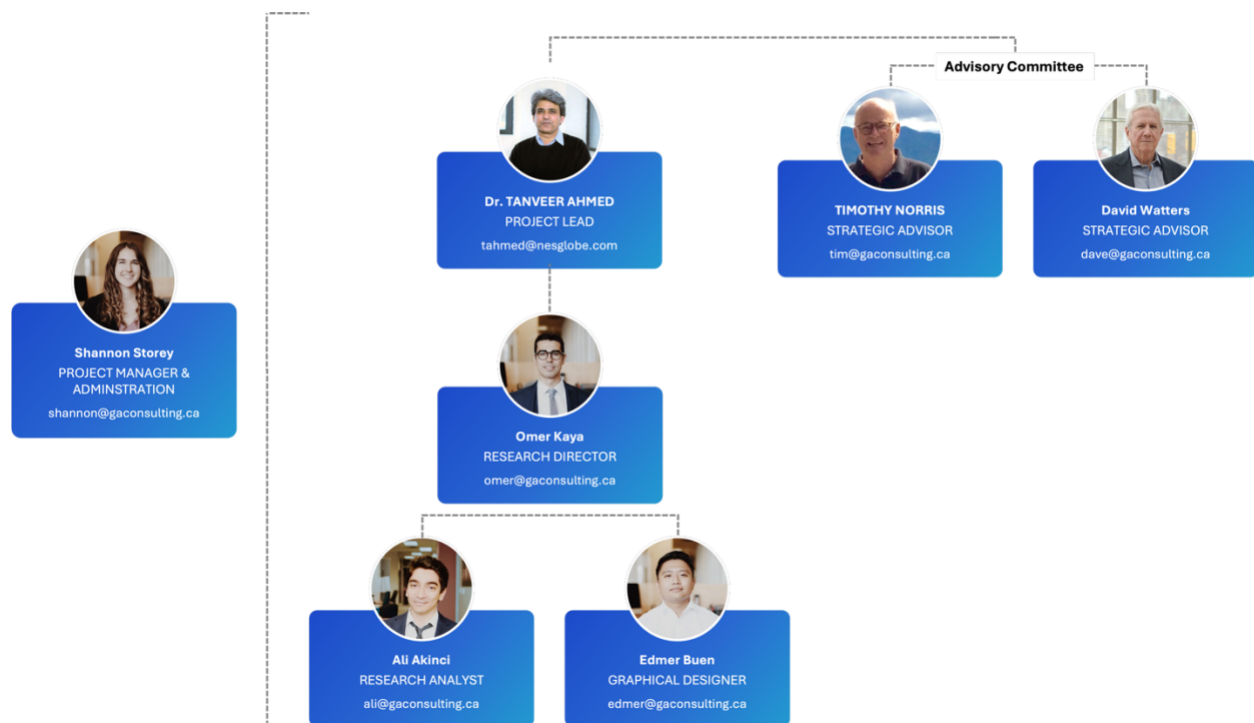


Proposed Personnel

GACG proposes the following project team, with a combined decades of experience in consulting projects, contributing to various research projects, strategic market outreach etc.

Please find detailed CVs for resources suggested below.

- **Dr. Tanveer Ahmeed** – Project Lead (CV on Pg 24)
- **Tim Norris**– Strategic Advisor, Infrastructure (CV on Pg 28)
- **David Watters** – Strategic Advisor, Economic Development (CV on Pg 32)
- **Omer Kaya** – Research Director (CV on Pg 37)
- **Shannon Storey** – Project Manager, Administrative (CV on Pg 36)
- **Ali Akinci** – Research Analyst (CV on Pg 36)
- **Edmer Buen** – Graphical Design (CV on Pg 43)



References

Project Title and Description	Contact Information
<p><i>Ottawa’s Semiconductor Supply Chain Ecosystem Analysis</i></p> <p>Description: GACG conducted an extensive value chain analysis for Ottawa’s semiconductor sector, focusing on assessing the region’s manufacturing capabilities, supply chain resilience, and alignment with national and North American strategic priorities. The project mapped out Ottawa’s key stakeholders in the semiconductor space, highlighted supply chain dependencies, and provided recommendations to address vulnerabilities and strengthen local capacity. Completed in 2023, this work has become foundational for Invest Ottawa’s semiconductor strategy and efforts to fortify the region’s presence in this high-tech sector.</p>	<p>Adam Dewar – Director of Business Development, Invest Ottawa - adewar@investottawa.ca</p>
<p>Catalyzing Innovation and Business Growth through Ecosystem Supports (2022)</p> <p>Description: The objective of the report conducted by Global Advantage Consulting Group (GACG) for the Federal Economic Development Agency of Southern Ontario (FedDev Ontario) was to identify drivers for economic growth and innovation in the southern Ontario region, with a specific focus on five key technology clusters: artificial intelligence, cybersecurity, fintech, electric vehicles, and life sciences.</p>	<p>Angela Chen – Sr Policy Analyst - Angela.Chen@FedDevOntario.gc.ca</p>



Project Management

Please see below the Bidder’s proposed approach to project management.

Project Management Approach

<p>Project Management</p>	<ol style="list-style-type: none"> 1. In project kickoff meeting, PM will confirm with the Project Authority (PA) the scope, tasks, and deliverables of the project, including an ontology of key terms, meta data, statistical indicators, and keywords 3. PM’s initiation will ensure any project risks and challenges are discussed with the PA up front and mitigation strategies are put into place 4. PM will ensure clarity on roles, responsibilities, and assignments of each member of the Bidder’s team and with corresponding cost management per resource including administrative overhead 5. PM will set specific milestones within the broader project timeline and dependencies to manage the Bidder’s team’s workload 6. PM will clearly outline expectations and support needed from the PA (including data, reports, similar studies, as well as time commitment for identification of external experts for interviews, etc.) for effective and efficient development and delivery of the project 7. An outline for the report will be delivered in Word 8. Bidder will request for Feedback from the PA upon delivery 9. A draft strategy framework and report will be reviewed by the Bidder team internally for quality assurance and control, and subsequently be delivered in Word to the PA 10. Bidder will request for Feedback from the PA upon delivery allowing a reasonable amount of time for review with an expected deadline to receive feedback 11. A final report and framework will be reviewed by the Bidder team internally for quality assurance and control, and subsequently be delivered in Word to the PA 12. Supplementary materials and data will be delivered in Excel, Word, PowerPoint, and other digital formats as required
<p>Reporting and Debriefing</p>	<ol style="list-style-type: none"> 1. Lines of communication (e.g., PA to PM; analyst to analyst, etc.) and requirements for bi-weekly progress reports will be established in the kickoff meeting 2. Following project kickoff meeting, formal meeting notes and record of key decisions will be shared with the Project Authority 3. Preparing a draft report, Bidder will work closely with the PA and communicate / report progress regularly 4. Incorporating changes, Bidder will work closely with the PA and communicate as required for feedback clarification, etc. 5. Preparing a final report, Bidder will work closely with the PA and communicate / report progress regularly 6. Bidder will present key findings and considerations virtually to the PA



Anticipated Challenges/Risks and Mitigation

Risk Description	Likelihood *	Impact*	Mitigation Response
Unavailability of personnel	Low	Medium	Project Manager (PM) to communicate with all members of the team to ensure availability, Advisory Body to offer redundancy
Delays in approval of project schedule	Medium	Significant	Work with Project Authority (PA) to prioritize primary tasks (data gathering, interviews, analysis)
Delay in previous deliverables can cause delay of this deliverable	Medium	Significant	Effective project and sub-task management.
Difficulties arranging relevant interviews (availability)	Medium	Medium	Waterfall more interviewee suggestions (from the PA and Bidder's network)
Unavailability of data - few documents available to describe (holistically) the ecosystem and international best practices	Low	Medium	Utilize contact network, consider pursuing interviews with government and ecosystem stakeholders in target jurisdictions
New or unexpected conflicting projects might interfere with schedule	Medium	Medium	Pre-emptively confirm personnel availability. Utilize capacity of full team including Advisory Committee as needed

*Low, Medium, High



Fee Proposal

Phase	Cost
Economic and Strategic Plan Consulting Services for the Town of Moosonee	\$82,000.00
Estimated Travel (site visit to Moosonee)	\$6,000.00
Total Initial Project Cost	\$88,000
Total Applicable Taxes (13% HST)	\$11,440
Total Cost Including Applicable Taxes	\$99,440

Detailed Fee Breakdown

Task	Cost
1. Project Initiation and Kickoff	\$3,000
2. Document Review and Data Analysis	\$6,000
3. Research and Economic Analysis	\$22,000
4. Community and Stakeholder Engagement	\$21,000
5. Strategic Planning and Framework Development	\$10,000
6. Economic Development Framework	\$8,000
7. Draft Economic and Strategic Plan	\$7,000
8. Final Plan, Executive Summary, and Presentation	\$5,000
Total Project Cost	\$82,000

Proposed Payment Schedule

- **Milestone 1:** 20% upon completion of Project Initiation and Background Review – \$17,600
- **Milestone 2:** 30% upon completion of Community and Stakeholder Engagement – \$26,400
- **Milestone 3:** 25% upon submission of Draft Economic and Strategic Plan – \$22,000
- **Milestone 4:** 25% upon acceptance of Final Plan and Council Presentation – \$22,000



Annex A – Proposed Project Team CVs

Dr. Tanveer Ahmed – Project Lead

Dr. Tanveer Ahmed is a partner at NE&S, where he leads the firm’s economics policy and strategy practice. He is a seasoned economist with a broad and dynamic background in both consulting and industry, bringing deep expertise in economic and financial modeling, policy analysis, investment decision-making, and strategic advisory work. Throughout his career, Tanveer has been recognized for his ability to deliver rigorous analysis and insightful recommendations across a wide range of complex economic issues. He has provided expert testimony and analysis in areas such as regulatory economics, competition and market structure, the economic impacts of mergers and acquisitions, and long-term growth strategies.

In 2020, he co-founded NE&S, building on his prior success as a partner at Nordicity, where he led the firm’s economics and finance practice for over five years. Earlier in his career, Tanveer spent more than 13 years at Bell Canada Enterprises (BCE Inc.), where he held several leadership roles in Economic Studies and Investment Valuation, gaining valuable experience at the intersection of corporate strategy and economic analysis. His career reflects a consistent focus on using economic insight to support sound decision-making in both public and private sector contexts.

Tanveer also has extensive project finance (PPP) experience gained through successfully closing transactions worth over \$1 billion for infrastructure projects. These projects involved different financing models, BLT (Build Lease Transfer), BOT (Build Operate and Transfer), etc. and negotiations with international financing agencies: World Bank, ADB, and EXIM Banks.

Areas of Specialization

Growth Economics, Economic Analysis, Business Valuation, Financial Modelling, Regulatory & Competition Economics, Economic Impact Assessment (EIA), Mergers and Acquisitions (M&A) Expert Studies.

Employment

- Partner NE&S, Lead Economic Policy & Strategy (2020-present)
- Partner, Economics & Finance Practice Lead, Nordicity, (2015-20)
- Associate Director, Investment Valuations, Bell Canada (2001-15)

Education, Certification & Memberships

- Doctor of Business Administration with specialization in **Economics** (2017), Athabasca University, AB, Canada
- LLM - Master of Laws (2024), University of Toronto, ON, Canada
- MA Economics (2010), Toronto Metropolitan University, ON, Canada
- MBA (2005), University of Windsor, Ontario, Canada
- CPA, CMA Ontario, Canada (2012),
- Member Canadian Economics Association (2015), American Economic Association (2015), and American Finance Association (2017)

Publications

- Moubayed, **T. Ahmed**, A. Haque and A. Shami, "**Machine Learning Towards Enabling Spectrum-as-a-Service Dynamic Sharing**," 2020 IEEE Canadian Conference on Electrical and Computer Engineering (CCECE), London, ON, 2020, pp. 1-6, <https://ieeexplore.ieee.org/document/9255817>
- Syed Naqvi, Pin-Han Ho, Sagar Naik, Anwar Haque, and **T. Ahmed**, "**Multi-Pair Cable Measurements for 5G Indoor Service Provisioning**", *IEC Journal: Networking & Network Applications (J-NaNA)*, Aug. 2020
- **Effects of Foreign Direct Investments on Home and Host Economies and on the Profitability of Investing Firms** (Doctoral Dissertation) <https://dt.athabascau.ca/jspui/handle/10791/217>

CONSULTING EXPERIENCE

Economic Modelling



- **Halton Region (Ontario, Canada) Municipal Infrastructure-Sharing (Right of Ways) Rate Model for Telecom Use.** As a part of Halton's Digital Access Strategy Implementation phase of the project (2023), developed a detailed commercial model for the start-up of a Municipal Corporation owned by the four municipalities to facilitate optimal sharing of municipal (*subject to Ontario Municipal Act*) and hydro (*subject OEB ACT/Regulation*) vertical assets for 5G and FTTP rollout in the Region. The commercial model includes a 10-year forecast (feasibility) and an **infrastructure-sharing (Right of Ways) rate-setting using fair market value (FMV) framework**.
- **Utility Pole and Underground Duct Infrastructure Access (Right of Ways) Rate Model development for Telecom Wireline and Wireless Network (Equipment) Deployment, Alberta (2019-20):** For a regional utility in Alberta, completed a detailed rate model and three expert reports on regulated utility poles and conduit access rates for telecom users:
 - Pole Right of Way Rate for Telecommunications Attachments (Current Scenario)
 - Pole Right of Way Rate Framework for Next Generation Telecommunications Attachments, e.g., small cell for 5G Network deployments
 - Underground Duct Right of Way Rate for Telecommunications Cables
 Developed the expert reports and rate model to support the utility's negotiation with telecom operators, and submission to the Alberta Utility Board for regulatory proceedings should the negotiations fail.
- **Utility Pole Access Rates (Right of Ways) for Telecom Wireline and Wireless Attachments, Saskatchewan (2019-20):** Completed expert report on regulated utility poles right of way rates for telecom users. Developed expert reports and rate model to support the utility's negotiation with telecom operators.
- **OEB: Ontario Energy Board – Policy Framework for Utility Poles Access (Right of Ways) for Telecom Use (2016-18).** Completed an expert report on a comprehensive policy review of wireline (utility poles) infrastructure sharing policy framework. The study included stakeholders' consultations, and the development of a detailed framework (policy and economic methodology) in determining rates charged by the electric utilities in Ontario for using their infrastructure by the telecom carriers and other users. (for details, see the document titled: [NGL_OEB Expert Report 20171218](http://www.rds.oeb.ca/HPECMWebDrawer/Record?q=CaseNumber=eb-2015-0304&sortBy=recRegisteredOn-&pageSize=400), available at: <http://www.rds.oeb.ca/HPECMWebDrawer/Record?q=CaseNumber=eb-2015-0304&sortBy=recRegisteredOn-&pageSize=400>)
- **New Brunswick Energy Board Utility Poles Access (Right of Ways) Rate Proceeding (2015-16).** Supported F6 Networks re New Brunswick Energy Board rate proceedings. Main tasks included: development of an economic argument supporting F6 Networks' position; a developed economic model that demonstrated that the current rates are sufficient for full cost recovery of NB Power's pole infrastructure and the proposed rate increase would result in over-recovery of costs; Wrote expert evidence report that was submitted to NBEUB. On June 26th, 2015, appeared in NBEUB hearing as an expert financial witness on behalf of F6 Networks – see Exhibit # F6N1.02 (matter 272) at <http://www.nbeub.ca/opt/M/browseRecord.php?action=browse&recid=457>

Digital Infrastructure Projects

- **Halton Region (Ontario, Canada) Digital Access Strategy (2021-22):** The project scope included 1) a detailed assessment of the Region's digital infrastructure readiness, 2) identification of options for next-generation broadband connectivity in the Region (5G and FTTP) and its associated socio-economic benefits, and 3) recommended digital access implementation action plan. <https://edmweb.halton.ca/OnBaseAgendaOnline/Documents/ViewDocument/ST-08-21%20-%20Attachment%201%20-%20Document%20Under%20Separate%20Cover.pdf.pdf?meetingId=4273&documentType=Agenda&itemId=121273&publisHId=71159&isSection=false>
- **CST-Communications, Space & Technology Commission (2019-23), Saudi Arabia:** Based on a detailed economic and financial modelling developed three expert reports (a) on the current status of the Saudi ICT (including Telecom) sector, (b) Benchmarking analysis with 13 countries (**UK, USA, Australia, Switzerland, Sweden, Norway, Luxembourg, Ireland, Canada, UAE, Kuwait, Oman, and Qatar**), (c) Gap Analysis with the recommendation to reduce the gaps as compared to 12 benchmark countries. Based on operators' data (STC, Mobily, Zain, Lebara, Virgin, ITC, and Go) developed a detailed valuation model to assess the economic value of KSA's ICT Telecom sector encompassing:
 - Valuation of 5G investments in the Kingdom, including investment sizing, demand forecast, and launch of 5G services.
 - Economic Impact of regulatory initiatives, e.g., **structural separation, licensing of MVNOs, and M&A scenario analysis**
 As part of the project scope, a detailed investment tool was developed to estimate the investment required to **roll out 5G and FTTP networks under different ownership and wholesale scenarios**. The tool allows for determining the subsidies required to ensure the financial viability of the operators to meet the government's penetration targets for 5G and FTTP networks. Also developed a conceptual framework *to estimate the potential economic loss of the internet shutdown*.
- **Integrated Telecom (ITC), Saudi Arabia (2020-21):** Developed a customized technical/financial business model for ITC to expand its 5G-FWA+FTTH footprint nationally, including the strategy to enter the mobile broadband market and become fourth national operator (fixed + mobile) in 5 years. Key project deliverables included:



- Detailed financial model (with scenario analysis features) encompassing different options i.e., ITC own build (**5G-FWA and FTTH networks**) + **Mobile MVNO, Network Sharing (MOCN & MORAN), Wholesale Reselling.**
- Product strategy for different segments (Consumer, Business, and Government)
- Broadband Infrastructure sizing under different (maximum) speed scenarios: 50 Mbps - 1Gbps.
- **PPP Feasibility Study - Broadband Infrastructure for Northumberland County (2020):** As lead economist, Tanveer led the project team and Northumberland County to conduct assessment of business options to provide high-speed internet coverage in the County of Northumberland. Developed an investment tool to evaluate the financial viability of the investments required to meet the strategic goals for broadband across the County of Northumberland, using different technology platforms (FTTH versus FWA-5G based Fixed Wireless Access) The tool provides financial outcome results in terms of the key metrics: NPV, IRR, Payback Period, Profitability Index, EBITDA, etc. to develop optimal technology solution and business model. The project also includes an economic impact assessment (EIA) in terms of GDP and employment generation as a result of future-proof broadband network infrastructure in the County – *1G+ Economy*.
- **FWA-FTTH Hybrid Investment Planning Tool (2019):** Developed an investment planning and valuation to determine optimal options for broadband network deployment using a combination of Wireless and Wireline access technologies for a regional Canadian cable operator. The model features include scenario analysis encompassing broadband speed delivery targets, population/geographic factors, market share targets etc.
- **PPP Joint Venture of TekSavvy Solutions Inc. and Entegrus (city-owned utility) to deploy FTTH network in the city of Chatham, Ontario (2017).** As a Lead Economist and Project Manager, Tanveer developed and presented financial model for the Joint Venture (legal entity) allowing TekSavvy to access utility infrastructure (Poles/Conduits) at fair market value for the deployment FTTH broadband in Chatham (Ontario)
- **Fiber to the Home (FTTH) Business Case Development (2017):** For a major Canadian ISP, developed a business for FTTH deployments using different financing models: private equity and long-term debt. The project scope included a detailed feasibility study and the development of an investment proposal for potential investors for greenfield deployment of the FTTH (Fiber to the Home) network in selected cities/markets across Canada.
- **Competition Bureau Canada (2016).** As a subject matter expert advised the Competition Bureau on the approval process of MTS acquisition by BCE in areas of competition vis-à-vis efficiency gains in terms of assessment of wireline and wireless technological upgrade options and opportunities.

Competition and Market Analysis

- **Expert Report MVNO Rate (2024):** Completed an expert report regarding MVNO rate for a confidential Canadian telecom service provider (confidential) for submission to the Federal Court of Appeal. To support the “just and reasonable” formulation of MVNO wholesale rate the expert report provides economic evidence.
- **Cogeco Communications (2019).** As a subject matter expert (Economist) completed an expert report demonstrating favourable economic impact of the competition introduced in the mobile wireless industry under the “Hybrid Mobile Network Operator” or “HMNO” framework proposed by Cogeco. (Ref. TNC CRTC 2019-57 Review of Mobile Wireless Services: https://crtc.gc.ca/eng/archive/2019/2019-57.htm?_ga=2.89824027.1671117856.1578344801-1138969482.1552950565)
- **Competition Bureau Canada (2016).** As a subject matter expert advised the Competition Bureau on the approval process of MTS acquisition by BCE in areas of competition vis-à-vis efficiency gains in terms of assessment of wireline and wireless technological upgrade options and opportunities.
- **Implementation of the Canadian 2015 Telecom Policy Decision (2015-16).** Developed a policy paper (expert reports) for a major wholesale reseller on the implementation of the disaggregate wholesale High-Speed Access regime because of the 2015 Telecom Policy Decision (TRP 2015-326) by CRTC (Canadian Radio-television and Telecommunications Commission). The project involved (a) the development of "**Optimum Disaggregated Configuration -Layer 2 versus Layer 3 Architectures**" for both telecom and cable networks (b) Impact on the "**Competition in the Canadian Telecommunications Market**" over the next five years if the implementation of an optimum disaggregated framework is delayed, and (d) "**Sustainability of Competition – Margin Squeeze Test under the status quo scenario.**"
- **PPP Structuring Submarine Cable System, Ministry of Finance, Government of Samoa (2016):** Conducted an independent appraisal of the **PPP Structuring Arrangements for the Samoa Submarine Cable Company, funded by the Asian Development Bank and World Bank.** As a lead Economist, completed an assessment of the financial, economic, technical, commercial, and legal implications of the ~\$40M proposed SSCC (Samoa Submarine Cable Company) public-private partnership (PPP) based commercial and financing structure. The key tasks included:
 - Benchmarking: Comparable Submarine Cable Projects
 - Business Case modelling including fair market valuation, market analysis, wholesale capacity demand and revenue forecast.



- Economic Analysis including Financial Equilibrium modelling
- Recommended Governance and Financing Arrangements and Shareholding Structure and Regulatory Framework
- **The Bahamas Telecom Liberalization Initiative (2015-16)**. Assisted the Bahamas Telecommunications Company (BTC) with its business strategy in the emerging competitive landscape and submitted an expert report on key competitive issues regarding the current regulatory framework and implementation of the best practices regarding interconnection regime (Fixed and Mobile), cost-modelling and product bundling and promotions.

Policy Advisory

- **CRTC-Comparative Analysis of International Mobile Wireless Roaming (IMR) Rates of Canadian Wireless Service Providers and International Counterparts (2024)**: As the lead author, wrote a study for CRTC on international rate comparison available at:
<https://crtc.gc.ca/eng/publications/reports/imimr2024.htm>
- **ISED: Ministry of Innovation, Science and Economic Development (2017 and 2025 in progress)**. International price comparison study (Canada, USA, and OECD countries) of all telecom services (fixed voice, wireless voices, fixed broadband, wireless internet, bundles including TV). This study supports telecom policy updates.
[https://www.ic.gc.ca/eic/site/693.nsf/vwapj/Nordicity2017EN.pdf/\\$file/Nordicity2017EN.pdf](https://www.ic.gc.ca/eic/site/693.nsf/vwapj/Nordicity2017EN.pdf/$file/Nordicity2017EN.pdf)
- **CRTC Canadian Radio-television and Telecommunications Commission (2016)**. International price comparison study (Canada, USA, and OECD countries) of all telecom services (fixed voice, wireless voices, fixed broadband, wireless internet, bundles including TV). This study supports telecom policy updates.
<https://crtc.gc.ca/eng/publications/reports/compar/compar2016.htm>

Economic Impact Assessment

- **Alberta Industrial Heartland Association (2023-2024)**: As a lead economist, completed a **comprehensive study to estimate the relative economic value of shipments to and from AIH region by road versus railway from/to the rest of Alberta, Canada, USA and Mexico**.
- **Economic Impact Analysis - Next Generation Networks (2017-22)**. For a federally funded Research & Innovation (R&I) institution completed a financial and economic impact analysis (forecast) study on ~\$200M Broadband Research and Innovation Investments (R&I) through public-private partnership (PPP). The model is updated annually encompassing GDP and Employment impact and spin-off benefits, i.e., dynamic impacts.
- **Artificial Intelligence (AI) Technologies and the Canadian Economy - Economic Benefits, Opportunities and Challenges (2020)**. Completed a study for a multinational telecom vendor on Canada's readiness for AI technology development and its standing among the countries. The project also included a detailed economic impact forecast assessment (modelling) of potential benefits (GDP, employment, productivity gains) of AI adoption across different sectors of the Canadian economy.
- **CWTA - Canadian Wireless Telecom Association (2016-19)**: Developed an economic model to estimate the contribution of the wireless industry to the Canadian economy (GDP and employment impact – direct, indirect and induced):
<https://www.cwta.ca/wpcontent/uploads/2016/08/2016-Report-on-Wireless-Industry.pdf>
- **Ministry of Trade, Industry, and Tourism of the Republic of Suriname (2018)**. Quantified economic contribution of ICT and creative industries in Suriname by analyzing and estimating their value added to GDP, the share of national employment and revenue generated from foreign trade. The study objectives included developing strategies to increase contribution of ICT/Creative Sector in Suriname's economic growth.
- **Canada's future 5G Economy (2017-18)**. For Multinational telecom technology vendor provided economic impact assessment (GDP, employment) across 23 economic sectors of the Canadian economy, including transport, construction, mining, utilities, and manufacturing. The analysis included investment sizing to deploy 5G wireless infrastructure in Canada and to implement 5G-enabled applications across economic sectors; estimated new demand generation and productivity gains for the individual using 5G technologies.
- **Advanced Manufacturing – Industry 4.0 Economic Analysis (2018)**. Supported Ministry of Economic Development and Growth (MEDG) / Ministry of Research, Innovation, and Science (MRIS) on its successful application for ~\$800 million (equally funded by public and private sectors) for “Advanced Manufacturing – Industry 4.0” program.
- **Economic Impact Analysis of Disruptive Technologies and 5G Wireless Networks (2016-17)**: For a Research & Innovation (R&I) institution of Ontario completed financial model and economic impact analysis (forecast) studies on \$500M R&I funding through public-private partnership (PPP). *The study included estimation of GDP and Employment impacts and spillover benefits, i.e., commercialization of disruptive technologies in Financial, Health, and Cybersecurity sectors and (b) enablement of 5G network.*



Timothy Norris – Strategic Advisor, Infrastructure

PROFESSIONAL PROFILE

Over thirty-five years of experience in Ottawa as a: senior federal public policy advisor and seasoned government trouble-shooter. Trained as a lawyer, political scientist and architectural technician, I solve complex problems and promote innovation. I am skilled in delivering high-level policy advice and cogent strategic briefings to Business Leaders, Ministers, Deputies and Senior Managers. I bring strong communication, problem resolution, and organizational skills to each challenge.

