The Corporation of the Township of Ignace Special Meeting of Council Thursday, March 10, 2022 @ 6:00 p.m. ELECTRONIC MEETING

Public Notice is hereby given that Council will be meeting Electronically as permitted by Bill 1803, Municipal Emergency Act, 2020. Citizens are encouraged to attend the virtual meeting via the following link:

https://us06web.zoom.us/j/88662601615?pwd=ZIAvZU9TTzJmQWRUMIBIQ2hIRGtkUT09

Meeting ID: 886 6260 1615 Passcode: 511145

1.	Cal	l to	Orde	r
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Mayor Lucas o	alled the Special	Meeting of	Council to	order this	10 th (day of l	March.	2022,	a
p	o.m.								

2. Approval of Agenda Page 1-3

Seconded by:
ship of Ignace does hereby approve the Agenda for March 2022, as
rried

3. Declarations of Pecuniary Interest

The Chair calls for any declaration of pecuniary interest, and the general nature thereof under the Municipal Conflict of Interest Act with respect to the agenda for this meeting.

4. Items for Discussion

- 1. Treasurer Report Special Meeting Date for Budget Draft 1 Page 4
- 2. Leisel Edwards, Project Manager Report Contract with Urban Systems Ltd. Page 5-67
- 3. Covid 19 Policy By Law #94.2021 Page 68 -82

Mayor Lucas at _____ p.m.

5.	Questions from Public
6.	By-Laws
	By-Law 27.2022 - Urban Systems Ltd.
7.	Notice of Motions
В.	Adjournment to Closed Meeting Session
	Motion: #2022.03.10.049 Moved by: Seconded by:
	THAT , Council convenes into the Closed Session of this Special Meeting of Council this 10 th day of March 2022, chaired by Mayor Penny Lucas, atpm., to discuss the following items:
	Closed Session Matters
	Pursuant to Section 239 (2) (i) of the Municipal Act: (i) a trade secret or scientific, technical, commercial, financial, or labour relations information,
	supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be
	expected to prejudice significantly with the contractual or other negotiations of a person, group of persons, or organization.
	 Collaboration Agreement - NWMO
	Carried
L	
9.	Reconvene to Special Meeting of Council
	Motion: #2022.03.10.050 Moved by: Seconded by:
	THAT, Council reconvenes to the Special Meeting of Council this 10 th day of March 2022, chaired b

Carried

10	Rusiness	Arising from	Closed Session	of the Sne	cial Meeting	of Council
IU.	Dusiness	Arisinu Iroin	Closed Session	OI LITE SDE	ciai weetiiiu	oi Councii

11. Confirmatory By-Law

Motion: #2022.03.10.052 Moved by:	Seconded by:
	ing A By-Law to Confirm the Proceedings of The Council of The
	gnace Special Meeting dated March 7th, 2022, be read a First,
,	Carried

12. Adjournment

Motion: # 2022.03.10.053 Moved by:	Seconded by:
THAT, the Special Meeting of Council thi	s 7 th day of March 2022, be adjourned at
	Carried

The Corporation of the Township of Ignace Staff Report

To: Council

From: Christy McIntomney, Treasurer

Meeting Date: March 10, 2022

Subject: Special Meeting of Council Re: 2022 Budget Draft #1

RECOMMENDATIONS:

THAT Council approves a Special Meeting of Council to be held on March____, 2022 at 6:00 pm for the presentation of the 2022 Draft #1 Budget along with allowing the public to have input into the 2022 Budget requests.

DISCUSSION:

The Treasurer has been working along with the Leadership Team to complete the Draft #1 Budget. In October 2021 each Manager was given the template to complete their operating budget requests. On February 13, 2022 the completed templates from the Managers were received which have now been compiled into the Draft #1 Operating Budget.

Along with the Operating Budget a review has been done on the Capital Budget with uncompleted projects from 2020 and 2021 moved to the 2022 Draft #1 Capital Budgets. There has also been a few new capital requested added to the 2022 Draft #1 Capital Budget.

RELATIONSHIP TO STRATEGIC PLAN:

Community Development – The presentation of the Draft #1 2022 Budget ensures accountability, transparency, and community engagement.

FINANCIAL IMPLICATIONS:

Key among Council's responsibilities is to act as the financial steward for the Corporation; this includes ensuring its policies and procedures respecting the financial management of the organization are followed.

Christy McIntomney, Dipl. M.M.

Treasurer



The Corporation of Township of Ignace
34 Highway 17 West, P.O. Box 248 Ignace, ONTARIO POT 1TO

Phone: 807-934-2202 Fax: 807-934-2864

Ignace.ca

Prepared By:

Leisel Edwards, Project Manager

Report To:

Mayor and Council

Subject:

Ignace and Area Tourism Study-Advancement

Date:

22 February, 2022

PURPOSE

To obtain Council's approval to enter into a contract with Urban Systems Ltd. For the completion of the Ignace and Area Tourism Study.

RECOMMENDATION

BE IT RESOLVED THAT Council of the Corporation of the Township of Ignace does hereby:

- 1. Approve the proposal from Urban Systems Ltd for the Ignace and Area Tourism Study.
- 2. Directs administration to award the contract for the completion of the Ignace and Are Tourism Study to Urban Systems Ltd. at a price of \$80,681.00 plus HST.

BACKGROUND/ ANALYSIS

In late 2020, the Township of Ignace conducted a series of engagement sessions known as Project Visioning. Through dialogue a community project vision was developed. Community members revealed that project safety for both people and the environment is of paramount importance, as well as the desire to have a better understanding of the project and its potential impacts (i.e., risks and benefits) in order to support informed decision making. Residents also expressed wanting to ensure that Ignace's well-being is fostered and advanced through key priority areas, namely People, Economics and Finance, Infrastructure, Community and Culture and Natural Environment.

As a result of the community's project vision, the Township of Ignace and the NWMO are now collaborating to undertake five Ignace and area community studies. These community studies will inform options and strategies for the Township and surrounding

area to optimize potential benefits and minimize impacts brought about should the APM project be sited in the area. These studies are: 1) the Infrastructure Study; 2) the Tourism Study; 3) the Community & Culture Study; 4) the Economics & Finance Study and 5) the People & Health Study.

The overall objective of the Tourism Study is to summarize the current state of tourism and to suggest early strategies to leverage the APM project to enhance tourism, thus making Ignace and area a "premier destination" for visitors. The scope of work will examine local and regional implications and possible strategies to leverage the APM project as a catalyst for tourism development. Focus will also be on the Centre of Expertise and the anticipated draw of that facility as an educational and industrial tourism destination.

FINANCIAL CONSIDERATIONS

The total cost of the Tourism Study will be fully covered as it falls under the multi-year funding agreement between the Township and NWMO. As such, there will be no financial implications from the advancement of this study.

STRATEGIC DIRECTION/ALIGNMENT

- The Tourism Study will provide information, and options for leveraging benefits or mitigating impacts of the APM project.
- The study will inform future partnership discussions between the NWMO and the Township of Ignace as well as neighbors in the surrounding area. More specifically, these will inform discussions on possible commitments for a hosting agreement.
- Further, information on potential benefits and impacts, will better position community members to make an informed decision about support for the project.

ACKNOWLEDGEMENT FORM

COMPANY ADDRESS AND CONTACT INFORMATION

Complete the following information and submit this section in the Proposal submission package.
NAME OF PROPONENT: Urban Systems Ltd.
MAILING ADDRESS: 300-123 Bannatyne Ave. Winnipeg, MB R3B 0R3
WEBSITE ADDRESS:
WEDSH'E ADDRESS.
TEL: 204-688-8207
FAX: 604-235-1707
H.S.T. NUMBER: BC0668801
CONTACT NAME: Dan Penner
POSITION: Community Planner & Advisor / Project Lead
TELEPHONE: 204-259-3695
EMAIL ADDRESS: dpenner@urbansystems.ca
NAME OF OFFICER(S) OR PERSON(S) with authority to execute a contract for this project:
Daniel Penner

ACKNOWLEDGEMENT OF DOCUMENTS R CONDITIONS:	ECEIVED BY PROPONENTS AND	AGREEMENT TO TERMS AND
Daniel Penner		the undersigned
HEREBY DECLARE AND ACKNOWLEDGE:		
THAT I have examined the documentation accompanying documents;	n and information contained in th	nis proposal and appendices and
THAT I declare that no person, firm, corporate this Proposal or any contract which man	-	er than disclosed herein has any interest
THAT this Proposal is made by the unders statements in this Proposal are true and a		with any other entity; THAT all
THAT full disclosure has been made of any	y conflict of interest or potential	conflict of interest;
THAT Addenda No to inclusive (if an any contract which may result;	ny) have been reviewed by me ar	nd form part and parcel of the RFP and
THAT I do hereby offer to enter into a con labour, materials and all necessary items to Township for the sum of:		
In words - Eighty Thousand I		
In numbers - \$ \$80,999.53		
THAT my / our proposal is irrevocable after calendar days from that date.	er close of Proposal submissions	for a period of not less than ninety (90)
Executed by me/us this 17 day of $^{\mathrm{Ja}}$, 2022		
Authorized signing officer(s) \ person(s):		
Daniel Penner	TE-	
Print Name	Signature	
Print Name	Signature	

IGNACE AND AREA TOURISM STUDY

Technical Proposal



PREPARED FOR THE CORPORATION OF TOWNSHIP OF IGNACE

January 17, 2022 | File: 4809.0003.00

URBANSYSTEMS

Prepared for:

THE CORPORATION OF TOWNSHIP OF IGNACE 34 Highway 17 West, P.O. Box 248 Ignace, Ontario POT 1TO Contact: Leisel Edwards

Prepared by:

Urban Systems
300-123 Bannatyne Ave.
Winnipeg, MB R3B 0R3
Contact: Dan Penner

Email: dpenner@urbansystems.ca

Submitted:

January 17, 2022

Urban Systems Reference: 4809.0003.00

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January 17, 2022 File: 4809.0003.00

The Corporation of the Township of Ignace 34 Highway 17 West P.O Box 248 Ignace, Ontario POT 1TO

Attention: Leisel Edwards

RE: Request for Proposal – Ignace and Area Tourism Study

Urban Systems is extremely pleased to submit this response to the Township of Ignace's Request for Proposal for professional services for a Tourism Study for the Township and surrounding area. We have assembled a strong and qualified team of economic development, consultation and tourism experts who are very capable to compile an insightful study and provide strategic recommendations that will meet and exceed the Township's expectations. Urban Systems is experienced in planning, economic and community considerations that are critical for this project and we have a long-term commitment to working with communities and agencies throughout Northwestern Ontario to help them meet their future aspirations and community needs.

We are an integrated team that works closely with each other, and with our clients, and we pride ourselves on being accessible — ensuring that the lines of communication are open. We like to work with communities that are invested in their future, and we are passionate about helping create vibrant and sustainable communities. We have successfully completed strategies of this nature for communities and organizations throughout Western Canada and Ontario. We are excited about the opportunity to work with you, the NWMO, the local and regional tourism and business community as well as the Ignace and Area Community Studies Working Group. We hope to bring an innovative, fresh, fun and energetic perspective and working relationship to the project that reflects the exciting economic and tourism related opportunities facing the Township of Ignace and surrounding areas.

We trust that our team has an unmatched combination of interdisciplinary knowledge of relevant strategic planning, economic development and tourism development subject matter and have worked diligently to gain the greatest possible understanding of the local context. We have carefully read and examined the Request for Proposal and trust that our submission meets your expectations. We are excited about the opportunity to work with the Township on this important community-shaping project and continue our working presence in Northwestern Ontario.

We look forward very much to hearing from you. If you have any questions or would like to discuss the proposal further, please do not hesitate to call.

Sincerely, Dan Panner, MCP

Community Planner & Project Manager, Partner dpenner@urbansystems.ca (204) 688-8207



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Appendix A - Project Team Resumes

Appendix B - Detailed Project Breakdown



1.0 INTRODUCTION

1.1 Our Understanding of Ignace

The Township of Ignace is a rural community Ignace located at the junction of Highway 599 and Highway 17, scenic northwestern Ontario, a region characterized by its abundance of natural beauty, bountiful resources, and resiliency. Broadly speaking, Ignace's 1,200 community members enjoy a high quality of life supported by a strong administration that work diligently to ensure high levels of service are maintained.

Economic growth in Ignace was historically focused on resource development, particularly around forestry and mining. Following the closure of regional mines in the 1980s and consistent declines in forestry operations, the Township experienced several years of declining population and employment. Over the last two census periods (2011 and 2016), Ignace's population has stabilized, neither growing nor decreasing in size.

Ignace is well-positioned to experience a wave of unprecedented growth in the community's history. Ignace has been able to leverage its strategic position along the TransCanada Highway and CP railway as key drivers of its economy. There are also several large-scale resource and industrial projects planned for the region where Ignace would receive a significant share of the investment and economic benefits. These include mining explorations to the north of the Township by Sturgeon Lake and to the west by Bending Lake and Ralaigh Falls, as well as the potential siting of the Nuclear Waste Management Organization's (NWMO) Centre of Expertise within the Township. These projects which will contribute significantly to the existing traffic volumes along Highway 17. Ignace will capture a share of this traffic and become a growing service centre and home for workers from each of the developments.

Ignace has also invested and been able to participate in a stable tourism industry, consisting of many fishing resorts, lodges, and campgrounds in the immediate area. The Township owns several indoor and outdoor recreational facilities, including the Ignace Recreation Complex, a soccer field, tennis court, skate park, two baseball diamonds, two parks (four total parks in the Township), a golf course, and two beaches (West Beach and Agimak Beach). Some recreational infrastructure is present at these facilities (e.g., floating dock and enclosed swimming area at West Beach, change rooms, pavilion, and swing sets at Agimak Beach, etc.). The recently completed Township of Ignace: Community Capacity Study identified ways to further enhance these assets over the next 20 years for existing and future residents, as well as visitors of all ages to the area.

Partnerships with NWMO, neighbouring First Nations, and municipalities in the Kenora District could also provide opportunities to strengthen the tourism sector in Ignace and broader region. The upcoming community studies (i.e., Tourism Study, Infrastructure Study, Community & Culture Study, Economics & Finance Study, People & Health Study) and prior studies completed will help to ensure growth in Ignace happens in an evidence-based and economically, environmentally, and socially sustainable way.

Our Understanding of the Project

The Township of Ignace and its surrounding communities are collectively one of two final candidates being studied for a deep geology repository (DGR) for Canada's used nuclear fuel. This extensive and sophisticated site selection process currently underway is being undertaken by the Nuclear Waste Management Organization (NWMO), a not-for-profit organization responsible for designing and implementing Canada's plan for safe, long-term management of used nuclear fuel. The Township of Ignace is collaborating with the NWMO to undertake five community studies, one of which is the Ignace and Area Tourism Study.

IMPORTANCE OF TOURISM IN IGNACE

Tourism has long been a cornerstone priority of economic development for Ignace. The Township's 2015-2019 Strategic Plan identified tourism as an opportunity for economic growth and diversification but acknowledged that more needs to be done to increase Ignace's tourism profile through improved promotion and partnerships with operators and stakeholders.

Tourism Development is also a prominent part of Ignace's Community Strategy for 2019-2024 as one of the 4 Pillars. The strategic plan seeks to raise tourism's profile by identifying existing assets and amenities visitors and operators are interested in, acknowledging where the gaps exist in tourism services and identifying the opportunities for new tourism enhancements for targeted investments.

As part of Ignace's Official Plan update in 2020, its community vision highlights the Township's desire to grow its tourism through economic diversification and growth by maximizing the opportunities associated with tourism and recreation. The Official Plan and Zoning By-Laws go as far as explicitly designating and zoning areas for tourism development which is unique in land use planning policy.

