

# TOWN OF FORT FRANCES

## Economic Development Executive Committee

### AGENDA - November 3, 2021, 12:00 PM

#### MEETING - Civic Centre

Session #9

#### Microsoft Teams meeting

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[+1 807-701-5975,,903118770#](#) Canada, Thunder Bay

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	Page
<b>1. <u>Call to Order/Roll Call</u></b>	
<b>2. <u>Disclosure of pecuniary interest and the general nature thereof</u></b>	
<b>3. <u>Approval of Previous Committee Minutes</u></b>	
3.1 Session no 7 - 04 August 2021 - Amended	3 - 4
3.2 Session 8 - 08 September 2021	5 - 6
<b>4. <u>Items Referred from Council - none</u></b>	
<b>5. <u>New Business</u></b>	
5.1 NW Ontario Presentation	7 - 52
5.2 Labour Market Final to OCT 29	53 - 61
5.3 Fort Frances-International Falls Bridge	62 - 123
<b>6. <u>Outstanding Items</u></b>	
6.1 <b><u>Ranier Bridge</u></b> - Letters to Stauber and Klobuchar - Concerns re rail bridge. C. Vangel to communicate with CN Public Affairs group and bring further information back to next meeting. Working group to be created and consist of C. Vangel, J. Caul, J. McTaggart and D. Cridland. 2021/06/09: Working group to meet within next two weeks 2021/07/07: Conversation with CN Public Affairs and C. Vangel re	

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**Winnipeg to Thunder Bay tourism route initiative** - Work in progress. NOMA tourism panel aware - possible intent to draw people to Hwy 11 and onto 71 corridor. 2021/06/09: No updates. 2021/06/29: Heart of Canada Touring Route 2021/07/07: In final stages of touring route between Winnipeg and Thunder Bay. Regional initiative and a focus on Highway 71 corridor. Recommendation via Committee for Council to support RRFDC by way of resolution a seat on affiliated steering committee. Public launch of initiative to occur at 2022 Rendez-vous Canada. 2021/08/04: We need to ensure we are included in marketing and get our message out there. RRFDC is our representative at the Steering Committee. **2021/09/07 Part of RRFDC Workplan. Tourism panel fully aware of Fort Frances' support and information has been forwarded on our Tourist attractions. Draft for website coming. Regional meeting planned.**

**Cross Border Fishing Activity** - Status of reciprocal agreement re walleye report to be determined. 2021/06/09: Correspondence forwarded. No further updates. 2021/07/07: Correspondence outstanding. Keep as item on agenda. 2021/08/04: Greater police presence observed on the lakes. Mayor Caul to initiate discussion with Marcus Powlowski at the meeting scheduled for Friday, 06 August 2021. **2021/09/07: Concerns re fishing following border opening forwarded to Minister Rickford and Marcus Powlowski forwarded via email. Confirmation of receipt of email received. Item to remain on agenda.**

7. **Information**

7.1 Sept - TOFF 2 year workplan REPORT to EDEC

124 -  
126

8. **In-Camera - None**

9. **Adjourn / Next Meeting Date - 08 December 2021**

## TOWN OF FORT FRANCES

MINUTES

SESSION NO. #7

August 4, 2021

The meeting of Economic Development Executive Committee of the Town of Fort Frances was held virtually in the Civic Centre on August 4, 2021 from 1200 hrs to 1244 hrs.

PRESENT: Councillor J. McTaggart, Councillor M. Behan and Mayor J. Caul (ex-officio)

ALSO PRESENT: D. Brown, CAO, C. Vangel, CBO / Municipal Planner, T. Drysdale, Economic Development Consultant, G. Gillon, RRFDC, L. Slomke, Clerk, K. Haney, Deputy Clerk, Joerg Ruppenstein, CAO FFPC, Jamie Pryde (1203 hrs)

REGRETS: Chairperson D. Judson, D. Cridland, T. Ryll, J. Forbes, Human Resources Manager

**1. Call to Order @ 1200 hrs/ Roll Call**

**2. Disclosure of pecuniary interest and the general nature thereof - None**

**3. Approval of Previous Committee Minutes**

3.1 Session 6 - 07 July 2021 - Accepted as presented

**4. Items Referred from Council - None**

**5. New Business**

5. MAT meeting follow up - Post Covid discussion re attracting and retaining staff for local businesses.

<https://www.forbes.com/sites/billconerly/2021/07/07/the-labor-shortage-is-why-supply-chains-are-disrupted/?sh=b7b8f2f301d5V>

<https://financialpost.com/executive/executive-summary/posthaste-labour-shortages-are-set-to-get-worse-in-canada-and-you-can-blame-immigration#:~:text=Brown%20says%20the%20reason%20for,permanent%20residents%20into%20the%20country.>

Discussion included job fairs, foreign worker programs, student housing, incentive programs, shared employee pool between same industries, modifying and simplifying industries to reduce staffing need. We need to remain cognizant of challenges associated with staffing of future industries. Councillor Behan to raise topic at next meeting of Chamber of Commerce. RRFDC to work on possible next items and bring back next meeting. Item to remain on agenda.