PROFESSIONAL ATTRIBUTES

- An Alberta lawyer (non-practicing) with extensive public service and political experience.
- Knowledge and practical insights into the workings of Federal Public Service and Parliament.
- Experienced working with Senior Officials, Federal and Municipal Authorities, and Industry CEO's.
- A troubleshooter with a common-sense approach to finding real solutions.
- Political experience as a Chief of Staff, Executive Assistant, and as a Director of Energy Policy.
- A team leader with strong strategic planning and tactical problem resolution skills.
- In-depth knowledge of Canada's natural resource sectors: forestry, mining, energy and earth sciences.
- Able to lead diverse groups to consensus and positive change.
- Provided advice and briefings to Prime Ministers: Mulroney, Campbell, Harper and Martin.
- Provided Advice to Ministers: Joe Oliver, Kim Campbell, Paul Dick and Gary Lunn.
- Worked for four Deputy Ministers at NRCan.

WORK EXPERIENCE AND WORK ACCOMPLISHMENTS

2020-2023, Served as the Senior Policy Advisor to the Director General, Office of Energy Efficiency (OEE)

Led four Special Projects for the Director of the Demand Policy Analysis Division (DPAD),.

- **Staff Plan:** An Alberta lawyer (non-practicing) with extensive public service and political experience. Completed an action plan for the new DPAD Director. Drafted an 'Employer of Choice' (EOC) Report response for 300 staff in 2022. Conducted personal interviews with 43 DPAD employees, assessed all staff concerns, and drafted an action plan with recommended solutions.
- **Communications Plan:** Delivered a communications and action plan in 2023, for the new DPAD Director, to repair damaged staff morale and improve employee engagement in the OEE.
- **Delivered 14 Contribution Agreements:** Lead and delivered an urgent project, to set up 14 CAs (contribution agreements) in under 4 months for OEE. This project's goal was to enter into the 14 CA's to train (up to 250) Energy Advisors from Indigenous, Metis, Northern, and 2SLGBTQ+ communities all across Canada. A complex project with hundreds of legal documents was completed on time and with a positive responses from all the recipients.



- **Microdata report:** Developed a primer in 2020 and 2021 about Microdata for the DG of the OEE. Coordinated a small research team and completed a 30-page research paper on Microdata. This focused future needs of Canada.
- Also during this position, provided NRCan international leadership and advice to the multinational 2021, International Energy Agency (IEA) Digitization Data Project. Supported the development and delivery of 2 DPAD Days retreats in 2021 and 2022 and, developed plans to reform the OEE Act for the DPAD Director.

2018-2020, Director of Special Initiatives at the National Research Council (NRC) of Canada.

Served as an NRC Director, Project Leader and Policy Advisor to the: NRC President; the NRC Vice-President of Engineering; and the Vice President of the NRC-IRAP (Industrial Research Assistance Program).

- Delivered a feasibility study on Technology Assistance Centres (TACS), for NRC President.
- Coordinated a research team, which proposed new options for NRC lab structures to the NRC President.
- Delivered an IRAP communication plan to improve employee engagement with videos and surveys.
- Assisted in delivering the new policy underlying the change to offer free Building Codes across Canada.
- Developed an environmental policy plan for the NRC VP of Engineering.

2014-2018, Senior Advisor to the Director General of the Office of Energy Efficiency (OEE), NRCAN

- Coordinated the major projects of the Director General and six Directors in the OEE.
- Coordinated communication to 300 OEE staff members.
- Delivered team leadership to respond to OEE crisis situations and coordinated emergency responses.
- Provided daily advice to the Assistant Deputy Minister, the OEE Director General, and Senior Managers.
- Applied ethical and effective problem resolution skills daily.
- Provided a challenge function and options to difficult problems under daily high stress situations.

2011-2013, Director of Policy to the Honourable Joseph Oliver, Minister of Natural Resources Canada

As Director of Energy Policy, I was responsible for all key national energy, mining, forestry, and energy efficiency files. Led a team of 4 staff to advise the Minister on daily policy matters including issues of: LNG, pipeline approvals, oil and gas development, carbon sequestration and energy efficiency, as well as, forestry and mining issues.

- Daily review of all briefing materials, Cabinet documents, and correspondence for the Minister.
- Met business stakeholders, participated in Cabinet discussions, liaised with other political offices.
- Used persistence, creative ideas, and diplomacy to resolve stakeholder concerns in high pressure situations.



- Delivered Responsible Resource Development (RRD) deregulation package streamline Canada's oil regs.
- Reviewed and approved all letters and briefings for the Minister.

2006-2010, Lead Investigator to the Deputy Minister of Natural Resources Canada and to ADM of Energy,

As a Acting Director I provided daily advice to a special team of 8 NRCan ADMs for 6 months. I led an investigation team, comprised of nine special staff which investigated and resolved a large, public relations contracting problem for NRCan. We delivered an emergency in-depth review. Applied sophisticated problem resolution skills and delivered a values-based review process that effectively resolved this ethical matter in a timely and effective manner.

- Successfully diffused a large communications risk for NRCan and the Government of Canada.
- Proposed and implemented a new set of NRCan conflict of interest and contribution agreement rules.
- Drafted the department's response to the Auditor General's 2009 Annual Report.
- Challenged the Auditor General's report, resulting in a very rare re-write to correct AG admitted errors.
- Supported Department of Justice with sophisticated evidence to settle a \$7M law suit for just 300K.

2005-2006, Departmental Assistant to the Minister: The Hon. Gary Lunn

Chosen by the Deputy Minister (DM) to be the Departmental Liaison to the Minister. Briefed the Deputy Minister and Minister on a daily basis. Coordinated all briefings, interactions and liaison between the Department, the DM and the Minister. Resolved complex and time sensitive problems and mediated win-win solutions for the Minister's staff. Provided tact, diplomacy, and creativity to routinely aid the Minister and staff to resolve daily crisis issues.

2003-2005, Director, Canadian Industrial Program for Energy Conservation (CIPEC) in the OEE at NRCan

As Director, was responsible for Industrial Energy Efficiency Program in Canada (CIPEC) and its staff of 35.

- Revitalized this Public-Private partnership, reengaged the DM with 40 Canadian Industrial CEOs.
- Was awarded the 2004 Departmental Special Merit Award for: "Exceptional Leadership in the Development of the new Industrial Programs Division".
- Chaired CIPEC meetings with 40 Industrial Leaders at annual meetings.
- Delivered a new Industrial Program directorate and staffed a team of 34 to serve the CIPEC.

2000-2003, Senior Policy Advisor, Deputy Minister's Office Natural Resources Canada,

- Coordinated the research and development of the NRCan *Productivity and Innovation Strategic Plan*.
- Developed the MCs and Cabinet Documents as NRCan Cabinet Liaison Officer.



- Was chosen and loaned by the Deputy Minister to the Conference Board of Canada for 4 months to co-authored, four papers on *Innovation in Canadian Industry*.
- Co-led the cross-sectoral statistics group at NRCan. I championed the rebuilding of the essential NRCan publication "*Important Facts about Natural Resources*".
- Awarded the Deputy Minister's Departmental Achievement Award for Horizontal Management.

OTHER RELEVANT GOVERNMENT EXPERIENCE

- 1992, Special Advisor to Prime Minister, Rt. Hon Mulroney on the Charlottetown Constitution Accord.
- 1990-93, Past Executive Assistant to the Rt. Hon. Kim Campbell 1990-93 on BC and First Nations Issues.
- 1993-94, Past Chief of Staff to the Hon. Paul Dick.
- 1994-1997, Department of Finance, Member of Special GST Redesign Project for Rt. Hon. Paul Martin.
- 1997-1998, Canadian Coast Guard, Led and delivered St. Lawrence Seaway- Ship Cost Recovery Project.

EDUCATION

- **Bar Admission**, Law Society of Alberta, 1986.
- **LLB, Bachelor of Law**, University of New Brunswick, 1985.
- **BA, Bachelor of Arts, Major in Political Science**, St. Francis Xavier University, 1982.
- **Architectural Technician**, Northern Alberta, Institute of Technology, 1979.

AWARDS AND RECOGNITION

- 2023, 2019, President of the South Nepean Rotary Club.
- 2016, Recipient - OEE Team Award for "Coordination and Project Excellence"
- 2015, 2011, 2006, 2003, 2001, 2000. Individual NRCan Excellence Awards.
- 2005, Recipient of the NRCan Departmental Award, for Team Excellence: "Developing and co-leading the NRCan Cross Sectoral Statistics Working Group and delivering a highly innovative communications product."
- 2004, OEE Special Merit Award for: "Exceptional Leadership in the Development of the new Industrial Programs Division".
- 2002, Placed first out of 80 CAP competitors in the Deputy's new management competition.
- 1998, The Canadian Coast Guard's, Special Achievement Award, the St. Lawrence Fee Project.
- Presented two Papers in 1995 and 1996, to an OECD International Symposium, in Paris, France.
- Honors Award, Most Creative Film, Northern Alberta, Institute of Technology (N.A.I.T.) Alberta.

PROFESSIONAL DEVELOPMENT

- **Various Departmental and CSPS Computer Courses**, 2000- 2020.
- **Financial Management Course**, 2017, 2013 and 2010.



David B. Watters – Strategic Advisor Economic Development

Education

BA (Economics) Queen's University

LLB (Corporate and Commercial Law) Queen's University Law School

Executive MBA, University of British Columbia

Languages: *Bilingual (French and English)*

Security Clearance: *Secret - File No. 95424221-0001128182 valid from 2011-02-15 to 2021-02-15*

The Global Advantage Consulting Group Inc. was established in 2002 and has been operating in Canada for 20 years. The President, David B. Watters, left the federal government as the Assistant Deputy Minister for Economic Development and Corporate Finance, Finance Canada, after 30 years in the public service including assignments as an Assistant Deputy Minister in five federal departments and agencies, three of which centred on the creation of federal economic policy (Industry Canada, Treasury Board Secretariat and Finance Canada).

The Global Advantage Consulting Group has completed over 450 contracts since its creation, primarily in the areas of economic development and S&T/Innovation/Commercialization. The firm helps public and private sector organizations to develop growth strategies, to develop new collaboration networks and business models, to assess and develop new technologies, to design new support services for industry, to enter new commercial markets, and to design measurement systems to monitor performance.

Work Experience:

The Global Advantage Consulting Group, Inc. (August 2002 to the present)

Founder, President, Strategic Advisor

In 2002 Mr. Watters established the Global Advantage Consulting Group Inc. (Ottawa) and is the President of this strategic management consulting firm that provides advice to corporate, association, academic and government clients in Canada. Clients include federal departments and organizations such as Industry Canada (now ISED), Natural Resources Canada (Forest Sector, Minerals and Metals Sector, Energy Sector), Agriculture Canada, Infrastructure Canada, Health Canada, Human Resources Development Canada, Western Economic Diversification, **Environment Canada** and the Department of Foreign Affairs and International Trade (now Global Affairs Canada).

He has also assisted a variety of other public and private clients such as the National Research Council, the Canadian Institutes of Health Research, the Canadian Food Inspection Agency, Federal Development Ontario, the Council of Canadian Academies, the Canadian Council of Chief Executives, The Business Development Bank of Canada (BDC), the National Roundtable on the Environment and the Economy, the Information and Technology Association of Canada, Genome Canada, the Federation of Canadian Municipalities, the University of Toronto, the University of Waterloo, the Association of Universities and Colleges of Canada, the Association of University Research Parks Canada, the Natural Sciences and Engineering Research Council and the Social Sciences and Humanities Research Council, the Canadian Microsystems Corporation, the City of Ottawa, the Alberta Ingenuity Fund, the oil and gas industry (COSIA, PTAC, CAPP, Suncor, CNRL, etc.), and the Governments of Ontario, New Brunswick and Alberta.

The firm has completed over 450 contracts specializing in: analyzing and mapping complex public policy systems – particularly national and regional R&D/Innovation ecosystems; creating new business models



for policy development; aligning processes among networked organizations for enhanced decision making; undertaking evaluations, economic analysis and qualitative and quantitative assessments; conducting interviews and surveys; and designing governance and operational strategies for organizations, particularly in areas of research, new technology, innovation/commercialization, trade and energy/climate change policy. A summary list of the innovation projects completed by Global Advantage is attached to this resume.

David holds a Bachelor's degree in Economics from Queen's University as well as a Law degree in corporate, commercial and tax law from Queen's University Law School. He was also an adjunct Professor at the University of Ottawa, School of Management where for seven years he taught International Negotiation to MBA students.

Details of Prior Work Experience:

February 2002 to August 2002

Visiting Executive

The Public Policy Forum

Mr. Watters joined the Public Policy Forum to help its President, David Zussman, on several projects dealing with the Innovation Agenda, particularly in areas such as Innovation policy, Health reform, Transportation, and the Telecommunications and Information Technology sectors. He also developed reports on the impact of the Enron corporate governance problems for Canadian regulators, a new National Skills Institute that was funded at \$100 million in Budget 2003, and a project with Treasury Board Canada to improve public service reporting to Parliament.

1998 – February 2002

Assistant Deputy Minister

Economic Development and Corporate Finance

Department of Finance

Responsible for working with departments and outside stakeholders to develop proposals for inclusion in federal Budgets. Providing advice to the Minister of Finance and Cabinet on the economic, fiscal and financial implications of the government's microeconomic policies and programs in the areas of agriculture, transportation, natural resources and energy, innovation, learning, research and development, the environment, telecommunications, and regional economic development; on proposals to assist major projects or corporate restructuring initiatives (e.g. Air Canada, Canada 3000 Airlines, Mackenzie Valley Pipeline, Churchill Falls Power); and on the commercialization/privatization of government services, and other corporate holdings.

During Mr. Watters' tenure, he was involved extensively in building a National System of Innovation that included the following components:

- Establishing Genome Canada;
- Establishing Sustainable Development Technology Canada;
- Expanding the mandate and operations of the Canada Foundation for Innovation;
- Establishing the Canadian Institutes of Health Research;
- Establishing the Canadian Foundation for Climate and Atmospheric Sciences;
- Establishing the Canada Research Chairs;



- Expanding the NRC (Particularly regional research institutes, such as the Institute of Nanotechnology at the University of Alberta in Edmonton); and,
- Establishing new green investment funds through the Canadian Federation of Municipalities.

1997 to 1998

Commissioner of the Canadian Coast Guard and
Assistant Deputy Minister, Marine Services

Department of Fisheries and Oceans

Responsible for all operational and program services of the Canadian Coast Guard such as supporting the management of Canada's oceans' resources, facilitating the safe use of our waters for shipping, recreation and fishing, and providing marine expertise in support of Canada's domestic and international interests. The Coast Guard has some 4500 employees in five regions across Canada and a fleet of 160 ships.

Mr. Watters was hired to help the integration of the Coast Guard (a strong marine culture) into the Department of Fisheries and Oceans with its strong research and science culture as well as its regulatory responsibilities (a strong policing and enforcement culture). He introduced programs to ensure better asset management, improved information management, better governance relations, new marketing programs, and a stronger service imperative to better meet the needs of Canadians.

1993 to 1996

Assistant Secretary

Crown Corporations and Privatization Sector/Alternative Service Delivery

Department of Finance and Treasury Board Secretariat

Responsible for the provision of advice and direction to both Ministers of the Treasury Board and Finance Canada related to the management of all federal Crown corporations (such as Canada Post, the Export Development Corporation, AECL, The Farm Credit Corporation, VIA Rail, and the Business Development Bank of Canada, etc.) including their mandates, strategic plans, organizational structures, corporate plans, borrowing plans and budgets. Mr. Watters also provided a center of government policy advice on the commercialization and privatization of government equity holdings, assets and services, and for coordinating the development of alternative services delivery policies and organizational structures.

During Mr. Watters tenure:

- Most federal Crowns were downsized and several restructured during the "Program Review" consolidation to reduce the federal deficit;
- Major organizational and policy reviews were conducted of Canada Post and VIA rail;
- The Queen's Printer, Canada's Air Navigation Services (NavCan), and Canadian National Railways were reorganized and privatized;
- New Governance Guidelines were developed and issued for Boards of Directors;
- New policies/guidelines were developed to decentralize federal departmental operations by facilitating the creation of Special Operating Agencies; and,
- A further decentralization of the federal government was developed leading to the reorganization of several federal departments and the creation of three new federal agencies- the Canada Customs and Revenue Agency, Parks Canada, and the Canadian Food Inspection Agency.



Other Professional Experience

1990 to 1993

Assistant Deputy Minister

Bureau of Consumer Affairs

Departments of Consumer and Corporate Affairs and Industry Canada

Responsible for the national administration of consumer food and product safety and inspection services through 1800 staff in some 60 offices across Canada and a dozen R&D labs, and for the development of new consumer policies and programs.

During the reorganization of the Public Service in 1993, Mr. Watters conducted an organizational review inside the new Department of Industry Canada to determine whether a new delegated organizational structure was feasible. His report concluded that it was and this led to the creation of six new Special Operating Agencies inside the new department, including Measurement Canada, the Corporations Directorate and Bankruptcy Canada.

Mr. Watters also oversaw the transfer of several consumer food and inspection services to the Canadian Food Inspection Agency as well as to Health Canada.

1983 to 1990

Director General of Policy and Legislative Reform,

Department of Consumer and Corporate Affairs

Responsible for developing changes to federal Corporations law, Bankruptcy law, and Patent and Copyright Act reform, including negotiations with Canada's pharmaceutical industry on appropriate patent protection and research and development commitments.

From 1987 to 1989

Mr. Watters was also Canada's Chief Trade Negotiator on Intellectual Property at the Uruguay Round of GATT trade negotiations in Geneva.

1972 to 1983

Various positions with Energy Mines and Resources Canada – developing energy policy and programs; the Treasury Board Canada – assessing all policy, program and resource allocation and organizational change proposals from the Department of National Defence (including, for example, the assessment and approval of the CF-18 New Fighter Aircraft and industrial offsets) and the Department of Regional Economic Expansion; and the Canadian International Development Agency – working with the governments of India, Nepal, Egypt and Ethiopia to establish appropriate aid programs that were aligned with Canadian industrial capabilities and developing country needs – particularly to support agricultural assistance and services as the “green revolution” progressed in these countries.

Boards

Mr. Watters has served or serves on the Boards of:

- The Canadian Microsystems Corporation
- The Ottawa Partnership (TOP) – represents the business community on this Group which provides advice from all sectors of the city economy to the Mayor of Ottawa.
- The Standards Council of Canada
- The Civil Service Cooperative Association
- The Institute for Collaborative Innovation



Ali Akinci – Research Analyst

EXPERIENCE

Global Advantage Consulting Group – Ottawa, ON (April 2024 – Present)

Research Analyst

- Collects and analyzes data and information from various government programs, universities, private sector firms, and industry associations, contributing to research & development, and economic growth.
- Creates reports, action plans and road maps for various organizations.
- Visualizes data using Lucid Chart and Microsoft Office Suite.

The Responsive Marketing Group Inc. – Toronto, ON (June 2023 - January 2024)

Client Services Associate

- Tasked with various assignments such as analyzing and reporting political fundraising.
- Developed client-specific scripts.
- Acted as an advisor to the clients regarding recent political developments.
- Responsible for client acquisition and political fundraising campaign management.

Foreign Policy Institute – Ankara, Turkey (September 2022 - November 2022)

Foreign Policy Intern

- Interned at six different foreign policy programs including Russia, US, Energy politics, East-Med, and European Union.

Grand National Assembly of Turkey - Ankara, Turkey (August 2021 - September 2021)

Intern to MP/Ambassador (R)

- Designed written parliamentary inquiries.

Republican People's Party - Ankara, Turkey (August 2021 - September 2021)

Foreign Relations Intern

- Tasked with a wide range of assignments such as preparing notes for the Principal Advisor to the President for Foreign Relations, analyzing and reporting daily and weekly news and developments regarding Foreign Policy.
- Helped the Department significantly during the Afghanistan Crisis by providing various insights and historical and circumstantial reports during the event.

Marmara Municipalities Union - Istanbul, Turkey (October 2020 - February 2021)

Migration Policy Intern

- Analyzed and reported various aspects related to the migratory policies of municipalities in the Marmara Region.

City Magazine - Istanbul, Turkey (October 2020 - February 2021)

- Co-authored essays regarding City Diplomacy and Migration in City Magazine of Marmara Municipalities Union

EDUCATION

Carleton University - Bachelor of Arts - BA, Political Science · (January 2018 - December 2021)

SPECIAL QUALIFICATIONS

Foreign Policy Institute - Foreign Policy Education/Internship Certificate – November 2022

Google - Digital Marketing Certificate – September 2020



Ömer Kaya – Research Director

PROFILE

Omer Kaya is a seasoned management consultant and researcher with over seven years of experience, having successfully led or overseen over 150 projects for senior executive clients. His knowledge and expertise span climate, energy policy, and governance, demonstrated through consulting assignments for numerous major departments and agencies, as well as his contributions to stakeholder discussions and policy design. Omer's tenure at Global Advantage Consulting Group includes roles as Chief Executive Officer, Vice President of Research and Business Development, and Associate Partner, where he excelled in management, business development, data analysis, and project management. His strategic leadership in cultivating long-term client relationships and developing business partnerships has significantly enhanced GACG's market position and influence. Additionally, his academic background in political science, economics, public policy, and international affairs, coupled with specialized credentials in sustainability and financial management, underscores his comprehensive approach to client success through consulting.

EXPERIENCE

InoNexa

Founder and Principal Consultant (January 2026 – Present)

- An advisory firm focused on innovation, strategy, and growth. I drive all aspects of the business that support and empower public and private sector organizations through international experience, dedicated collaboration, and results-oriented leadership.

Global Advantage Consulting Group – Ottawa, ON (January 2018 – Present)

Principal Consultant (January 2026-Present)

Chief Executive Officer (January 2022 – December 2025)

- Developed and executed the GACG Business Strategy in collaboration with the Executive Committee, achieving annual revenue, operating, and client impact targets.
- Provided overall leadership in the development and delivery of programs and projects, emphasizing quality control and adherence to strategic goals.
- Tracked and applied a strong knowledge of emerging policy issues, industry trends, and relevant business practices, contributing to GACG's position as a leader in the consulting space.
- Cultivated and maintained long-term relationships with senior executive clients, identifying and leading business development opportunities in collaboration with the Executive Committee and Senior Resources.



- Created, maintained, and grew business partnerships with key domestic and global entities, enhancing GACG's market position and influence.
- Represented GACG as a corporate brand in local, national, and international forums through public speaking engagements.

Vice President, Research and Business Development (January 2021 - December 2021)

- Established and implemented efficient business processes for effective management of teams and business units, ensuring optimal productivity and results.
- Led the research process, managing the creation of ecosystem maps and presentation decks to support business initiatives.
- Contributed to stakeholder discussions, fostering thought leadership, and establishing GACG as a prominent voice.
- Built and maintained strong client relationships, understanding and exceeding their expectations.
- Trained new hires on the research and mapping process, fostering a cohesive and effective team.
- Contributed to the growth of an entrepreneurial consulting business, leveraging research and business development expertise.

Associate Partner (November 2018 – December 2020)

- Conducted comprehensive research and data analysis, presenting findings through detailed and insightful reports.
- Managed and coordinated projects with a team, ensuring the timely delivery of high-quality results.
- Constructed compelling arguments based on evidence and data, facilitating informed decision-making.
- Applied expertise in visualizing patterns in large datasets, translating complex information into actionable insights.
- Assisted and coordinated co-op student analysts in conducting research for various projects.
- Contributed to the design of effective policies and programs based on thorough research outcomes.
- Developed project proposals for clients, outlining research methodologies, deliverables, and timelines.

Carleton University – Ottawa, ON (March 2018 – September 2018)

Research Assistant

- Research/Data collection. Collect a variety of economic, social, and policy-related data from sources such as the World Bank Group, Freedom House, Heritage House, UN, Transparency International, Forbes
- Data analysis/visualization. Prepare figures, summary charts, and tables for an upcoming book (Cambridge University Press)



- Research/Writing. Conduct a literature review on China's One Belt One Road Initiative and the effects on the European Union and the Eurasian Economic Union

Global Advantage Consulting Group – Ottawa, ON (January 2018 – June 2018)

Research Analyst

- Research/Data collection/Data Analysis. Collect, analyze, and work with a variety of data and information, ranging from assessing government programs to universities and colleges to private sector firms and industry associations, all of which contribute to Canada's innovation performance and social, environmental, and economic growth
- Data Visualization. Visualize data using various data visualization software such as Microsoft Visio and Microsoft Office Suite (Excel, PowerPoint, Word)
- Project Management. Projects included two innovation brochures for Global Affairs Canada, a map of the federal innovation ecosystem, and two maps related to upstream forestry research in Canada.

Knewsales Group– Ottawa, ON (September 2017 – December 2017)

Customer Service Representative

- Provide customers with accurate information on President's Choice Financial products and services
- Receive callers providing exceptional listening skills to determine the nature of their call in order to clearly and precisely address their inquiries in a professional manner
- Maintain up-to-date records at all times to meet compliance demonstrating organizational skills.

Carleton University– Ottawa, ON (September 2016 – December 2017)

Teaching Assistant

- Run tutorials/discussion groups for the course "Politics of Migration"
- Facilitate online student discussion groups for law and history courses
- Learn about different perspectives by grading assignments and marking exams
- Conduct email correspondence in a timely manner and trouble-shooting student concerns/problems.
- Note and monitor progress throughout the term, provide constructive feedback accordingly.

EDUCATION

Masters of Arts (M.A) European Russian and Eurasian Studies (September 2016 – April 2018) *Carleton University – Ottawa, Ontario, Canada*



Bachelor of Arts (B.A), Political Science and Public Administration (September 2012 – April 2016) Uludag University – Bursa, Türkiye

Erasmus+ Exchange Program February 2016 - June 2016

University of Economics – Varna, Bulgaria

Erasmus Exchange Program February 2014 - June 2014

National University of Public Service – Budapest, Hungary

SPECIAL QUALIFICATIONS

Sustainability in Energy Micro-Credential – issued November 2023 Credential ID 183552715

Business Management – IENSTITU issued January 2016 Credential ID 140121102736

Financial Management – IENSTITU issued January 2016 Credential ID 140114101713



Shannon Storey – Project Manager & Administration

EXPERIENCE

Global Advantage Consulting Group – Ottawa, ON

March 2018 -Present

President & Chief Operating Officer (January 2022 – Present)

- Led development and execution of company's strategic plan
- Managed day-to-day operations for efficiency and effectiveness
- Provided leadership to management to align with company goals
- Oversaw various research and analysis projects primarily dealing with digital technologies, defence and security, clean technologies and their implications across government, academia, industry, global markets, etc, and economic sectors.
- Ensured high-quality consulting services to clients
- Managed company's financial performance for profitability
- Maintained relationships with clients, partners, and stakeholders
- Identified opportunities for business growth and expansion
- Ensured legal and regulatory compliance
- Implemented policies and procedures for operational efficiency
- Managed and mentoring staff for their growth and development

Vice-President Operations (December 2020 – December 2021)

- Developed operational strategies that align with company goals
- Led cross-functional teams for continuous improvement
- Developed and maintained stakeholder relationships
- Managed budgets and resources to achieve financial targets
- Reported on operational metrics and KPIs accurately and timely
- Pursued process optimization, automation, and digitization opportunities

Software Developer & Office Manager (November 2019 – November 2020)

- Oversaw day-to-day operations for efficiency and effectiveness
- Managed administrative staff and delegated tasks
- Developed and implementing policies for operational efficiency
- Developed, tested, and maintain software applications
- Coordinated office services and managing relationships with vendors
- Managed calendars and schedules for executives and staff
- Planned and coordinated office events
- Handled incoming and outgoing communications
- Maintained accurate records and files
- Ensured a professional and welcoming environment

Software Developer (May 2020 – August 2020)

- Developed, tested, and maintain software applications
- Collaborated with cross-functional teams to deliver high-quality solutions
- Wrote clean, efficient, and well-documented code
- Participated in code reviews to ensure quality and adherence to best practices
- Troubleshooted and debugged software issues
- Continuously improved existing applications
- Stayed up-to-date with emerging trends and technologies
- Maintained effective communication with team members and clients



Algonquin College – Ottawa, ON**May 2017 – December 2017***Research Assistant, Applied Research and Innovation- Data Analytics Centre (May 2017 – December 2017)*

- Worked with Python, Panada and Plotly.JS to develop a Web based application “Dancing Data”
- Dancing Data is a data animation tool that combs through big data and helps you create visualizations that “dance” to capture your audience and make an impact immediately. Dancing Data tool transforms multidimensional data into informative and compelling animations allowing for information to be effectively and efficiently communicated

Amer Sports Canada – Belleville, ON**August 2016 – December 2016***Financial Assistant (August 2016 – September 2016)*

- Supported the business controller in financial administrative tasks
- Developed and modifying excel templates.
- Photocopied and digitizing paper documents

EDUCATION**Diploma in Mobile Application Design and Development****September 2015 – May 2017***Algonquin College – Ottawa, Ontario*

Graduated on the Dean’s Honour List, specialising in HTML, CSS, JavaScript, Swift, Java, C++, C# and C. Working with frameworks such as Angular and Bootstrap.