The importance of tourism articulated in previous plans and reports has been further reiterated by the Ignace community through the NWMO Ignace Project Visioning Community Conversations. Tourism is without a doubt a key priority area of economic development and people have indicated the Adaptive Phased Management Project (APM) is both a risk and benefit to tourism in Ignace in the future. Specifically, community members want to see growth in tourism including the development of the Centre of Expertise, all the while ensuring the health and wellbeing of the natural environment.

The prospect of the APM being located in the Ignace area means a significant amount of new economic activity taking place in and around the Township. The NWMO estimates a major increase in employment opportunities directly and indirectly associated with the APM project. Jobs that are induced from the project are anticipated to be substantial as well. All this said, the opportunity this boost in economic and employment activity presents to the tourism industry is likely to be major.

TOURISM STUDY BACKGROUND

The Tourism Study is one of five studies being undertaken to inform options and strategies to optimize potential benefits while minimizing negative impacts the APM project, if Ignace is chosen as the site for the DGR. The outcomes of the Tourism Study will provide valuable information, strategies and recommendations to be considered during discussion between NWMO, Ignace and surrounding neighbours related to partnerships and possible commitments covered in a future APM agreement.

We understand the important role this study will play in helping to build the confidence and support among community members for the APM project. To achieve that goal, this study must build a deeper understanding of Ignace and Area communities. Although the scope of work for the Tourism Study does not include community engagement, communication and consultation with the Ignace and Area Studies Working Group will provide invaluable context and insights. Their input will provide some direction on identifying programs and commitments that would enhance the wellbeing and strengthen the sustainable economic development of tourism in Ignace and Area.

We understand the Tourism Study must be context sensitive and focused on providing a complete and reliable set of information that is tailored to Ignace and Area. With this approach at the foundation of the study, the outcomes of this project will be realistic and actionable to guide decision-making. The Tourism Study will build on previous work done to date to leverage existing information and to capitalize on previous findings. In addition, to support this effort, we understand relevant information will be shared once the project is awarded and begins in earnest. To ensure consistency and efficiency of the Tourism Study, we understand and support sharing information between teams and working groups as is needed during the project, especially with Ignace, NWMO and other consultants. While this is generally speaking a good practice to follow, it is all the more important given the brief window of time in which the Tourism Study will be completed.

1.3 Our Interest in the Project

Urban Systems is made up of people passionate about serving the unique and diverse communities of Northwestern Ontario. We are excited at the prospect of continuing to work with the Township of Ignace on this project and growing our role as a trusted advisor. Our team members are currently working with Ignace on the Township's Community Capacity Study has given us a unique insight into Ignace's context, which we can effectively leverage throughout the Tourism Study. Our team members have experience on tourism related assignments in northwest Ontario, including developing 5-Year Tourism and Economic Development Strategies for the City of Kenora and Township of Sioux Narrows-Nestor Falls. This has provided our team with a solid understanding of regional tourism trends, opportunities, visitor travel and spending habits and growing challenges to the industry in northwest Ontario.

We recognize the importance of sound economic planning and the role it can have in effective delivery of municipal economic initiatives. We recognize the impact of COVID-19 on the regional and local economy, especially the tourism which has been especially hit hard, and we are keen to establish innovative programs to promote and grow tourism in Ignace and Area. A diverse economic base is a stable one, and the same principle applies to tourism specifically. We look forward to working with Ignace and the NWMO in creating a more sustainable and resilient local economy!



2.0 OUR PROPOSED APPROACH

Our team brings extensive experience in tourism and economic development, land use planning, and policy development having worked on a diverse range of projects with municipalities and First Nations throughout Northwestern Ontario. Our experience stretches far beyond the region as we have experience throughout Ontario as well as Western Canada. We bring a lot experience in building on and analyzing market data and developing actionable strategies for local governments.

2.1 Project Management Activities

Activity	Description	
Continual Documentation & Transparency	Our objective with this project is to be as transparent as possible with our analysis and reporting. To support this, we will deliver at the minimum monthly update emails to the Ignace and NWMO detailing activities undertaken by our team. These emails will serve as a written record of our efforts and will be referenced in project meetings, as appropriate, and will facilitate monthly project administrative reviews indicated in the RFP.	
Coordination of Disciplines	With the project proponents having several years experience working with each other, the coordination of this capable team is considered as a key benefit of this project team.	
Communications and Reporting	We take a client-centric approach to project delivery, which involves brief frequent communication to ensure an alignment of goals and expectations. This involves providing a transparent record of project execution, and deliverables that make sense to a wide array of stakeholders.	
Schedule Control	Clear and open lines of communication between all team members internally, as well as with Ignace and NWMO, will synthesize timely task completion and allow the team to, at any point in the project, quickly attend to any unexpected issues through reallocation of time or resource to provide the best results for the client.	
Project Update Meetings	We acknowledge and have accounted for in this proposal the three (3) working group meetings, as well as the bi-weekly (once every two weeks) catch up calls with Ignace and NWMO. The meetings will focus on project status updates, information requests, clarifications, document review, timeline/budget reviews, project groundwork, and engagement and facilitation assistance. Further to these are the three (3) consultant consortiums that we will participate in.	
Cost Control	Urban Systems utilizes Deltek project management software Vantage Point to monitor project budgets. The Deltek package produces weekly time allocation and expense reports that allow our project leaders to track project costs and ensure they align with itemized budgets. We are committed to using the project budget and milestone delivery tracking table provided in the RFP.	

Urban Systems is also Organizational Quality Management (OQM) certified by the Engineers and Geoscientists of British Columbia (EGBC). We adhere to well-established quality assurance/quality control protocols, including senior review at all stages and compilation and archiving of data, assumptions, and calculations.



2.2 Risk Management

HAZARD	CONSEQUENCE	LIKELIHOOD	RISK	MANAGEMENT STRATEGY
Potential cost overruns.	High: Negative impact to budget and desired outcomes.	Low: A clear scope of work has been provided and our team is familiar with studies of this nature.	Low	Develop a clear work plan. Clearly state assumptions and limitations on effort and deliverables. Clearly outline roles, responsibilities, and expectations at the beginning of the project. Maintain regular communications with Ignace and NWMO including regular progress updates. Stay focused on desired outcomes, answering the right questions, and on delivering value for money.
Limited availability of stakeholders or referral consultants or partners to meaningfully participate.	High: Stakeholder input into the project process does not effectively represent their needs or views.	Medium: Stakeholders may be busy with competing priorities, especially as some may be working from home or out of the local area.	Medium	Schedule stakeholder interactions early and communicate the value and importance of this project. Make interactions an effective use of participant time. Avoid scheduling around statutory holidays and when staff/stakeholders typically take vacation.
Impacts from the COVID-19 pandemic affecting meetings.	Medium: Limited in-person opportunities for the public open house and focus groups.	Low: the project team has strong engagement experience delivering high-visibility public consultations that meet current provincial health guidelines.	Low	Proactively work with Ignace and NWMO staff to create an outline of all meetings and review key priorities. Develop a clear strategy that provides opportunities for consultation that align with provincial health guidelines, and that include contingencies for shifting requirements and guidelines. Identify unforeseen circumstances, impacts to project timelines, and solutions early through proactively communication with the Ignace and NWMO.

2.3 Data Management

Our internal practices to data and information management will provide this project with a solid foundation to collecting, analyzing and sharing data, while ensuring all deliverables and reports are managed in a traceable and secure fashion.

Our project folder structure establishes separate folders for each component of the project, including one folders dedicated to each project deliverable. All data collected are stored in their own folder within folder dedicated to data. All project files are named using the naming convention date-name-initials-version: e.g. 2022-01-17_Ignace_Area_Tourism_Study_Proposal_v1_MW

We anticipate receiving data from multiple sources, including the Township, NWMO, industry, government, and stakeholders. Data will be stored based on category of source.

We have experience sharing data using several approaches. If the dataset is less than 20MB, it can be shared by email. With anything larger, we would suggest using one of the following: Microsoft OneDrive or Share Point, Dropbox, Google Drive, or setting up a unique FTP.

2.4 Data Analysis

Our approach to data analysis is rooted in our deep understanding of the value, as well as the limitations, of population, housing, economic and market data. We bring a strong understanding of what is available and how to effectively use this data to inform decision-making and communicate project outcomes. We will collaborate with the Township and NWMO to develop a clear approach to identifying economic opportunities and indicators for the Tourism Study.

Our methodology is based upon the following principles:

- Ensure analysis is focused on answering the right questions.
- Build on existing economic and market data.
- Integrate insight from local and regional stakeholder engagements.
- Acquire key pieces of additional data as available / required.

2.5 Quality Assurance

The outcome of our work is driven by the goal of providing complete and reliable information for decision making. We ensure the information we provide has been properly reviewed and is supported with relevant data. We understand the importance of senior review of project work. We propose the following process for reviewing reports throughout the project timeline.

DOCUMENT TITLE	
Prepared by:	Date
Reviewed by:	Date
Quality Assurance Review by:	Date
Approved by:	Date

2.6 Gender-Based Analysis (GBA+)

While the Ignace and Area Tourism Study does not include any community engagement as part of the scope of work, we are skilled engagement specialists and regularly use a variety of tools and approaches to ensure we engage a wide range of stakeholders consistent with GBA+ requirements. We are experienced at designing and facilitating innovative and effective engagement processes using globally accepted best practices. We have staff who are trained under and have applied experience using the International Association of Public Participation (IAP2).

2.7 Commitment to Reconciliation

Urban Systems is honoured to work with and learn from Indigenous communities across the country. We are committed to addressing reconciliation in all ways that we work. We are humbled to serve and support Indigenous communities as they work to meet their environmental, economic, sociological, and cultural objectives.

In support of our commitment and the Call to Action #92 of the Truth and Reconciliation Commission, we signed the City of Winnipeg's Indigenous Accord in 2021. Further to this, our goals for 2021-2022 are:

- To ensure respectful relationships, meaningful involvement, and collaboration with government partners, Indigenous communities, and others across the corporate sector in every aspect of our work
- To review our corporate policies and operational activities in order to ensure equitable access to employment, as well as provide educational and healing opportunities that meet the needs of all staff.

2.8 Travel & Covid-19 Considerations

The Covid-19 pandemic has presented significant challenges in all facets of life, not the least with in-person meetings. While it is not certain in-person meetings will be possible, we are proposing that the Project Kickoff Meeting and the Project Review Session take place in-person. We will travel to Ignace to meeting with Ignace and NWMO staff to start and end the project. If the public health situation changes, we are prepared to shift the in-person meetings to a virtual setting. We will conduct the rest of the project virtually, including conversations with stakeholders.

3.0 WORK PLAN

The following section is our proposed workplan for the scope of work outlined in the RFP presented in a table format. It includes descriptions of deliverables, methods and tasks, schedule, key assumptions, data requirements and team allocation, as per the RFP.

PHASE 1: PROJECT LAI	JNCH AND BACKGROUND REVIEW
Task 1.1 – Kick-off Me	
Task completed by: Feb	oruary I, 2022
Method	 The Urban Systems project team will hold a project start-up meeting with staff at the Township of Ignace and the NWMO. This meeting will serve as an introduction to the project. At this meeting we will discuss the following: Work program, deliverables and schedule Relevant documents, data and other information for review (e.g. documents identified in RFP) Identify the project team and reporting structure Internal and external stakeholders to involve in the engagement sessions Project update calls (15- to 30-minutes) between Urban's and Sidney's project leads. We recommend update meetings at monthly intervals. This meeting will also present an opportunity to talk with participants about: Township and NWMO staff knowledge of the township's economic landscape, needs and interests
	Council receptivity to the planning efforts
	Core economic trends in the region
Deliverables	Meeting Agenda and Meeting Minutes
Key Assumptions	Upon initiation of the work, work plans will be confirmed with the Township and/or NWMO within two weeks or sooner; Upon agreement of workplans, proceed with the study.
Data Requirements	None
Team Allocation	Dan Penner & JP Raulot-Lapointe
Tack 12 Daviow Ba	ckground Documents and Information
Task completed by: Fel	
Method	We will gather and conduct a review of all the relevant background plans, reports, studies and other materials identified at the project start up meeting to gain a stronger understanding previous work done to date and current economic conditions in Sidney and surrounding area. More specifically, we will: Review relevant planning documents (as noted in the RFP and in the kickoff meeting) Research the Township of Ignace's historical economic context and most recent discontinuities due to COVID-19

- · Complete Tourism Market Research and Data Collection
 - Example sources: Census data, workforce data, vacancy data, Strava (recreation), AirDNA (short term rental accommodation), traffic volume (Ontario Ministry of Transportation) etc.
- Complete an environmental scan of Ignace's business sectors to assess market trends, strengths, and community assets

The outcome of the task will be the identification of emerging issues, trends, signals for change. We will then analyze and evaluate findings to gain insight into the economic patterns and trends within Ignace's and the Kenora District's economic systems. Results will also provide insight of how Ignace could position within the northwestern Ontario, which will be further discussed with the project team and within Phase 2.

Documents and sources noted in the RFP include:

- Ignace Project Vision Community Conversations, 2020
- · Township of Ignace Community Strategy: Exploring our Possibilities, 2019-2024.
- Township of Ignace: Final Draft Official Plan.
- Township of Ignace Background Report: Official Plan and Zoning By-Law Review, 2018-2019.
- Includes the projected population change (increase or decrease) in absence of the project and population changes that are forecast for existing regional settlement areas
- Township of Ignace: Community Improvement Plan (CIP)
- Mary Berglund Community Health Centre Hub Strategic Plan, 2020-
- Draft Community Profile: Township of Ignace, 2013
- Township of Ignace: Community Profile 2018
- Township of Ignace: Marketing Plan, 2018
- Township of Ignace: Community Capacity Study, 2021
- NWMO: Project Economics: Employment Ignace and Area, 2015
- NWMO: Project Configuration Studies, 2021
- Projected local & regional population change (increase or decrease) in absence of the project and population changes that are forecast for existing settlement areas in proximity to the project
- Mobilization plan to locate NWMO permanent positions at work locations within the Township.
- Labour baseline study data to know the origins of workforces and particular housing demand requirements
- Assembly of NWMO workforce projections across the different phases of the project including labour need forecast for the construction stage of the project and labour need forecast for the operation stage of the project
- Other documents, studies and plans as identified through the study

Deliverables

Summary memo on Preliminary Tourism Economic Issues, Trends, and Indicators; and Background Document Summary

Documents listed in RFP Projected local & regional population (Census) Labour baseline study data (NWMO Study) Assembly of NWMO workforce projections (NWMO Study) Hotel Vacancy Data (interviews) Short Term Rental Data (Air DNA) High Level Recreation volume data (Strava, trail forks) Traffic Volumes (Ministry of Transportation) Team Allocation Mike Wakely, Angie Mojica, JP Raulot-Lapointe and Andrew Cuthbert	
Team Allocation Mike Wakely, Angie Mojica, JP Raulot-Lapointe and Andrew Cuthbert	
Task 1.3 – Outreach and Engagement Strategy Task completed by: February 21, 2022	
Based on the analysis and discussion of previous tasks, Urban Syst produce a draft Outreach and Engagement Strategy for connecting w business and tourism associations and tourism operators. The Outre Engagement Strategy will include:	ith local
 Responsibilities for Urban Systems, Ignace Staff and NWMO sta 	ff
For example, Urban will be responsible for producing engan materials and facilitation. Ignace and NWMO will be responsible to identifying key stakeholders and contacts where local known benefits and making connections and introductions where the Urban will be responsible for scheduling interviews we stakeholders.	nsible for owledge relevant.
 Outline engagement methodologies and scheduling 	
o For example, a survey, Strategic Planning Sessions, and Sta Workshops	keholder
Final list of stakeholders	
Once the draft Outreach and Engagement Strategy is created it will be circulated to Ignace's project lead to gather consolidated feedback from project team. Consolidated feedback will be integrated to produce the Outreach and Engagement Strategy. Urban's project lead and up to or colleague will be available to discuss the feedback regarding the Outre Engagement Strategy.	m their final ne
Deliverables Outreach and Engagement Strategy	
Key Assumptions Ignace and NWMO will provide input and support in identifying key stakeholders	
Data Requirements Stakeholder List	
Team Allocation All team members	
Task 1.4 – Ongoing Project Management and Communication	
Task completed by: Ongoing	
Method To ensure that the project is meeting key timelines and deliverables and share findings and questions along the way, the project team will engage.	

	regular meetings with the Township of Ignace and NWMO staff. As requested in the RFP we will attend the proposed bi-weekly meetings (8) and monthly project reviews (4). We will also participate in the working group and the consultant consortium meetings (3 each).
	In addition, we will participate in three (3) consultant consortiums as well as three (3) work group meetings during the project timeline.
Deliverables	Meeting attendance, Agendas and Meeting Minutes (where relevant)
Key Assumptions	The working group meetings will be with the Ignace and Area Community Studies Working Group.
Data Requirements	Urban Systems analysis and data from previous tasks only.
Team Allocation	Dan Penner and Mike Wakely

PHASE 2: ANALYSIS AND SYNTHESIS

In phase 2 Urban Systems will create a detailed summary of the local tourism industry in and around

This summary will include the following tasks.