SKILLS

- Excellent verbal and written communication skills with the ability to convey complex information clearly and concisely.
- Strong analytical and critical thinking skills with the ability to solve problems efficiently and effectively.
- Proficiency in various software programs, including Microsoft Office Suite (Word, PowerPoint, Excel, Visio) QuickBooks, and other related applications.
- Ability to work independently as well as in a team environment with proven interpersonal skills and sound decision-making capabilities.
- Attention to detail with a high level of accuracy in completing tasks and ensuring compliance with guidelines and standards.
- Effective leadership skills with experience managing teams, delegating tasks, and ensuring project completion.
- Flexibility and adaptability to changing priorities and situations while maintaining a positive attitude.
- Strong organizational skills with the ability to prioritize tasks and manage time effectively.
- Continuous learning and improvement mindset with a focus on staying up-to-date with industry trends and best practices

SPECIAL QUALIFICATIONS

- First Place – Dancing Data Visualization, Applied Research Day, hosted by Algonquin College (2017)
- Third Place- mConnection, Hack for Good competition hosted by Geekspeak Commerce (2017)



Edmer Buen – Graphical Design

EXPERIENCE

Global Advantage Consulting – Ottawa, ON (2017 – Present)

Senior Multimedia Developer

Played a key role in strategic planning and decision-making for multimedia content creation and deployment.

- Led comprehensive multimedia projects, including creation of custom graphics, advanced data analysis and visualization, interactive PowerBI dashboard development, and WordPress website management, significantly improving client engagement and clarity in complex sectors like Defence, Health, AI, and more.
- Managed project timelines and coordinated internal and external stakeholders to define project scopes and deliverables.
- Instrumental in the innovation and development of new products and services, including the programming and design of advanced software tools and technologies to meet client and stakeholder needs.
- Collaborated closely with cross-functional teams to ensure cohesive and effective visual communication strategies.
- Pioneered innovative strategies for expanding clientele through the strategic use of social media and marketing tools, significantly enhancing business reach and engagement.
- Mentored junior team members in multimedia development, enhancing their skills in template utilization, graphic design, and adoption of innovative software tools within the organization.

Multimedia Developer – Ottawa, ON (2017 – Present)

- Developed and integrated diverse multimedia content, including graphics, templates and presentations for various projects.
- Collaborated effectively with cross-functional teams to deliver high-quality multimedia solutions.
- Demonstrated proficiency in a range of multimedia software and tools.
- Applied creative design principles to produce engaging and impactful visual content.
- Conducted occasional photography and video production, enriching digital content and online presence.

Freelancer – Multimedia and Web Developer (2016 – Present)

- Conceptualizing and creating multimedia content for diverse clients, including graphics, videos, and animations.
- Designed and implemented responsive websites tailored to client specifications, ensuring optimal functionality and user experience.



EDUCATION

Algonquin College – Interactive Multimedia Design Diploma (April 2020, Ottawa, Ontario)

Algonquin College Office of Applied Research and Innovation (2016 – 2017)

UX Designer and Web Application Developer

- Assisted and designed user experience for a mobile application prototype.
- Compiled and researched personas to apply to user experience design.
- Created wireframes and process diagrams for a mobile application.
- Programmed and developed a web application as a prototype for a mobile application.

UI Designer and Programmer

- Researched programming tools such as Adobe After Effects Scripting and Adobe JavaScript to create data animations.
- Created graphics and animation using Adobe After Effects and Adobe Illustrator.
- Developed UI elements and a scripting plug-in in Adobe After Effects using Adobe Scripting and Adobe JavaScript.

SPECIAL QUALIFICATIONS

- Adobe Creative Suite – Illustrator, Photoshop, InDesign, Lightroom, Premiere Pro, After Effects
- Microsoft Office – Excel, PowerPoint, Word, Outlook, Forms, Teams, SharePoint, PowerBI, Power Automate
- Programming Languages – HTML, CSS, JavaScript, Python
- Others – SEO, WordPress



Town of Moosonee

Economic & Strategic Plan

RFP – Economic and Strategic Planning Consultant

December 15, 2025, at 4:00PM local time



Project
Leaders

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Victoria Huchison
Chief Administrative Officer
5 First Street
Moosonee, ON, P0L 1Y0

December 15th, 2025

Dear Victoria,

Re: Proposal Submission – Town of Moosonee - Economic & Strategic Plan

We are pleased to submit our proposal in response to the Request for Proposal – Economic & Strategic Plan for the Town of Moosonee. As one of Canada’s leading advisory firms in municipal strategy and infrastructure planning, Colliers Project Leaders (“Colliers”) is uniquely positioned to support this important assignment.

We understand that this initiative represents a critical step in advancing Moosonee’s long-term vision for inclusive, sustainable, and innovation-driven growth. The Strategic Plan will provide the Town with a clear roadmap for economic development over the next decade, ensuring that priorities are evidence-based, community-informed, and aligned with municipal, regional, and provincial objectives. This work will build on existing plans and strategies, while introducing new insights through rigorous analysis, benchmarking, and stakeholder engagement.

Colliers is well positioned to deliver this assignment. Our team brings proven expertise in economic analysis, stakeholder engagement, governance design, and implementation planning, combined with deep experience supporting municipalities and First Nations across Canada in developing actionable, outcome-focused strategies. We have successfully guided communities through complex planning processes that balance growth ambitions with operational realities, ensuring strategies are both visionary and practical.

We are committed to working with the Town of Moosonee to develop a Strategic & Economic Plan that reflects community priorities, strengthens competitiveness, and positions the Town for sustainable economic growth. We appreciate your consideration of our submission and welcome the opportunity to discuss our approach further, as we work together to advance Moosonee’s vision for better quality of life and diversified opportunities.



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1.0 Company Profile

Colliers is one of Canada’s most trusted advisory and project management firms. Founded in 1989, our national team of over 700 professionals in 30 offices has delivered 15,000+ projects across the public and private sectors. Our core services span strategic planning, business case development, governance, infrastructure planning, program and project management, procurement, and advisory work.

While our technical breadth and national reach are strengths, what distinguishes Colliers is the depth and longevity of our partnerships with Indigenous Nations. We have the privilege of working with more than 160 First Nation, Métis, and Inuit communities across Canada, including over 150 projects currently underway in Ontario with 94 different Indigenous Nations and organizations. These engagements have included strategic planning, facilitation, community engagement, funding support, capital planning and infrastructure replacement, governance and organizational strengthening, economic development strategy, housing and social infrastructure, procurement and commercial advice, and community-led master planning.

Experience Working Together with Indigenous Communities

Our Indigenous working relationships are built on long-term trust, cultural humility, and tailored processes that reflect each Nation’s history, governance structures, and priorities. Key features of our approach include:



Listening first:

- Designing engagement processes that centre Elders, Chief and Council, administration, youth, and community voices.



Culturally informed planning:

- Grounding recommendations in an understanding of intergenerational impacts, cultural values, and place-based priorities.



Practical capacity building:

- Embedding knowledge-sharing into deliverables so plans remain living tools for administrations and future leaders.



Commercial and funding readiness:

- Translating vision into viable financial structures (including partnership models and funding strategies) while protecting sovereign interests.

Through repeated work with Nations, our team has developed the ability to balance technical rigor with relational practice — producing plans, governance frameworks, and procurement approaches that are both implementable and culturally appropriate.

Infrastructure Advisory

Colliers provides integrated strategic support and advisory services to Indigenous and non-Indigenous clients across Canada. With more than three decades of experience in strategic planning and facilitation, we bring lessons learned from Nation-led initiatives and apply them in ways that are pragmatic, respectful, and responsive to community priorities.

We take a holistic approach to strategic planning for organizations facing complex operational and organizational decisions. Our services include:

Facilitation	Stakeholder Engagement	Service Reviews	Portfolio Intelligence
Strategy Advisory	Business Case Development	Governance Oversight	Council–Staff Development
Advisory and Operational Audits	Enterprise Program Management	Procurement Support and Compliance	Change Management

How we tailor these services for Indigenous contexts: Colliers delivers these services with careful attention to the unique governance structures, priorities, and values of Indigenous Nations. For the Moosonee Economic & Strategic Plan, we will focus on identifying opportunities for diversification and sustainable growth; helping strengthen partnerships with Indigenous communities/local organizations/other regional stakeholders; and developing strategic priorities and measurable outcomes. These services are tailored to Indigenous contexts by:

- Recognizing and respecting the roles of both hereditary and elected leadership, ensuring that discussions and decision-making processes align with the Nation’s cultural protocols and governance practices.
- Facilitation is structured to support collaborative leadership, governance oversight strengthens institutional capacity in a way that reflects Nation-specific structures, and council–staff development builds leadership and administrative capability within the existing governance framework.
- Strategic planning and implementation are designed to co-develop priorities and actions that are meaningful and achievable for the Nation, establishing practical frameworks that guide decision-making and track progress over time.

This approach ensures that the Strategic Plan is both a practical roadmap for immediate decisions and a foundation for long-term Nation-building.

Strategic Consulting & Delivery Capabilities

Colliers has supported both Indigenous and non-Indigenous organizations across Canada in building strategic plans — working directly with Chief and Council, administrations, and community members. Our support typically includes:

- Research and situational analysis combining policy, demographic, infrastructure, and financial review.
- Design and delivery of engagement processes that honour cultural protocols.
- Co-development of strategic priorities and measurable implementation plans.
- Progress reporting frameworks to support transparency and accountability over time.

Our team brings a deep understanding of public-sector constraints, political sensitivities, private-sector delivery disciplines, and Indigenous governance realities. We apply rigorous due diligence, deliver pragmatic options, and produce recommendations that are viable, cost-effective, and aligned with community objectives.

Colliers also brings commercial and financial advisory expertise—supporting Nations with structures such as limited partnerships, revenue-generating approaches to infrastructure, and investor-ready financial modelling—so that strategic planning can transition into implementable capital and economic programs when communities choose to pursue them.

This lived experience has taught us that strategic planning in an Indigenous context requires more than technical expertise—it requires cultural awareness, sensitivity to intergenerational impacts, and the humility to support community-led decision-making. Our approach is guided by:

- **Respectful engagement** with Chief and Council, Elders, community members, and administrations, ensuring voices are heard and honored.
- **Balancing tradition and innovation**, aligning planning processes with community values while exploring forward-looking strategies.
- **Capacity-building and knowledge sharing**, so that strategic plans not only serve as a document but also as a tool for long-term Nation-building.
- **Holistic planning**, recognizing the interconnectedness of governance, economic development, infrastructure, health, and cultural preservation.

Colliers' role in Indigenous projects has extended beyond traditional consulting—we have supported communities in creating governance frameworks, strengthening partnerships, exploring new financial structures such as limited partnerships, and leveraging infrastructure as a tool for both service delivery and long-term revenue generation.

Measure of Success

We define success by outcomes that matter to your Nation:

1. We bring practical value and solutions rather than obstacles.
2. We improve outcomes for your community through implementable plans and strengthened capacity.
3. We are responsive, proactive, and respectful of governance and cultural priorities.
4. We become a trusted partner whose work is recommended by Chiefs, Councils, and community stakeholders.

Colliers would be honoured to bring this combined depth of experience, alongside our national infrastructure advisory capability, to support Moosonee Nation in the development of a Strategic Plan that is culturally grounded, operationally realistic, and financially sound.

2.0 Similar Experience

During the last five years, Colliers has extensively engagement in undertaking economic strategies of similar scope and size. Below is a snapshot of the most relevant projects that demonstrate our team's capability and experience delivering similar scope and scale projects to that described in this RFP.

Town of Moosonee Social and Economic Impact Study

Economic strategy title

Town of Moosonee – Social and Economic Impact Study

Brief description of scope and objectives

The Corporation of the Town of Moosonee engaged Colliers Project Leaders to conduct a Social and Economic Impact Assessment related to the \$1.2 billion redevelopment of the Weeneebayko Area Health Authority (WAHA) Hospital. The Town, which is isolated and accessible only by rail or air, sought to understand and plan for the expected economic, social, and infrastructural changes tied to this significant infrastructure investment.

Scope and key objectives included:

- Establishing baseline conditions for Moosonee's social and economic environment, including housing, health, education, and local services.
- Forecasting potential economic and community impacts of the hospital project.
- Identifying opportunities and gaps linked to business development, workforce readiness, and service delivery.
- Recommending strategic next steps, including the potential creation of a Municipal Development Plan.

Roles and responsibilities of assigned personnel

- Project Executive: Oversaw strategic alignment and high-level engagement with municipal leadership.
- Senior Project Manager: Directed project implementation, coordinated stakeholder engagement, and ensured timely delivery.
- Economic Analyst: Conducted sectoral and impact analysis, generated forecasting models, and benchmarked economic indicators.
- Project Analyst: Supported data collection, environmental scans, and preparation of the final deliverables.

Project outcomes, including measurable success indicators

- Delivered a comprehensive assessment report including baseline metrics, anticipated impacts, and actionable recommendations.

- Developed a roadmap to support the Town in pursuing a Municipal Development Plan and long-term economic strategy.
- Identified critical infrastructure, service, and capacity needs to accommodate growth from the hospital investment.
- Informed Town Council decision-making and positioned the municipality for further funding and planning initiatives.

Key success indicators included:

- Adoption of report recommendations in municipal planning discussions.
- Increased engagement from provincial and regional partners on community infrastructure needs.
- Enhanced municipal readiness to support incoming investment and service demands.

Relevance to the objectives of this engagement

This project directly aligns with Moosonee’s objectives by demonstrating:

- Colliers has cultivated strong client relationships in Moosonee and brings a deep understanding of the Town’s current economic framework to this mandate.
- Experience in baseline economic and infrastructure analysis, including assessments of sector readiness.
- Ability to develop long-range planning tools such as Municipal Development Plans that integrate economic, social, and land-use considerations.
- Proven capacity to identify emerging sector opportunities and infrastructure limitations, particularly in underserved or high-growth regions.
- Familiarity with coordinating multi-stakeholder engagement, especially within unique regional contexts, such as isolated or rapidly changing communities.
- A track record of translating complex economic trends and investment impacts into strategic guidance for municipal governments.

Town of Cochrane

Strategic Economic Development and Investment Plan

Economic strategy title

Town of Cochrane – Strategic Economic Development and Investment Plan

Brief description of scope and objectives

Colliers Project Leaders is supporting the Town of Cochrane in the development of a 10-year Strategic Economic Development and Investment Plan that advances the long-term vision set out in Envision Cochrane 2050. The primary objective is to create an integrated framework that identifies priority economic sectors, aligns land use and infrastructure decisions with growth objectives, and provides a clear roadmap for sustainable, inclusive investment over the next decade.

The work uses an evidence-based approach. This includes establishing a robust socio-economic baseline, conducting detailed sector and market analysis, and benchmarking Cochrane against comparable Canadian municipalities to surface best practices and innovative approaches in addition to an extensive interest holder and community engagement exercise which involves direct and constant communication with Council, Senior Leadership Team (SLT), and the broader Cochrane community. The strategy will translate the insights collected into a practical implementation framework that guides municipal decision-making, supports investment attraction, and strengthens Cochrane's position within the Calgary Metropolitan Region.

Scope highlights include:

- Comprehensive data and sector analysis, including socio-economic trends, sector performance, and 10-year projections.
- Identification and prioritization of high-potential economic sectors using a SOARR-based methodology.
- Integrated land use and infrastructure suitability assessment to align priority sectors with development-ready areas.
- Extensive and continuous interest holder engagement exercise that aims to capture the community's aspirations, key industry leaders' feedback and highlight main risks and primary strengths to be leveraged in the elaboration of the Economic Strategic Plan.
- Development of an implementation framework with governance, performance metrics, and capacity-building tools to support long-term delivery.
- Partnership and collaboration strategy with organizations such as Cochrane Tourism, Innovate Cochrane, and regional economic development partners.

Roles and responsibilities of assigned personnel

- Project Principal: Provides executive oversight, maintains alignment with Council and senior administration, and ensures the Plan reflects the direction of Envision Cochrane 2050.
- Urban Planner: Leads land use and infrastructure suitability analysis, integrating sector priorities with zoning, servicing, and growth management objectives.
- Lead Economist: Directs socio-economic, market, and sector assessments, including benchmarking, projections, and investment analyses.
- Subject Matter Expert (Local Government & Economic Development & Engagement): Provides strategic advice on municipal governance, implementation feasibility, and leading practices in local economic development, informed by extensive experience facilitating community and municipal engagement, supporting Council- and staff-led processes, and translating stakeholder input into actionable, implementable strategies.
- Senior Associate (Indigenous Engagement & Strategy): Supports data collection and quantitative analysis, synthesizes engagement findings, and contributes to the preparation of draft and final deliverables. Facilitates culturally informed community engagement sessions and meaningfully integrates Indigenous values and perspectives into the economic strategy, ensuring outcomes are locally grounded, inclusive, and community driven.

Project outcomes, including measurable success indicators

- Delivery of a Strategic Economic Development and Investment Plan that consolidates baseline analysis, sector priorities, land use considerations, and implementation actions into a single, Council-ready document.
- Design and delivery of a structured, inclusive engagement program that meaningfully involves municipal leadership, key stakeholders, Indigenous partners, and the broader community, ensuring local priorities, lived experience, and Indigenous perspectives are clearly reflected in the strategy's vision, sector priorities, and implementation actions.
- Identification of a prioritized set of economic sectors with associated market outlooks, infrastructure needs, and spatial implications over a 10-year horizon.
- Creation of an implementation matrix that defines short-, medium-, and long-term actions, lead responsibilities, timelines, and key performance indicators.
- Establishment of an implementation governance framework and capacity-building toolkit, including dashboards, templates, and monitoring protocols to support ongoing delivery.
- Development of partnership concepts and potential MOUs with local and regional organizations to advance shared economic, tourism, innovation, and workforce objectives.

Relevance to the objectives of this engagement

This work is directly aligned with the objectives of the Town of Moosonee's strategic planning initiative, as it:

- Demonstrates end-to-end capability in multi-phase economic development planning, from data and sector analysis through strategy development, implementation design, and final reporting.
- Applies a rigorous, evidence-based approach to sector prioritization, land use assessment, and infrastructure readiness within a rapidly growing municipal context.
- Embeds a tailored engagement program grounded in IAP2 principles to ensure the Plan reflects the perspectives of Council, municipal staff, Indigenous partners, business leaders, and the broader community.
- Provides a clear, actionable roadmap that supports population and employment growth, investment attraction, tax-base diversification, and alignment with Envision Cochrane 2050 and regional initiatives such as Invest in Greater Calgary.

North Shore Micmac District Tribal Council

Economic Development Strategy

Economic strategy title

North Shore Micmac Tribal Council - Economic Development Strategy.

Brief description of scope and objectives

Colliers Project Leaders supported the North Shore Micmac Tribal Council in the development of a Strategic Economic Development Strategy for its seven member communities in New Brunswick. The primary objective was to create a strategic framework that articulates each community's economic potential, identifies high-potential sectors, and establishes actionable paths for short-, medium-, and long-term development.

With the goal of identifying aligned economic priorities and creating a roadmap for long-term, sustainable growth, our work involved conducting regional and sectoral market analysis, facilitating in-depth community engagement sessions, and consulting with public and private sector partners to ensure the strategy reflected both local values and broader economic opportunities.

The strategy focused on aligning economic growth with local visions while maximizing opportunities in clean energy, aquaculture, tourism, real estate, and technology sectors. The approach was rooted in strong community engagement, regional and industry partnerships, and robust economic analysis.

Scope highlights included:

- Regional market analysis and sectoral opportunity assessments.
- Community-specific SWOT analyses and strategic alignment.
- Identification of emerging sectors and public-private partnership opportunities.
- Development of a long-term economic roadmap including vision, mission, values, strategic objectives, success metrics, and planning guidance.

This work enabled the communities to advance shared economic goals while honoring their individual visions and supporting increased self-determination.

Roles and responsibilities of assigned personnel

- **Project Executive:** Oversaw overall project delivery, ensured alignment with NSMTC objectives, and provided senior-level guidance.
- **Project Manager:** Oversaw the strategic planning process, coordinated interdisciplinary teams, and ensured timely delivery of the economic development strategy aligned with the priorities of the seven member communities.

- **Senior Business Advisor:** Led economic and sectoral analysis to identify high-potential industries and provided strategic recommendations to align development opportunities with long-term regional growth goals.
- **Indigenous Business Advisor:** Facilitated culturally informed community engagement sessions and integrated Indigenous values and perspectives into the economic strategy to ensure locally grounded and community-driven outcomes.
- **Clean Energy & Development Equity Advisor:** Identified opportunities in clean energy and other key sectors while embedding equity principles into the development strategy to promote inclusive and sustainable economic growth across all communities.

Project outcomes, including measurable success indicators

- Delivered a complete Economic Development Strategy for seven Indigenous communities, setting the foundation for future growth planning and funding applications.
- Identified high-opportunity sectors including clean energy, aquaculture, forestry, tourism, and IT/digital technologies.
- Facilitated community-driven planning, with tailored economic objectives and recommendations for each participating Nation.
- Engaged over 15 key external stakeholders and partners, including Indigenous Services Canada, Atlantic Canada Opportunities Agency, and NB Power.
- Developed a framework for annual review and five-year renewal, promoting long-term strategic alignment.
- Supported economic reconciliation by aligning economic goals with Indigenous values and local decision-making processes.
- Strategy enabled inter-community collaboration and informed subsequent tactical planning.

Relevance to the objectives of this engagement

This project strongly reflects the core components of the Town of Moosonee’s upcoming strategic planning initiative, specifically:

- Proven success in multi-phase strategic planning, including data analysis, community engagement, strategy development, and implementation guidance.
- Deep experience conducting sector-specific opportunity assessments in rural and regional contexts, including emerging areas such as clean energy and tourism.
- Ability to facilitate complex stakeholder engagement processes, including across jurisdictions and with regional agencies.
- Delivery of a strategy that directly supports population growth, land optimization, and investment attraction.
- Clear understanding of how to structure economic development planning within a 10-year horizon, including setting KPIs, implementation actions, and formal partnership pathways.

City of Meadow Lake

Community Planning Strategy

Economic strategy title

City of Meadow Lake – Community Planning Strategy.

Brief description of scope and objectives

Colliers Project Leaders supported the City of Meadow Lake in developing the 2025–2029 Council Strategic Plan during a time of organizational transition and community growth. The plan aligned the newly elected Council and senior Administration around shared priorities related to growth, infrastructure, governance, and financial planning. Leveraging the draft Official Community Plan and existing municipal objectives, the strategy provided a clear framework to guide decision-making and resource allocation throughout the Council’s term.

Scope highlights included:

- Project initiation and goal-setting with the CAO and leadership team.
- Background research and review of existing plans and documents.
- Individual interviews with Council and senior staff to gather perspectives and insights.
- Design and facilitation of a full-day Strategic Planning Workshop to align Council around shared goals, risks, priorities, and governance roles.
- Development of the Council Strategic Plan (2025–2029) with measurable objectives and alignment to departmental functions.

Roles and responsibilities of assigned personnel

The Colliers team led the engagement from inception through delivery of the final strategic plan.

- **Lead Facilitator & Strategic Advisor:** Conducted one-on-one interviews with Council and senior leadership, designed and delivered the strategic planning workshop, and authored the final strategy document.
- **Project Manager:** Coordinated project timelines, engagement touchpoints, and ensured successful execution of deliverables.
- **Workshop Designer:** Supported development of facilitation materials and alignment exercises tailored to Council's governance and planning priorities.

Project outcomes, including measurable success indicators

- Successfully delivered the 2025–2029 Council Strategic Plan
- Facilitated strong alignment between Council and Administration through effective consultation and workshop engagement.
- Integrated strategic priorities with existing community plans to ensure consistency and long-term planning cohesion.

- Identified key risks and capacity challenges, with practical mitigation strategies incorporated into the final plan.
- Received strong endorsement from City leadership for the clarity, focus, and utility of the plan.

Relevance to the objectives of this engagement

This project demonstrates Colliers' deep expertise in developing integrated municipal strategic plans that support growth, infrastructure alignment, and effective governance—key elements aligned with the Town of Moosonee's needs. Specifically:

- Supports decision-making across Council and Administration by aligning strategic priorities with planning and budget capacity.
- Demonstrates effective facilitation of stakeholder engagement, particularly during periods of transition.
- Delivers a structured and measurable framework to guide long-term municipal planning.
- Translates high-level community goals into actionable, accountable implementation priorities.

3.0 Personnel and Team Composition

We propose a multi-disciplinary team to lead this engagement. By bringing deep expertise in governance, infrastructure planning, economic analysis, and stakeholder engagement, Colliers is well-positioned to support the Town of Moosonee in the successful realisation of this study.



Project Principal

Evan Woolley

BA

Why Evan?

Evan brings a breadth of project management experience in both the private and public sectors. He served as a member of Calgary City Council for eight years and specializes in engaging and understanding government. He has a depth of experience and passion for governance, strategic planning, the legislative process and civic affairs. Evan Chaired both the Audit Committee and Council's 2026 Olympic/Paralympic Winter Game Assessment Committee. He sat on the Board of the Calgary Housing Company, Calgary Homeless Foundation and was Vice Chair of the Standing Policy Committees of Priorities and Finance, Community and Protective Services, and Transportation and Transit.

Prior to holding elected office, he worked in the City of Calgary's Office of Sustainability where he managed stakeholder outreach, community relations and strategy. This followed his time at Enerplus Resources where he worked in investor, community and government relations. He has been actively involved in community development personally and professionally for the last 15 years.



Urban Planning & Infrastructure Specialist

Jonathan Lampman

C.E.T., PMP

Why Jonathan?

Jonathan brings over 15 years of experience leading complex infrastructure, land development, and capital programs in both the public and private sectors. He has held senior roles in municipal government and consulting, where he has delivered vertical and linear infrastructure projects from concept through closeout, including affordable housing, municipal utilities, and water and wastewater treatment assets. His work on capital programs exceeding \$120M reflects a deep

understanding of risk, governance, and the systems-level interdependencies that shape long-term community and economic outcomes.