Task 2.1 – Summariz	e Strengths Opportunities, Weaknesses and Threats
Task completed by: Fe	bruary 28, 2022
Method	In this task we will build on the document review to identify strengths, opportunities weaknesses, opportunities and threats (SWOT) to the local and regional tourism industry. As part of this analysis we will highlight specific strengths, weaknesses, opportunities and threats that specifically relate to the new APM Project and DGM facility.
Deliverables	SWOT analysis table to be included in Tourism Summary Report
Key Assumptions	None
Data Requirements	Urban Systems analysis and data from previous tasks only.
Team Allocation	JP Raulot-Lapointe, Andrew Cuthbert and Angie Mojica
Task 2.2 – Inventory	Existing Community Tourism Assets
Task completed by: Ma	rch 4, 2022
Method	Urban Systems will conduct a detailed inventory of existing community and tourism assets. This exercise will focus on physical assets and places. This inventory will include the following:
	 Map study area boundaries, jurisdictions, attractions and tourism infrastructure Summarize existing opportunities and attractions for visitors (trails, pathways, parks, beaches, etc.) Inventory of current tourism supportive facilities (restaurants, accommodations, gas stations, entertainment, etc.)

Deliverables	Tourism inventory tables, descriptions and maps to be included in Tourism Summary Report
Key Assumptions	Working Group and Stakeholders will provide direction on key assets.
Data Requirements	GIS data – municipal boundaries, trails, roads, existing tourism attraction locations
	Tourism supportive facilities – google searches, local business directories, Online Tour Agencies (Expedia, Travelocity etc.)
Team Allocation	Mike Wakely, JP Raulot-Lapointe, Andrew Cuthbert and Angie Mojica
Task 2.3 – Inventory	Existing Attractions and Draws
Task completed by: Ma	rch 4, 2022
Method	Urban Systems will conduct a detailed inventory of existing attractions and draws to the community. This exercise will focus on events, festivals, markets and seasonal draws. This inventory will include the following:
	 Identify planned expansions to existing tourism resources Identify Annual schedule of events that are hosted in Ignace (markets, tournaments, other events)
	 Seasonal draws (hunting / ATV seasons, skiing, hunting, beaches and watersports etc.)
Deliverables	Comprehensive inventory of existing attractions and draws
Key Assumptions	Working Group and Stakeholders will provide direction on key attractions and draws.
Data Requirements	Attractions and expansion plans – stakeholder interviews
	Event schedule and details – community calendars, recreation group websites, community Facebook pages, etc.
Team Allocation	Mike Wakely, JP Raulot-Lapointe, Andrew Cuthbert and Angie Mojica
Task 2.4 – Identify P project	otential Impacts to Existing Tourism Resources from the Planned APM
Task completed by: Ma	rch 7, 2022
Method	The planned APM project is a significant project that has the potential to disrupt certain aspects of the local tourism ecosystem. In this task we will conduct an analysis to identify potential impacts, including:
	 Spatial analysis to identify proximity and potential viewshed impacts for existing tourism resources Commentary on potential traffic impacts Impacts to the availability of tourism supportive facilities (restaurants, accommodations, gas stations, etc.) by visitors/staff at the APM facility Closure of certain areas for the APM facility General health and safety concerns (for people and the environment)

Deliverables	Listing of potential impacts to existing tourism resources including maps, descriptions, and tables to be included in Tourism Summary Report
Key Assumptions	Existing information and analysis will be provided by the Township and NWMO.
Data Requirements	Location/Extent of planned APM project infrastructure
Team Allocation	JP Raulot-Lapointe, Andrew Cuthbert
Task 2.5 – Develop a Task completed by: Ma	nd Release Tourism Stakeholder Survey
Method	We will work with the Township and NWMO to develop a new Tourism Stakeholder survey that includes a series of qualitative and quantitative questions regarding tourism business growth, barriers, and opportunities as experienced by the local business community. Targets for the survey will include business associations, tourism operators and tourism associations. We will launch the survey online via SurveyMonkey and make hard copies available on request. Results of the survey will be compiled into a brief memo and submitted to Township staff and NWMO representative(s) for review. Potential survey inclusions could be: Space and Facilities – questions related to the existing space and facilities utilized by participant's businesses. Market Share and Financial – questions regarding participant's market share/customer base and recent financial conditions of their respective business. Investment Friendliness and Competitiveness – questions related to understanding Ignace's investment friendliness and competitiveness as a municipality and community. Priorities to Improve Economic Development – questions to identify action areas that the Township should prioritize to improve the business climate and economic development in Ignace. Perceptions of the proposed APM project as it relates to stakeholder operations
Deliverables	Survey; and Survey Results Memo (to be included in Tourism Summary Report)
Key Assumptions	Stakeholders have access to computers and internet connection.
Data Requirements	Urban Systems analysis and data from previous tasks only.
Team Allocation	Mike Wakely, JP Raulot-Lapointe, Andrew Cuthbert and Angie Mojica
Task 2.6 – Stakehold Task completed by: Ma	
Method	Urban Systems will conduct up to seven (7), 1-on-1 interviews with key stakeholders who are identified as potential partners. These interviews will provide key insights into the current function and opportunities in Ignace's local and regional tourism industry. These interviews will target business associations, tourism operators and tourism associations.

Deliverables	Interview Questions; Interview Summary (to be included in Tourism Summary Report)
Key Assumptions	Interviews will take place on the phone or virtually.
Data Requirements	Urban Systems analysis and data from previous tasks only.
Team Allocation	Dan Penner, JP Raulot-Lapointe
Task 2.7 – Tourism S	trategies for Northern Rural Locations
Task completed by: Mar	ch 11, 2022
Method	As a rural community in northern Ontario, Ignace has many shared geographic and climatological characteristics with other northern communities across the country. In this task we will profile three (3) other relevant rural northern communities for potential lessons learned and strategies that could be applied to Ignace. These benchmarking profiles will include: • Available Activities • Tourism and Recreation Strategies for Different Seasons • Commentary On Motorized/Non-Motorized Recreation • The Proportional Impacts of Local and Regional Traffic Flows • Desired Activity Types
Deliverables	Three community benchmark profiles to be included in the final study report.
Key Assumptions	The Township and NWMO will approve the three benchmark communities.
Data Requirements	Urban Systems analysis and data from previous tasks only.
Team Allocation	JP Raulot-Lapointe, Andrew Cuthbert and Angie Mojica
Task 2.8 – Tourism S	trategies for Mitigating Large Industrial Operators
Task completed by: Mar	rch 11, 2022
Method	In this task we will review and profile three (3) other communities for their experience developing tourism industries in the context of other heavy
	industrial project nearby. These may include other communities that have active deep geological repositories (DGRs) for lessons learned. We will also review tourism lessons learned for other communities that operate in close proximity to heavy industry. From these reviews and benchmarks we will summarize tourism activities that work well in a rural industrial context.
Deliverables	industrial project nearby. These may include other communities that have active deep geological repositories (DGRs) for lessons learned. We will also review tourism lessons learned for other communities that operate in close proximity to heavy industry. From these reviews and benchmarks we will
Deliverables Key Assumptions	industrial project nearby. These may include other communities that have active deep geological repositories (DGRs) for lessons learned. We will also review tourism lessons learned for other communities that operate in close proximity to heavy industry. From these reviews and benchmarks we will summarize tourism activities that work well in a rural industrial context.
	industrial project nearby. These may include other communities that have active deep geological repositories (DGRs) for lessons learned. We will also review tourism lessons learned for other communities that operate in close proximity to heavy industry. From these reviews and benchmarks we will summarize tourism activities that work well in a rural industrial context. Three community benchmark profiles to be included in the final study report.

Method	To complete Phase 2, our team will produce a Tourism Summary Report that compiles all tasks outlined above. This report will provide an essential baseline for the remaining tasks in the study and be developed as a stand alone report that can be shared with stakeholders and included in the final study report as an appendix. Development of this report will include one round of revisions from Township and NWMO staff.
Deliverables	Tourism Summary Report and one round of revisions.
Key Assumptions	The Township and NWMO will review the Report concurrently.
Data Requirements	Urban Systems analysis and data from previous tasks only.
Team Allocation	All team members
PHASE 3: STRATEGY AN	O RECOMMENDATIONS
Task 3.1 - Create Sho	rt List of Tourism Development Opportunities
Task completed by: Apri	8, 2022
Method Deliverables	In this task, we will build on our background review and conversations with Township and NWMO staff to build a short-list of tourism development opportunities. This list will include opportunities for investment in projects such as new trail, or recreation infrastructure, accommodations, or other attractions. We will also review opportunities related to Township-owned lands. For each identified opportunity, we will list the following Type of opportunity (recreation infrastructure, accommodations, other attractions etc.) Potential location type (new development sites, existing parks, redevelopment of existing businesses or attractions) Investment requirements (high, medium, low) Short List of Tourism Development Opportunities
witte	
Key Assumptions	None
Data Requirements	None
Team Allocation	Mike Wakely, JP Raulot-Lapointe, Andrew Cuthbert
Task 3.2 - Present Ec Task completed by: Apri	onomic Development Opportunities to Township and NWMO Staff 8, 2022
Method	Once the short-list has been created and delivered to Township and NWMO staff, we will present the list to the project team for review and discussion. After the presentation, we will discuss the opportunities on the list and answer any questions that meeting participants may have about them. Through this meeting, we hope to confirm which opportunities are of the greatest interest to member Nations.
Deliverables	Economic Development Opportunity Short List Presentation and Workshop
Key Assumptions	None

Data Requirements	None
Team Allocation	Dan Penner, Mike Wakely, JP Raulot-Lapointe, Andrew Cuthbert
Task 3.3 – Prepare D	raft Business Cases for selected Opportunities
Method	We will create draft business cases for the highest priority economic development opportunities discussed in the previous phase. Urban Systems will work with the client to determine which opportunities should be studied more closely. This proposal budgets for three business cases to be prepared, but more opportunities could be reviewed at a higher level or fewer opportunities reviewed in a more in depth manner depending on client preferences. Each business case will be comprised of the following analytical stages: MARKET OPPORTUNITY ASSESSMENT
	Urban Systems' project team will assess lands and properties from a market development perspective, highlighting areas having the greatest potential for the identified business opportunities based on trends and market activity of relevance at both the local and regional level.
	COMPETITIVE INVENTORY AND BENCHMARKING
	In collaboration with the client, Urban Systems will first compile a list of existing competitive businesses for the proposed opportunity. We will also include project benchmarks relevant to the opportunity to serve as positive models and lessons learned that will aid the development of the economic opportunities. Benchmark businesses or projects will include details, such as start-up costs, annual revenue potential, employment generation, management and cost structure, net returns, expansion potential, lessons learned, etc.
	IDENTIFY KEY OPERATIONAL CONSIDERATIONS AND COST DRIVERS Based on the market assessment and benchmarking, Urban Systems will identify key costs for the selected business. This may include commentary on specific opportunities or challenges with running the identified business. Example operational considerations and cost drivers would include potential return on investment, staffing and wages, material and construction costs, start- up capital and required permitting, locational strengths and weaknesses, etc.
	FINANCIAL FEASIBILITY ASSESSMENT AND DEVELOPMENT OPTIONS
	Based on the above sub-tasks, Urban Systems will assess key market assumptions and rationalize critical cost and revenue drivers. The project team will then assess the preliminary financial feasibility (expected returns) and other benefits (employment generation, potential for spin-off development) of these highest potential business opportunities. We will then discuss alternatives and implications of various development options for pursuing these economic development opportunities, including potential partnerships with other public or private sector organizations which can bring needed resources and expertise.
	RECOMMENDATIONS FOR STRATEGIC PARTNERSHIPS BETWEEN TTA MEMBER NATIONS.
	Finally, we will identify which types of businesses or stakeholders could take advantage of each opportunity and provide recommendations for strategic

	partnerships to pursue each opportunity. These recommendations will include challenges and opportunities associated with each potential business partnership that stakeholders might want to consider.
Deliverables	Three Draft Business Cases for Selected Opportunities
Key Assumptions	None
Data Requirements	None
Team Allocation	Mike Wakely, JP Raulot-Lapointe, Andrew Cuthbert and Angie Mojica
Task 3.4 - Cost Bene Task completed by: Apr	il 25, 2022
Method	In this task we will develop a cost benefit summary for select opportunities explored in Phase 4. This summary will
	 Estimating potential visitation and revenues for each opportunity Identifying potential opportunities to interface with the AMP project Develop level cost estimates to develop each of the identified opportunities Compare opportunities for their level of investment, capital requirements and revenue potential
Deliverables	Cost Benefit Summary of Select Tourism Opportunities description and tables to be included in the final Ignace and Area Tourism Study Report
Key Assumptions	None
Data Requirements	None
Team Allocation	Mike Wakely, JP Raulot-Lapointe, Andrew Cuthbert
Task 3.5 – Priority Ro Task completed by: Apr	efinements Presentation
Method	Urban Systems will facilitate a priority refinement session that will be 1- to 2 hours hrs in length. This session will allow Township, NWMO staff and Urban Systems to discuss the cost benefit analyses of select tourism opportunities and define a final list of priority next steps. Participants will than be able to rank options in order of priority to help finalize the implementation plan and key performance metrics (KPIs). Urban Systems will incorporate feed back from Township and NWMO staff and
Deti-comble-	representatives into the draft study report.
Deliverables	Presentation materials, Prioritization Exercise (e.g. Live polling with Microsoft Forms, Dotmocracy, etc.), Engagement Summary Memo
Key Assumptions	None
Data Requirements	None
Team Allocation	All team members

PHASE 4: REPORTING DEVELOP DRAFT STRATEGY

The purpose of this final phase is to identify next steps and priorities for tourism going forward and to report out the findings of the final study. This Phase will include the following tasks:

Task 4.1 - Draft Ignace and Area Tourism Study Report

Task completed by: May 16, 2022

Method

Following the engagement sessions, Urban will develop a draft Ignace and Area Tourism Report based on results of tasks completed to date. The draft Report will include:

- Tourism Profile
- SWOT Analysis
- · Vision statement
- Strategic Focus Areas
- Strategic Activities and Implementation Plan
- Partnership(s) model, if appropriate
- Performance Measurements and KPIs (e.g., new businesses, vacancy rates, visitor numbers)

We will submit the draft Strategy to the Township and NWMO for review and will provide consolidated feedback. Urban will then incorporate the feedback into the draft Strategy. Urban's project lead and up to two team members will be available to meet to discuss the draft plan once consolidated feedback has been received.

Deliverables	Draft Ignace and Area Tourism Study Report
Key Assumptions	None
Data Requirements	None
Team Allocation	All team members

Task 4.2 – Final Ignace and Area Tourism Study Report

Task completed by: May 30, 2022

To complete the project, our team will produce a final Ignace and Area Tourism Study Report that compiles all tasks and phases described in this work program. This report will provide an overview of all activities completed to date and include clear takeaways and opportunities for advancing the tourism economy in Ignace and the immediately surrounding area. The final report will be a well written and attractive document that will be suitable for public distribution. Development of this report will include one round of revisions from Township and NWMO staff.
Final Ignace and Area Tourism Study Report and one round of revisions.
None
None
All team members

Task 4.3 - Meeting R	eview Session
Task completed by: Jun	e 1, 2022
Method	Urban Systems will present key findings and recommendations to the Township, NWMO and other recommended stakeholders and facilitate a discussion concerning next steps and the integration of the Tourism Study with other future studies and strategies.
Deliverables	Meeting Materials (e.g. agenda, presentation), Meeting Summary
Key Assumptions	The Township and NWMO will provide direction on attendees and location.
Data Requirements	None
Team Allocation	Dan Penner, Mike Wakely, JP Raulot-Lapointe

4.0 SCHEDULE

The following Gantt Chart ustrates our proposed schedule and sequencing of project phases and tasks. The chart also indicates milestones for deliverables and consultation events.

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has	Phase 1: Project Launch and Background Study		ı	ı		۱	ı	1000	l	I	ı	3	ı	ı	١		2		
17	Kick-off Meeting	d			_			-											-
2	Review Background and Meeting Minutes		ı	n								L							
13	1.3 Outreach and Engagement Strategy				L														
14	1.4 Ongoing Project Management and Communication				1		i	-			10 10 10		L	111	1		-	1	
hase	Phase 2: Analysis and Synthesis						ij												
2.1	2.) Summarize Strengths Opportunities, Weaknesses and Threats			•				-				L							
22	2.2 Inventory Existing Community Tourism Assets				į,							L				Г			8
2.3	Inventory Existing Attractions and Draws											L							
2.4	2.4 Identify Potential Impact to Existing Tourism Resources from the Planned APM Project				•							L							
2.5	Develop and Release Tourism Stakeholder Survey						4												
2.6	2.6 Stakeholder Interviews							4											
27	2.7 Tourism Strategies for Nonhern Rural Locations				L	ij		H								Г			
2.8	2.8 Tourism Strategies for Mitigating Large Industrial Operators																		
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hase	Phase 3: Strategy and Recommendations																		
31	31 Create Short List of Tourism Development Opportunities							_											
32	3.2 Present Economic Development Opportunities to Township and NWMO Staff				L														
3.3	3.3 Prepare Draft Business Cases for selected Opportunities							Н		•									İ
3.4	3.4 Cost Benefit Summary of Select Tourism Opportunities				_												10 CT 20		
3.5	3.5 Priority Refinements Presentation										4					П			
has	Phase 4: Reporting Develop Draft Strategy																100		
4.1	4.) Draft Ignace and Area Tourism Study Report				-			-											
4.2	4.2 Final Ignace and Area Tourism Study Report				_														
43	43 Meeting Review Session				_												4		

5.0 ABOUT URBAN SYSTEMS

Founded in Kamloops, British Columbia in 1975, Urban Systems is an interdisciplinary consulting firm that provides a wide range of professional services to Indigenous, provincial, regional, and municipal governments. Our team of qualified professionals combines the expertise in a wide range of disciplines to deliver truly integrated services to our clients. Some of our areas of expertise include the following:

- Land economics
- Economic development & tourism strategic planning
- Parks and recreation planning
- Land use planning
- Landscape architecture
- Communications and engagement
- Asset management

- Civil engineering
- Climate change planning
- Environmental management
- Business development
- Cultural & heritage planning
- Transportation planning
- GIS analysis and mapping
- Visual rendering & sketching

5.1 Our Advantages for this Project

5.1.1 Local Knowledge and Experience

We live, work and regularly visit northwest Ontario and have successfully delivered a range of projects with several municipalities and First Nations in the region. We view ourselves as a local firm and our proximity allows us to drop in at a moments notice for meetings and other project activities. Some of the many communities, first nations and organizations in northwest Ontario that we have supported on planning, economic development, tourism and other relevant projects include:

- Township of Ignace
- City of Dryden
- City of Kenora
- City of Thunder Bay
- Township of Sioux Narrows-Nestor Falls
- Niisaachewan Anishinaabe Nation

- Rainy River First Nations
- Ojibways of Onigaming First Nation
- Lac La Croix First Nation
- **Grassy Narrows First Nation**
- Kenora District Services Board

Our experience working, living and playing in northwest Ontario will be an asset for the Township of Ignace. We understand the unique context of Ignace and will develop context sensitive deliverables that align with the real conditions and trends experienced in the community and surrounding region.

5.1.2 Proximity and Commitment to Ignace

Our Winnipeg office is within driving distance to Ignace and our project team members spend considerable time working in the region. This proximity will allow flexibility in for the Township in finding meeting times that align with the busy schedules of staff as we are able to travel to Ignace at any given time. We are also committed to supporting the success of the community through this project and future initiatives. As part of this commitment, we can ensure we have the capacity and availability to work with the Township on any future initiative in which we can help achieve a successful outcome.

5.2 Our Experience Promoting Tourism and Economic Development in Rural Areas and First Nations

Urban Systems and our proposed project team have undertaken numerous economic development and tourism projects across the country for a range of municipal, First Nation and provincial clients. Below are examples of and references for recently completed projects by our project team in Northwestern Ontario and elsewhere that illustrate our experience in completing a scope of work desired by the Township of Ignace and the NWMO.

5.2.1 Projects in Northwestern Ontario

COMMUNITY CAPACITY STUDY (IN PROCESS) TOWNSHIP OF IGNACE

Urban Systems is in the final stages of completing a Community Capacity Study for the Township of Ignace in response to anticipated growth in the region and community resulting from anticipated and planned future major industrial projects. The project included a focus on how to best position the Township to capture and support economic activities in the region including an assessment of the community's capacity for growth, developability of economic development lands and capacity of municipal infrastructure for new growth. Working through this project gave our firm and project team a thorough understanding of Ignace and its infrastructure, community amenities and assets, and impact of proposed industrial projects on the community.

FIVE-YEAR TOURISM AND ECONOMIC DEVELOPMENT STRATEGY CITY OF KENORA

Urban Systems completed a 5-Year Tourism and Economic Development Strategy for the City of Kenora in 2021. This Strategy is the City's guiding framework for allocating City resources, including Municipal Accommodations Tax (MAT) revenues, to fund projects and initiatives that promote tourism, grow and retain businesses and diversify the local economy. The Strategy includes goals and supporting tactics (e.g. strategic actions) for three pillar areas, economic development, tourism development and municipal economic foundations. The Strategy was formally endorsed by Council in May 2021.

5-YEAR ECONOMIC DEVELOPMENT STRATEGY OJIBWAYS OF ONIGAMING FIRST NATION

Urban Systems prepared a 5-Year Economic Development Strategy for Ojibways of Onigaming First Nation to provide the community with a shorter-term and action-oriented plan for economic development. The plan includes several recommendations to enhance the investment-friendliness of the community, target specific investment opportunities to generate new revenue streams for the community and employment for community members, and identify development opportunities and appropriate lands for development (e.g. commercial, tourism and industrial development). The project included a regional economic assessment for the "Highway 71" economic zone consisting of an area spanning Kenora, Dryden and Fort Frances to determine economic trends that could be captured by the First Nation. This included resource development, tourism, industrial development and commercial development trends and opportunities.

COMMUNITY ECONOMIC DEVELOPMENT PLAN (IN PROCESS) TOWNSHIP OF SIOUX NARROWS - NESTOR FALLS

Urban Systems is currently working with the Township of Sioux-Narrows - Nestor Falls (SNNF) to address the economic challenges and take advantage of the emerging opportunities in the Township through the development of a Community Economic Development Plan. The plan will serve as the economic road map for the Township to guide strategic investment to promote economic growth, business retention and diversification. The plan will be fundamentally geared to SNNF's context and will develop actionable project directions that leverage existing community strengths and assets.

5.2.2 Relevant Projects Outside of Ontario

WINTER CITY STRATEGY CITY OF FORT ST. JOHN

Urban Systems project team member Dan Penner was retained by the City of Fort St. John (British Columbia) to prepare a Winter City Strategy for the community. The purpose of the Strategy was to identify projects, programs, and services to enhance the winter experience of residents and visitors, with a strong emphasis on identifying strategies to growth the City's winter tourism sector. The final Strategy report included 20 recommendations to enhance winter experiences in the community, including winter park retrofits and outdoor recreation improvements, new community events and tourism-focused marketing.

99 MILE RECREATION MASTER PLAN DISTRICT OF 100 MILE HOUSE

The 99 Mile Recreation Master Plan was a comprehensive management plan for the 99 Mile Recreation area, a four-season recreation destination with overlapping trail networks for motorized and non-motorized users south of the District of 100 Mile House. The trail networks are very dense, which raised some concerns about conflicts between user groups. The District aimed to create a Master Plan which would guide decisionmaking amongst local trail users and stakeholder groups who share the area. The 99 Mile Recreation Area Master Plan set out standards for trail maintenance, strategies for co-managing the area amongst all the different stakeholder and volunteer organizations and a marketing and tourism plan to drive more visitors to the area. The planning process involved two comprehensive stakeholder workshop sessions and close work with the project team, which included South Cariboo Tourism, Recreation Sites and Trails BC and the District of 100 Mile House. Project services included site visits in the fall and the winter to assess different seasonal uses, leading stakeholder workshops and presentations and administering a survey.

MINETTE BAY WEST DISTRICT OF KITIMAT

Minette Bay West is an award-winning project for Kitimat's first waterfront park that included full master planning, detailed design, design services during construction, and registration as a Green Shores project. Extensive community engagement was carried out during the master planning. Significant study into grizzly bear use of the area was incorporated into a site development plan and management strategy to minimize wildlife conflicts with park users. The first constructed Phase of the project includes an accessible loop trail, parking facilities, picnic facilities and a viewpoint with a dock for non-motorized boat launching.

In 2018 the Minette Bay Concept Plan received the Silver award for Excellence in Planning Practice (Small Town & Rural Areas) from the Planning Institute of British Columbia.

DOWNTOWN BEAUTIFICATION PLAN DISTRICT OF HOUSTON

The Houston Downtown Beautification Plan was created to encourage investment, resiliency, pride, and activity in the downtown. The beautification plan drew on best practices in placemaking to activate the downtown and create spaces where people can not only linger but gather and celebrate. The Plan included recommendations to streamline development permitting and identifies opportunities for economic development that could further support activity, tourism opportunities and investment in the downtown. The engagement process for the Downtown Beautification Plan included multiple opportunities for stakeholders and the public to engage with and learn about the project and have their thoughts and ideas considered in the process. The District of Houston Downtown Beautification Plan was adopted by Council in December 2018, and received the Gold Award for Excellence in Planning Practice - Small Town & Rural Areas by the Planning Institute of British Columbia. Detailed design began in 2019 and construction began on the first phase of the revitalization began in May of 2020.

5.3 References

CITY OF KENOR	A FIVE-YEAR TOURISM AND ECONOMIC DEVELOPMENT STRATEGY (2021)
Client Name:	City of Kenora
Contact Name:	Megan Dokuchie – Economic Development Officer
Telephone:	(807) 467-2000
Email:	mdokuchie@kenora.ca
OJIBWAYS OF O (2019)	NIGAMING FIRST NATION: 5-YEAR ECONOMIC DEVELOPMENT STRATEGY
Client Name:	Ojibways of Onigaming First Nation
Contact Name:	Daniel Kelly - Former Economic Development Officer
Telephone:	(807) 484-2162
Email:	danieljkelly112@gmail.com
99 MILE AREA M	ASTER RECREATION PLAN (2018)
Client Name:	District of 100 Mile House
Contact Name:	Joanne Doddridge, Director of Economic Development & Planning
Telephone:	(250) 395-2434
Email:	jdoddridge@100milehouse.com

6.0 PROJECT TEAM

6.1 Organizational Chart

The following organizational chart identified out project team in relation to Ignace, NWMO and the Ignace and Area Community Studies Working Group. Personnel of note from our team are:

- Dan Penner, Project Manager
- JP Raulot-Lapointe, Senior Economic Development and Tourism Expert

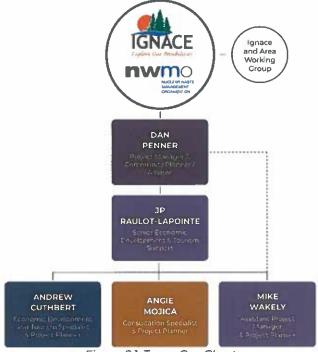


Figure 2.1: Team Org Chart

6.2 Team Biographies

The following section introduces our proposed project team. Appendix A provides team members resumes.



DAN PENNER, MCP PROJECT MANAGER | COMMUNITY PLANNER & ADVISOR

Dan is a community planner and project leader based out of Winnipeg with extensive experience managing and providing municipal land use planning economic development, strategic planning, land development, municipal service delivery and governance, public consultation and related services to clients across Western Canada

and Ontario. Dan completed the Master of City Planning program at the University of Manitoba and an honours degree at Carleton University in Political Science, with a focus on local government. His current practice involves long range planning, land development, community planning, strategic planning, municipal finance and public engagement focused projects for municipalities and First Nations in Manitoba and Northwest Ontario. He has also presented at several community planning and economic development conferences, with topics including winter-city design, land use planning for economic development, urban reserve development and indigenous urban design.

Dan has experience working with the Township of Ignace as the project manager for the Township's Community Capacity Study project. He has also led several planning, economic development and tourism related projects across northwest Ontario and Canada.

Senior Role: Dan will act as the Project Manager throughout the project. He will be engaged at key milestones to provide additional insight into regional and local trends, planning best practices, among other invaluable inputs. He will be primarily responsible for ensuring the project is on course, on time and on budget, in addition to reviewing deliverables as part of the project's quality assurance.



JP RAULOT-LAPOINTE, MBA SENIOR ECONOMIC DEVELOPMENT AND TOURISM EXPERT

Jean-Pierre has been working as a consultant in the land economics sector for over 16 years. His extensive experience covers areas of urban development, real estate, economic development and tourism. He has project managed the delivery of development consulting services for all major types of land uses, for projects located in

Metro Vancouver, Western Canada, United States, Eastern Europe, India, Africa, and the Middle East. His expertise includes determining the viability and financial analysis for any type of project, including tourism projects.

Senior Role: JP will act as the project's Senior Tourism Expert and provide guidance, advice and review of all major components of the Tourism Study.



MIKE WAKELY, MCP ASSISTANT PROJECT MANAGER AND PROJECT PLANNER

Mike Wakely is a Land Use and Community Planner working with a variety of communities throughout Western Canada and Ontario. His experience includes a wide range of projects including community planning, land use planning, land economics, economic development, community capacity planning, sustainability planning,

community engagement, facilitation & traditional land use studies. Mike has enjoyed working with communities, Indigenous and municipal alike, plan for long term sustainable use and management of their community and natural assets and resources.

Mike has experience working with the Township of Ignace on its Community Capacity Study. He also has experience working with the Township through the Kenora District Service Board's Regional Housing Strategy.

Intermediate Role: Mike will play a prominent role during every phase of the project as the assistant project manager and in undertaking the required project work. He will work closely with Dan, JP and the rest of the project team.