With formal training in civil engineering technology, project management, and public administration, Jonathan combines strong technical grounding with strategic leadership and disciplined execution. He holds a C.E.T. designation with OACETT, a PMP credential with the Project Management Institute, and is a professional member of the Smart Cities Council, reflecting his commitment to innovation and best practice in infrastructure and community-building. His experience as a drainage superintendent and municipal project lead has equipped him with practical insight into how land use, servicing, and capital planning intersect with growth management and economic development.

Jonathan is known for his ability to align diverse stakeholders around shared objectives in politically sensitive and multi-partner environments. He is skilled at translating complex technical and policy issues into clear, actionable decisions for elected officials, senior leadership, and community partners—protecting owner interests while enabling timely approvals and implementation. His stakeholder-centric approach emphasizes trust, transparency, and clear communication, making him a strong partner to Council, administration, and external agencies.



Lead Economist

Dana Serhal

MA, BA

Why Dana?

As a bilingual (English and French) Senior Economist with over a decade of multidisciplinary experience, Dana specializes in economic, financial, and policy research and analysis.

Her extensive background in strategic advisory, infrastructure, and real estate development includes a proven record of leading comprehensive economic, market, and financial analyses across diverse industries. She provides expert advice to support strategic capital planning and public spending, collaborating with multiple entities and government bodies.

Her role as a team leader involves constant communication and relationship building with senior management, major public personnel, and relevant stakeholders to present findings, communicate development and policy recommendations, and secure buy-in for multi-million-dollar projects.



Subject Matter Expert

Kate Graham

MPA, PhD

Why Kate?

Dr. Kate Graham brings deep expertise in municipal governance, leadership, and community engagement to support the development of practical, politically informed economic development strategies. With a rare blend of senior municipal leadership experience, academic research, and applied consulting, Kate provides critical insight into how local governments make decisions, set priorities, and mobilize partners to advance community and economic outcomes.

Kate spent over a decade with the City of London, including serving as Director of Community & Economic Innovation, where she led award-winning, cross-sector initiatives that aligned municipal policy, economic development objectives, and community priorities. Her work consistently brought together elected officials, senior administration, the private sector, non-profits, and residents to co-create strategies that were both ambitious and implementable within municipal governance frameworks.

As a consultant, Kate has supported strategic planning, priority-setting, and engagement processes for municipalities across Canada, including facilitating Council Strategic Plans, leading community-based consultation programs, and authoring multi-year strategic plans. Her approach ensures strategies are grounded in local political realities, informed by evidence, and supported by clear governance and accountability structures—key to successful implementation.

Kate's academic and research background further strengthens her contribution to economic development and strategic planning. She holds a PhD in Political Science focused on local political leadership and has led national research for organizations such as the Canadian Urban Institute, Federation of Canadian Municipalities, and Canada 2020, examining urban economies, governance challenges, leadership dynamics, and inclusive growth. Her work during the COVID-19 pandemic provided timely analysis of economic, labour force, and policy impacts across Canadian cities.

Currently, Kate teaches local government, public policy, and local economic development at Western University and Huron University College and is a frequent speaker on municipal governance and community leadership. She is also a co-author of a leading textbook on local government decision-making.

For this Economic Development Strategy and Investment Plan, Kate will ensure that the engagement approach, governance model, and strategic recommendations are credible, inclusive, and aligned with municipal decision-making processes, helping position the strategy for Council endorsement, community buy-in, and long-term implementation success.



Senior Associate

Marijke Vanderlinden

CAPM, BMgmt

Why Marijke?

As a Senior Associate, Marijke brings almost five years of experience working closely with Indigenous communities and municipal clients across Canada to support economic development, planning, and investment strategy initiatives. Her work is grounded in respectful, relationship-based engagement and a strong understanding of Indigenous governance contexts, community priorities, and the importance of culturally informed processes.

Marijke has extensive experience designing and supporting engagement approaches with Indigenous leadership, staff, community members, and partners, and is skilled at creating inclusive spaces that elevate local knowledge, lived experience, and community-defined success. She brings a values-driven, facilitative approach to engagement—particularly with Indigenous and underrepresented groups—ensuring perspectives are meaningfully integrated into strategy development rather than treated as an input in isolation.

Complementing her engagement expertise, Marijke has a strong foundation in economic research, sector analysis, and data synthesis. She excels at translating complex quantitative analysis, policy context, and engagement findings into clear, actionable insights that inform decision-making. Her contributions will be critical to developing evidence-based recommendations that are locally grounded, implementable, and aligned with the Town’s vision for sustainable, inclusive growth.

For this Economic Development Strategy and Investment Plan, Marijke will lead the design and delivery of the stakeholder and partner engagement program, ensuring it is inclusive, culturally informed, and aligned with best practices in municipal and Indigenous engagement.

Refer to **Appendix A** for our resumes.

Team Structure

The below illustrates our proposed team structure based on the project's scope and requirements.



Evan Woolley

Project Principal & Engagement Specialist

Dana Serhal

Lead Economist

Kate Graham

SME – Governance

Jonathan Lampman

Urban Planning & Infra

Marijke Vanderlinden

Senior Associate - Strategy & Engagement

4.0 Approach & Methodology

Project Understanding

The Town of Moosonee is at a pivotal moment in its development trajectory. As one of Ontario's northernmost communities and a recognized "Gateway to the Arctic", Moosonee plays a unique and critical role as a regional service hub for surrounding First nations communities and the broader James Bay Lowlands. With a current population of around 2,500 residents, Moosonee supports a diversified but largely public-sector-driven economy anchored in public administration, healthcare, education, transportation, retail services, and tourism. Moosonee's geographic isolation – accessible only by rail and air – shapes both its economic structure and long-term planning needs, requiring strategies that are tailored to northern realities while leveraging its strategic location and regional importance.

Central to Moosonee's current period of transformation is the Weeneebayko Area Health Authority (WAHA) Regional Health Campus Redevelopment, a landmark investment that represents one of the largest infrastructure projects ever undertaken in Ontario. The project involves the construction of a modern regional healthcare campus in Moosonee, complemented by an ambulatory care centre on Moose Factory Island. Once completed, the campus will include expanded acute care capacity, an enhanced emergency department, long-term and elder care facilities, along with other important secondary care services. This will be complemented by staff housing, as well as accommodations for patients and families traveling from surrounding communities. The scale and complexity of this project position Moosonee as a critical healthcare hub for the region.

The health campus is expected to be a primary economic and population growth driver for the Town, with forecasted population growth of some 18-25% over the next decade as a result of construction activity, permanent healthcare employment, and complementary service demands. This is expected to generate two types of demand over the short and long-terms. Over the short and medium term, the Town is expected to welcome construction workers, and temporary employees which will drive demand for transportation, accommodation, logistics and local goods and services. Over the long-term, the Town will attract skilled professionals and their families and stimulate demand for other economic sectors such as retail, hospitality, housing and professional services. Beyond its direct economic impacts, the health campus will capitalize on the Town's regional role as a service centre for the neighboring First Nation Communities.

With this foreseen rapid change, Moosonee faces both significant opportunities and complex challenges. Managing growth pressures while maintaining affordability, service quality, and community well-being will require a long-term strategic framework. At the same time, the Town has a unique opportunity to leverage this major public investment to diversify its economy, strengthen local businesses, build workforce capacity and improve overall quality of life.

The proposed 10-year Economic and Strategic Plan is intended to provide this framework. The Plan will guide municipal decision-making by articulating a clear vision, mission and a set of guiding principles that reflect Moosonee's identity, values and aspirations. It will identify strategic priorities and economic sectors and will provide actionable implementation steps to ensure a successful and realistic Plan.

A critical component of this work is the recognition of Moosonee's longstanding relationship with the surrounding Indigenous Communities and regional stakeholders. The Plan will emphasize meaningful collaboration and partnership with First Nations, regional service providers, government personnel, as well as private and non-profit sectors. These partnerships are essential to unlock shared economic opportunities and come up with mitigation strategies to overcome expected risks.

We understand that this assignment is not simply a planning exercise, but a strategic roadmap to help Moosonee manage growth, respond to emerging opportunities, and strengthen its role as a resilient, inclusive northern community. Hence, the below clarifies the rationale of this project that is anchored in several key imperatives:

1. **Evidence-Based Decision Making:** As the economic landscape rapidly evolves, the Town requires a clear, data-driven understanding of current and upcoming demographic trends, labor market dynamics and potential gaps, industry competitiveness, tourism performance, land availability and infrastructure readiness. A robust situational analysis will ensure that the proposed strategy is well-suited to respond to the upcoming market dynamics and requirements.
2. **Strategic Focus on High-Priority Sectors:** Identifying sectors with the greatest growth potential is crucial for maximizing impact. Market analysis, and stakeholder input, the project will highlight key sectors and strategic priorities to guide development.
3. **Community and Stakeholder Engagement:** A successful economic development strategy must reflect the needs and aspirations of local businesses, residents, Indigenous Communities, institutional partners, and all other interest holder groups. An extensive engagement process will ensure that the strategy is grounded in community perspectives and that partners feel ownership and credibility in the final plan. Hence, our proposed methodology will emphasize on a continuous and rigorous engagement approach that is expected to provide the foundation for this strategy.
4. **Practical, Implementation-ready Outcomes:** The Town requires more than a vision; it needs a clear actionable roadmap. The final plan will include an implementation framework outlining timelines, responsibilities and performance indicators,. This approach ensures that the strategy is not only aspirational but actionable and measurable.
5. **Alignment with Broader Policy Directions:** By aligning local actions with regional, provincial and federal priorities, the Town will position itself to leverage funding, build partnerships and strategize impact.

Colliers brings deep experience in economic development, infrastructure planning, policy implementation, and financial advisory, along with a meaningful understanding of indigenous communities. By anchoring this work in the current and relevant regional strategies, we aim to help the Town of Moosonee evolve into a sustainable, resilient, and thriving community for the coming period.

We propose developing the Economic Development Strategy in four interdependent and overlapping phases as demonstrated below:



FIGURE 1: PROPOSED PHASES AND EXPECTED TIMELINE

Phase 0 – Project Initiation & Management

To complete a comprehensive and forward-looking Economic Development and Investment Plan, Colliers will conduct a kick-off meeting with Town of Moosonee’s representatives. During this meeting, we will validate and revise the proposed project schedule, reporting requirements, data availability, and format of deliverables. Additionally, it is an opportunity to establish a channel of communication between the Colliers team and the Town and have a better understanding on the project objectives, key questions / challenges the final output should address, and key stakeholders to engage. Key activities will include:

- Confirming project goals and objectives
- Finalizing scope and expectations
- Setting communication and reporting protocols and cadence
- Identifying key resources and existing data and background documentation
- Clarifying stakeholder communications and potential sensitivities
- Presenting main assumptions, caveats and potential constraints that could arise during the project execution
- Responsibilities of Colliers and the Town of Moosonee

Phase 1 – Review, Research & Engagement

The first phase of the project focuses on establishing a comprehensive understanding of Moosonee’s current economic landscape. This baseline assessment is foundational to ensuring all subsequent strategic planning activities are grounded in data-driven insights and contextual realities. Through a multi-layered analytical approach, this phase will examine historical trends, macroeconomic conditions, and local socio-economic indicators to develop a full picture of the Town’s trajectory, growth potential, and challenges.

Our analysis will begin with a review of key macroeconomic, demographic, and socio-economic data, tracing patterns over the past 10 years, and identifying the structural characteristics shaping Moosonee’s development. This includes population growth, age distribution, labour force participation, income levels, educational attainment, business activity and among others. We will rely on publicly available information and data received from the Client to undertake this foundational step in the study. Therefore, it is primordial that any information, document, and relevant data from the Town of Moosonee is shared with the team in timely manner.

In parallel, we will conduct a detailed market assessment of Moosonee’s key and emerging economic sectors that will be identified through a methodological approach. This will include demand and supply dynamics, industry capacity, workforce availability, and anticipated gaps or

constraints over the next 10 years. The goal is to identify which sectors hold the most promise for sustainable economic growth based on empirical evidence.

The figure below summarizes the main tasks that will be conducted in this phase.

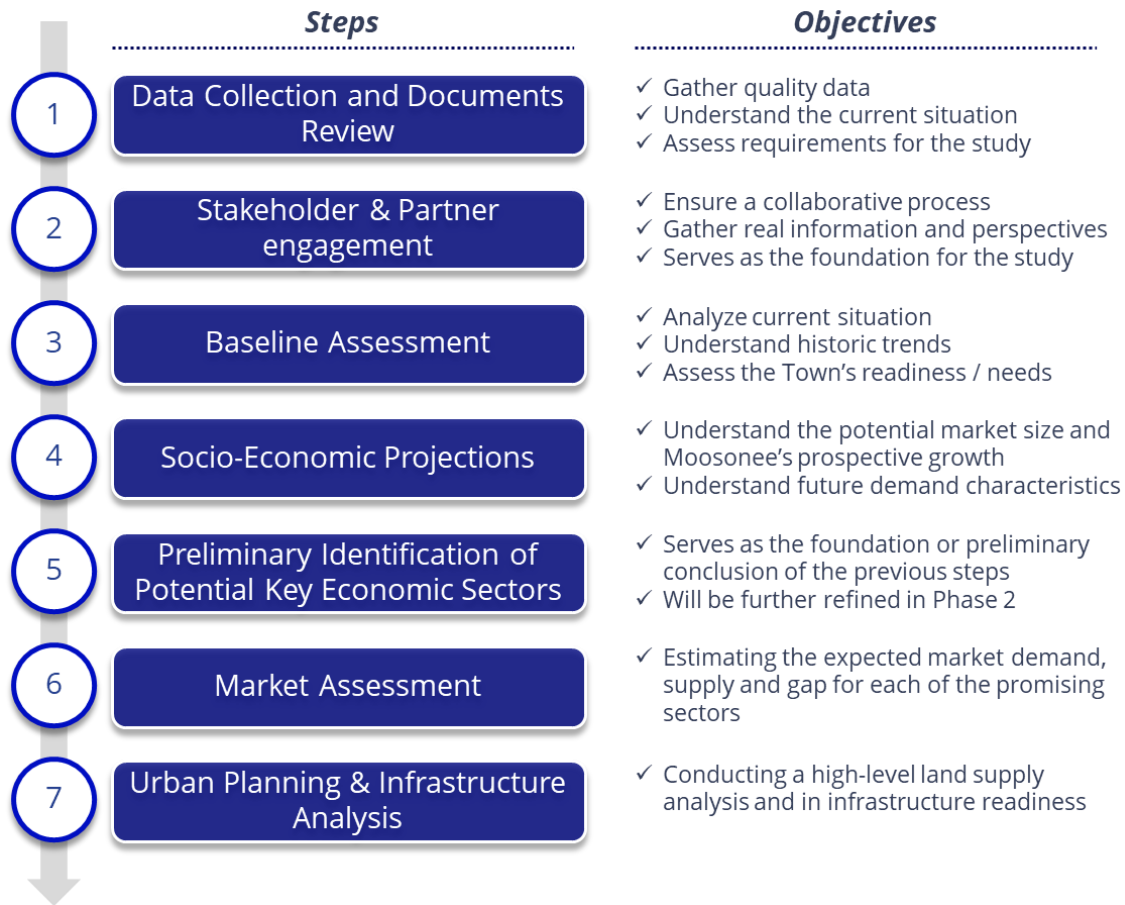


FIGURE 2 SUMMARY OF STEPS TO BE CONDUCTED IN PHASE 1

The below provides a detailed explanation of the proposed steps.

Step 1 – Data Collection, Documents Review

We will begin by reviewing Moosonee’s existing strategic and master plans, to assess progress, identify gaps, and determine areas that may require renewed focus. Strategic documents referenced during the kick-off meeting and through stakeholder engagement will be prioritized. We assume the client will provide access to any relevant plans or data not available publicly.

Additionally, the team will undergo thorough desktop research to collect all relevant publicly available data that will be required for this study. This will ensure alignment of results and harmony of all action plans, and KPIs.

Step 2 – Stakeholder & Partner Engagement

Progress moves at the speed of trust. For the Economic and Strategic Plan to be truly impactful, it must authentically reflect the voices of those who will shape, champion, and benefit from Moosonee’s future. In alignment with the Town’s expectations, we will develop a comprehensive Community and Stakeholder Engagement Plan that meaningfully involves Council, municipal staff,

residents, local businesses, regional partners, and surrounding Indigenous communities. This will include one in-person visit to Moosonee, supported by virtual and hybrid options, and will draw on proven engagement methodologies, culturally informed practices, and inclusive communication strategies. Further detail on engagement activities, sequencing, and tools is provided in the subsequent Engagement Approach and Methodology section below.

Engagement Approach & Methodology

Our engagement strategy will be grounded in International Association for Public Participation (IAP2) primarily leveraging the consult best practices and adapted to ensure meaningful participation from residents, Council, staff, local businesses, partner organizations, and surrounding communities. The approach will be multi-modal and iterative, balancing broad community input with focused conversations among key stakeholders.

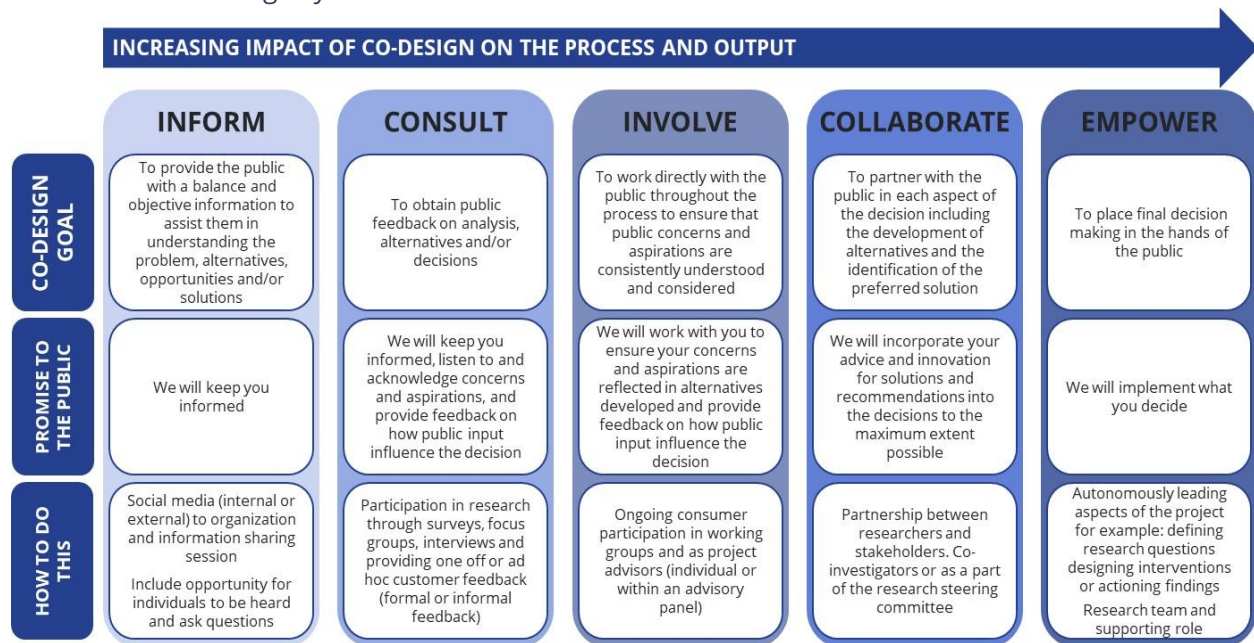


FIGURE 3: IAP2 ENGAGEMENT PROCESS

Indigenous Engagement Approach

Moosonee is a service hub for nearby Indigenous communities and Indigenous organizations, and Indigenous perspectives are essential to a meaningful Economic and Strategic Plan. The project team will adopt a relationship-based, culturally respectful approach to engagement that recognizes the rights, histories, and aspirations of Indigenous peoples connected to Moosonee, including communities such as Moose Cree Indigenous and MoCreebec Eeyoud, among others identified in collaboration with the Town and Indigenous leadership.

A dedicated Indigenous engagement stream will be designed in partnership with these communities, rather than treating Indigenous partners as just another stakeholder group. At minimum, this will include at least one Indigenous-focused discussion during the in-person visit (for example, a leadership roundtable or circle-style dialogue), scheduled and shaped in cooperation with designated contacts, with additional options for virtual conversations to accommodate capacity, preferences, and seasonal or travel constraints.

Engagement will follow appropriate local protocols, including routing invitations through official channels, allowing time for internal reflection, and, where appropriate and feasible, recognizing the

role of Elders and knowledge keepers in line with community practice and the towns’ policy. Indigenous perspectives on land, economy, culture, and community well-being will inform the vision, strategic priorities, and economic development strategies of the Plan, and draft findings and recommendations will be shared back with Indigenous partners for validation to ensure their voices are accurately reflected.

The Indigenous communities and organizations referenced here are illustrative and are provided to demonstrate an understanding of Moosonee’s context; the final list of engagement participants and methods will be refined collaboratively with the Town of Moosonee and Indigenous participants.

Engagement Methods

Engagement activities will include targeted discussions with leadership and partner organizations, an inclusive opportunity for community members to learn and share during an in-person visit to Moosonee, and a community survey—to gather insights from a wide cross-section of residents. Virtual and hybrid options will be incorporated to support accessibility and participation. Further details on the engagement process and tools are provided in the below section.

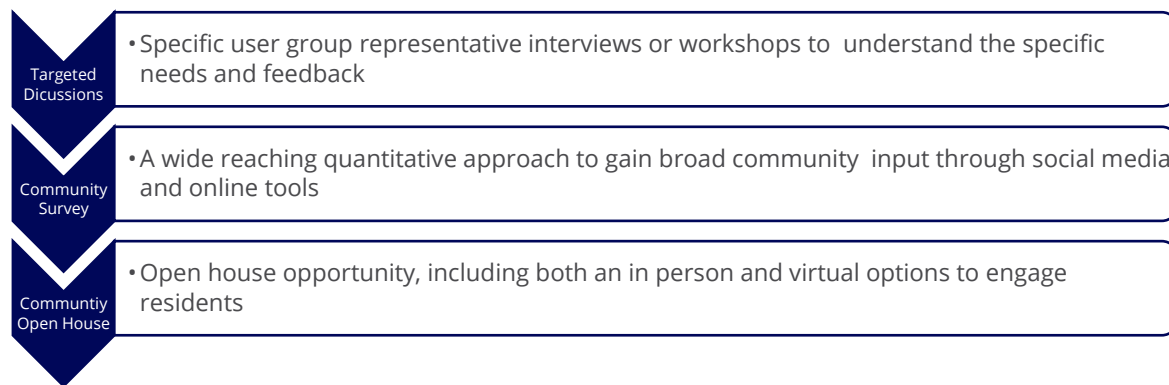


FIGURE 4: ENGAGEMENT METHODS

Targeted Discussions

During the Project Initiation and Kick-Off phase, the team will work with the Town of Moosonee to identify key internal and external stakeholders, including specific municipal departments, Council, local businesses, Indigenous partners from surrounding Indigenous communities, regional agencies, and community organizations. Targeted workshops and one-on-one or small-group interviews will be facilitated to surface insights, uncover shared priorities, and identify any tensions, risks, or emerging opportunities related to economic development and community well-being.

To guide these sessions, a tailored Stakeholder Engagement Plan will be prepared, including interview protocols and discussion guides specific to each group. Participants will receive advance materials to support informed, meaningful dialogue, and a short summary will be provided after each session for participant validation—ensuring transparency and reinforcing that stakeholder voices have been accurately heard and reflected. Insights from these early interviews and workshops will directly inform subsequent public engagement activities and shape the development of draft strategies, helping ensure that the Plan is firmly grounded in Moosonee’s local realities and genuinely owned by its key implementers.

Community Survey

Recognizing the diversity of Moosonee’s population, its northern and remote context, and varying preferences for how residents and partners engage, a robust digital outreach strategy will be implemented to complement targeted discussions and in-person engagement. In collaboration with the Town’s communications team, the approach will:

- Develop a web-based community survey hosted on a user-friendly platform, with alternative access points such as paper copies available at municipal offices and other key community locations to reach residents with limited internet access.
- Provide concise content and simple graphics to support social media posts and other digital communications that promote the project, highlight engagement opportunities, and direct users to the survey or project webpage.
- Coordinate with local and regional media or information channels (e.g., community radio, newsletters, posters in community hubs) to raise awareness and encourage broad participation across Moosonee and surrounding service users.
- Assist in establishing a dedicated project webpage and email address (or online form) as a central hub for project updates, background materials, and opportunities for public input.

All engagement efforts will be guided by recognized public participation best practices, ensuring each interaction is purpose-driven, accessible, and aligned with an appropriate level of influence—from informing to collaborating—depending on the project stage, stakeholder group, and the Town of Moosonee’s expectations for input into the Economic and Strategic Plan.

Community Open Houses

For Moosonee, a series of dynamic and inclusive engagement sessions will be designed to provide residents and interest holders with accessible, meaningful opportunities to participate in shaping the Economic and Strategic Plan. One in-person community open house or town hall will be held in Moosonee, timed to coincide with the project team’s site visit, offering a drop-in format with brief presentations, display boards, and facilitated small-group discussions to gather input on priorities, challenges, and emerging ideas.

To complement the in-person session and reach those who may not be able to attend, at least one virtual town hall will be hosted using an online meeting platform, featuring a short presentation, interactive polling, and Q&A to refine draft directions and test emerging recommendations with a broader audience. In both formats, facilitators will create a welcoming environment for dialogue, balancing clear, plain-language information-sharing with two-way feedback, using proven techniques to keep discussions focused, inclusive, and respectful, and clearly explaining how input will be considered in decision-making to support transparency and accountability.

Key Stakeholder Groups

Engagement will be designed to reflect the diversity of Moosonee’s economic ecosystem and its role as a service hub for surrounding communities. Key groups will include:

- Internal municipal departments (for example: Administration/CAO, Public Works and Infrastructure, Community Services, Finance, and any existing Economic Development or Planning functions).
- Mayor and Council for the Town of Moosonee.
- Local and regional business community, including retailers such as the Northern Store, hospitality and accommodation providers (for example, the Super 8 in Moosonee),

transportation and logistics operators, contractors, and other small businesses and entrepreneurs.

- Indigenous communities and organizations with strong ties to Moosonee, including Moose Cree Indigenous, MoCreebec Eeyoud, and other Indigenous groups whose members live, work, or access services in Moosonee.
- Community-based organizations and service providers, such as Payukotayno Family Services, education and training providers, health and social service agencies, and regional development organizations (for example, Wakenagun Community Futures Development Corporation).
- Tourism, culture, and heritage partners, including local tourism operators, the Railcar Museum, interpretive centres, and cultural organizations connected to Moosonee and Moose Factory.
- Youth, Elders, newcomers, and equity-deserving groups, with particular attention to Cree youth and families, low-income residents, and others who may face barriers to participation.

The stakeholder groups listed above are indicative and are provided to demonstrate an understanding of Moosonee’s economic, social, and cultural landscape; their inclusion does not represent a commitment to engage every group or example organization, but rather a starting point for collaboratively refining a focused and feasible engagement scope with the Town.