ANDREW CUTHBERT, RPP, MCIP

ECONOMIC DEVELOPMENT AND TOURISM SPECIALIST AND PLANNER

Andrew works with communities throughout BC on economic development, transportation, recreation and tourism projects. He is especially interested in helping communities to leverage their existing assets to improve tourism and the economy. In May 2019, as project leader, Andrew accepted an award for Excellence in Planning

Practice from PIBC for the downtown revitalization plan for the District of Houston BC.

Intermediate Role: Andrew will be involved in all tasks and consultation related to this project. His main role will be to collect and analyze research inputs to identify strategic focus areas and opportunities. He will also work closely with JP.



ANGIE MOJICA, MCP CONSULTATION SPECIALIST AND PROJECT PLANNER

Angie is a Community Planner based out of Winnipeg, Manitoba. She has a Bachelor of Arts (Honours) in Sociology and Master of City Planning from the University of Manitoba. While working with Urban Systems, she has been involved in a variety of project types from British Columbia to Ontario, including ones around land use planning,

comprehensive community planning, strategic planning, housing, community health, labour market needs, and social equity. She enjoys working together with First Nations, municipalities, and non-profit organizations to find holistic and equitable solutions to meeting their community members' needs.

Junior Role: Angie will be providing support primarily during Phases 1 & 3. Her experience with community engagements and consultation will be a valuable contribution to the project delivery and deliverables. She will be working under the guidance of JP.

6.3 Project Breakdown

The following table summarizes the proposed team member deployment by project phase for the Tourism Study. A comprehensive breakdown is available in Appendix B.

	Dan Penner	Mike Wakely	JP Raulot- Lapointe	Andrew Cuthbert	Angie Mojica	Graphics, Admin and Mapping	Percentage of Project
Phase 1 Deployment	27%	39%	9%	7%	14%	4%	20%
Phase 2 Deployment	4%	16%	14%	17%	33%	15%	34%
Phase 3 Deployment	3%	27%	29%	29%	11%	0%	28%
Phase 4 Deployment	11%	24%	18%	16%	1165%	8%	17%
Total Deployment	10%	25%	18%	18%	20%	8%	100%
Total Hours	42	110	79	80	87	40	438

APPENDIX A

Project Team Resumes



DAN PENNER, MCP, BA

COMMUNITY PLANNER, ADVISOR AND PROJECT LEADER



Dan is a community planner and project leader based out of Winnipeg with experience providing municipal land use planning, economic development, strategic planning, land development, municipal service delivery and governance, public consultation and related services to clients across western Canada and Ontario. Dan completed the Master of City Planning program at the University of Manitoba and a honours degree at Carleton University in Political Science, with a focus on local government. His current practice involves long-range planning, land development, community planning, strategic planning, municipal finance and public engagement focused projects for municipalities and first nations in Manitoba and Northwest Ontario. He has also presented at several community planning and economic development conferences, with topics including winter-city design, land use planning for economic development, urban reserve development and indigenous urban design.

EXPERTISE

Land Use Planning

Public Engagement

Economic Development

Comprehensive Development

Finance, Governance and Service Delivery

First Nations Planning

EDUCATION

2015

Master of City Planning (M.C.P) University of Manitoba Winnipeg, Manitoba

2013

BA Honours, Political Science Carleton University Ottawa, Ontario

EMPLOYMENT BACKGROUND

2015 – PRESENT Community Planner Urban Systems

2014 - 2015 Planning Assistant Landmark Planning and Design

2013 - 2014 Housing and Community Development Policy Analyst Bonnie Mitchelson, MLA

PROFESSIONAL MEMBERSHIPS

PRE-CANDIDATE MEMBER MPPI CIP

MEMBER IAP2 Foundations

PROJECT EXPERIENCE

DEVELOPMENT AND SECONDARY PLANS

- City of Fort St. John Official Community Plan
- Village of Pouce Coupe Official Community Plan
- District of Chetwynd Official Community Plan
- City of Dawson Creek Official Community Plan
- City of Winkler Growing Winkler Secondary Plan
- RM of Stanley Reinfeld Secondary Plan

ZONING BY-LAWS

- City of Winkler
- Village of Pouce Coupe
- District of Chetwynd
- District of Mackenzie
- · City of Dawson Creek
- City of Fort St. John
- District of Greenview

DEVELOPMENT APPROVAL PROCEDURES AND BYLAWS:

- District of Mackenzie
- City of Terrace
- District of Tumbler Ridge
- City of Dawson Creek

LAND/ECONOMIC DEVELOPMENT

- Village of Mayo (Yukon) Rural Subdivision Conceptual Plan
- Doig River Commercial Development Conceptual Plan
- Saulteau Industrial Park Subdivision Conceptual Plan
- Saulteau Community Core Conceptual Plan
- Pink Mountain Tourism Strategy
- Dalles Motel Feasibility Study
- Onigaming Economic Development Strategy
- Wahnapitae Economic Development Strategy
- Kenora 5-Year Tourism and Economic Development Strategy

RECEATION, PARKS AND AGE-FRIENDLY PLANNING:

- Fort St. John Cemetery Master Plan
- Altona Cemetery Concept Plan
- Fort St. John Parks and Recreation Master Plan
- Norther Rockies Regional Municipal Parks and Trails Assessment
- · Ignace Community Capacity Study
- Naramata Age-Friendly Action Plan
- Tumbler Ridge Age-Friendly Plan

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DAN PENNER, MCP, BA

COMMUNITY PLANNER, ADVISOR AND PROJECT LEADER

FINANCE, MUNICIPAL SERVICE, GOVERNANCE AND OTHERS

- Kenora Vacant Lands and Growth Strategy
- City of Kenora Competitive Advantage Analysis
- City of Fort St. John Doig River First Nation Service Delivery MoU
- Fort St. John Boundary Expansion Feasibility Study
- City of Fort St. John Development Cost Charge Update
- City of Dawson Creek Official Plan Background Report
- Mackenzie Cannabis Bylaw and Engagement
- Lac La Croix Resource Management Planning

URBAN

MIKE WAKELY, MCP LAND USE & COMMUNITY PLANNER



Mike Wakely is a planner working with a variety of communities throughout Western Canada and Ontario. His experience includes a broad range of projects, including community planning, land use planning, land economics, economic development, community capacity planning, sustainability planning, community engagement, facilitation & traditional land use studies. Mike enjoys working with communities, Indigenous and municipal alike, plan for long term sustainable use and management of their community and natural assets and resources. Planning and building towards stronger and more resilient communities drives Mike's practice.

Originally from the south coast of British Columbia, Mike relocated to pursue a Master of City Planning at the University of Manitoba in Winnipeg. He brings a wide range of professional and life experience to support clients.

AREAS OF PRACTICE

Land Use Planning Community Planning Strategic Planning Community Capacity Sustainability Planning Economic Development

SKILLS

Communications

Facilitation

French Language (Spoken & Written)

Mapping

Market Analysis

Policy Analysis

Public/Stakeholder Engagement

Research

Scenario Analysis and Development

Technical Writing

EDUCATION

Master of City Planning University of Manitoba

B.A. Geography (Honours) Simon Fraser University

B.A. Anthropology University of British Columbia

Algonquins of Pikwakanagan First Nation Ontario

- Land Use Plan (2020-2021)
- Comprehensive Community Plan (2020 - 2021)
- Algonquins Knowledge and Land Use Study (2020-2021)
- **Economic Development Strategy** (2021 - Ongoing)

Blueberry River First Nation BC

Comprehensive Community Plan (2019)

City of Coquitlam BC

Development Cost Charges Review Credit Review (2019)

City of Kenora Ontario

Vacant Lands and Growth Strategy (2019 to 2020)

Doig River First Nation BC

Economic Land Use Development (2020 - Ongoing)

Fort Nelson First Nation BC

- Comprehensive Community Plan & Departmental Strategic Plans (2019 to Present)
- Land Use Plan (2019 - Ongoing)

Health Canada

Integrating Health into Planning Handbook and Report (2021)

Lac Seul First Nation Ontario

Comprehensive Community Plan & Land Use Plan (2020 - Ongoing)

Lakeshore Planning District

Manitoba

Zoning Bylaw Update (2021 - Ongoing)

Mountainview Planning District Manitoba

Development Plan and Zoning **Bylaw Update** (2019 - Ongoing)

N'Quatqua First Nation BC

Aquaculture Business Planning (2020)

Oilbways of Onigaming First Nation Ontario

Land Use Plan (2020 - Ongoing)

Penelakut First Nation BC

Economic Development Feasibility Study (2019-2020)

RPGA Planning District Manitoba

Zoning Bylaw (2020 - 2021)



Fort Qu'Appelle Treaty 4

Saskatchewan

 Land Use Planning and Market Assessment (2017)

Garden River First Nation Ontario

 Industrial Park Feasibility Study (2019-2020)

Grassy Narrows First Nation Ontario

 Economic Development Land Plan (2018-2019)

Grosvenor Americas BC

 Retail & Office Opportunity & Positioning Analysis (2019)

Kenora District Service Board Ontario

 Regional Housing Strategy (2021 - Ongoing)

Keystone Planning District *Manitoba*

Development Plan (2021 - Ongoing)

Saulteau First Nation BC

 Economic Development Land Plan (2019)

Southern Chiefs' Organization

Manitoba

Climate Change Knowledge Exchange Session (2019)

Swan Lake First Nation Alberta

 Lakefront Development Strategy & Market Analysis (2019 - 2020)

Town of Ignace Ontario

 Community Capacity (2020 - 2021)

Wahnapitae First Nation Ontario

 Economic Development Strategy (2020)

West Moberly First Nation BC

 Community Lands Needs Assessment (2019)

Jean-Pierre (J.P.) Raulot-Lapointe, MBA

Land Economist





Jean-Pierre has been working as a consultant in the real estate sector for over 12 years. His real estate experience includes project managing the delivery of development consulting services for all major types of land uses, for projects located in Metro Vancouver, Western Canada, United States, Eastern Europe, India, Africa, and the Middle East. His expertise includes determining the viability and financial analysis for any type of project, including a range of housing projects. J.P. has completed numerous studies looking at the impact of various incentives to promote development.

Jean-Pierre has worked with the public sector clients from the local to federal level as well as with private sector clients ranging from major developers and international conglomerates, forest companies, airports, logistics and rail companies, and First Nation communities.

EXPERTISE

Development demand and financial analyses for large mixed-use projects, alpine resorts, residential high rises, seniors housing, social housing, hotels, marine and marina developments, industrial developments and office buildings

Determining feasibility, tenant mix, positioning, and preliminary planning for mixed-use projects, shopping centres and resort villages

Retail impact and revitalization studies for municipalities

EDUCATION

BAH from Queens University (Philosophy) MBA from McGill University (Finance)

EMPLOYMENT BACKGROUND

2016 - Present
Urban Systems
2014 - 2016
Urban-Eco Consultants Ltd.
2010 -2014
Rollo & Associates
2007-2010
Thomas Consultants
2004-2007
Colliers International
2002 - 2004

Urbanics Consultants

EXPERIENCE

HOUSING MARKET & FINANCIAL ANALYSES

Incentives to Promote Passive House Development - City of Vancouver

Produced a report that looked at the impact of density bonuses to promote development of passive house apartment buildings, for both condos and purpose-built rentals under the Rental 100 program.

Waterfront Development – Town of Ladysmith

Produced a market and financial analysis for a proposed multi-phased development on the Ladysmith waterfront. The analysis included recommendations on phasing, land disposition, as well as a market and financial analysis for developing a new marina.

Town Hall Development – Town of Ladysmith

Produced a financial analysis for a range of proposed scenarios for developing a new Town Hall. Scenarios included selling Town owned land and creating residual values for these lands, as well as scenarios that included residential and commercial space. Scenarios with market and non-market housing was considered.

Housing Demand Study - City of Victoria

Produced a study forecasting housing demand in the City of Victoria through to 2041 by structure type. Study also included a estimation of current latent demand for housing.

Island Timberlands - Nanaimo

Provided in-depth financial analysis of a proposed 700-unit development in southern Nanaimo for Island Timberlands. The financial analysis included a range of scenarios, each with a mix of building types and development timelines.

Green Space Levy - City of Surrey

Provided a report that calculated a variety of options for the City of Surrey to raise funds to purchase lands for green space in the Grandview Heights Neighbourhood #4. The levy was to be charged to all current private land owners in the neighbourhood. Options included a levy per acre, per buildable square foot or per projected population density.

Fort St. John - Downtown Plan

Provided financial analysis, summarized in a memo, to support a new Downtown Plan for Fort St. John. The analysis looked at the financial viability of a number of development typologies aimed at increasing the density of residential neighbourhoods adjacent to downtown.

Step-Code Incentives – City of Campbell River

Produced a review of the impact of various potential incentives the City of Campbell River could employ to promote developers building according to the Step Code building code.

Analysis included considering impacts of incentives on a range of development typologies.

Incentives to promote micro-suites – City of Chilliwack

Jean-Pierre (J.P.) Raulot-Lapointe, MBA

Land Economist



Completed an analysis looking into the impact of various incentives being considered by the City to promote the development of micro-suites. The financial analysis was in addition to a review of best practices of incentives used by other jurisdictions.

Analysis for an RV Park – Selkirk Development Corporation

Produced a market and financial analysis for the development of a proposed new RV Park and campground in Minto, Yukon.

Community Amenity Contribution Policy Review & Recommendations – Town of Gibsons

Produced a report that reviewed current best practices in CAC policies and made recommendations for new policies in Gibsons. Study also included financial analyses to confirm potential CAC rates.

Sardis Neighbourhood Growth Strategy – City of Chilliwack

Produced housing demand projections for Chilliwack and the Sardis neighbourhood to understand the level of infill development required to meet population growth targets. Analysis included projecting the single-family home sites that were most likely to assemble to allow for townhome development.

Tofino – Ucluelet Land Use Demand Study

Urban Systems produced a study that looked at how existing developable lands in the Tofino and Ucluelet region could accommodate projected demand. Land demand was projected for residential, commercial, and industrial uses. Forecasts required population and tourism projections. Infrastructure cost requirements to meet different growth scenarios were provided.

Housing Demand – Saskatchewan Housing Corporation

Produced housing demand projections for all small, medium and large communities in Saskatchewan. Final projections included forecasts of total housing required, as well as Core Housing Need demand by age, family size and First Nations population.

Housing Demand Study – City of Victoria

Produced a study forecasting housing demand in Victoria by housing type. Study also looked at quantifying latent demand in the City. Findings of the study are being used to inform new housing policies.



ANDREW CUTHBERT, RPP. MCIP

PLANNER



Andrew works with communities throughout BC on economic development, transportation and recreation projects. He is especially interested in helping communities to leverage their existing assets to improve tourism and the economy. In May 2019, as project leader, Andrew accepted an award for Excellence in Planning Practice from PIBC for the downtown revitalization plan for the District of Houston BC. Before joining Urban Systems, Andrew worked in environmental consulting and for the provincial government doing geographic data science. He completed his Master of Planning degree at the University of Calgary with a focus on environmental planning. Andrew has also been a volunteer contributor to Spacing Magazine since 2011.