Partnership Formalization

The project team will work with the Town of Moosonee to identify priority partners and practical opportunities to deepen collaboration over the life of the Plan. This may include, for example, surrounding Indigenous communities and Indigenous organizations (such as Moose Cree Indigenous and MoCreebec Eeyoud), regional development organizations, tourism and transportation partners, major employers, and institutional partners connected to the new regional health campus and other key services. Engagement with these partners during the planning process will focus on understanding shared priorities, current initiatives, and potential areas for coordinated action related to economic diversification, workforce development, infrastructure, and community well-being.

Where there are clear strategic alignment and mutual interest, the Plan will outline recommended partnership directions and collaborative mechanisms in a way that is flexible and scalable for the Town of Moosonee. Rather than prescribing specific formal agreements at this stage, the Plan will identify where more formalized arrangements (such as joint working groups, project charters, or other tools determined appropriate by the Town and its partners) could help clarify roles, support accountability, and enable coordinated implementation. This approach demonstrates a strong understanding of Moosonee’s partnership context and readiness to support strengthened relationships, while leaving room for the Town and its partners to determine the most suitable instruments and commitments during implementation.

Purposeful, Transparent, and Responsive Engagement

Every engagement activity will be intentional and clearly scoped, communicating the specific purpose, expected outcomes, and how input will influence the Economic and Strategic Plan. Validation loops will be built into the process—such as session summaries for participant review and public updates showing how feedback shapes emerging directions—to demonstrate transparency and build trust.

This approach will align with the Town of Moosonee’s existing plans and priorities while supporting its role as a growing service hub for surrounding communities. By prioritizing partnership and engagement from the outset, the process will strengthen the Plan’s relevance, foster ownership among key implementers like Council, staff, businesses, and Indigenous partners, and generate momentum for sustained action over the next 5–10 years.

Step 3 – Baseline Assessment

We will develop a comprehensive snapshot of Moosonee’s current and emerging socio- economic landscape by leveraging existing data from the Strategic Plan 2023 – 2050 and publicly available sources. Our analysis will include analyzing historic trends of the following indicators:

- Macroeconomic Overview
 - GDP by economic sector over the past 10 years
 - Sectoral growth trends and economic diversification
- Demographic Trends
 - Total population and growth trajectory
 - Age distribution and cohort-specific projections
 - Migration patterns to and from Moosonee
- Employment Profile
 - Employment levels by industry and respective growth
 - Labor force participation and unemployment rates
- Household Income
 - Median and average household income
 - Income distribution across population segments
 - Comparison to regional and provincial income levels
- Educational Attainment
 - Educational Attainment by Level Distribution and respective growth
 - College and university graduates share by major and the respective growth
- Investment Trends (where available)
 - Historical trends in public and private investment
 - Foreign direct investment (FDI) flows
 - Federal, provincial and municipal funding and financing activity

Together, these indicators will provide an evidence-based foundation to inform sector prioritization, guide the further strategic development in Moosonee.

Step 4 – Socio-Economic Projections

Building on the baseline, we will test, and update key projections developed in existing plans such as the Strategic Plan 2023 – 2050 to reflect the most current data and context. The projections will cover population growth, total employment, and employment by economic activity over a 10-year

horizon. Where possible, we will also analyze migration patterns to and from Moosonee, particularly in relation to the Northern Ontario region, to anticipate pressures on housing, services, and infrastructure. In the absence of localized data, we will use comparable municipalities to inform reasonable assumptions.

Step 5 – Preliminary Identification of Potential Key Economic Sectors

As part of phase 1, our team will build on the previous steps to identify and validate a comprehensive long-list of potential economic sectors for the Town of Moosonee. This process will form the foundational input for subsequent prioritization and strategy development in Phase 2. The methodology will rely on a combination of quantitative analysis, stakeholder engagement, policy alignment, and market intelligence as outlined below:

6. **Policy and Vision Alignment:** The team will ensure that the elaborated vision, mission and strategic principles that will be developed for the Town of Moosonee are well-integrated and aligned with neighboring municipal, provincial and federal targets and goals.
7. **Baseline Analysis and Trend Review Results:** Based on the historic trend analyses and the performed projections, we will identify key strengths and emerging opportunities which will serve as guiding tools towards the identification of the prioritized economic sectors.
8. **Stakeholder Engagement:** stakeholder engagement will play a central role in surfacing sectors that are contextually relevant and locally supported. Drawn from the stakeholder engagement step, we will outline the identified barriers, opportunities, talent pools and sectoral aspirations.
9. **Client and Council Collaboration:** We will maintain ongoing coordination with the Town of Moosonee project team throughout Phase 1, Preliminary findings on sectors will be validated collaboratively to ensure alignment with municipal priorities and resident values.

Based on the above, the methodology will ensure a well-justified long-list of economic sectors that will serve as the foundation for the SWOT analysis and prioritization matrix in Phase 2, where sectors will be further refined and ranked based on strategic fit, economic impact, and community readiness.

Step 6 – Market Assessment

Once the long list of potential economic sectors is identified, we will undertake a comprehensive market assessment to evaluate their projected performance over the next 10 years. This analysis will serve as a basis for strategic sector prioritization and guide infrastructure and land use planning efforts later in the process. The Consultant will rely on data provided by the Town of Moosonee and on publicly available data.

- **Demand Analysis:** We will examine the forces likely to drive future growth in each sector. This includes projected demographic and income trends in Moosonee, broader regional patterns, evolving consumer preferences, and technological or policy shifts that could influence sectoral performance. Demand-side considerations will be aligned with population growth and the town's changing socio-economic profile, ensuring the forecasts reflect both local and external drivers particularly in relation to the development of the new WAHA Healthcare Centre.
- **Supply Analysis:** In parallel, we will perform a supply-side analysis, mapping out the existing offerings for each of the studies sectors. This will include a spatial mapping analysis showing any

complementarities and clustering of activities for each of the economic sectors. Additionally, the team will estimate (upon availability) any announced pipeline for the various uses.

- **Gap Analysis:** By subtracting projected demand from the prospective supply, we will estimate the market gap for each of the identified uses. This insight is critical in surfacing sectors that present a strong business case for investment, expansion or policy focus. Moreover, the analysis will provide early indications of infrastructure and planning requirements, thereby informing the next stage of infrastructure suitability assessment.

Based on the above, the team will synthesize findings into high-level spatial requirements for priority sectors. Identify future growth nodes and development-ready areas based on zoning compatibility and infrastructure capacity.

Step 7 – Urban Planning Analysis and Infrastructure Suitability

As part of understanding the current situation in the Town of Moosonee, the team will undertake an assessment of the current high-level land use and infrastructure readiness and respective suitability for the foreseen economic and population growth in the Town’s current land boundaries.

To do this, the team will undertake a high-level analysis of the below:

- **Sector-Specific Infrastructure Needs Identification:** We will define the critical infrastructure components (transportation, utilities, land availability etc.) required for each of the long-listed sector, considering both hard and soft infrastructure needs.
- **Alignment with Existing and planned Assets:** Using available municipal data, servicing studies, and land use plans, we will assess the spatial distribution, capacity, and readiness of infrastructure to support sector-specific development.
- **Gap and Opportunity Analysis:** We will highlight infrastructure strengths, limitations, and priority areas for investment and policy alignment. This will be summarized in a strategic sector-infrastructure compatibility matrix to guide planning and resource allocation in later phases.

This assessment will be informed by the Strategic Plan 2023 – 2050, stakeholder consultations, and current municipal planning frameworks, offering a practical lens to support economic decision-making and strategic growth.

Phase 2 – Strategic Planning & Economic Development Framework

The second phase of the Economic & Strategic Plan will focus on translating insights from the foundational analysis into a forward-looking, action-oriented roadmap. This phase is pivotal, as it transforms Moosonee’s aspirations and economic potential into a clearly defined strategic objectives and implementable priorities. The Consultant will ensure full alignment with other undergoing strategies such as the Strategic Plan 2023 - 2050, the Town’s ongoing commitment to sustainable and inclusive economic growth as well as all relevant / applicable initiatives and investment strategies.

The below figure illustrates the steps that will be undertaken to develop the 10-year strategic economic plan.



FIGURE 5: SUMMARY OF STRATEGY DEVELOPMENT STEPS

SWOT Analysis: Aligning Strengths with Aspirations

The strategy development process will begin with a comprehensive SWOT analysis. It will build on the various findings outlined from phase 1 of this study and will act as a comprehensive summary of the baseline assessment of the Town of Moosonee. During this task, we will focus on identifying main economic drivers and boosters while framing the strategy into a realistic and achievable plan.

This approach will ensure that the strategy is grounded in current realities while staying future-focused and aspiration-driven.

The Consultants will synthesize findings from phase 1, including socio-economic data, sectoral performance, and stakeholder collected inputs and insights.

The key output of this step will be a detailed SWOT matrix, which will clearly outline:

- Existing assets and competitive advantages (Strengths)
- Growth and diversification potential (Opportunities)
- Known and anticipated risks with suggested mitigation strategies (Threats)
- Existing and foreseen limitations and barriers to growth (Weaknesses)

The matrix will serve as the strategic foundation for the development of a mission, vision and economic priorities in the next steps.

Vision and Mission Development: Defining the Strategic Compass

Building on the SWOT Analysis and on the findings from Stage 1, this stage will focus on crafting and compelling vision and mission statement for Moosonee's Strategic and Economic Plan for the coming ten years. These statements will serve as the guiding compass for all future actions, ensuring consistency, coherence, and alignment with community values and long-term municipal goals.

- **Vision Development:** The vision will reflect Moosonee’s aspirations for the anchored economic sectors and the business environment it seeks to cultivate over the next decade. It will be co-developed with Town leadership, drawing from community feedback, existing municipal strategies, alignment with the broader James Bay Lowlands and Ontario province, as well as future trends that emerged during stakeholder consultations.
- **Mission proposition:** The mission will define the Town’s role in driving this vision forward and outline how economic development efforts will be positioned – as a facilitator, investor, convenor or regulator.
- **Internal Workshops:** To propose the above, the team will conduct internal workshops with the Town’s staff and council, ensuring that the statements are both inspirational and practical, with strong internal buy-in. The result will be a concise, value-driven articulation of Moosonee’s economic development purpose and aspirations.

Strategic Objectives and Sector-Specific Priorities

Once the vision and mission have been finalized, the team will develop a set of high-level strategic objectives to serve as pillars of the economic development strategy. These objectives will be specific enough to guide implementation while remaining dynamic and allowing for flexibility and adaptability over time.

Each objective will be linked to findings from Phase 1, such as sector performance, land and infrastructure readiness, demographic trends, and labor market conditions. The team will ensure stakeholder inputs / aspirations continue to play a pivotal role, ensuring that objectives resonate with community needs and business interests.

Following the articulation objectives, we will conduct a deep-dive sectoral prioritization exercise, where each identified sector (e.g. healthcare, tourism, retail and logistics) will be evaluated based on criteria such as:

- Economic impact (employment generation, tax base growth)
- Readiness (land availability, servicing infrastructure)
- Strategic fit with Moosonee’s identity and vision
- Potential for innovation and resilience

The dual-level approach will create a cohesive and responsive framework that can guide both policy decisions and resource allocation.

Strategic Priorities Matrix and Action Plan

With strategic objectives and sectoral priorities defined, we will build a Strategic Priority Matrix that translates these into tangible actionable initiatives. The matrix will be structured around time horizons (short-, medium- and long-term) and will identify responsible parties, and key performance indicators (KPIs) for each priority. These will be further developed in Phase 3.

The matrix will be accompanied by a detailed Action Plan, outlining the steps required to operationalize the strategy. This shall include:

- Identification of “quick-wins”;
- Include catalytic projects that can attract private / external investment or funding;
- Map out policy interventions, and partnership development;
- Define performance tracking mechanisms that will be further developed in Phase 3.

Investment Attraction, Risk Mitigation, and Growth Enablers

To round off the strategy, we will identify investment attraction opportunities and enablers of growth that will allow the Town to position itself competitively. This includes understanding where Moosonee fits in regional and provincial value chains and what types of investors / businesses would be attracted to its unique offerings. To do this, we will conduct a market gap and investor readiness assessment which will analyze:

- Key infrastructure or policy barriers
- Skills and talent availability
- Real estate and land development bottlenecks

This will be paired with a high-level risk framework, outlining internal and external risks such as talent shortages, policy shifts, weather conditions and corresponding mitigation strategies.

Phase 3 – Implementation Framework & Roadmap

Colliers Project Leaders understands that the long-term success of the Town of Moosonee's 10-Year Economic & Strategic Plan will depend not only on a compelling strategic vision, but on pragmatic community alignment and locally grounded execution. To ensure that the Plan is actionable and results in measurable impacts, our team will develop a detailed Implementation Framework and Action Plan designed to bridge vision with execution.

Our structured, results-driven approach is rooted in proven project management methodologies ensuring this Plan becomes a critical and integrated part of the Town's broader growth and planning ecosystem. We believe that successful implementation begins with shared understanding, continues with disciplined planning, and endures through ongoing alignment, performance monitoring, and capacity-building.

Implementation Framework

To move from strategic vision to real-world impact, we will co-develop a robust Implementation Framework with the Town of Moosonee. This framework will guide how the Economic & Strategic Plan is executed over time—ensuring clarity, coordination, and adaptability throughout the 10-year horizon.

Our work will begin with a comprehensive review of existing project knowledge and deliverables. To establish early alignment, we will facilitate a Project Planning Workshop with Town staff and key stakeholders. This collaborative session will confirm expectations, clarify guiding principles, and solidify coordination structures that will support effective delivery from day one.

Given the long-term nature of the Plan, our approach is designed to anticipate and respond to change. Over the next decade, Moosonee may face economic disruptions, demographic shifts, or policy changes due to the new healthcare centre construction project. Rather than treating implementation as a static sequence of tasks, we will embed mechanisms for agility—such as staggered planning cycles, routine risk and performance reviews, and structured feedback loops between implementation teams and governance bodies. This enables the Town to adjust strategies in response to emerging conditions while staying focused on long-term priorities.

Central to this process is a strong governance foundation. We will work with the Town to define an Implementation Governance Framework that includes:

- **Defined Roles and Responsibilities:** We will map clear responsibilities across municipal leadership, staff, and external partners. Strategic oversight will rest with Town Council and senior leadership, while departments such as Economic Development, Planning, and Infrastructure will lead operational execution. Advisory roles will engage Indigenous, business, and community partners.
- **Cross-Functional Working Groups:** We will recommend the formation of interdepartmental teams to manage day-to-day implementation, ensure integration with land use and infrastructure priorities, and monitor interdependencies. These groups will meet regularly to review progress, address risks, and adapt to evolving needs.
- **Implementation Steering Committee:** A senior oversight body will be proposed, comprising municipal executives and key stakeholders. This group will monitor plan-wide KPIs, resolve high-level barriers, and ensure strategic alignment with emerging economic opportunities.
- **Decision Gates and Escalation Protocols:** Clear decision points and escalation pathways will be established to streamline approvals, allocate resources efficiently, and manage risk—supporting agile, adaptive delivery.
- **Reporting and Accountability Structure:** Aligned with the Master Implementation Schedule, regular reporting will track progress against the Implementation Matrix, KPIs, EVM performance, budget, and engagement milestones. These reports will inform continuous improvement and decision-making.
- **Community and Stakeholder Integration:** The framework will include mechanisms for ongoing engagement with community and business stakeholders—ensuring transparency, accountability, and shared ownership of economic development goals.
- **Adaptive Monitoring and Decision-Making:** Cross-functional teams and the Steering Committee will monitor external conditions and shifting priorities to ensure the Plan remains responsive to change over its 10-year lifespan.

To enable effective monitoring and accountability, implementation will be tracked through regular reporting intervals aligned with key milestones. These reports will cover progress against planned actions, budget and resource utilization, and performance against Key Performance Indicators (KPIs). Importantly, this process will not only inform internal decision-making—it will also reinforce public transparency and sustained stakeholder engagement.

The final element of the framework is the Implementation Matrix. This structured tool breaks down each strategic recommendation into specific, actionable components. For every task, the Matrix defines the timeline and sequencing, identifies the responsible parties, outlines resource requirements, and notes any interdependencies or coordination needs. The Matrix functions as both a planning guide and a day-to-day management tool, ensuring all teams remain aligned and accountable.

Performance Measurement (KPIs)

To ensure transparency, accountability, and results-driven delivery, each strategic recommendation will be paired with clearly defined Key Performance Indicators (KPIs). These KPIs will monitor both

economic development outcomes and implementation effectiveness, providing the Town of Moosonee with a robust, evidence-based framework for decision-making. Key metrics will include:

- Number of new businesses established, or investments secured in priority sectors, reflecting the plan's effectiveness in stimulating targeted economic activity
- Jobs created or retained because of investment attraction efforts, providing insight into local employment impacts
- Utilization rates of development-ready lands, indicating investor confidence and the activation of municipal assets
- Stakeholder engagement milestones, such as partnerships formalized, participation in key events, or consultations held, demonstrating relationship-building success
- Percentage of implementation actions completed on schedule and within budget, assessing overall delivery performance

To enhance performance oversight, Colliers Project Leaders will use Earned Value Management (EVM)—a best-in-class project control methodology that compares planned progress with actual value delivered. EVM enables:

- Early identification of performance lags or delivery bottlenecks
- Quantitative assessment of schedule adherence and budget efficiency
- Data-informed decision-making to support corrective action before risks escalate

Together, KPIs and EVM will serve as critical tools for evaluating the success of the Plan's implementation and its contribution to Moosonee's broader economic development goals.

Master Schedule and Phased Delivery

To guide structured execution of the Plan, Colliers Project Leaders will develop a Master Implementation Schedule that captures the full scope, sequencing, and interdependencies of all implementation activities. This schedule will serve as a central reference document for managing progress, identifying risks, and coordinating stakeholder responsibilities. The Master Implementation Schedule will include:

- Target timelines and critical dependencies across strategic actions
- Internal approval requirements and decision gates
- Coordination with infrastructure and land use planning initiatives
- Public engagement timelines and communication milestones
- Defined performance review intervals for progress reporting

Developed through an iterative and collaborative process—including input from municipal staff, working groups, external consultants, and industry partners—the schedule will be designed to reflect operational realities and planning priorities.

Once reviewed and approved, the schedule will become the baseline for implementation monitoring. Colliers Project Leaders will continuously track performance against this baseline, using schedule analysis and monthly reporting to ensure alignment with objectives.

Where appropriate, we will recommend phased delivery strategies to ensure early progress while balancing resource availability. This phased approach allows:

- Efficient allocation of municipal capacity
- Targeted implementation of priority initiatives for early wins
- Seamless integration with ongoing operations and planning efforts

To reinforce schedule control, Earned Value Management (EVM) will be applied in tandem with classical schedule reviews. This ensures that performance data is not only descriptive but actionable allowing the Town to proactively adjust course and maintain project momentum. This comprehensive scheduling and monitoring approach will ensure the successful execution of Moosonee's Economic & Strategic Plan—on time, within budget, and aligned with strategic intent.

Phase 4 – Final Reporting and Presentation

The final phase of the engagement will culminate in the preparation and submission of a comprehensive Economic & Strategic Plan for the Town of Moosonee, as well as the formal presentation of findings and recommendations to municipal leadership and stakeholders. This phase is critical for translating the analysis and strategy into actionable outcomes and ensuring alignment with the Town's long-term vision and aspirations for growth.

The final report will consolidate the outcomes of all previous phases into one report (the template and format will be identified by the Town at the kick-off meeting and will be utilized throughout the project).

The report will be structured to support both strategic decision-making and practical implementation, with clearly defined short-, medium-, and long-term actions. A concise executive summary and visual elements (charts, diagrams, and infographics) will be included to facilitate understanding across readers.

To ensure clarity and shared ownership, we will conduct a final presentation session with the Town of Moosonee's leadership, staff, and relevant stakeholders. During the session, we will walk through the key findings, rationale behind recommendations and implementation pathways. The session will be interactive, offering space for questions, clarifications, and refinement based on feedback. The presentation will be supported by an executive slide deck summarizing the main takeaways.

The team will be ready to receive feedback on the report and during the presentation and will update the report accordingly. A timely receipt of feedback will be necessary to ensure comments are embedded in the report before the end of the project.

5.0 Risk Management

Delivering a strategic plan of this scale requires early identification of potential delivery risks and clear accountability for how those risks will be managed. Based on our experience leading complex municipal planning engagements, Colliers proactively anticipates challenges related to data availability, scheduling, stakeholder alignment, and scope management. Our approach ensures that risks are not only identified early, but that the appropriate party, whether Colliers or the Town, is positioned to mitigate them effectively.

Moosonee's anticipated rapid pace of growth, layered stakeholder environment, and regional planning context make delivery precision especially important. Delays in accessing data, differing expectations across partners, or evolving priorities can all influence project momentum and outcomes. Colliers assumes responsibility for managing risks related to project coordination, methodology, analysis, and engagement delivery. This includes maintaining schedule discipline, ensuring quality control, adapting to emerging insights, and escalating issues promptly when Town decisions or inputs are required.

Certain risks, however, fall within the Town's domain. These include timely provision of data and background materials, availability of staff and stakeholders for engagement, and internal alignment on strategic direction. Colliers will work closely with Town staff to identify these dependencies at project initiation and will provide early warnings when Town actions are required to keep the project on track. This shared accountability model ensures that both parties understand their roles in mitigating risks and maintaining project momentum.

Our team applies a structured yet flexible approach to risk management, using proven tools to monitor delivery dependencies, track emerging issues, and adjust course as needed. The result is a delivery process that is steady, transparent, and responsive, helping to keep the engagement aligned with Moosonee's long-term vision for sustainable and resilient growth.

Flexibility and Change Management

We recognize that projects like this, especially in a fast-growing and regionally connected municipality like Moosonee, require structured flexibility. New data, scheduling realities, or evolving engagement priorities can all influence project timing and coordination.

To manage this, we work from a phased work plan with defined decision points, enabling informed adjustments in collaboration with Town staff. When changes are needed, such as accommodating updated data, aligning with Council meetings and pre-booking SLT sessions, we assess their implications on scope and schedule before proceeding.

Where new ideas or directions emerge, we apply a structured change management process to evaluate options, protect core deliverables, and support alignment with the approved scope. This allows the project to remain agile while maintaining focus, efficiency, and control.

Communication and Coordination Approach

Successful project delivery depends on more than just managing tasks—it requires clear, proactive, and consistent communication. We take a structured and collaborative approach to coordination that promotes alignment across teams, timely decision-making, and early identification of potential delivery risks.

From the outset, we plan to establish regular check-ins with the Town's Project Lead, to review progress, flag potential issues, and align on upcoming deliverables. These discussions will be supported by milestone tracking tools and shared documentation that clarify timelines, review stages, and ownership of key tasks.

Given the expected diversity of stakeholders involved—including internal departments (e.g., planning, infrastructure, economic development), Council, regional partners, and organizations—we tailor our coordination processes to support clarity across both technical and decision-making streams.

To reinforce role clarity and streamline communication, we incorporate RACI principles (Responsible, Accountable, Consulted, Informed) where appropriate. This structure helps define who is executing each task, who approves outcomes, who contributes input, and who should be kept informed.

We proactively track feedback loops, document approvals, and surface risks early to help minimize delays and maintain project momentum. We also recognize the demands on municipal staff and Council time, and our approach is designed to reduce rework, streamline reviews, and support efficient decision-making.

6.0 Project Schedule

To best respond to the requirements of this study, the team proposes a timeline of 24 weeks (around 6 months) as demonstrated below. Please note that the dates are subject to change depending on the exact project initiation date.

TABLE 1: DETAILED PROJECT SCHEDULE BREAKDOWN

Work Breakdown Structure		February 1, 2026	February 8, 2026	February 15, 2026	February 22, 2026	March 1, 2026	March 8, 2026	March 15, 2026	March 22, 2026	March 29, 2026	April 5, 2026	April 12, 2026	April 19, 2026	April 26, 2026	May 3, 2026	May 10, 2026	May 17, 2026	May 24, 2026	May 31, 2026	June 7, 2026	June 14, 2026	June 21, 2026	June 28, 2026	July 5, 2026	July 12, 2026	
		1 Phase 0 - Project Initiation and Management																								
Hold General Kick Off Meeting		█																								
Develop and Conduct Risk Management Processes						█				█				█				█				█				
2 Phase 1 - Review, Research & Engagement																										
Conduct Document / Policies / Plans Review			█	█	█	█																				
Conduct Data Collection (Client + Desktop research)			█	█	█	█																				
Develop and Carry Out Stakeholder Engagement processes, with focus on Indigenous Communities			█	█	█	█																				
Conduct Economic Base Analysis (macroeconomic, demographic, socio-economic trend analysis and projections)			█	█	█	█																				
Conduct Key Sectors Analysis (market analysis: demand, supply; spatial mapping; gap analysis)			█	█	█	█																				
Develop High-level Infrastructure / Land Use Assessment																										
Identify initial / potential economic sectors							█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
3 Phase 2 - Strategic Planning & Economic Development Framework																										
Conduct SWOT Analysis												█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Shortlist Key Sectors / Land Uses												█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Define Strategic Vision, Guiding Principles, and Economic Development Goals												█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Create Sector Profiles												█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Identify high-level strategies to support business growth, investment attraction and workforce development												█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
4 Phase 3 - Implementation Framework & Roadmap																										
Develop Implementation Plan (KPIs, reporting structure and monitoring)																										
Identify strategic priorities with measurable objectives and performance indicators																										
5 Phase 4 - Final Report and Presentation																										
Draft Final Report																										
Develop design & communication standards for final report																										
Present final version to Council																										

WBS Legend

- Work
- Client Engagement
- Milestone/Deliverable

7.0 Budget & Fees

Proposed Budget

We believe in making a valued contribution to every project we lead. To provide the scope of services specified above, we offer a Fixed Fee of **\$159,770.00** including estimated disbursements and excluding applicable taxes.

TABLE 3: PROPOSED FEES BREAKDOWN BY PHASE

Task	Fee (\$)
Project Initiation and Management	\$7,845.00
Phase 1: Review, Research, and Engagement	\$58,142.50
Phase 2: Strategic Planning & Economic Development Framework	\$36,272.50
Phase 3: Implementation Framework & Roadmap	\$21,135.00
Phase 4: Final Report and Presentation	\$22,375.00
Sub-Total	\$145,770.00
Two (2) on-site visits to Moosonee*	\$14,000.00
Total	\$159,770

**If additional visits are needed, Colliers will charge those additional expenses separately.*

Hourly Rates

Should the Town of Moosonee seek additional services not defined within this proposal, hourly rates will apply for that work. Table 2 provides the hourly rates for the proposed team. The hourly rates shown here are for the year 2026. Rates are adjusted annually based on the Consumer Price Index.

TABLE 2: HOURLY RATES

Role	Hourly Rate (\$)
Project Principal	\$295.00
Subject Matter Expert	\$275.00
Urban Planning & Infrastructure Specialist (Manager)	\$245.00
Lead Economist (Manager)	\$245.00
Senior Associate	\$235.00
Travel Expense (per person / trip)	\$3,500.00

Terms and Conditions

1. The proposed base fee includes disbursements, reimbursable expenses, and excludes applicable taxes.
2. This proposal and methodology outlined herein is based on the following assumptions:
 - All existing information related to the project will be made available for Colliers' use in readily usable and commonly used electronic formats such as PDF drawings, MS Word, In-Design and Excel.
 - For the purposes of this proposal, we have allowed for up to 2 in-person sessions. If additional in-person sessions are required, additional fees may apply. Any services additional to those mentioned in this proposal will be provided at hourly rates provided in this proposal with a mutually agreed upon upset limit.
3. This proposal is based on the scope of services and duration described in this proposal; the project start date and end date is to be mutually agreed upon at the time of project award. Colliers' proposed schedule and fee may be subject to alteration if additional services are required or if the project extends beyond the agreed project end date, or if the Consumer Price Index (CPI) rises by more than 2% per year.
4. This proposal is valid for 30 days.
5. Invoices will be submitted monthly, with payment due Net 30 days from date of invoice.
6. Interest is payable at 2% per month on overdue accounts.