EDUCATION

MASTER OF PLANNING, 2015 University of Calgary

ASSOCIATE CERTIFICATE, BUILDING DESIGN AND ARCHITECTURAL CAD, 2011

British Columbia Institute of Technology

BACHELOR OF SCIENCE (GEOGRAPHY), 2008 University of Victoria

EMPLOYMENT BACKGROUND

2010 – 2015 Geomatics Specialist Hatfield Consultants Vancouver, BC, Calgary, AB

2008 – 2009 GIS Analyst Vivid Solutions Victoria, BC

2007 - 2008 Geoscience Assistant British Columbia Geological Survey Victoria. BC

PROFESSIONAL AFFILIATIONS

PROFESSIONAL MEMBER
Planning Institute of British Columbia
and Canadian Institute of Planners

PROFESSIONAL MEMBER
Association of Pedestrian & Bicycle
Professionals

PROJECT EXPERIENCE

RECREATION/TRANSPORTATION

District of Houston, BC 2021 – Present

Trail and Active Transportation Plan

City of Nanaimo, BC 2020 – Present

Trail Network Condition Assessment Methodology Development

City of Terrace, BC 2020 – 2021

Rapid Implementaiton Strategy for Active Transportation

Stó:lō Collaborative Stewardship Forum, Abbotsford BC 2020

Sumas Mountain Study

Regional District of Nanaimo, 2019

Village Pathway Management Strategy – Gabriola Island

City of Nanaimo, BC 2018 – 2019

Pilot Project: Level of Service for Neighbourhood Parks and Trails

District of Summerland 2018 – 2019

Cycling, Sidewalk and Trails Master Plans

Resort Municipality of Whistler 2018 – 2019

Whistler Parks Master Plan – Asset Inventory and Conditions Assessment

Ministry of Transportation and Infrastructure, Victoria, BC 2016 – 2019

Regional Cycling Network Connections for Metro Vancouver

District of West Vancouver, BC 2018

Plan for Trails on Public Land

Ministry of Forests Lands, Natural Resource Operations and Rural Development, Kamloops, BC 2018

Field Review of Section 58 Closures of ORV Areas

Strathcona Regional District 2018

Mt. Seymour Recreation Area Scoping Plan

District of 100 Mile House 2017 – 2018

99 Mile Area Recreation Master Plan

City of Abbotsford, BC 2017 – 2018

Transportation Master Plan

Village of Queen Charlotte, Haida Gwaii, BC 2017

Bicycle Network Plan

Kaien Island Train Enhancement and recreation Society Prince Rupert, BC, 2017

Trail Master Plan

City of Courtenay 2016 – 2017

Courtenay Parks and Trail Master Plan

City of Courtenay

Courtenay Parks Asset Management Program

City of Quesnel 2015 – 2016

Active Transportation Plan



ANGIE MOJICA, MCP

URBAN SYSTEMS



COMMUNITY PLANNER

Angle is a Community Planner based out of Winnipeg, Manitoba. She has a Bachelor of Arts (Honours) in Sociology and Master of City Planning from the University of Manitoba.

While working with Urban Systems, she has been involved in a variety of project types from British Columbia to Ontario, including ones around land use planning, comprehensive community planning, strategic planning, housing, community health, labour market needs, and social equity. She enjoys working together with First Nations, municipalities, and non-profit organizations to find holistic and equitable solutions to meeting their community members' needs.

EXPERTISE

Strategic Planning Community Engagement

Research Design

Indigenous Planning

EDUCATION

2020

Master of City Planning (MCP) University of Manitoba Winnipeg, Manitoba

2016

Bachelor of Arts (Honours), Sociology University of Manitoba Winnipeg, Manitoba

EMPLOYMENT BACKGROUND

2020 – PRESENT Community Planner Urban Systems

2020

Research Assistant Indigenous Planning Studio, University of Manitoba

2019 – 2020 Planning Intern Landmark Planning & Design

PROFESSIONAL AFFILIATIONS

CANDIDATE MEMBER

Canadian Institute of Planners / Manitoba Professional Planners Institute

VOLUNTEERING

DIRECTOR AT LARGE
Central Neighbourhoods Advisory
Committee

BOARD MEMBER

Centennial Community Improvement Association (CCIA)

COMMITTEE MEMBER
Welcoming Winnipeg: Committee of
Community Members

RELATED PROJECT EXPERIENCE

HEALTH AND SOCIAL EQUITY

Portage la Prairie Community Revitalization Corporation

 Portage la Prairie Labour Market Needs Assessment (ongoing)

Vancouver School Board

 Anti-Racism and Non-Discrimination Framework (ongoing)

Health Canada

 Integrating Health into Planning Handbook and Report, 2021

City of Grande Prairie

 Alberta Intermunicipal Overdose Response Strategy, 2021

District of North Vancouver

 Official Comprehensive Plan Review, Social Equity White Paper. 2021

MUNICIPAL PLANNING

Portage Regional Economic Development Inc.

Economic Baseline Statistics (ongoing)

Mountainview Planning District

 Development Plan and Zoning By-Law Review (ongoing)

City of Kenora

- Tourism and Economic Development Strategy (ongoing)
- Strategic Plan (ongoing)

Township of Ignace

Community Capacity Study, 2021

City of Dauphin

Active Transportation Strategy, 2021

HOUSING

Kenora District Services Board

 Kenora District Regional Housing Strategy (ongoing)

Peace River Regional District

Housing Needs Report, 2021

City of Burnaby

Housing Needs Assessment, 2021

INDIGENOUS PLANNING

Algonquins of Pikwakanagan First Nation

- Land Use Plan (ongoing)
- Community Comprehensive Plan (ongoing)

Lac Seul First Nation

 Community Comprehensive Plan (ongoing)

Fort Nelson First Nation

- Land Use Plan (ongoing)
- Community Comprehensive Plan and Strategic Plan, 2020

Yellow Quill First Nation

 Community Comprehensive Plan (ongoing)

Stz'uminus First Nation

 IR13 Community Core Site Concept, 2020

APPENDIX B

Detailed Project Breakdown

TASK DESCRIPTION	Dan Penner	Michael Wakeh	JP Raulot- annioged	waibnA 719dfJuD	Angle Mojica	Craphics Support	nimbA	BniqqeM	Total Hours	Task Level of Effort (% of Phase)	Task Level of Effort (% of Project)	Task Completed By
Phase I: Project Launch and Background Study		-			-	200						
Kick-off Meeting	7	2	2				61		8	%6	2%	February 1, 2022
Review Background and Meeting Minutes		89	4	4	8				24	27%	298	February 18, 2022
Outreach and Engagement Strategy	2	4	2	2	4	2			16	18%	7%	February 21, 2022
Ongoing Project Management and Communication (including working group and consortium meetings)	20	20							07	%57	80	Ongoing
Phase 1 Sub-Total	al 24	×	80	9	12	2	2	0	88	100%	20%	
Team Deployment Level for Phase 1	1 27%	39%	80	7%	14%	128	2%	86				
Phase 2. Analysis and Synthesis												
Summarize Strengths Opportunities, Weaknesses												
and Threats			2	2	1			25	7	985	2%	February 28, 2022
Inventory Existing Community Tourism Assets		2	2	2	4			2	12	8%	3%	March 4, 2022
Inventory Existing Attractions and Draws		2	-	4	4				ı.	7%	3%	March 4, 2022
Identify Potential Impact to Existing Tourism			c	*				6	œ	ď	20%	March 7 2022
Resources from the Planned APM Project			7	r	8	2		9	0	P/A	2.70	Malcil 7, 4022
2.5 Develop and Release Tourism Stakeholder Survey		4	2	2	8)	8			24	16%	2%	March 11, 2022
2.6 Stakeholder Interviews	2	6 0	100	A STATE OF THE PERSON NAMED IN	89				18	12%	%7	March 25, 2022
Tourism Strategies for Northern Rural Locations			2	2	60				12	8%	3%	March 11, 2022
			, x									
			7	2	00				71	% %	3%	March 11, 2022
2.9 Tourism and Summary Report		ထ	00	α	ας	80		2	97	31%	11%	April 4, 2022
Phase 2 Sub-Total	al 6	24	21	26	69	16	0	89	150	100%	34%	
Team Deployment Level for Phase 2	2 4%	16%	14%	17%	33%	11%	%0	2%				
Phase 3: Strategy and Recommendations												
Create Short List of Tourism Development		7	7	7		200			12	10%	3%	April 8, 2022
Present Economic Development Opportunities to Tor	2 2	8	89	4					22	18%	2%	April 8, 2022
3.3 Prepare Draft Business Cases for selected		00	10	10	10				40	32%	9%6	April 18, 2022
3.4 Opportunities		00	10	10					30	24%	7%	April 25, 2022
3.5 Priority Refinements Presentation	2	2	4	80	4				20	%91	2%	April 29, 2022
Phase 3 Sub-Total		×	36	36	7	0	0	0	124	100%	28%	and the same of th
Team Deployment Level for Phase 3	3 2%	27%	29%	29%	311%	%0	%	%0				- 100 B
Phase 4: Reporting Develop Draft Strategy												
41 Draft Ignace and Area Tourism Study Report	4	8	8	80	80	7		7	777	58%	10%	May 16, 2022
4.2 Fina Ignace and Area Tourism Study Report	2	80	7	7	4	2		2	56	34%	969	May 30, 2022
4.3 Meeting Review Session	cal	2	2						Ф	8%	13%	June 1, 2022
Phase 4 Sub-Total	10	18	14	12	12	9	0	9	92	100%	17%	
Team Deployment Level for Phase 4	11%	24%	18%	16%	16%	8%	%6	949	100			
TOTAL HOURS	5 42	011	79	90	87	54	2	14	438		100%	
Constant of the Part of Table 1 the later of	- AMBE	20.00				i	200	**				

AGREEMENT FOR CONSULTING SERVICES

THIS AGREEMENT is entered into this 15th day of February, 2022 between

TOWNSHIP OF IGNACE referred to as "the CLIENT".

AND

03819018.2

Urban Systems Ltd., referred to as "USL".

WHEREAS the CLIENT desires USL to perform certain services on behalf of the CLIENT, and USL desires to perform the same for compensation in accordance with the following terms and conditions.

BOTH PARTIES AGREE TO THE FOLLOWING:

- Both parties agree to the attached STANDARD CONDITIONS OF AGREEMENT FOR USL'S SERVICES.
- 2. USL shall perform Work as defined by attached proposal and addendum to undertake *Tourism Study* project. Any changes to the scope of this Work will require the written authorization of the CLIENT.
- The CLIENT will compensate USL in accordance with the fee schedule or other commercial terms attached to this agreement. The CLIENT is not obliged to compensate USL for any Work outside the defined scope, and any changes not authorized in writing.

IN WITNESS WHEREOF, the parties have caused this Agreement to be signed, as set forth below.

	9.	-
	Township of Ignace	
Ву:	Leisel Edwards	Date:
Title:	Project Manager	-
By:	Urban Systems Ltd. Dan Penner, MCP	Date: <u>February 15, 2022</u>
Title [.]	Community Planner and Advisor	

STANDARD CONDITIONS OF AGREEMENT FOR USL'S SERVICES

1. INDEPENDENT CONSULTANT

USL shall be and operate as an independent consultant in the performance of the Work. USL shall perform the Work in accordance with its own methods in an orderly and professional manner and shall have complete control over and responsibility for all personnel performing the Work. Except as authorized in writing by the CLIENT, USL shall not enter into any agreements or undertakings for or on behalf of the CLIENT or act as or be an agent or employee of the CLIENT.

2. PERFORMANCE OF USL

USL shall provide and pay for all equipment, personnel, materials, and whatever else is needed for the proper execution and completion of the Work. The Work shall be performed in a timely, efficient manner. USL shall be properly licensed, equipped, organized, and financed to perform the Work, and shall pay all sales, consumer use, and other similar taxes required by law, and shall secure all permits, fees and licenses necessary for the execution of the Work including but not limited to GST/HST and Workers' Compensation registration.

USL shall carry out the Work in a manner that is consistent with the level of care and skill exercised by members of a profession currently working under similar conditions.

USL shall ensure that all persons who perform the Work shall be competent and properly qualified. USL will be responsible for the acts and omissions of its employees, subcontractors and agents.

USL shall not assign or sublet the Work without the written consent of the CLIENT, said consent not to be unreasonably withheld. Such consent shall not relieve USL of its obligations or liabilities under this Agreement.

USL shall comply with all laws, rules and regulations applicable to the Work.

USL is solely responsible for the payment of all contributions or taxes to be paid on or to persons employed by USL on Work performed hereunder and will indemnify and hold harmless the CLIENT from any such liability.

USL shall be responsible for the health and safety, and shall provide and maintain a safe working environment, for all its employees, agents, subcontractors and invitees. USL shall adopt, supervise, and enforce reasonable and adequate safety requirements, including the CLIENT's site safety rules and any safety plan or requirements which may be established by the CLIENT, and shall at all times observe and comply fully with all applicable laws, codes, ordinances, rules and regulations relating to health and safety. Notwithstanding the acceptance of these responsibilities, USL shall not be the "prime contractor" for the Work as defined and contemplated by the Workers Compensation Act and regulations.

The CLIENT may award other contracts for additional work and USL shall fully co-operate with such other contractors and carefully fit its own Work to that provided under the other contracts, as may be directed by the CLIENT. USL shall not commit or permit any act which will unreasonably interfere with the performance of work by another.

03819018.2

3. PAYMENT

The CLIENT shall only be obligated to reimburse USL for the performance of Work authorized by the CLIENT. Unless otherwise agreed, USL shall provide monthly invoices to the CLIENT, together with any necessary supporting documentation. The CLIENT will pay USL within thirty days of the date of USL's monthly invoice.

Invoiced amounts not paid by the CLIENT within thirty days shall bear interest at the rate of 3% above the prime commercial lending rate of the Royal Bank of Canada, which amount shall be due and payable until paid. Such interest shall be calculated and added to any unpaid amounts monthly.

4. TITLE TO DATA AND INFORMATION

The CLIENT agrees that all legal interest and title to data, documents, photographs, drawings, analyses, graphs, reports, spreadsheets, or other subject matter, including all copyright and intellectual property, that exists prior to the date of this Agreement and which is supplied or used by USL to perform the services (the "Pre-Existing Data and Information") shall at all times remain the property of USL.

The CLIENT may only copy and use the Pre-Existing Data and Information for record and maintenance purposes and for any future renovation, repair, modification, and extension work undertaken with respect to that part of the project to which USL's services relate, and for these purposes USL grants the CLIENT a non-exclusive licence to copy and use the Pre-Existing Data and Information.

USL agrees that all data, documents, photographs, drawings, analyses, graphs, reports, or other subject matter prepared, procured, or produced after the date of this Agreement in the rendition of the services (the "Services Data and Information") shall be the property of the CLIENT. The CLIENT grants USL a non-exclusive licence to copy and use the Services Data and Information prepared, procured, or produced in the rendition of the services pursuant to this Agreement.

5. NONDISCLOSURE

USL shall not disclose to third parties without the written consent of the CLIENT any information produced, developed, or obtained in connection with the performance of this Agreement. If so requested by the CLIENT, USL shall execute a nondisclosure agreement and shall require its suppliers and subcontractors to execute a similar nondisclosure agreement.

6. INDEMNIFICATION

USL agrees to indemnify and hold harmless the CLIENT from damages incurred by the CLIENT or any third parties (including the CLIENT's employees) to the extent arising out of or in connection with errors, omissions, or negligent or unlawful performance of the Work by USL. The CLIENT agrees to indemnify USL for damages incurred by USL or any third parties (including USL's employees) to the extent the CLIENT commits errors or omissions or is found to be negligent.

Neither party shall be liable to any other for any consequential damages arising out of or related to this Agreement.

03819018.2

7. INSURANCE AND LIABILITY

USL represents that it now carries and shall make reasonable efforts to continue to carry the following insurance coverage and limits:

a. Workers Compensation Statutory Requirements

b. Automobile Insurance \$2,000,000
c. Comprehensive General Liability Insurance
- Each Occurrence \$2,000,000
- Aggregate \$2,000,000

d. Professional Liability Insurance

Each Occurrence \$2,000,000Aggregate \$2,000,000

USL's liability for claims which the CLIENT has or may have against USL or USL's employees, agents, representatives and subconsultants under this Agreement, whether these claims arise in contract, tort, negligence or under any other theory of liability, will be limited:

- a. To claims brought within the limitation period prescribed by law in the jurisdiction in which the project is located, or where permitted by law, within five years of completion or termination of the Work, whichever occurs first; and
- b. To the amount of insurance carried by USL as noted above, or, where applicable in relation to a claim arising out of a subconsultant's work, such lesser amount of insurance coverage that the CLIENT has agreed in writing that a subconsultant of USL is required to carry.