8.0 References

Client	Contact Name & Title	Project Name	Contact Email	Contact Phone Number
Town of Cochrane	Mark Krysinki, Director Community Growth	Economic Development Strategy & Investment Plan	Mark.krysinki@cochrane.ca	403-851-7711
Town of Moosonee	Victoria Hutchison, CAO	Social and Economic Impact Study	cao@moosonee.ca	705-336-2993
North Shore Mimac District Tribal Council	Jim Ward, General Manager	Economic Development Strategy	charlesharn@nsmtc.ca	506-627-4611

This proposal contains information, which is proprietary and confidential to Colliers Project Leaders. This information is submitted in confidence for the sole purpose of permitting the recipient to evaluate the proposal. In consideration of receipt of this Document, the recipient agrees to treat information as confidential and to not reproduce or otherwise disclose this information to any persons outside the group directly responsible for the evaluation of its contents, without the prior written consent of Colliers Project Leaders. Disclosure of any information contained in this proposal would result in undue loss to Colliers Project Leaders Inc.

We trust the above proposal satisfies your requirements and meets your expectations. We thank you for the opportunity to submit our proposal, and we look forward to working with you to complete this project.

Sincerely,

A handwritten signature in black ink, appearing to read "Dean Plater". The signature is fluid and cursive, with a large, stylized initial "D".

Dean Plater

Managing Director, Infrastructure Advisory

Colliers Project Leaders

Appendix A

Team Resumes



BA

Director, Infrastructure Advisory

Evan Woolley

Expertise

Corporate Strategy,
Governance, Risk Management,
Stakeholder Relations, Planning
and Development,
Infrastructure Development

Qualifications

- Bachelor of Arts,
International Relations,
Carleton University, 2004
- GILD Leadership
Development Training

Profile

Evan brings a breadth of project management experience in both the private and public sectors. He served as a member of Calgary City Council for eight years and specializes in engaging and understanding government. He has a depth of experience and passion for governance, strategic planning, the legislative process and civic affairs. Evan Chaired both the Audit Committee and Council's 2026 Olympic/Paralympic

Winter Game Assessment Committee. He sat on the Board of the Calgary Housing Company, Calgary Homeless Foundation and was Vice Chair of the Standing Policy Committees of Priorities and Finance, Community and Protective Services, and Transportation and Transit.

Prior to holding elected office, he worked in the City of Calgary's Office of Sustainability where he managed stakeholder outreach, community relations and strategy. This followed his time at Enerplus Resources where he worked in investor, community and government relations. He has been actively involved in community development personally and professionally for the last 15 years.

Projects

[BC Hydro Site C Workers Accommodation Decommissioning Market Sounding, Vancouver, BC](#)

December 2023

Colliers Project Leaders was engaged by BC Hydro to conduct a market sounding for the decommissioning of the Site C Clean Energy Project Worker Accommodation. The objective of the exercise was to identify potential options for reuse of the Worker Accommodation Facility as an alternative to disposal when the site is decommissioned. Over 50 participants were engaged from a cross-section of the private and public sectors.

As Project Principal, Evan had overall responsibility for ensuring the project completion. [CMLC Market Condition Briefing and Strategic Engagements, Calgary, AB](#)

September 2022

Engaged with CMLC in developing a briefing in addition to participation in strategic conversations that described market conditions, potential tenants, and corresponding lease rates in the vicinity of Atlantica's District Energy Facility.

Evan led this work and the engagements in partnership with Colliers International.

[City of Nelson - Facilities Asset Management Strategy, Nelson, BC](#)

September 2023

The City of Nelson's Facilities Asset Management Strategy represents a formal and measured effort to better manage, categorize, and maintain the City's assets to make consistent and strategic asset management decisions.

The work on the strategy supported City of Nelson decision-makers in making choices that consider numerous important long-term objectives while taking into consideration a holistic view of the purpose, community value, and functionality of a highly complex, diverse, and critical mix of facilities.

Evan led the development of this strategy and was responsible for all deliverables, providing oversight and leadership to the team.

[Calgary2026 Bid Corp. - Hosting Concept Plan, Calgary, AB](#)

September 2018

As a part of the 2026 Olympic and Paralympic Winter Games Hosting Concept Plan additional housing capacity was required in Calgary to host athletes, media, security and workforce. The proposed approach to meet

this need was to use the Games as a catalyst to invest in much needed affordable housing project, rather than use funding to induce more market housing or rent temporary housing that would leave no legacy for Calgary. A significant process was undertaken to create:

- Affordable Housing projects: three to four development initiatives would yield at least 600 units of affordable housing legacy
- Subsidized Seniors housing: a proposed 200-unit seniors' complex
- Urban Indigenous peoples housing: modelled after successful projects in other cities
- Student housing: Expansion in post-secondary accommodation

As Chair of the Council Committee tasked with oversight, Evan provided strategic oversight and governance on the process to develop the program.

[City of Calgary – Shareholder Alignment Review of Wholly-Owned Subsidiaries, Calgary, AB](#)

September 2021

Calgary Housing Company was one of six wholly-owned subsidiaries at the City of Calgary that underwent a review of governance, structure and mandate for alignment to the goals, priorities and principles of The City.

Each subsidiary's operating, financing and investing stewardship processes in place to achieve their mandates, including processes and internal controls over business planning, budgeting, capital raising, debt limitations and covenants, and investing activities.

The WOS governance model and processes, board policies including skills matrix, recruitment, committee composition and oversight, diversity and inclusion policies and practices, and other disclosures as well as any applicable supporting documentation including corporate by-laws, unanimous shareholder agreement, voting procedure resolution agreement and other related documents were a part of this reporting.

As Chair of the Audit Committee at the City of Calgary, Evan initiated and led this review including oversight of the steering committee and subconsultants and regular reporting on this project to City Council.

[City of Calgary – Non-Market Housing Land Disposition, Calgary, AB](#)

May 2019 – July 2020

To support the Corporate Affordable Housing Strategy Implementation Plan, the City of Calgary identified a commitment to selling five parcels of City land at Below Market Value for Non-Market Housing projects each in 2017 and 2018.

These sites were situated throughout Calgary and were selected based on several considerations including being surplus to municipal requirements, proximity to transit, grocery, schools, employment centres and amenities identified as important by low-income families in selecting a place where their families could succeed. The City used a Geographic Information System (GIS) site selection analysis tool

to further refine surplus City-owned lands suitable for non-market housing developments. As Vice-Chair of Community and Protective Services Evan Provided Strategic Advise and Governance oversight in the development and approval of the Policy as well as the disposition strategy and final disposition approvals.

[City of Calgary – Housing Incentive Program, Calgary, AB](#)
March 2016

The Housing Incentive Program was developed to provide early-stage support for affordable housing pre-development and feasibility work through a grant, at a stage when it is generally harder for organizations to gain access to funding. It is delivered with a flexible approach to accommodate a wide range of different housing projects that meet the aims of the program. Evan was a lead advocate in the development of the program including stakeholder engagement with the not-for-profit housing sector and was instrumental in the funding approval.

Employment History

[Director, Infrastructure Advisory, Colliers Project Leaders](#)

2021 – Present

[Councillor, City of Calgary](#)

2013 – 2021

[Project Coordinator, Culture Division, City of Calgary](#)

2012 – 2013

[Advisor, Office of Sustainability, City of Calgary](#)

2010 – 2012

[Advisor, Government & Investor Relations, Enerplus Resources](#)

2008 - 2010



C.E.T., PMP
Project Lead

Jonathan Lampman

Expertise

Strategic leadership in public and private infrastructure, delivering complex vertical and linear assets from concept to closeout, with a focus on risk, governance, and stakeholder alignment.

Organizations

- Smart Cities Council – Professional Member
- Project Management Institute - PMP
- Ontario Association of Certified Engineering Technicians and Technologists (OACETT) - CET

Qualifications

- Advanced Diploma, Civil Engineering Technology, Fanshawe College 2010
- Project Management, Western University, 2018
- Drainage Superintendents License, University of Guelph Ridgetown, 2018
- Certified Engineering Technologist (C.E.T.), Ontario

Association of Certified Engineering Technicians and Technologists

- Project Management Professional (PMP), Project Management Institute
- GDPA, Western University
- MBA Candidate, DeGroote School of Business at McMaster University

Profile

Jonathan Lampman is a strategic project leader and management consultant with over 15 years of experience delivering complex infrastructure, land development, and capital projects across both public and private sectors. He brings a rare balance of technical expertise, systems thinking, and pragmatic leadership developed through senior roles in municipal government and top-tier consulting firms.

Jonathan has successfully led vertical and linear infrastructure projects from concept through closeout, with a proven track record in affordable housing, municipal utilities, water and wastewater treatment, and large-scale capital programs exceeding \$120M. His approach combines diligent oversight with a holistic view of project interdependencies, governance structures, and stakeholder priorities.

Known for his ability to align diverse agendas, Jonathan excels in environments where political, technical, and community interests intersect. He translates complex issues into clear, actionable decisions—facilitating expedited approvals, protecting owner investments, and enabling transformative outcomes. His

stakeholder-centric style is rooted in trust, empathy, and clear communication, earning confidence at every level from community groups to executive boards.

Currently pursuing an Executive MBA in Digital Transformation, Jonathan is committed to shaping future-ready infrastructure strategies that integrate innovation, policy, and long-term value creation. He thrives in high-accountability roles where vision, rigor, and leadership converge.

Projects & Programs

[Town of Tecumseh – Banwell & Intersection Rd Land Acquisition Management Tecumseh, ON](#)

August 2024 – Present

Jonathan is leading a Colliers team supporting the Town of Tecumseh in land acquisition efforts critical to major infrastructure upgrades tied to the development of the Stellantis EV plant and surrounding growth along the Windsor-Tecumseh boundary. The project involves strategic engagement with four key landowners to enable road network expansion and support future urban growth as outlined in emerging secondary plans. Working closely with municipal staff, legal counsel, appraisers, and external stakeholders, Jonathan is directing the land acquisition strategy, stakeholder engagement, and negotiation process. Drawing on his deep experience with land negotiations and the expropriation process, he ensures respectful and transparent dialogue while protecting the Town's strategic interests.

His work is facilitating timely access to lands required for infrastructure investment, positioning the municipality to respond to accelerated development demand while aligning with long-term planning objectives. Jonathan's leadership is instrumental in managing risk, enabling growth, and ensuring inter-agency alignment.

**Halton Region – Allendale Campus Phase 1 Lands – Environmental Scan & Advisory Services
Milton, ON**

February 2024 – Present
Colliers was engaged to provide advisory services for the Region's Allendale Campus Phase 1 Lands in Milton. The engagement focused on strategic policy review, benchmarking of best management practices, and delivery strategies that align with municipal objectives. As a subject matter expert I worked with our team in initiation efforts, confirming scope, communication protocols, and governance structures while establishing a strong foundation for collaboration with the Region's project team. As part of an in-depth environmental scan, I helped the team with the identification and analysis of three comparable municipal projects across Ontario. This included desktop research, consultation planning, and conducting targeted interviews with key stakeholders from cities like Hamilton, Ottawa, and Waterloo. The process focused on evaluating how similar projects addressed market dynamics, accelerated land transactions, and advanced planning goals.

Findings from the scan were synthesized into a Draft and Final Report. The report delivered actionable insights and practical recommendations to inform the Region's future development approach, balancing agility, governance, and community impact.

**City of Port Colborne – Grain Terminal Market Sounding
Port Colborne, ON**

January 2024 – Present

The City of Port Colborne sought to repurpose the vacant Grain Terminal, a prominent waterfront asset, following the expiry of the tenant's lease. Colliers was retained to lead a market sounding to explore viable redevelopment options and identify the site's highest and best use.

As Senior Advisor, I led the initiative from kickoff through to final reporting. This included facilitating stakeholder alignment, developing a market sounding package, and conducting 8+ interviews with targeted industry participants.

My team synthesized key findings into a comprehensive Market Sounding Report that highlighted development interest, constraints, and strategic opportunities. The report delivered actionable insights and recommendations to inform Council's decision-making process and next steps. The engagement helped the City understand real market interest and reposition the site for potential adaptive reuse or strategic partnership, balancing economic development and community impact.

**Township of St. Clair – Courtwright WWTP Expansion – Progressive Design Build
St. Clair, ON**

August 2023 – Present

Jonathan and his team were engaged by the Township of St. Clair to lead procurement and delivery support for the Courtwright Wastewater Treatment Plant expansion under a Progressive Design-Build (PDB) model. I led a team focused on the procurement options analysis and market sounding exercise, aligning delivery strategy with the municipality's goals and HEWSF funding timelines. The result was the successful selection of the PDB model, grounded in market feedback and collaborative risk sharing. Jonathan led the team providing advisory services through the tendering and proposal evaluation phases. As the Senior Advisor and Project Lead Jonathan Leads a team that works closely with St. Clair to guide collaborative delivery, facilitate onboarding and planning workshops, and oversee the Guaranteed Maximum Price (GMP) validation process. We ensure regulatory compliance, cost transparency, and schedule alignment while integrating Lean and Last Planner® practices to enhance execution.

By fostering transparent communications with MECP and market stakeholders, we positioned the project for long-term operational success, delivering a resilient, cost-effective WWTP that meets provincial and municipal priorities.

Township of Southwold – PDFOM Wastewater Treatment

Plant Procurement and Financial Feasibility Southwold, ON

January 2024 – Present

Jonathan serves in a senior advisory and project management leadership role for Southwold's wastewater treatment plant, delivered via a Progressive Design-Build-Finance-Operate-Maintain (PDBFOM) model. He led market sounding initiatives engaging contractors and engineering firms, optimizing procurement strategies and ensuring strong alignment with market capabilities.

Jonathan and his team are developing a comprehensive Request for Proposal (RFP) packages in collaboration with legal and technical advisors, incorporating evaluation frameworks and contractual terms. He supports the entire tendering process, including issuance, bid evaluation, interviews, and contract award, ensuring transparency and fairness.

Jonathan's team conducts detailed financial analyses, such as Value for Money and water rate sensitivity assessments, to underpin sustainable long-term operational planning. Acting as Owner's Advisor during pre-construction, he oversees constructability reviews, value engineering, and design-build negotiations to align scope, schedule, and budget with client objectives. Throughout the project lifecycle, Jonathan facilitates effective stakeholder engagement and risk management to maximize value and ensure successful delivery.

Township of Adelaide Metcalfe – Industrial Development Roadmap and Feasibility

Adelaide Metcalfe, ON

February 2024 – Present

Jonathan leads Colliers' strategic advisory role on the Adelaide Metcalfe industrial land development, leveraging extensive expertise in land and infrastructure projects across public and private sectors. His approach integrates thorough market analysis, stakeholder consultation, and rigorous data review to align development options with community aspirations and economic realities.

Jonathan manages a two-phase engagement, guiding the project from initiation through detailed market sounding, qualitative and quantitative analysis, budgeting, and development roadmap creation. He coordinates collaboration with Town staff and key stakeholders, ensuring findings are validated and that the project meets regulatory, financial, and operational objectives.

His responsibilities include facilitating multi-disciplinary consultations, overseeing risk and procurement analyses, and presenting comprehensive reports to senior management and Council. Through strategic oversight and methodical project management, Jonathan supports the Town in realizing a financially viable, sustainable industrial development aligned with long-term community goals.

City of Cambridge – HAF Program Implementation & Strategy Cambridge, ON

August 2024 – Present

Following the City of Cambridge's successful Housing Accelerator Fund application,

Colliers was engaged through a competitive RFP to provide program management and strategic advisory services. As program lead, Jonathan is overseeing the implementation of eight endorsed initiatives in collaboration with senior staff across planning, building, legal, procurement, realty, and engineering departments. His focus includes aligning internal departments to accelerate housing approvals and leading the disposal of municipally owned lands for affordable housing development. Jonathan is managing the solicitation process and negotiations with non-profit housing providers to convert surplus city lands into viable residential projects. Under his leadership, two parcels of vacant municipal land have been brought to market to support the creation of 357 new homes within the program's funding window. Jonathan's work demonstrates a strong ability to manage cross-functional teams, facilitate external partnerships, and deliver outcomes aligned with municipal housing mandates and long-term growth strategies.

Town of Ingersoll – Municipal Led Mixed Use Development Ingersoll, ON

August 2024 – Present

Jonathan is leading a multi-disciplinary team supporting the Town of Ingersoll in the development of a newly acquired 78-acre greenfield site identified under a new secondary plan. The site is designated for a multi-use recreational facility, a future elementary school, and

medium-density residential development. Working closely with town representatives, Jonathan is overseeing the strategy, procurement, planning, and servicing design required to prepare the site for phased development. His role includes facilitating negotiations with internal stakeholders, Council, and adjacent landowners, coordinating servicing easements, and managing the process to dispose of residentially zoned parcels to private development partners. Engaged from the concept stage, Jonathan is providing comprehensive project leadership—from land use strategy through to design and delivery—ensuring alignment with municipal growth objectives. His work supports the Town's long-term vision by enabling critical community infrastructure and housing development through effective cross-sector collaboration and strategic land planning.

**Rose Corporation – Development Strategy Consulting
Springwater, ON**

August 2024 – Present

Rose Corporation is a development partner within the larger Midhurst development where five independent developers have land holdings and are working through a complex cost sharing agreement to develop and construct all enabling infrastructure.

Jonathan has been retained by Rose Corporation to advise and support the development of 1500 residential lots within the larger Midhurst development and provide strategic advice and

inputs on local infrastructure improvements including road, bridge, stormwater, wastewater linear and vertical infrastructure, as well as water distribution systems that will support the future developments. Jonathan has successfully led discussions with Town staff, internal and external engineers, equity and development partners to shift wastewater capacity calculations and allocations to move the development forward. Through experience and understanding in dealing with large scale developments and the impacts on the municipalities future state the Town and developers have aligned on realistic capacity allocations that protect public interest while short circuiting the development and approvals process.

**Hewitt Group – Development Strategy Consulting
Springwater, ON**

February 2024 – August 2024

The Hewitt Group are equity partners within a development consortium known as Rose Alliance which are developing 1500 units within a large-scale residential development in Midhurst Ontario.

Jonathan led a team of 3 from Colliers conducting an analysis and costing exercise to provide insight to the Hewitt Group on the mechanics of a complex cost sharing agreement, project management systems and process analysis for a large wastewater treatment plant project that was experiencing unanticipated financial implications.

Jonathan led stakeholder consultations with development partners, design engineers, and external stakeholders to provide

insight to Hewitt Group.

Jonathan reviewed and provided clarity around the cost sharing agreement, technical aspects of the plant, and the project management systems employed in the design, tendering, and award phases of the wastewater treatment plant. Drawing on his experience in wastewater EA processes, design, tendering, and construction of plants, Jonathan and his team were able to provide clarity to the Hewitt Group through a detailed report that board members could interpret and support enabling investment decisions moving the development forward.

**City of London – Housing Supply Market Analysis (Urban Growth Boundary Expansion)
London, ON**

July 2024 – January 2025

The City of London is currently in the process of expanding its greenfield land supply and Urban Growth Boundary to support the development of housing to meet provincial mandates and growth targets for the next 25 to 30 years. Jonathan and his team have been brought in to develop a Housing Supply Market Analysis and model that anticipates the market demand of housing over the next 25 to 30 years while adapting to the official plan and zoning regulations culminating in a recommend approach and addition of land to be brought into the city's urban growth boundary.

As an agent of the city, Jonathan and his team have been tasked with consulting with the city's largest development firms, the home builders association, and development lobbyists to understand their pinch points,

economic, social, environmental and administrative constraints facing the development community to inform city leadership and council on policy, financial incentives, and market factors that are inhibiting the expedited development of housing over the short, medium, and long term planning horizons.

As part of the mandate Jonathan and his team have led (independent of city staff) eight in person interviews with senior staff and owners of the largest development firms in the city, where a structured approach to understanding the bottlenecks of development within the Built-Area, current and future Greenfield areas are all analyzed, modelled, and presented at regular intervals through reference groups and committee meetings at City Hall. The culmination of the findings have been captured within a study that will be presented at council sub-committee and regular council meetings where endorsement for the modelled projections will be approved by council and submitted to the province for final approval.

[Hometown Hillsdale Development- Residential Development Advisory, Springwater, ON](#)

February 2023 – December 2023
Value: \$170million

Jonathan was brought on by the lead developer on a 500-home residential development to advise the developer on enabling municipal infrastructure, notably a wastewater treatment facility, water treatment facility and conveyance piping to the development and treatment sources.

Jonathan led advisory services for the water & wastewater treatment plant aspects of the project focusing on infrastructure optimization, efficiency improvements, and environmental sustainability. Jonathan Collaborated with the developers engineering team to assess design requirements, monitor capital cost estimates, the schedule acting as a liaison between the development team and the local municipal representatives.

Jonathan advised on project feasibility, cost-benefit, and risk assessments to inform decision-making processes. He also worked in conjunction with the development team and advised on regulatory compliance, ensuring projects adhered to environmental standards and regulations. while providing the developer with expertise in technology selection, equipment, and project management.

[City of London – Housing Needs Assessment London, ON](#)

March 2024 – January 2025
Jonathan serves as Senior Project Manager on a five-person team delivering a comprehensive Housing Needs Assessment (HNA) for the City of London, aligned with the city's successful Housing Accelerator Fund application. He leads stakeholder consultation and engagement efforts involving municipal staff, the development community, and targeted focus groups to gather insights on local housing challenges.

Jonathan coordinates communication between the city and the internal team, ensuring that socio-

demographic trends, housing supply data, building permits, and planning approvals are thoroughly analyzed. His role includes facilitating discussions around pressing local issues to inform the assessment's findings.

The team conducts sensitivity analyses across multiple data sets to accurately forecast housing demand and gaps. The resulting HNA provides the City with a strategic, data-driven foundation to guide housing policy, development priorities, and investment decisions. Jonathan's leadership in stakeholder engagement and data interpretation supports the city's goal to address evolving housing needs effectively and sustainably.

[City of London – Municipal Land Disposal Policy & Process Development London, ON](#)

March 2024 – January 2025

Jonathan is a Senior Project Manager on a five-person team conducting a policy review and land disposal process for the City of London, following its successful Housing Accelerator Fund application. He leads consultation and engagement with the City, development community, and focus groups to develop clear, actionable recommendations and processes that facilitate stakeholder interaction.

The project includes environmental scans and market sounding to inform a streamlined, transparent process for disposing of city-owned lands to support residential housing development. Jonathan's role focuses on leading stakeholder engagement and collaborating

closely with internal teams to ensure alignment and feasibility. Drawing on his deep understanding of provincial housing development dynamics, Jonathan delivers a balanced, pragmatic approach aimed at enabling attainable housing solutions. His leadership ensures the disposal framework supports the City's housing objectives while addressing community and market needs, advancing sustainable and inclusive development.

City of St. Thomas – Financial Modelling & Net Financial Position

St. Thomas, ON

March 2024 – June 2025

Jonathan is a Senior Project Manager on a five-person team developing a comprehensive financial model for the City of St. Thomas in response to major industrial investments, including the Volkswagen EV Battery Plant and Yarmouth Yards development. He leads consultation and engagement with city staff while collaborating with the internal team to build a model that captures enabling capital costs such as roads, water, wastewater, community services, transportation, and hydro distribution. Jonathan's team conducts sensitivity analyses on variable revenue sources—including land sales, taxation, and user fees—and expenditure forecasts over the project lifecycle. The model evaluates cash flow and net financial positions under alternative scenarios to support strategic decision-making. This work informs critical city decisions regarding land sales, infrastructure investment, debt servicing, staffing, reserve

funding, and stakeholder transactions. Jonathan collaborates closely with the city's PMO and senior leadership to ensure the model is user-friendly and aligned with the city's capital planning needs amid significant growth.

Town of Tillsonburg –VIP Industrial Land Development Tillsonburg, ON

March 2023 – July 2023

Jonathan serves as Senior Project Manager leading a Colliers team of two in delivering a municipally led, 140-acre industrial development for the Town of Tillsonburg. He collaborates closely with the Town's economic development, engineering, and planning departments to guide the project from initial indicative planning through engineering, design, and tendering phases. Jonathan coordinates engagement with key external stakeholders, including the Ministry of Transportation (MTO), Gio Rail, Long Point Regional Conservation Authority, and County planning, to navigate the conceptual design, draft plan, and plan of subdivision approvals. A central focus of Jonathan's role is providing strategic guidance on required infrastructure investments while partnering with Town staff to develop comprehensive cash flow models. This financial oversight ensures the project achieves sustainable returns on public investment, aligning development objectives with fiscal responsibility and long-term municipal growth strategies.

City of London – CMHC Housing Accelerator Fund, London, ON

March 2023 – July 2023

Jonathan led a team in the application and submission of the CMHC Housing Accelerator fund for the City of London. Jonathan led consultation with, planning, economic development, building departments and his internal team. The application for the funding was an intensive application over a short duration of time where analysis and development of housing initiatives, permit issuance, housing affordability and information was gathered, interpreted, and compiled within the application.

Region of Halton – Kerr St Seniors Assisted Living Project, Oakville, ON

August 2023 – Present

Value: \$30 million

Jonathan is the project principal in charge of the Colliers team involved in the Design-Build of 54-unit seniors assisted living home.

Jonathan is leading his team's consultation with the design-builder, Internal Halton departments (Housing, Finance, Legal, Realty).

The project is a critical step forward in the regions development of delivering affordable assisted housing to their constituents. As part of the mandate the Colliers team is working closely with regional departments in creating a repeatable framework for future projects where the design build model of construction procurement can be utilized.

Region of Halton – Rebecca St Seniors Assisted Living Project, Oakville, ON

August 2023 – Present

Value: \$8 million

Jonathan is the project principal in charge of the Colliers team

involved in the Design-Build of a 14-unit prefabricated, modular construction seniors assisted living complex.

Jonathan is leading his team's consultation with the design-builder, Internal Halton departments (Housing, Finance, Legal, Realty).

The project is building upon the works done on Kerr St in the regions development of delivering affordable assisted housing under a Design-Build model. This project brings yet another different delivery model through procurement while adopting pre-manufactured construction practices forward. Jonathan and his team are working closely with regional staff from OSR development through to final warranty walk throughs on the project.

Municipality of North Middlesex – Asset Management Program, Parkhill, ON

January 2018 – July 2022, Project Value: \$200,000

The Province of Ontario implemented O. Reg 588/17 to ensure that municipalities started to calibrate and understand their physical assets. The regulation forces the coordination of competing assets, life cycles, rehabilitation, replacements, and disposals in an objective way.

Jonathan and his team performed in depth audits of the physical linear, and vertical assets and then broke them down by asset classification. Jonathan competitively tendered and administered program specific engineering firms to perform conditions assessments. Programs were employed, condition assessments completed, and

the raw data transitioned into a municipal asset management program. Once housed and calibrated, the information enabled Jonathan to derive objective asset management plans through the municipal budgeting process. Priorities became organized, based on objective needs then cross referenced and balanced against competing asset rehabilitation within a given year.