CLIENT acknowledges this contract is with USL, the corporation, and agrees to limit any claim they may have to the corporation without liability on any part of any officer, director, member, employee, or agent of the corporation.

8. TERMINATION

At the CLIENT's convenience, the CLIENT may terminate this Agreement by giving USL written notice of such termination. In the event of such termination, an equitable adjustment shall be made in the compensation to be paid to USL under this Agreement. Upon receipt of any notice of termination USL shall immediately stop performance of the Work to the extent specified in such notice. In no event shall the CLIENT be liable for any loss of revenue or profit incurred by USL as a result of any termination.

If the CLIENT fails to make payment to USL in accordance with this Agreement, USL may by written notice to the CLIENT require that such default be corrected. If within five business days of receipt of such notice, the CLIENT has not corrected the default by making payment or by taking such other steps as are acceptable to USL, USL may immediately terminate this Agreement. In such event, all invoiced but unpaid amounts shall be immediately due and payable.

In the event of any other default by the CLIENT, USL shall have the right to claim damages but not terminate this Agreement.

03819018.2

The rights and obligations created by this Agreement shall survive the completion, termination or cancellation of this Agreement.

9. DISPUTE RESOLUTION

At the written request of either the CLIENT or USL, the CLIENT and USL shall attempt to resolve any dispute between them arising out of or in connection with this Agreement by entering into non-binding negotiations with the assistance of a mediator on a without prejudice basis. The mediator shall be appointed by agreement of the parties. Failing such agreement, the mediator shall be appointed by reference to a Judge of the Court of the province within which the project is located.

If a dispute cannot be settled within a period of thirty calendar days with the assistance of a mediator as outlined in this section or such longer period of time as may be agreed to by the parties, the dispute may, with the written concurrence of both parties, be referred to and resolved by way of binding arbitration by a single arbitrator. The arbitrator shall be appointed by agreement of the parties. Failing such agreement, the arbitrator shall be appointed by reference to a Judge of the Court of the province within which the project is located. The decision of the arbitrator shall be final and binding on the parties.

10. SUCCESSORS AND ASSIGNMENT

This Agreement shall enure to the benefit of and be binding upon the parties hereto, and except as provided herein, shall be binding upon their successors, assigns, executors and administrators.

Except as set forth herein, neither party may assign this Agreement without the prior written consent of the other.

11. COVID-19 PANDEMIC

Due to the COVID-19 Pandemic, USL may be unable to fulfill, or will be delayed or restricted in the fulfillment of, any obligation in respect to the Work either due to restrictions placed by governmental authority or by reason of any other cause beyond its control. USL will notify the CLIENT promptly if such event should arise and will work with the CLIENT to ensure the impact to the Work and schedule of Work is mitigated as reasonably as possible.

IGNACE AND AREA TOURISM STUDY

Cost Proposal



PREPARED FOR THE CORPORATION OF TOWNSHIP OF IGNACE

January 17, 2022 | File: 4809.0003.00

URBAN

Prepared for:

THE CORPORATION OF TOWNSHIP OF IGNACE 34 Highway 17 West, P.O. Box 248 Ignace, Ontario POT 1TO Contact: Leisel Edwards

Prepared by:

Urban Systems 300-123 Bannatyne Ave Winnipeg, MB R3B 0R3 Contact: Dan Penner Email: dpenner@urbansystems.ca

Submitted:

January 17, 2022

Urban Systems Reference: 4809.0003.00

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CONTENTS

.0	PROJECT FEES
1.1	FEES1
1.2	PERSONNEL DEPLOYMENT DETAILS
1.3	PROJECT MANAGEMENT EXPENSES

Appendix A - Detailed Project Breakdown

1.0 PROJECT FEES

1.1 Fees

PHASE	DESCRIPTION	TOTAL HOURS	LABOUR COST	DISBURSE- MENTS	TRAVEL	TOTAL FEE
Phase 1	Project Launch and Background Study	88	\$13,360	\$1,069	\$500	\$14,929
Phase 2	Analysis and Synthesis	150	\$21,025	\$1,682	\$0	\$22,707
Phase 3	Strategy and Recommendations	124	\$19,720	\$1,578	\$0	\$21,298
Phase 4	Reporting Develop Draft Strategy	76	\$11,340	\$907	\$500	\$12,747
	XXXVI	SUBTOTAL	420	117 7	1112	\$71,681
1.48	7 X X	HST (13%)	HJJII		ATN	\$9,318.53
340	78. U.V	TOTAL	1 1/4-1	11 7-6		\$80,999.53

1.2 Personnel Deployment Details

Team Member	Title	Role	Years of Experience	% of Involvement	Hourly Rate
Dan Penner	Project Manager Community Planner & Advisor	Senior	8	10%	\$185
Mike Wakely	Assistant Project Manager & Project Planner	Intermediate	5	25%	\$135
JP Raulot- Lapointe	Senior Economic Development & Tourism Expert	Senior	16	18%	\$190
Andrew Cuthbert	Economic Development & Tourism Specialist And Planner	Intermediate	10	18%	\$165
Angie Mojica	Consultation Specialist & Project Planner	Junior	2	20%	\$115
Graphics, Mapping & Admin Support	相等	Junior		8%	\$115

1.3 Project Management Expenses

Team Member	Title	Number of Hours	Subtotal	Total Fees
Dan Penner	Project Manager Community Planner & Advisor	40	\$6,400	\$6,912
Mike Wakely	Assistant Project Manager & Project Planner			

APPENDIX A

Detailed Project Breakdwon

TASK DESCRIPTION	NOLLAN	Dan Penne	Michael Walk	-Johns 90	Andrew	soijoM sign A	solidesD mogqu2	nimbA	pridgeM or	Total Hours TASK SUBTOTAL		DISBURSEMENTS	TRAVEL	TOTAL	Task Level of Effort (% of Phase)	Task Level of Effort (% of Project)	Task Completed By
		\$185	\$135	\$190	\$165	\$115	\$110	\$ 011\$	\$125								
Phase I: Project Laur	Phase I: Project Launch and Background Study		Į.				State Park						0000	0.000	3		
_	Medining and March 1	7	7 0	4		0	-	7	-		057'18	933	2000	81,000	866	027	Cornelly 1, 2022
_	Review Background and Meeting Mindres Outreach and Endaberhent Strategy	6	0 4	* 1	2 0	0 4	-		1 -	16 \$2,4	\$2,420	5184		\$7.484	18%	967	February 15, 2022
	Ongoing Project Management and Communication (including working group and consortium meetings)	20	20						1		98,400	\$512		\$6,912	45%	**	Ongoing
	Phase 1 Sub-Total	24	75	00	10	12	2	98		88 \$13.360	260	\$1,069	\$500	\$14,929	36001	20%	OTHER DESIGNATION OF THE PERSON NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TWO IS NAMED
	men	27%	39%	366	7.8	14%	256	756	%0								
Phase 2: Ana	Phase 2: Analysis and Synthesis								-								
2.1 and Threats				2	2	-				270,12	175	\$86		\$1,161	26.00	2%	February 28, 2022
	Inventory Existing Community Tourism Assets		2	2	2	4	-		-	H	069'1\$	\$135		\$1,825	8%	350	March 4, 2022
2.3 Inventor	2.3 Inventory Existing Attractions and Draws		2	-	7	77				5,18	\$1,580	\$126		\$1,706	7%	3%	March 4, 2022
2.4 Identify	Identify Potential Impact to Existing Tourism Decourses from the Planned APM Project			2	4				2	8 \$12	\$1,290	\$103		\$1,393	865	%	March 7, 2022
2.5 Develop	Develop and Release Tourism Stakeholder Survey	Ī	7	77	7	00	00		2	24 \$3.0	\$3.050	\$244		\$3294	36%	5%	March 11, 2022
	Stakeholder Interviews	2	80	-	-	80	-		Ĺ		270	\$190		\$2,560	12%	76.77	March 25, 2022
2.7 Tourism	Tourism Strategies for Northern Rural Locations			2	2	89	-		-	12 \$1,630	30	\$130		\$1,760	8%	3%	March 11, 2022
1-	Tourism Strategies for Mitigating Large Industrial					0					41,670	4120		61760	ä	ķ	במחר וו איזיראו
Co Cherato	C.O. Operators	1	0	7 0	7 0	0 0		+	+	+	0000	6577		61270	200	7,00	America 11, 2026
Tre local	Phase 2 Sub-Total	. 9	26	2 2	26	67	92	+	+		025	\$1,682	\$0	\$22,707	300%	3,5%	7707 1 1000
Contraction of the last	Team Deployment Level for Phase 2	4%	16%	¥91	17%	33%	11%	960	2%								
Phase 3: Stre	Phase 3: Strategy and Recommendations																
3.1 Create S	Create Short List of Tourism Development		7	7	7	-	-			-	\$1,960	\$157		\$2,117	10%	3%	April 8, 2022
3.2 Present	Present Economic Development Opportunities to Tor- Prepare Draft Business Cases for selected	2	8	80	4				N	22 \$3,6	\$3,630	\$290		\$3,920	18%	885	April 8, 2022
3.3 Opportunities	unities	0.77	10	10	01	01			4	79\$ 07	\$6,050	7875		\$6,534	32%	966	April 18, 2022
Cost Benefit S	Cost Benefit Summary of Select Tourism Opnortunities		Q	g	9				М		000	\$392		\$5.292	24%	80	April 25, 2022
	Prority Refinements Presentation	2	2	- 5	00	7			~	20 \$3,1	\$3,180	\$254		\$3,434	16%	5%	April 29, 2022
	Phase 3 Sub-Total	7	75	36	36	1	0	0			720	\$1,578	\$0	\$21,298	100%	28%	
Charles & Day	Team Deployment Level for Phase 3	376	27%	29%	29%	11%	960	ı	960								
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2.2 Ginal loo	2.9 Givel looping and Area Tourism Study Deposit	,	a	0 4			-		+	+	61800	4307		20173	272	769	May 20 2022
43 Meeting	4.3 Meeting Review Selation	100	2	2			-		-	9 810	120	\$82	\$500	\$1,602	860	%L	June 1, 2022
	Phase 4 Sub-Total	89	18	14	12	21	9				\$11,340	206\$	\$500	\$12,747	100%	17%	
10000	Team Deployment Level for Phase 4	1970	24%	1,8%	16%	16%	950	36	9,0								
	TOTAL HOURS	75	011	42	80	87	27			438						100%	
i	TOTAL DOLLARS	022.778	\$14,850	\$15,010	\$13,200	500,012	\$2,640	\$220 \$1,	\$1,750	\$65,445	445	\$5.236	000't\$	\$71,681			
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URBAN MEMORANDUM

DATE: February 2, 2022

TO: Leisel Edwards - Project Manager for Ignace

FROM: Dan Penner, Mike Wakely

FILE: 4809.0003.01

SUBJECT: Addendum to the Tourism Study for Ignace and Area Proposal

INTRODUCTION

Urban Systems is excited to have been selected to undertake the *Ignace and Area Tourism Study*. We value our relationship with the Township of Ignace and forward to strengthening our partnership through this project.

At the request of the Township, we have prepared the following memo as an addendum to the proposal we submitted on January 17th, 2022, and is intended to provide further detail regarding:

- 1. Our approach to the Centre of Expertise as part of the study;
- 2. Our approach to linking with other concurrent studies; and,
- 3. Third Party Data Sources.
- 4. Optional Task Ping Data Acquisition Analysis

1.0 THE CENTRE OF EXPERTISE

We understand the Centre of Expertise will be a critical component of the Adaptive Phased Management Project (APM) and will be designed to support a range of technical requirements and uses to the project. The Centre of Expertise will primarily focus on matters pertaining to the APM but presents a unique and exciting opportunity for the Ignace and surrounding area communities as a hub for community activity, tourism and knowledge sharing.

Our research and analysis will include identifying comparable facilities in Canada and abroad that share a similar context to develop benchmark profiles. The benchmark profiles will include the following details:

- Nature of overarching project (Deep Geology Repository or otherwise);
- Tourism products and services offered;
- Programming offered such as interpretive centre, event space;
- Revenue sources such as rental spaces, gift shops, restaurant, tours;
- Space for community operators in tourism or community services;
- Facility design, features and functions including architectural aesthetic;
- Surrounding landscaping, trails and other outdoor features and programming; and,
- Consideration for the local and regional context in terms of natural environment, history and cultures. This will be particularly important as it relates to First Nation communities.

URBAN SYSTEMS MEMORANDUM

DATE: February 2, 2022 FILE: 4809.0003.01 PAGE: 2 of 3

SUBJECT: Addendum to the Tourism Study for Ignace and Area Proposal

We will research how benchmark examples have benefited and impacted the community, including residents and businesses. The benchmarks will provide information that may inform how the Centre of Expertise could be designed, integrated into the Ignace and surrounding areas, programmed, promoted, and operated.

2.0 LINKAGES TO OTHER STUDIES

We understand there are several other studies taking place concurrent to the Tourism Study, and that the Infrastructure Study and Community, Culture and Heritage Study are of relevance to this project. Once the Tourism Study project commences, we will connect with the project leads for each of the other studies to introduce ourselves prior to the February 24th working group meeting. Collectively, we will determine the need for regular and periodic check-ins.

To better coordinate our workflow with the other studies, we will review the scope of work for the Infrastructure Study and the Community, Culture and Heritage Study and identify where our scope of work overlaps and propose an approach to aligning our work with that of the other studies. We will also work with our counterparts from the other studies to identify which data we could share between project teams.

3.0 THIRD PARTY DATA SOURCES

Much of the data relevant to the Tourism Study is publicly available. However, there are private third-party specific datasets available for purchase that we feel would provide value to the project. Based on our experience conducting tourism studies, the following may offer further value to this project:

- Gas Station Data by Kalibrate: The value of this dataset is to determine number of travelers stopping at
 area gas stations and how much they are spending. This would assist in creating visitor profiles and would
 act as a benchmark against which future decisions could be made. Cost is N/A.
- Vista by Near Mobile device ping data: This dataset is a collection of location specific data to provide
 insight into where people are gathering. The data provide insights into time of day, pathways, and
 demographics. The cost for these data can range average around \$1,500.
- AirDNA: Provides market research related to short term rentals. This dataset would be helpful to
 determining where the majority of visitors to Northwestern Ontario are staying. Cost may be as high as
 \$1,000, but likely lower.

URBANSYSTEMS MEMORANDUM

DATE: February 2, 2022 FILE: 4809.0003.01 PAGE: 3 of 3

SUBJECT: Addendum to the Tourism Study for Ignace and Area Proposal

4.0 OPTIONAL TASK - PING DATA ACQUISITION ANALYSIS

As an optional task for the Tourism Study, we proposed acquiring the Vista by Near mobile ping data, as described in section 3.0 of this memo, and undertaking a ping data analysis. We have used this data set in other northwest Ontario communities to better understand visitor trends, including travel routes, key visitor destinations, and activity areas. This analysis would include the following components:

- Understanding the home locations of individuals who visit or travel through Ignace, including visit durations and travel paths into Ignace from their home locations.
- Identify community "hot spots" (e.g. common gathering locations) that see high volumes of visitor/tourist traffic, specifically during the summer and fall seasons.
- Identify "hot spots" along Highway 1 where vehicles stop to understand visitor/tourist habits in relation to
 accessing highway commercial development, amenities, and other roadside attractions.

This analysis will help understand where visitors to Ignace and the surrounding areas come from, how they access the area, where they gather and time and length of stays. Ultimately, this additional information will prove valuable in determining potential tourism impacts and opportunities associated with the NWMO DGR project.

Deliverables for this optional task include:

- Acquisition of Vista by Near data on behalf of the Township
- Analysis of data and development of common location (hot spots) mapping and pathing mapping (travel routes)
- Development of data summary tables for data (e.g. visitor home location data)

The cost to complete this optional task is \$9,000 and includes data acquisition costs, professional fees, and disbursements. We would complete this task as part Phase 2 (Analysis and Synthesis) of our proposed work plan.

Sincerely,

URBAN SYSTEMS LTD.

Dan Penner, MCP Community Planner and Project Lead



Township of Ignace

34 Highway 17 West P.O. Box 248 Ignace, Ontario POT 1TO

Phone: 807-934-2202 Fax: 807-934-2864

Prepared By:

Lynda Colby, Clerk

Report To:

Mayor and Council

Subject:

COVID 19 Policy - By-Law # 94.2021

Date:

March 05, 2022

Recommendation:

Administration recommends council rescind By-Law 94.2021 and follow the provincial health guideline set out by the province and ensure a safety plan is posted at all Township facilities.

On October 18th, 2021, Council passed By-Law #94.2021, regarding Covid vaccination policy for the employees of the Township of Ignace. The Township of Ignace have followed the Provincial Covid-19 guideline and mandates set out by the province since the start of the pandemic.

Since this time there have been numerous changes regarding the Covid guidelines with the most recent change effective March 01,2022. The most recent changes to the public health and workplace safety measures are as follows:

- Capacity limits have been lifted in all indoor public setting
- > Proof of vaccination requirements have been lifted
 - o Business and organizations may choose to require proof of vaccination upon entry
- > Other protective measures, such as mask/face covering requirements and passive screening will remain in place

Currently the by-law indicates that vaccination is recommended and anyone who is not fully vaccinated will be required to complete the Rapid Antigen testing on a weekly basis and provide proof of negative reading.

Considering the recent and constant provincial changes with regards to the Covid-19 guidelines, Administration asking council to review the current by-law to provide a clearer vision, as too how they would like Administration to proceed with the Township Policy.

Council's option may be:

- 1) Continue with the current By-law/policy for Covid 19 for all employees of the Township of Ignace.
- 2) Rescind By-Law 94.2021, and continue to follow the provincial guidelines

THE CORPORATION OF THE TOWNSHIP OF IGNACE BY-LAW 94.2021

Being A By-Law to Adopt a Covid-19 Vaccination Policy for Employees of The Corporation Of The Township Of Ignace.

WHEREAS the Municipal Act, 2001, s.8(1) grants the municipality broad; general powers to govern its own affairs; and

NOW THEREFORE BE IT RESOLVED THAT Council of the Corporation of the Township of Ignace **ENACTS AS FOLLOWS**:

- 1. THAT, Council of the Corporation of the Township of Ignace authorizes administration to implement the COVID 19 Vaccination Policy as per attached Schedule 'A' hereto, which shall form part of this By-law; and
- 2. THAT, in accordance with the Township of Ignace, this By-Law shall take effect and come into force upon the third and final reading thereof.

READ A FIRST AND SECOND TIME THIS 18th DAY OF OCTOBER, 2021.

READ A THIRD TIME AND PASSED THIS 18th DAY OF OCTOBER, 2021.

Penny Lucas, Mayor

Lynda Côlby, Clerk



COVID 19 Vaccination Policy

Schedule "A" to By-Law #94.2021

1.0 POLICY STATEMENT

The Corporation of the Township of Ignace (the "Township") is committed to reduce the risk of COVID-19 in the workplace and to provide a safe work environment for our employees and members of the public with whom we interact, by putting in place a program to ensure identified employee groups are fully vaccinated against COVID-19 or are regularly tested for COVID-19.

COVID-19 is a highly contagious virus and the COVID-19 "variants of concern" have a higher rate of transmission and increase in the severity of illness caused by COVID-19. COVID-19 vaccination is a critical and effective measure for the hazard of COVID-19. Vaccinations and other health and safety precautions have shown to be effective in reducing COVID-19 transmission and severity.

The Occupational Health and Safety Act, 1990 requires that the Township to take every precaution reasonable in the circumstances for the protection of workers. The Township recognizes the importance of immunization to reducing the risk of serious infection and transmission of infection among its staff.

This Policy is subject to change based on evolving scientific evidence and Public Health directives/guidance.

2.0 DEFINITIONS

'Fully vaccinated' means having received the full series of a COVID-19 vaccine or a combination of COVID-19 vaccines approved by Health Canada; the final dose of a COVID-19 vaccine administered at least 14 days prior.

'Vaccinated' means to be "fully vaccinated".

'Proof of full vaccination' means the COVID-19 vaccination receipts issued by the Ontario Ministry of Health, other province or territory or international equivalent confirming the person is fully vaccinated, with a vaccine approved by Health Canada. A Covered Individual must provide vaccination receipts for each dose received (which will vary depending on the vaccine), as well as any subsequent dose, booster or boosters, that may be required or recommended by the Public Health Canada and/or our Public Health Unit.

'Covered Individuals' means all Township employees, students, volunteers and Members of Council. The Policy also applies to all contractors identified in Directives and Instructions issued by the Office of the Chief Medical Officer of Health.

3.0 PURPOSE

The purpose of this Policy is to provide guidelines pertaining to the expectations and requirements of employees, volunteers, students and contractors of the Township with respect to COVID-19 vaccination.

4.0 LEGISLATIVE FRAMEWORK

The Township relies upon the following pieces of legislation in formulation of this policy:

- Occupational Health and Safety Act, 1990
- Ontario Human Rights Code
- Municipal Freedom of Information Protection and Privacy Act (MFIPPA)

5.0 SCOPE

This Policy applies ALL Township employees, contractors, students and volunteers expressly identified by the Township (the "Covered Individuals").

6.0 TERMS AND CONDITIONS

Subject to the qualifications below, the Township strongly urges each employee to get fully vaccinated against COVID-19. Vaccination includes any subsequent dose, booster or boosters that may be required or recommended by Public Health Canada or the local District Health Unit.

All Covered Individuals are required to provide proof of COVID-19 vaccine administration by <u>January 2</u>, <u>2022</u>. It is hoped that this notice will provide time for more Non-vaccinated Individuals to seek vaccinations. Any employee who does not provide proof of vaccination will be treated as a non-vaccinated employee.

The Township will verify and document the vaccination status of all Covered Individuals, and will not retain a copy of the COVID-19 vaccination receipts. All vaccination records will be securely stored with the Clerk and information on vaccination status will not be disclosed to any third party without employee consent.

Employees who have not been vaccinated, or who do not disclose their vaccination status, will be required to complete mandatory education on the benefits of COVID-19 vaccination by **November 30, 2021.**

Effective <u>January 2, 2022</u> employees who have not been fully vaccinated, or who do not disclose their vaccination status, will be required to submit to regular rapid antigen testing for COVID-19 and provide proof of a negative rapid antigen test for COVID-19. Testing will be required at intervals determined by the Township in consultation with the Local District Health Unit, and will continue indefinitely until the individual provides proof of full vaccination against COVID-19, or until Public Health guidance dictates otherwise.

Employees on approved leave of absence are not required to comply with this Policy as long as they remain on the leave of absence. Employees must comply with the vaccination requirements of this Policy upon their return to work.

New employees must review the COVID-19 Policy before they begin employment with the Township and comply with vaccination requirements of this Policy prior to commencing their employment, assignment, or placement into positions where this Policy applies. This Policy shall form one of the conditions of employment which new employees accept as part of an offer of employment into such positions.

All employee regardless of vaccination will continue to adhere to organization mandated safety precautions regarding masking and other PPE, physical distancing and handwashing.

7.0 PRIVACY

All Information relating to an individual's proof of vaccination against COVID-19, and proof of COVID-19 testing will be treated in compliance with the *Municipal Freedom of Information and Protection of Privacy Act*.

8.0 ACCOMIDATION

Despite any other provision in this policy, the Township will comply with its duty to accommodate under the *Ontario Human Rights Code*.

Employees requiring any Ontario Human Rights Code accommodations under this Policy may request accommodations by advising their manager. The Township is committed to fulfilling its obligations under the Ontario Human Rights Code.

For greater clarity, Medical exemptions will require a written medical certificate from a physician or nurse practitioner advising that the physician/nurse practitioner has an independent and objective opinion that the employee member cannot receive or must delay the COVID-19 vaccination due to a medical contraindication and that the opinion is in accordance with the most recent publication from the Ontario Ministry of Health's publication "COVID-19 Vaccination Recommendations for Special Populations". The medical certificate must also set out the effective time period for the medical exemption.

Retigious exemptions will require information as to why the individual is not vaccinated due to creed/religion. The individual requesting a religious exemption must provide background on the religious belief/creed and connect the religious belief/creed to the reason for the exemption.

Supporting documentation from published religious leaders or others practicing the religion/creed will be requested where available. Personal and/or philosophical objections to vaccinations are not considered sufficient justification for granting an exemption.

The Township will engage with an employee entitled to an exemption, in a cooperative process to determine if reasonable accommodations are possible, including alternative duties which will allow the person to continue to safely work. This will consist of an individual assessment based on the specific facts regarding the employee's duties and the organization's needs.

9.0 COMPLIANCE

In accordance with Township Human Resources policies, collective agreements and applicable legislation, any non-compliance with the Mandatory COVID-19 Vaccine Disclosure Policy will result in a meeting with the employee and union representative, if applicable, and may be subject to discipline up to and including termination of employment.

10.0 Responsibility

This Policy has been approved by Council. The Clerk or designate has been granted the authority to enforce this Policy.

Any questions or requests for exemptions should be made to the Clerk or designate

11.0 Review and Quality Monitoring Guidelines

Duration and Review

The pandemic is an ongoing concern. The Township may update and revise this policy at any time, without notice. This policy is in effect until such time as the Township chooses to discontinue it.

12.0 References and Educational Resources

- 7.1 Getting a COVID-19 vaccine in Ontario
- 7.2 COVID-19 vaccine safety
- 7.3 Ministry of Health COVID-19 Vaccination Recommendations for Special Populations



COVID-19 safety plan

Use this template to document how your organization will keep workers and other people safe at your workplace during the COVID-19 pandemic. <u>How to develop your COVID-19 safety plan:</u> A guide for Ontario workplaces explains what you should think about and gives examples to help you come up with your plan.

Company details

Business name: Township of Ignace Revision date:

Date completed: 17 February 2021 Developed by:

Division/group: Others consulted:

Date distributed: 18 February 2021

Provide as much information in response to each question as possible. This will help your workers and other people to know exactly what to do and what to expect.

The final page will help you create a snapshot version of your plan to post in the workplace. This can act as a reference for workers and let others who come into your workplace know what you are doing to help keep everyone in your workplace safe.

The COVID-19 pandemic is an evolving situation – review your plan regularly and make changes as required. Refer to the Ontario government's <u>COVID-19 website</u> for up-to-date information.



1. How will you ensure all workers know how and are able to keep themselves safe from exposure to COVID-19?

Actions:

- Provincial Framework posted and emailed out to all employees. Provincial Framework to be posted in common area/ health and safety board in the office.
- Masks to still be required by visitors to the Township Office.
- Everyone needs to wear a mask in the office when out of work area.
- Ensure hand washing hygiene.
- Physical distancing as much as possible in the office.

2. How will you screen for COVID-19?

Actions:

• All empoyees/visitors are required to passively screen for the Covid-19 self assessment screening questions that are at both entrances to the office.

3. How will you control the risk of transmission in your workplace?

Actions:

- All employees will be advised to go over the Provincial Framework to ensure they are following the polices set out by the Health Unit.
- All employees will be required to wear a mask at all times inside the office except at their personal work space.
- Touchless sanitizing stations were installed at all entrances of the office
- Touchless paper towel dispensers are being installed in all work places.
- Ensure cleaning staff is aware to clean all work areas thoroughly along with light switches, door handles, telephones and keyboards wiped down.



4. What will you do if there is a potential case, or suspected exposure to, COVID-19 at your workplace?

Workers should be kept out of the workplace if any of the following are true:

- They have tested positive for COVID-19
- They have been exposed to someone with or who has received a positive test result.

Self-isolation and return-to-work

A person who has COVID-19covid 19 must self-isolate so they can't infect others, whether fully vaccinated or not. The purpose of self-isolation after exposure is to prevent a person from infecting others before they know they are infected.

As an employer, it is important for you to understand <u>COVID-19</u>covid 19 <u>self-isolation and return to work</u> for your workplace. Details on requirements can be found in the <u>provincial guidance on the management of cases and contacts</u> <u>of COVID-19</u>covid 19. Follow any and all public health measures and direction.



5. How will you manage any new risks caused by changes to the way you operate your business?

Consider: With workers, review existing critical risks and whether work practice changes will affect your current risk management strategy. Are any new risks introduced due to changes in worker numbers or work practices? What new risk controls are required?

Example: We will establish regular check-ins with workers about how they're coping with the change to shift work.

Actions:

• Check in with employees by way of a Tuesday morning meeting to ensure they are coping with the Covid-19 changes and find out if there are any concerns.



6. How will you make sure your plan is working?

Consider: How often will you schedule a review of your plan? How will you get input and ideas from workers and clients? Who is responsible for evaluating how things are working and for adapting the plan as you find better/easier ways to do things? How will you communicate changes?

Example: We will set up a weekly meeting between the CEO and the health and safety representative.

Actions:

- The health and safety team will meet once a month to ensure that the plan is continually being looked at and updated.
- Facilities will be inspected to ensure that all equipment (dispensers) are in working order.
- Changes will be communicated to employees through Tuesday morning meetings. Twoway communication is key to ensuring that all safety measures are being met.



COVID-19 safety plan - snapshot

This snapshot can be posted in a place where it can be seen easily so your workers, clients and other people entering the workplace will know what actions are being taken.

Business name: Township of Ignace Division/group: Health & Safety Team

Revision date:

Date completed: 18 February 2021

The Health & Safety Committee will be responsible for updating and relaying new information along with posting the Safety Plan in all workplaces.

Measures we're taking

How we're ensuring workers know how to keep themselves safe from exposure to COVID-19

- Provincial Framework posted and emailed out to all employees. Provincial Framework to be posted in common area/ health and safety board in the office.
- Everyone needs to continue to follow the sign in rule.
- Everyone needs to wear a mask in the office when out of work area.
- Ensure hand washing hygiene.
- Physical distancing as much as possible in the office.



How we're screening for COVID-19

- All empoyees/visitors are required to fill in the Covid-19 self assessment screening questions that are at both entrances to the office.
- All employees/visitors are requested to fill in the sign in binder.

How we're controlling the risk of transmission in our workplace

Physical distancing and separation/Cleaning

- All employees will be advised to go over the Provincial Framework to ensure they are following the polices set out by the Health Unit.
- All employees will be required to wear a mask at all times inside the office except at their personal work space.
- There should be no more than three employees in the lunchroom at any given time.
- Touchless sanitizing stations were installed at all entrances of the office
- Touchless paper towel dispensers are being installed in all work places.
- The public can attend the Township of Ignace office by appointment only.
- Ensure cleaning staff is aware to clean all work areas thoroughly along with light switches, door handles, telephones and keyboards wiped down.

What we will do if there is a potential case, or suspected exposure to, COVID-19 at our workplace

• Contact the North West Health Unit (NWHU) and provide all of the contact trace information.



How we're managing any new risks caused by the changes made to the way we operate our business

• Check in with employees by way of a Tuesday morning meeting to ensure they are coping with the Covid-19 changes and find out if there are any concerns.

How we're making sure our plan is working

- The health and safety team will meet once a month to ensure that the plan is continually being looked at and updated.
- Facilities will be inspected to ensure that all equipment (dispensers) are in working order.
- Changes will be communicated to employees through Tuesday morning meetings. Twoway communication is key to ensuring that all safety measures are being met.