The information objectively derived 10-year capital plans, user rates, and taxation impacts. Jonathan then employed municipal economists, through a competitive tendering process, to help verify, assess rates, and taxation and present to the municipalities council for consideration. Reserve funding creation and re-allocation occurred. Jonathan was able to shift funding sources from historical operational allocation to capital allocations, and gaps began to close. This enabled project specific works to be slated and undertaken.

Municipality of North Middlesex – Ailsa Craig Elevated Storage Facility, Ailsa Craig, ON

January 2017 – July 2022, Project Value: \$8 million

The Municipality of North Middlesex required an elevated storage facility that could provide fire storage and pressure stabilization to one of its largest urban areas that was susceptible to water outages. Class EA, EO, RFP, design, tendering, and contract admin were all delivered on behalf of the client. for the client. As the Owner's construction manager, Jonathan took the

project from land purchase through to completion while managing stakeholders, designers, finances, and contractor alike.

Municipality of North Middlesex – Beechwood Bridge, Ailsa Craig, ON

January 2018 – July 2022, Project Value: \$3 million

The Municipality of North Middlesex required the expansion and rehabilitation of a bridge crossing the Ausable river that was failing due to lateral pressure and undermining created by the river. Design-Bid-Build model rendered a solution which secured grants through ICIP grant funding at 70%. The bridge required the addition of a 20m span, shoring, deep excavation, pile driving and deck building along with new coatings.

Jonathan was the Owner's project manager on this project, responsible for overseeing the design, construction, financing, and closeout of this project. managing the design engineer's and contractors, conducting design reviews, providing construction oversight, and receiving grant funding. Jonathan delivered the project on budget and time and ensured the municipality received full grant funding available for the project. engaged.

Municipality of North Middlesex – Parkhill Wastewater Treatment Plant, Parkhill, ON

January 2018 – July 2022, Project Value: \$25 million

The Municipality of North Middlesex required the implementation of a fully mechanical wastewater

treatment facility due to age, previous technology utilized and development pressures.

A class EA, EOI, RFP, and design were all delivered on behalf of the client. Jonathan was the Owner's project manager on this project, responsible for overseeing the process from concept to design, and tender readiness. He provided management of the design engineers, sub-consultants, stakeholder engagement with provincial ministries while conducting design reviews, providing document control and oversight.

As part of the municipal team, Jonathan solicited grant funding from multiple sources within the different ministries of the provincial government through delegations at conferences like OGRA and AMO.

Municipality of North Middlesex – Water Loss Program, Parkhill, ON

January 2018 – July 2022, Project Value: \$500,000

The Municipality of North Middlesex is experiencing non-revenue water of 50% of total billed water entering the system, costing the residents of the municipality hundreds of thousands of dollars a year. Jonathan performed in depth water audits and billing data auditing to determine the issue and target areas of the highest loss.

Jonathan employed the help of specialists in the water loss field and created a program to determine efficiency of billing data, metering, and physical loss on the system over the program delivery.

The project rendered specific areas to drop in loss from over 80% to under 20% within the

first year of the program. As the program developed, different metering technologies as well as billing practices and implementation of rate recovery strategies.

Jonathan was the Owner's manager on this program and the system. He oversaw the process from concept to in field works and calculations. He managed the awards process, stakeholder engagement with the residents of the municipality, council and OCWA to curb the losses the system was rendering.

Municipality of North Middlesex – West Williams Pumping Station Rehabilitation, Parkhill, ON

January 2021 – January 2022, Project Value: \$300,000

The Municipality of North Middlesex required the rehabilitation of the West Williams pumping station. Operations prior to the upgrade were manual and required staff to physically visit the site to verify alarms, pump operations, and collection of data for compliance purposes.

Jonathan administered the EOI, RFP, design, tendering, and contract admin for the project. The station came online with new process piping, instrumentation, and SCADA services as well as new electrical systems to run the process. As the Owner's construction manager, Jonathan took the project from concept through to completion while managing stakeholders, designers, finances, and contractors alike. The automation of the pumping station is now providing real time information for operators and owners which limited drive times, and physical interaction

with the plant during times of alarm and regular operations.

Municipality of North Middlesex – Denfield Watermain Project, Denfield, ON

September 2021 – December 2021, Project Value: \$600,000

The Municipality of North Middlesex required the installation of a watermain running from a neighbouring municipality's pumping station to an existing main two kilometres from the station. Residents within the impacted area had been subject to inadequate pressures for over 15 years.

Jonathan investigated the issue recorded flow rates and pressures through remote cloud-based data recorders. Acquisition and incorporation of monthly trends into understandable and reliable data enabled Jonathan to propose three alternatives to the municipal council to remedy the issue. The council decided to extend watermain in the area to correct the deficient area of rural watermain.

To facilitate the expansion Jonathan worked in partnership with neighbouring municipalities to create and enter into a shared services agreement that allowed the use of the neighbouring municipalities pumping station to boost both pressure and flow in the area to remedy the deficient section of watermain. As the Owner's manager, Jonathan took the project from concept, negotiated agreements with neighbouring municipalities, tendered design, contracting and carried the project through to completion.

Municipality of North Middlesex – Development and Land Use Management, Parkhill, ON

January 2018 – July 2022, Project Value: 400 Single Family Lot Creation

The Municipality of North Middlesex is experiencing unprecedent growth for a small rural municipality. The municipality has a population of approximately 6,800 people spread over 3300 homes. In the five years Jonathan worked at the municipality, the residential lot creation and development went from under 10 per year to over 1200 in the various stages of development. Jonathan performed engineering review in conjunction with third party engineers. In addition, Jonathan was the lead working with developers, legal counsel, and municipal stakeholders to develop site plan, subdivision agreements while balancing the impacts of the development with current infrastructure system capacities and impacts. Jonathan and his team fostered a sustainable growth plan and delivered developments for the municipality.

Jonathan was the Owner's development manager throughout his tenure with the municipality. He oversaw the process from concept to in field works and calculations through to release of developer's securities. He managed cross functional teams, in field staff, and providing solutions to engineering problems while balancing stakeholder engagement with the residents and council of the municipality.

IGPC Ethanol – Development Project Manager, Aylmer, ON

June 2016 – October 2017, Project Value: \$120 Million
The IGPC Ethanol plant in Aylmer decided to double its corn processing capacity in 2016. Jonathan was part of the team of three managers that secured the engineering consultants and delivered the design of the process and facility expansions for the owner. The utilization of a design-build model of contracting delivered the project.

While on site, Jonathan's procured sub-trades for the construction phase of the project that fell outside of North America Constructions' self performing capabilities. Critical to his duties were keeping sub-trades and materials ordered and awarded ahead of schedule to ensure successful project delivery.

Design elements alteration, scope development as well as contract awards formed the largest part of his tasks while deployed on the site. The construction phase of the projects saw over four hundred trades people on site at the height of the project ranging from labourers to specialized tank welders/builders and process specialist's form all over North America.

The project documents were in constant development as contracts awards and works occurred on site. Attentiveness to the bottom line, schedule, and forward progress were paramount to the successful delivery of the project.

Town of Orangeville – Wastewater Treatment Plant Upgrades, Orangeville, ON

March 2016 – October 2016, Project Value: \$25 million

The Town of Orangeville in coordination with RJ Burnside engineering tendered the expansion of its current wastewater facilities to North America Construction. Jonathan was part of the management team of six.

His primary duties as Finance Manager were Progress claim development, budget and cost control, forecasts, change order management as well as sub-trade procurement and payment. A focus on the management of all cost codes and ledgers on the project as well as establishing and ensuring payment through monthly progress claims was paramount to the profitability of the project. Critical to his duties were keeping cost ledgers, coding, and forecast accurate feeding into the larger accounting systems and protocol of the organization.

York Region – Keswick Water Treatment Plant Upgrades, Keswick, ON

January 2015 – March 2016, Project Value: \$4 million

York Region in conjunction with Associated Engineering awarded the rehabilitation of the Keswick Water Treatment Plant to North America Construction. Jonathan was the superintendent on the project.

Jonathan's primary duties as Superintendent were staffing, schedule, health & safety, progress claim development, budget and cost control, forecasts, change order management as well as sub-trade procurement and payment.

As the superintendent, a focus on the technical aspects of construction from demolition of specific processes, re-

construction of the facility through to commissioning were all required to facilitate the delivery of the project. Jonathan led the site, staff, and project team from the IFC drawing phase to a fully commissioned plant. The project ended up being a proving ground for new filter technology. Through the commissioning phase of the project the filter technology failed creating a focus on continued communications of all parties and dispute resolution between the contractor, owner, vendor, and engineer. Jonathan ensured that although the failure of the technology occurred, communications of all parties continued, and that project progressed through to completion.

Halton Region – Oakville Water Purification Plant Upgrades, Oakville, ON

October 2014 – January 2015, Project Value: \$24 million
Halton Region in conjunction with Associated Engineering awarded the rehabilitation of the Oakville Water Purification Plant to North America Construction.

Jonathan entered late in the construction phase of the project. His primary duties as Project Coordinator were commissioning, closeout, and deficiency clearance as well as progress claim reconciliation, budget and cost control, forecasts, change order management and sub-trade procurement and payment. A focus on the closeout of a complex and challenging job in all financial and technical aspects were primary to Jonathan's primary job duties.

Jonathan's diligence, and general outlook added a moral boost to the team and helped existing management and staff carry the project through to successful completion and closeout.

City of Toronto – Bentworth Parks & Recreation Works Building and Yard, Toronto, ON

October 2013 – October 2014, Project Value: \$3 million

Jonathan and his team secured the engineering consultants and delivered the design of the process and facility expansions for the owner through a design-build delivery method. Jonathan procured, directed, scheduled, and accounted for the construction phase of the project, including all subtrades and consultants.

RSH DevCO – Walden Circle Retirement Home, Clarkson, ON

October 2010 – October 2012, Project Value: \$22 million

Reichman International launched a retirement home development company and embarked on building seniors' homes in the GTA. As part of the Fieldgate Construction team, Jonathan was engaged with the owners, cost consultants, and designers as part of the site development and construction management team.

The project was a nine-storey 130-unit retirement residence. Jonathan worked on the project from site plan and zoning through to construction and completion. He tracked design, City approvals, schedule, budget, and constructability of design elements associated with the seniors home. He procured, directed, scheduled, and accounted for the site plan, design, and construction phases

of the project, including all subtrades and consultants.
RSH DevCO – Pearl & Pine Retirement Home, Clarkson, ON

October 2010 – October 2012, Project Value: \$30 million

The second project Jonathan embarked on with RSHDevCo was a 14-storey 160-unit retirement residence in Burlington, Ontario. Jonathan worked on the project from site plan and zoning through to construction and completion. Jonathan tracked design, City approvals, schedule, budget, and constructability of design elements associated with the seniors home. He procured, directed, scheduled, and accounted for the site plan design and construction phases of the project, including all subtrades and consultants.

Employment History

Senior Project Manager, Colliers Project Leaders

July 2022 – Present

Director, Infrastructure & Operations, Municipality of North Middlesex

2017 – 2022

Project Coordinator/ Superintendent, North America Construction

2014 – 2017

Superintendent, Aveiro Constructors

2013 -2014

Project Coordinator Fieldgate Construction Management Ltd

2010 - 2013



MA (Economics), BA (Economics)

Manager, Infrastructure Advisory

Dana Serhal

Expertise

Policy Planning & Analysis:

Baseline Assessment; Vision Development; Policy Design; Policy Development & Draft; Policy Evaluation; Financial Feasibility; Monitoring & Control

Strategic Advisory:

Strategic Vision Development; Development Recommendations; Risk Advisory; Strategic Planning

Economics & Finance:

Quantitative Economics; Trend Analyses; Market Assessment; Demographic and Socio-Economic Research and Analysis; Funding & Financing; Financial Analysis; Alternative Delivery Models (P3)

Technical:

Multicriteria Analysis (MCA); Cost-Benefit Analyses; Advanced skills in analysis; STATA

Qualifications

- MA (Economics), American University of Beirut
- BA (Economics), American University of Beirut

Languages

- English (fluent)
- French (fluent)
- Arabic (fluent)

Profile

Background

As a bilingual (English and French) Senior Economist with over a decade of multidisciplinary experience, Dana specializes in economic, financial, and policy research and analysis. Her extensive background in strategic advisory, infrastructure, and real estate development includes a proven record of leading comprehensive economic, market, and financial analyses across diverse industries. She provides expert advice to support strategic capital planning and public spending, collaborating with multiple entities and government bodies. Her role as a team leader involves constant communication and relationship building with senior management, major public personnel, and relevant stakeholders to present findings, communicate development and policy recommendations, and secure buy-in for multi-million-dollar projects.

Professional and Industry Experience

A large portion of Dana's project experiences are for confidential clients, though the following demonstrates her significant expertise in economic studies and analysis and using such expertise to further organizational strategic goals.

Projects

[HOPA Ferry Services Visioning and Pre-feasibility Study, Ontario, Canada, 2025 – Present](#)

Project Manager, Technical lead Colliers is engaged to support HOPA in establishing a clear vision and a framework for a potential ferry service between Hamilton, Oshawa and Toronto. The project seeks to validate the rising need for a diversified public transportation system to include ferries within the areas of study, as well as communicating and engaging with relevant internal and external stakeholders to collect information on the potential success and limitation factors, and other elements that are required to ensure a collective and well-received vision. This exercise is expected to lead to a future detailed feasibility study for this concept.

[Economic Development Strategy and Investment Plan for the Town of Cochrane, Alberta, Canada, 2025 – Present](#)

Project Manager, Technical lead In this impactful study, Colliers team is engaged in the development of the full economic development strategy and investment plan for the town of Cochrane. The project requires a full understanding of the current situation through a baseline assessment, an understanding of the current infrastructure and urban planning states. In parallel, the team will be communicating with key stakeholders from First Nations, and other relevant internal and external stakeholders. This will lead to the prioritization of promising economic sectors that show quick wins in terms of economic

growth. This will be followed by a complete implementation plan and phasing strategy.

[Waterloo Regional Health Network Hospital Expansion Feasibility Study, Ontario, Canada 2025 - Present](#)

Project Manager

Colliers was engaged to submit a feasibility study for potential expansion options for the Waterloo Regional Health Network Hospital Expansion. This includes understanding the current situation and the uses that are currently in place versus the client's aspirations and needs in terms of the prospective demand for medical services in the city.

[Denver Airport Terminal Study, Denver Airport Authority, USA, 2024](#)

The project proposes the development of two bridges linking two terminals inside Denver Airport. The Client wished to explore the various deliver model alternatives that would potentially provide a viability over a 30-year period. The proposed bridges expect to include various service offerings and uses which would guarantee a steady revenue generation scheme.

As a Senior Economist and Financial Analyst, Dana was part of the technical team conducting related work to recommend the most suitable delivery models. Dana was involved in conducting cashflow analyses, ROI calculation, NPV calculations and other relevant indicators required for comparison. Additionally, she was involved in providing a detailed overview and strategic comparison of the various delivery models and the implications on risk, and cost.

[ADA Curb Ramps Program Risk Management, Oregon, USA, 2025](#)

The program risk management is critical to the city of Oregon as it is currently facing legal charges due to the non-compliance with ADA accessibility curb ramps in the city. The program requires the redevelopment of multiple thousands of curb ramps by year 2031, and the date is extremely critical as significant financial charges will be applied if the city fails to fully comply with the current and upcoming ADA ramps design and regulations. As a Senior Economist, Dana's role involved leading on the program risk register, conducting program risk workshops and updating the various perceived risks. The project is occurring during a period of high uncertainties related to the recent trade policies and regulations, so managing and mitigating risks is an essential element in that program. Additionally, she was involved in the risk quantification exercise that will be further used to conduct Monte Carlo simulations.

[City of Guelph Biosolids Treatment and Wastewater Treatment Plant Funding Support, Ontario, 2025](#)

Two water and waste-water treatment plants are prioritized for development in the City of Guelph. The City was exploring the available funding opportunities with a deeper focus on the CHIF fund as a suitable option for funding due to its direct implications on promoting housing in the city. Dana's role involved developing a comprehensive memo to the City explaining and analyzing

thoroughly the various funding opportunities, shortlisting them through a coherent MCA analysis and establishing a deep understanding on the funding requirements for the shortlisted potential funding opportunities.

[Total Cost of Ownership Model Development for Fleet Replacement Study for the Metropolitan Transportation Authority NY, USA, 2025](#)

The Project required the development of a full Total Cost of Ownership Model to be used by the Client to compare various fleet replacement options. Dana was the lead on this project and the primary developer of the corresponding model. The model required to present a high level of dynamism, whereby users can navigate through, test and change inputs constantly, and be able to obtain comparable results. The model had to include a multi-level of detail to respond to the level of data / input received. The comparison elements evolved around CAPEX, energy consumption, scheduled and unscheduled maintenance.

[YRRTC Funding Support, Ontario, 2024](#)

The exercise comprised of building a comprehensive funding matrix to highlight the various municipal, provincial and federal funding available as well as the various financing options through subsidized loans and debt. Dana conducted a thorough multicriteria analysis (MCA) based on a AHP approach to shortlist the most suitable and possible funding opportunities available for the development of a rail extension project in the region of York. Results were summarized in a

memo and shared with the Client.

[LaGuardia Airport Bus Terminal Study, USA, 2024](#)

As part of the airport's redevelopment, LaGuardia airport Bus Terminal study included the development of a Cost-Benefit analysis to potentially calculate the Benefit-Cost Ratio (BCR) for different options.

[National Housing Policy and Workers Accommodations Policy, Abu Dhabi, UAE 2023](#)

Leading the conceptualization, design and development of the National Housing and Workers Accommodations policies in the Emirate of Abu Dhabi as part of a regional multimillion-dollar project for a primary public entity in the Emirate. Tasks involved a detailed baseline analysis of the current situation, an extensive benchmarking analysis, a vision development and a detailed policy development with close communications with the various public ministries and stakeholders as well as field trips and informal interviews and discussions with concerned stakeholders. Additionally, policy implementation tools are developed by looking closely at the financial aspect and ways to reduce costs and incentivize the private sector in collaborating to successfully achieve a long-term sustainable plan.

[Privatization Strategy of the Healthcare Sector – Riyadh, KSA, 2023](#)

Dana led the review and update of the healthcare privatization strategy in the Kingdom of Saudi Arabia. This project was developed with close coordination and communications with the Health

Ministry and the team was constantly involved in the decision-making process. Main tasks included detailed demand estimation considering epidemics trends, demand characteristics, country-specific variables; prioritization of projects utilizing the dual comparison technique; assessment and identification of quick-wins etc. The project presented significant challenges due to the lack of reliable and complete data sets. However, sound assumptions and instrument variables techniques were used to overcome the gaps.

[Affordable Housing Policy - Dubai, UAE, 2022](#)

Dana led the delivery of a pivotal and iconic policy development for the Emirate of Dubai and was appointed the technical director on the project. The project included a very detailed analysis to a district level of the current situation, by looking and analysing demographic, socio-economic data in addition to developing a trend analysis of the real estate market in the Emirate of Dubai. This was achieved with the availability of very minimal accurate data. Dana's role required a close coordination between all concerned public entities and ministries involved and was treated with utmost sensitivity due to the criticality of the situation in Dubai. Additionally, she was appointed the main contact person to regularly present the findings, progress and challenges with the executive committee that included several ministers and key national stakeholders. The project delivery included a fully-fledged policy analysis, policy

framework, policy development and policy write-up. The project presented various complexities mainly due to the funding aspect. The project was delivered successfully and was approved by the Ruler of Dubai and was prioritized for implementation – around 100 related initiatives kicked-off as part of the Affordable Housing Policy implementation.

[Mohammad Bin Salman Coastal Corridor, Eastern Province, Kingdom of Saudi Arabia, 2022](#)

The Project aims for the development of a coastal corridor along 105 km of the Eastern Region coast, spanning through five different regions (from Ras Tannurah, down to Al Khobar). The study proposes the diversification of uses by providing a unique identity for each region. This is expected to promote the region as a regional and international touristic and business hub, all by promoting the quality of life for the local communities and generating employment. As a task lead, responsibility involved in managing and undergoing technical works for the Economic scope which includes: Socio-economic baseline assessment, market analysis, financial feasibility analysis, funding strategies and delivery models and economic impact analysis. Additionally, the project proposes the development of a causeway and a highway spanning over 43 km to connect the various regions, reduce traffic flow, and accommodate for the increasing travel demand due to the proximity to Bahrain and the prospective growth of the

region. As a Senior economist and Technical Lead on the project, Dana's role involved developing a comprehensive Benefit-Cost Analysis to inform the causeway's installation potential viability over a 50-years time span. Additionally, the task involved providing a thorough and comprehensive assessment of the wider economic benefits and costs especially that a certain share of the population that currently resides there must be displaced to another designated area, if the causeway and highways are implemented.

[Al Lith Dam Construction, Al Lith, Makkah, Kingdom of Saudi Arabia, November 2021 – December 2021](#)

The Project involved the development of a detailed socio-economic impact assessment including a Cost-Benefit Analysis of the proposed dam construction on the local community and the local economy with particular focus on agricultural crops.

[Khaybar Heritage Area, Madinah, Kingdom of Saudi Arabia, March 2021 – October 2021](#)

The Project seeks to develop a masterplan of a tourism project for the Royal Commission of Al Ula. The Project includes two separate delicate sites: (1) A Natural geological site of an area covering 600 km² and (2) a cultural and heritage site covering an area of 56 km². It aims to capitalize on and leverage the natural and the cultural richness of the Kingdom, promote tourism and ensure financial viability while preserving and maintaining the heritage assets and the natural environment.

[Marginal De Corimba, Angola 2021](#)

The Project seeks to develop a masterplan of an urban regeneration project over a reclaimed land in Angola. Responsibilities included the proposition of a development strategy that is translated into a land use development programme and a phasing strategy. Potential financing models have also been explored.

[Several Mixed-Use development projects in Northern and Southern Riyadh, Kingdom of Saudi Arabia 2020-2021](#)

Title: Group Leader - Senior Economist
The different projects seek to propose mixed-use developments and masterplans for several regions at the boundaries of Riyadh governorate. The Project's objective aims to decentralize economic activities away from Riyadh city and untap development opportunities in undeveloped areas.

Responsibilities entailed socio-economic baseline assessments, detailed market studies for a range of uses and assets, strategy development and land use programme (including phasing strategy) proposition.

[Shark's Bay, Sharm El Sheikh, Egypt 2020](#)

Title: Group Leader - Senior Economist
The Project suggests the development of a mixed-use masterplan of a land area covering around 1,185,600 m². Work related to this Project entailed the provision of preliminary indications on the potential value of the land to

guide and inform on the investment size needed.
[Study of the Construction and Operation of 13 sites managed by a confidential public entity in the Kingdom of Saudi Arabia 2019](#)

Title: Group Leader – Senior Economist
The Project proposed identifying potential investment opportunities for the development of lands (total of 13 sites from 10,000 m² to over 1.8 million m²) in different locations across the Kingdom (procured through a PPP scheme) with the aim to prioritize the entity's objectives while ensuring sustainability of revenues. The scope covered Situational Analysis, including site and infrastructure analysis as well as a broad analysis of the market and economic context; Development Strategy for all sites and concept master plan for sites above 5 ha with development guidelines and infrastructure drawings; Financial Feasibility Studies for all sites; and preparation of an implementation strategy report and tender documents.

[Kuwait Motor Town, Kuwait 2019](#)

Title: Economist
The scope included the formulation of a development strategy and conducting a financial feasibility study for a tourism project that covers around 750,000 m² in the North of Kuwait. This included the proposition of a comprehensive and integrated uses (leisure activities, retail and F&B, hospitality and commercial uses) that are in line with the country's economic plans and targets particularly in relation to tourism. An extensive

benchmarking exercise has also been conducted for regional and global comparative projects.

A unique and sensitive religious tourism project, Makkah, Kingdom of Saudi Arabia 2018 – 2019

Title: Economist

The project included the development of a feasibility and investment strategy for a total project area is 119.4 km². The study aims to increase pilgrim capacity to 4.5 million visitors during Hajj in line with the vision 2030 and improve their experience while preserving the holiness of the sites and its geographic assets.

Strategic Development Project of Al Mashaer Al Moukaddash, Makkah, Kingdom of Saudi Arabia 2018 - 2019

Title: Economist

The Project targets usage optimization and maximisation of the holistic sites all year long by diversifying and enhancing offerings while preserving the holiness of the sites. The scope covered the preparation of guiding principles; market testing and preparation of a preliminary land-use programme; financial feasibility study; and preparation of an Implementation Plan.

Al Ras Al Abyad Tourism Project, Madinah, Kingdom of Saudi Arabia 2018

Title: Economist

The Project involved economic and financial studies as part of the master plan preparation for a 760-ha site to become a seafront tourist attraction in line with the objectives of the National Transformation Program 2020 to create 5 new tourist destinations.

Los Roques, Venezuela, 2018 - 2019

Title: Economist

The project seeks to put in place a long-term strategic and planning framework to guide tourism development in an archipelago of Islands covering a total area of 221,120 ha.



MPA, PhD Political Science

Community Engagement Specialist

Kate Graham

Expertise

Local government and urban politics, Leadership and governance, Community engagement, Public policy

Qualifications

- Masters of Public Administration, Western University, 2008
- Doctor of Philosophy, Political Science, Western University, 2018

Profile

Dr. Kate Graham believes that positive change happens when communities come together. She is an expert on local government and governance in Canada, with a rare combination of professional, political and academic experience. Kate's career started with a decade working at the City of London, most recently as the Director, Community & Economic Innovation. In this role, she led

award-winning projects which brought together public, private, non-profit and community stakeholders in London. She completed her PhD in local government and led a national research study on local leadership in Canada. She now teaches local government, public policy and local economic development in the Political Science Departments at Western University and Huron University College. She is a regular speaker on local government topics and co-published a textbook on local government decision making in 2018. Kate has held research fellowships with the Canadian Urban Institute and Canada 2020 (a public policy think tank) and works as a consultant with local governments across Canada.

Relevant Experience

Community Prioritization and Strategic Planning, Various Communities

2012- 2025, Project Value: Confidential

Kate has worked on numerous strategic planning, community priority setting and consultation exercises with Canadian municipalities, including facilitating the Council Strategic Plan process for the City of Brampton, supporting a priority setting process with the City of Calgary, and facilitating and writing three strategic plans for the City of London.

Canadian Urban Institute – COVID Signpost Series

2020- 2021, Project Value: Confidential

This research project examines the impact of COVID on cities

across Canada, through close examination of variation in public health, survey, economic, labour force and other data across Canadian cities. Reports have been published by the Canadian Urban Institute throughout the pandemic after 100 days (Signpost100 in June 2020), 200 days (Signpost200 in September 2020), 300 days (Signpost300 in January 2021) and one year (COVID365 in March 2021).

Canada 2020 – No Second Chances

2019 – 2021, Project Value: Confidential

This project examines the political dimensions of the gender gap in Canada, specifically focused on the underrepresentation of women in Canada's most senior political roles. Kate conducted in depth interviews with all of the women who have served as prime minister or premier in Canada, as well as experts in this field. This project produced an iTunes top-rated podcast (NoSecondChances.ca), a popular event series, two books and funding for an international research project about gender and politics (forthcoming 2021).

Federation of Canadian Municipalities – Cities & Innovative Economies

2018, Project Value: Confidential

The Urban Project was a national effort to build collaboration between levels of government to address the most pressing challenges cities face. Kate was hired to conduct interviews with experts across Canada on the barriers to building strong local

economies and produced the foundational report for the Urban Projects launch event in October 2018.

University of Western Ontario – The Mayors Project

2016 – 2018, Project Value: Confidential

Kate's PhD dissertation examined mayoral power and the dynamics of local political leadership, informed by in depth interviews with mayors, elected officials, senior staff, community leaders and media in ten Canadian cities. The central findings of the dissertation has been presented in both academic and professional forums and includes a new model for understanding how local leaders can drive change in their communities.

City of London – Community Diversity & Inclusion Strategy

2017, Project Value: Confidential

As the Director, Community & Economic Innovation, Kate led a community-based effort to build an inclusion plan informed by the insights and experiences of more than 250 Londoners who had experienced some form of oppression, racism or discrimination in London. The plan received broad public approval and unanimous political support.

Innovation Works, Pillar Nonprofit Network

2012-2017, Project Value: Confidential

As Chair of the Pillar Nonprofit Network, the umbrella organization for nonprofits and charities in London, Kate led the board during the period when they purchased a historic building in downtown London to redevelop it as an innovation hub and shared space for social enterprise. Once redeveloped, the site was filled

past capacity far faster than even Pillar's most optimistic projection and has been the birthplace of several new organizations and innovations.

Employment History

Advisor, Colliers Project Leaders

2021 – Present

Assistant Professor, Local Government & Public Policy, Huron University College and Western University

2017 – Present

Senior Fellow, Municipal Leadership, Canadian Urban Institute

2020 – 2022

Director, Community & Economic Innovation, City of London

2014 -2017

Manager, Corporate Initiatives, City of London

2010 -2014



Senior Associate

BMgmt., CAPM

Marijke Germiquet- Vanderlinden

Expertise

Community Development, Strategic Planning, Economic Development, Facilitation, Stakeholder Engagement, Advocacy, Project Management

Qualifications

- Bachelor of Business Management, Specialization in Sustainability & Indigenous Studies, Dalhousie University, 2021
- Certified Associate in Project Management (CAPM), Project Management Institute, 2025

Profile

Marijke brings a strategic, grounded, and collaborative approach to infrastructure advisory, community development, and long-range planning. With a strong track record supporting Indigenous

Nations, municipalities, Hutterite colonies, and public-sector organizations, she specializes in aligning diverse stakeholder interests with clear, outcome-driven project goals.

Her work spans community and economic development, capital planning, policy advocacy, strategic planning, and large-scale infrastructure initiatives.

Known for building trust-based relationships, Marijke is an experienced engagement expert and facilitator who navigates complex governance environments and culturally sensitive contexts with care and clarity.

She has led engagement and implementation planning processes for multi-year multi-sector development strategies, long-term care capital projects, and development permit applications. Her approach emphasizes practical execution, risk mitigation, and community-centered outcomes, drawing on deep experience in Indigenous services consulting and municipal infrastructure planning.

Projects

[PRIMA Living – Malahat Campus of Care Funding Scan & Strategy, Malahat First Nation](#)

September 2025, Project Value: \$10,000

PRIMA Living has engaged Colliers Project Leaders to support a funding scan and strategy for the proposed Malahat Campus of Care — a health and wellness hub

designed to provide integrated care services for Elders, families, and community members. A key focus of the work is identifying and evaluating funding opportunities across federal, provincial, and philanthropic sources to build a comprehensive, phased funding strategy that aligns with the project's vision and long-term sustainability goals. As the Senior Associate on this project, Marijke supports this work by leading research and analysis activities. Her role includes conducting a detailed funding scan, mapping eligibility requirements, and assessing alignment with the project's scope and objectives. She also helps develop briefing materials and actionable recommendations to inform PRIMA Living's funding strategy and support discussions with potential funders and partners. Her contributions strengthen the project's ability to pursue diverse funding pathways, helping to advance the vision for a Campus of Care that meets the health and wellness needs of the Malahat community.

[City of Regina – Capital Re-prioritization Plan, Regina Saskatchewan](#)

July 2025 – Current, Project Value: \$68,000

The City of Regina has engaged Colliers Project Leaders to support its capital reprioritization initiative — a city-wide effort to review and optimize the prioritization of capital projects to ensure alignment with service delivery goals, fiscal realities, and long-term sustainability. A key focus

is refining the methodology and prioritization framework to incorporate municipal asset management best practices and provide a transparent, evidence-based approach to decision-making. This includes validating project evaluation criteria, assessing funding strategies, and ensuring alignment with Council and administration priorities. As the Senior Associate, Marijke supports this work by supporting research, analysis, and engagement activities. Her role includes reviewing relevant frameworks, synthesizing complex technical information, and helping shape criteria that balance regulatory requirements, financial constraints, and community needs. She also develops deliverables and actionable recommendations to guide Council and administration decision-making. Her contributions strengthen the City's ability to deliver a fair, consistent, and sustainable capital planning process that supports both immediate priorities and long-term infrastructure resilience.

[Infrastructure Ontario – Ontario Provincial Police Modernization Phase 3, 25 sites in Ontario](#)
May 2025 – Current, Project Value: \$600,000

Infrastructure Ontario and the Ministry of the Solicitor General have engaged Colliers Project Leaders to support planning and procurement for the Ontario Provincial Police Modernization Phase 3 (OPPM3) project — a province-wide initiative to construct and renew over 25 new OPP detachments and facilities. A key focus is developing a procurement strategy that

enables meaningful Indigenous participation and fulfills the Crown's duty to consult obligations with potentially impacted communities. This includes assessing Indigenous business and workforce capacity and coordinating formal consultation processes. Marijke supports this work by leading the Indigenous outreach and engagement strategy focused on inclusive procurement. Her role includes coordinating with many Indigenous communities and organizations, planning ceremonial engagement activities, and conducting desktop research on precedents for Indigenous participation in similar infrastructure projects. She also helps develop briefing materials and actionable recommendations to inform Infrastructure Ontario's procurement approach. Her work ensures Indigenous perspectives on participation and economic inclusion are meaningfully embedded in early project planning, supporting a more equitable infrastructure delivery model across Ontario.

[Lheidli T'enneh First Nation - Centre of Excellence for Indigenous Children and Youth Feasibility Study, Prince George, British Columbia](#)
July 2025 – Current, Project Value: \$472,000

Lheidli T'enneh First Nation has engaged Colliers Project Leaders to support a feasibility study for a proposed Centre of Excellence for Indigenous Children and Youth — an initiative focused on advancing culturally grounded, community-led services and programming for children, youth, and families. A central

focus of the study is assessing needs, identifying potential partnerships, and evaluating options for program delivery models and facility design to ensure long-term sustainability and alignment with community priorities. Marijke supports this work as Senior Associate, by leading the engagement activities. Her role includes planning and facilitating interviews with community members and partners, coordinating upcoming World Café sessions to gather broad-based input, and synthesizing feedback to inform project directions. She also contributes to the development of briefing materials and recommendations that integrate cultural, social, and practical considerations. Her work ensures that community voices and aspirations are meaningfully embedded in the feasibility study, supporting Lheidli T'enneh in advancing a vision for a Centre that reflects their values and meets the needs of children and youth for generations to come.

[Hutterite Advocacy Committee – EFT Advocacy, Alberta & Saskatchewan](#)
September 2024 – April 2025, Project Value: \$2 million

In response to federal and provincial requirements mandating personal bank accounts for benefit payments, the Hutterite Advocacy Committee-initiated efforts to seek accommodations aligned with their religious beliefs. The issue had significant financial and cultural implications, prompting a coordinated strategy to engage with government.

Marijke supported this initiative by developing process maps, briefing notes, and strategic communications to guide the advocacy approach. A central focus of her role was preparing for and supporting the facilitation of a large-scale session with over 40 Hutterite Elders—an unprecedented gathering that required extensive planning, cultural sensitivity, and clear presentation of complex options. Her ability to support effective engagement in a high-stakes environment helped align community leadership and set a clear path forward.

Tsilhqot'in National Government (TNG) – K-12 Education Strategy – Williams Lake, British Columbia

September 2024 – December 2024, Project Value: \$20,000

Tsilhqot'in National Government engaged MNP to develop a K-12 education strategy aimed at enhancing educational outcomes and aligning initiatives with community priorities. The strategy focused on improving access to education, supporting student success, and providing a roadmap for long-term educational planning.

Marijke supported this work by developing workshop materials, facilitating stakeholder engagement activities, and drafting the final strategy following community workshops. Her contributions ensured that community input was accurately captured and incorporated, resulting in a culturally relevant and actionable education strategy for TNG.

Tsuut'ina Education – Transportation Options Analysis – Tsuut'ina, Alberta

January 2024 – May 2024,

Project Value: \$50,000

Tsuut'ina Nation engaged MNP to conduct an education transportation options analysis — a project aimed at evaluating current student transportation systems and identifying opportunities to improve safety, accessibility, and efficiency. A key focus was understanding the community's needs, assessing potential service delivery models, and providing recommendations that balanced operational feasibility with cultural and educational priorities.

Marijke supported this work by leading stakeholder engagement activities and contributing to research and analysis. Her role included coordinating and facilitating interviews with community members and education staff, synthesizing feedback to identify key challenges and opportunities, and supporting the development of options and recommendations. Her contributions ensured that community perspectives were meaningfully reflected in the analysis, helping Tsuut'ina Nation advance practical and culturally informed transportation solutions for students.

ATB Financial – Opening The Door To Opportunity II, Calgary, Alberta

November 2023 – May 2024,

Project Value: \$120,000

ATB Financial and MNP collaborated on "Opening the Door to Opportunity II," a comprehensive study assessing the economic contributions of

Indigenous Peoples in Alberta. The 2024 report revealed that Indigenous governments, businesses, and households contributed approximately \$9.17 billion to Alberta's GDP in 2023, accounting for about 3% of the province's total GDP. The study highlighted significant growth since 2019 and identified key opportunities to further enhance Indigenous economic participation, including increasing access to higher-skilled employment, supporting Indigenous entrepreneurship, and addressing educational disparities.

As Senior Associate, Marijke supported the delivery of this project by assisting with data collection and analysis, conducting case study interviews, and developing organizational profiles. She collaborated closely with the project team to synthesize findings and assemble the final report, ensuring that recommendations were both evidence-based and actionable. Her contributions helped to produce a report that serves as a valuable resource for policymakers, businesses, and communities aiming to advance Indigenous economic reconciliation in Alberta.

Little Red River Cree Nation – Emergency Management Services, John D'Or Prairie/ Fox Lake, Alberta

September 2023 – June 2024, Project Value: \$2,000,000

Little Red River Cree Nation engaged MNP to provide comprehensive emergency management and reconstruction services following the devastating 2023 wildfires that destroyed the Fox Lake Reserve.

This multi-billion-dollar initiative involved rebuilding the entire community, including homes, infrastructure, and essential services, while simultaneously managing ongoing evacuations and maintaining critical operations for displaced residents.

The project required extensive coordination across multiple subcontractors, contractors, and government agencies, along with complex logistics to mobilize personnel and materials to a remote, fly-in community. Additional layers of complexity included construction scheduling, budget management, risk mitigation, and maintaining consistent community communications throughout the reconstruction process. Marijke supported this high-profile, high-impact project by developing key deliverables and materials, tracking budgets and project schedules, monitoring risks and issues, and flagging critical items to the project leadership team. She also supported logistical coordination, including scheduling flights for contractors and ensuring alignment between multiple stakeholders and subcontractors. Her contributions extended to community engagement and communications, ensuring that residents and leadership were informed and that community priorities were embedded in project decision-making. Her work supported the successful management of a highly complex, multi-faceted reconstruction effort, helping Little Red River Cree Nation recover from one of the most

catastrophic wildfire events in recent memory.

[Tsuut'ina Education – 10 Year Strategic Plan & Implementation – Tsuut'ina, Alberta](#)

December 2022 – April 2025, Project Value: \$150,000
Tsuut'ina Education undertook the development of a 10-year strategic plan to guide long-term priorities, programs, and investments across the Nation's education system. The comprehensive process involved deep stakeholder engagement and cross-departmental collaboration to ensure the plan reflected community needs and values. Marijke supported the project through the design and delivery of multiple large-scale in person facilitation sessions with leadership, educators, staff, and community members. She played a key role in preparing engagement materials, guiding discussions, and synthesizing input into actionable planning components. Her facilitation approach helped build consensus and ensured the final strategy was both grounded in community vision and ready for implementation.

[Hutterite Brethren of Ivy Ridge –Colony Development Services, Staveley, Alberta](#)

November 2022 – April 2025, Project Value: \$1 million
Supported the municipal development process for a new Hutterite daughter colony in the Staveley area, known as Ivy Ridge. This work involved coordinating with municipal stakeholders and community members to advance land use approvals and regulatory requirements, including support for the NRCB (Natural

Resources Conservation Board) application.

Marijke played a key role in preparing for and facilitating multiple public town halls, developing clear, accessible materials to support community understanding and input. She also participated in site visits and contributed to the development of consultation reports submitted as part of the development permit process. Her facilitation skills helped ensure constructive dialogue and strengthened trust between the client and external stakeholders.

[Calgary Economic Development – Leadership Strategy Workshop, Calgary, Alberta](#)

April 2022, Project Value: \$30,000

Calgary Economic Development engaged in a strategic planning process to align its leadership team around organizational priorities and future direction. The initiative brought together approximately 20 senior leaders for a facilitated session focused on strategic alignment, collaboration, and long-term planning.

Marijke supported the delivery of this session by assisting with facilitation design and preparation, working closely with the lead facilitator to refine materials, structure discussions, and tailor the approach to the group's needs. During the session, she played an active supporting role—guiding small group activities, capturing key insights, and helping maintain flow and focus throughout. Her attention to group dynamics and strong communication skills contributed to a

productive and engaging session for all participants.

Tsuut'ina Health – HSIF Integrated Health Strategy – Tsuut'ina, Alberta

March 2022 – July 2022, Project Value: \$100,000

Tsuut'ina Health engaged MNP to develop an HSIF Integrated Health Strategy — a project focused on assessing current health service delivery, identifying gaps, and creating a coordinated, community-centered approach to enhance access and outcomes for residents. A key focus was aligning health initiatives with community priorities, funding opportunities, and long-term sustainability objectives.

Marijke led this work from start to finish, including planning and facilitating stakeholder engagement activities, conducting research and analysis, synthesizing feedback, and developing strategic recommendations. Her leadership ensured that community perspectives and priorities were fully integrated into the Integrated Health Strategy, enabling Tsuut'ina Health to advance a coordinated, culturally responsive approach to health service delivery.

Tsuut'ina Health – PM Services for Health Centre Expansion – Tsuut'ina, Alberta

March 2022 – July 2022, Project Value: \$10,000

Tsuut'ina Health engaged MNP to assess options for using COVID trailers to expand the existing health centre — a project focused on retrofitting temporary infrastructure solutions to increase service capacity.

Marijke supported this work by coordinating with

subcontractors and assisting with stakeholder engagement and preliminary analysis. Her contributions helped organize project inputs and informed early planning considerations.

Calgary Economic Development – Indigenous Contributions Study, Calgary, Alberta

January 2022 – November 2022, Project Value: \$160,000

Calgary Economic Development, in partnership with the City of Calgary, commissioned a landmark Indigenous Economic Contribution Study to quantify the role of Indigenous communities in Calgary and the Treaty 7 region's economy. The study identified a \$1.5 billion annual contribution across Indigenous governments, businesses, and households—equal to 1.2% of Calgary's GDP—and highlighted key demographic trends such as a fast-growing, youthful population. It also outlined strategic opportunities to enhance Indigenous economic participation through procurement, targeted development initiatives, and hosting Indigenous-focused events.

Marijke supported the delivery of this project by contributing to data gathering and analysis, conducting case study interviews, and developing organizational profiles. She worked closely with the project team to synthesize findings and shape the final report, ensuring the recommendations were grounded in both evidence and lived experience. Her research skills, attention to detail, and thoughtful approach to engagement helped strengthen the quality

and impact of the final deliverable.

Blood Tribe Department of Health – Kainai Continuing Care Centre Expansion, Standoff, Alberta

January 2022 – April 2025, Project Value: \$25 million

The Blood Tribe Department of Health is expanding the Kainai Continuing Care Centre to include 25 supportive living beds—five for dementia care—ensuring Elders can access culturally appropriate care within their community. The on-reserve location added jurisdictional complexity, requiring close coordination between funders, consultants, and Blood Tribe departments. Marijke supported this work first as a coordinator and later in a management role during Phase 2, acting as the owner's representative. A key focus of her role was facilitation—she led biweekly design workshops with BTDH leadership and clinical teams and facilitated targeted sessions with the Board, Finance department, and Public Works. Her ability to guide cross-functional discussions and build alignment across teams helped maintain momentum and ensure the design met clinical, operational, and cultural priorities.

Métis Dene Development Fund – Strategic Plan, Whitehorse, Yukon

September 2021 – December 2021, Project Value: \$40,000

The Métis Dene Development Fund engaged in the development of a strategic plan to clarify its organizational direction and guide future operations and priorities. The process involved leadership interviews and a series of

virtual strategic planning workshops to gather input and align on long-term goals. Marijke supported—and at times led—the facilitation of these workshops and meetings with organizational leadership. She played a key role in designing the sessions, conducting interviews, and leading portions of the virtual workshops. Her facilitation helped guide productive dialogue, build alignment, and shape a strategic plan that reflected the organization's vision for the future.

Confederacy of Treaty Six First Nations – Strategic Plan, Edmonton, Alberta

July 2021 – October 2021,
Project Value: \$40,000

The Confederacy of Treaty Six First Nations engaged in the development of a strategic plan to guide its organizational priorities and strengthen its role in supporting member Nations. The process was anchored by a multi-day strategic planning session in Canmore, bringing together 13 of the 16 Chiefs from across the Confederacy for a week of in-depth dialogue and planning.

Marijke supported the preparation and facilitation of this large-scale session, working closely with the project

team to design the agenda, develop materials, and coordinate logistics for Nation leadership. During the retreat, she played a key role in supporting facilitation, guiding discussions, and capturing outcomes. Her work helped create the conditions for productive dialogue and consensus-building, contributing to the successful development of the Confederacy's strategic plan.

Skwah First Nation – EASE Financial Transformation (Assessment & Implementation)

July 2021 – December 2021,
Project Value: Unknown

Skwah First Nation engaged MNP to support the assessment and implementation of its EASE Financial Transformation initiative — a project designed to strengthen financial management systems, improve reporting processes, and build long-term administrative capacity. A key focus was evaluating existing practices, identifying gaps, and implementing tools and processes that supported greater transparency, accountability, and efficiency in financial operations.

Marijke supported this work by leading engagement activities

and coordinating implementation steps. Her role included conducting interviews with staff and leadership to understand challenges, facilitating workshops to co-develop solutions, and supporting the rollout of new financial processes and systems. She also developed training materials and recommendations to ensure capacity-building and knowledge transfer.

Her contributions enabled Skwah First Nation to enhance its financial governance and position the organization for sustainable growth and service delivery

Employment History

Senior Associate, Colliers Project Leaders

2025 – Present

Consulting Analyst, MNP LLP

2021 – 2025

Junior Bookkeeper & Office Manager, The Bookkeeping Department

2020 – 2021

Legal Assistant, Megan A. Wallace Law

2019 – 2020

Member Services Representative, Northern Savings Credit Union

2019 – 2020



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November 6, 2025

Mayor and Council

Town of Cochrane
171 Fourth Avenue
Cochrane, Ontario P0L 1C0

And

Mayor and Council

Town of Moosonee
5 First Street
Moosonee, Ontario P0L 1Y0

Subject: OPP Detachment Board – Costing Model Analysis

Dear Mayor and Council,

At its regular meeting held on November 3, 2025, the Council of the Town of Smooth Rock Falls adopted Resolution No. 2025-377 concerning the James Bay East OPP Detachment Board 2025 Invoice and Costing Model Analysis.

Council reviewed the Board's 2025 invoice and the accompanying Detachment Board Report No. 2025-01 – Cost-Sharing Models, which outlined several approaches for dividing costs among participating municipalities, including population-based, call volume, assessment, and weighted models. Following analysis, Council determined that the current *Equal Share Model* creates a disproportionate burden on smaller municipalities and that a *Weighted Assessment Model*, which considers population, property assessment, and service demand, would provide a more balanced and equitable method.

Under Section 3(3) of Ontario Regulation 135/24 (Detachment Board Regulations), *“the municipalities that are required to pay a share of the board's estimates may unanimously agree to allocate the costs among themselves on a basis other than equal share and, for as long as*



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they remain in unanimous agreement, the costs shall be shared in the manner agreed to by the municipalities”. This provision reinforces the importance of a shared and mutually acceptable approach among all affected municipalities.

Council believes that the most effective way forward is for the Towns of Cochrane, Moosonee, and Smooth Rock Falls to work together to review available models and collectively determine a fair and transparent cost-sharing framework. Once an agreed-upon model has been developed, it can then be formally presented to the James Bay East OPP Detachment Board for adoption and implementation.

Should your municipalities be in favour of this collaborative approach, our CAO-Treasurer, Mr. Yvan Marchand, will reach out to your municipal CAOs to coordinate a meeting between our respective administrations. The purpose will be to exchange data, review model options, and prepare a joint recommendation for consideration by each Council.

We appreciate the strong collaborative relationship among our communities and are confident that by working together, we can establish a sustainable and equitable cost-sharing structure that benefits all three municipalities.

Sincerely,

Nathalie Vachon

Municipal Clerk

Town of Smooth Rock Falls

cc. Yvan Marchand, CAO-Treasurer, Town of Smooth Rock Falls
James Bay East OPP Detachment Board

Corporation of the Town of Moosonee

BY-LAW No. 02-2026

BEING A BY-LAW TO AMEND ZONING BY-LAW 37-07 FOR THE PROPERTIES LOCATED AT 40 ATIM ROAD AND 28 BUTCH ROAD

WHEREAS By-law No.37-07, as amended is the Comprehensive Zoning By-law governing the lands located within the Town of Moosonee; and,

AND WHEREAS the Council of The Corporation of the Town of Moosonee, having received and reviewed an application to amend By-law No. 37-07 for 40 Atim Road and 28 Butcher Road, within the Town of Moosonee, is in agreement with the proposed changes;

AND WHEREAS authority is granted under Section 34 of the *Planning Act* R.S.O. 1990, c.P.13, as amended;

NOW THEREFORE the Council of The Corporation of the Town of Moosonee enacts as follows:

- 1.0 THAT Zoning By-law No. 37-07 is amended as follows:
 - a) THAT Schedule A-1 Land Use to By-law No. 37-07, as amended, is hereby amended by changing the zone category on a portion of the properties located at 40 Atim Road and 28 Butcher Road, from the 'Residential Type One (R1) Zone' to the 'Heavy Industrial (M2) Zone' in accordance with Schedule "A" attached hereto.
 - 2.0 THAT Schedule "A" attached hereto forms part of this By-law.
 - 3.0 THAT this By-law shall come into force and take effect pursuant to the provisions and regulations made under the *Planning Act*. R.S.O., 1990, c.P.13, as amended.
-

**READ a first and second time
This 10th day of February 2026**

Mayor – Wayne Taipale

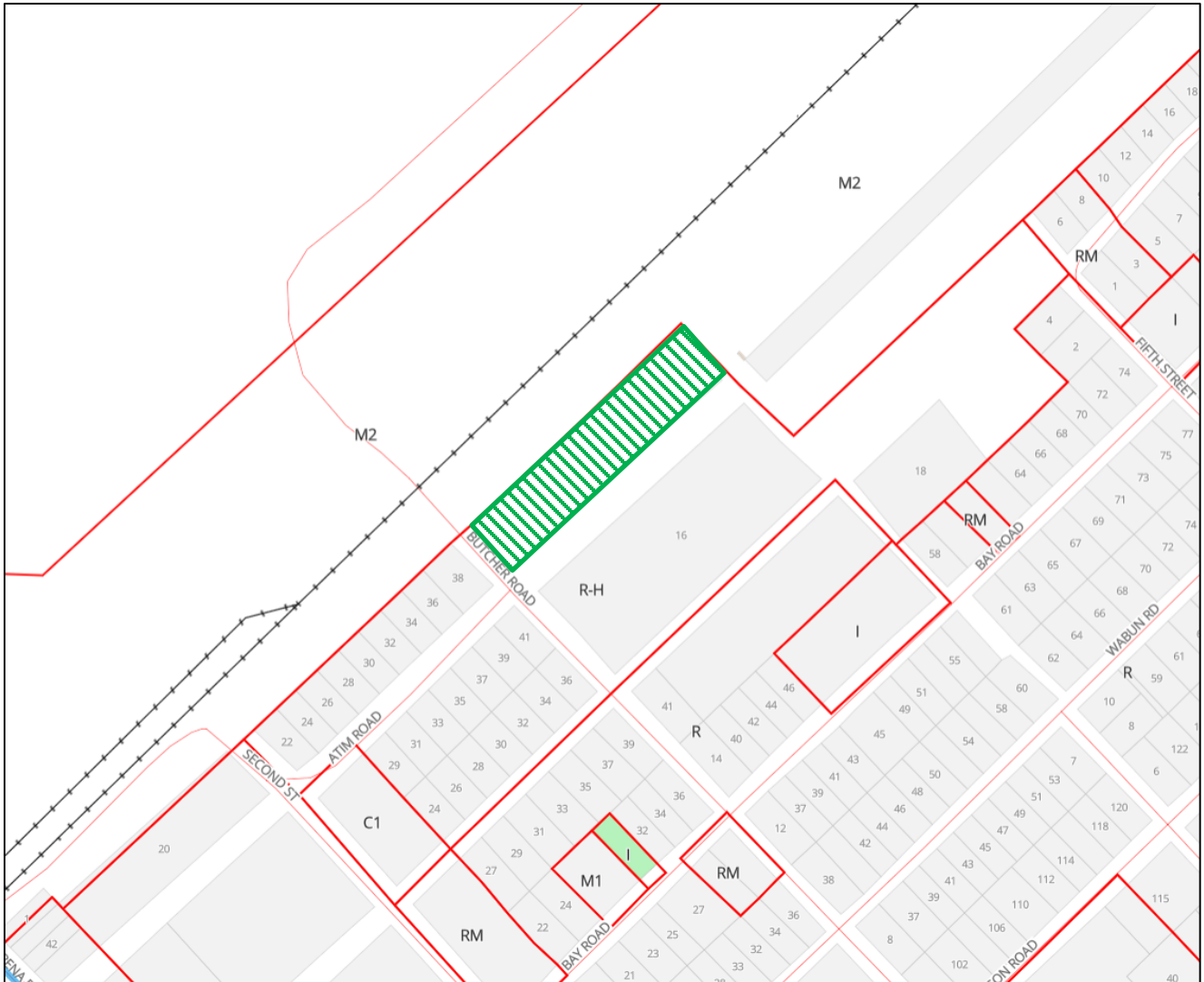
Clerk – Bobbylyn Jardino

**READ a third time and finally passed
this 10th day of February 2026**

Mayor – Wayne Taipale

Clerk – Bobbylyn Jardino

Schedule A to By-law No. 02-2026



Lands to be rezoned from the Residential Type One (R1) Zone to the Heavy Industrial (M2) Zone