**6. Outstanding Items**

6.1 Standing items for updating:

**Ranier Bridge** - Letters to Stauber and Klobuchar - Concerns re rail bridge. C. Vangel to communicate with CN Public Affairs group and bring further information back to next meeting. Working group to be created and consist of C. Vangel, J. Caul, J. McTaggart and D. Cridland. 2021/06/09: Working group to meet within next two weeks  
2021/07/07: Conversation with CN Public Affairs and C. Vangel re future status of Ranier Bridge. Concerns identified included flood risk and economic gateway between two communities. Project in infancy stage with 3-5 year potential. TOFF requested to be kept apprised of consultation process. **2021/08/04: Working group has not yet met.**  
**Orea White Paper Small Towns Big Opportunities** - Further information re action

*plan/seeking organizations that can assist in lobbying to be sought. Item identified at RRDMA - on radar, may assist in lobbying going forward. Query pilot project. 2021/06/09: Item to proceed to NOMA in January with CAO involvement. 2021/07/07: No updates. Keep as item on agenda. 2021/08/04: Tannis advised she will have more information next meeting.*

**Winnipeg to Thunder Bay tourism route initiative** - *Work in progress. NOMA tourism panel aware - possible intent to draw people to Hwy 11 and onto 71 corridor. 2021/06/09: No updates. 2021/06/29: Heart of Canada Touring Route 2021/07/07: In final stages of touring route between Winnipeg and Thunder Bay. Regional initiative and a focus on Highway 71 corridor. Recommendation via Committee for Council to support RRFDC by way of resolution a seat on affiliated steering committee. Public launch of initiative to occur at 2022 Rendez-vous Canada. 2021/08/04: We need to ensure*

*we are included in marketing and get our message out there. RRFDC is our representative at the Steering Committee.*

**Cross Border Fishing Activity** - *Status of reciprocal agreement re walleye report to be determined. 2021/06/09: Correspondence forwarded. No further updates. 2021/07/07: Correspondence outstanding. Keep as item on agenda. 2021/08/04: Greater police presence observed on the lakes. Mayor Caul to initiate discussion with Marcus Powlowski at the meeting scheduled for Friday, 06 August 2021.*

**7. Information**

7.1 City of International Falls - Resolution No. 48-2021 - Mayor Caul to initiate discussion with MP Marcus Powlowski during meeting scheduled for Friday, August 8th, 2021

7.2 July - TOFF 2 year workplan REPORT to EDEC - Accepted as presented

**8. In-Camera - none**

**9. Adjourn @ 1244 hrs / Next Meeting Date - 08 Sept 2021**

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Executive Committee Chair

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D. Brown, CAO



## TOWN OF FORT FRANCES

MINUTES

SESSION NO. #8

September 8, 2021

The meeting of Economic Development Executive Committee of the Town of Fort Frances was held in the Civic Centre on September 8, 2021 from 12:00 to 1330.

PRESENT: Chairperson D. Judson, Councillors M. Behan and Mayor J. Caul (ex-officio)

ALSO PRESENT: D. Cridland, J. Pryde, T. Ryll, F. Anwar, CAO, J. Ruppenstein, CAO, FFPC, T. Drysdale, Economic Development Consultant, G. Gillon, RRFDC, K. Haney, Deputy Clerk, Randy Thoms, B 93, Merna Emara, Fort Frances Times

REGRETS: Councillor McTaggart, C. Vangel, CBO/Municipal Planner,

**1. Call to Order @ 1200 hrs/Roll Call**

**2. Disclosure of pecuniary interest and the general nature thereof - None**

**3. Approval of Previous Committee Minutes**

3.1 Session no 7 - 04 August 2021

**4. Items Referred from Council - None**

**5. New Business**

5.1 Tax Incentive Zones Report - Discussion involved lobbying Provincial and Federal Government and engagement with Northern Development and Mines and Ministry of Economic Development and Trade as well as consultation with land owners/partners.

**6. Outstanding Items**

6.1 **Ranier Bridge** - Letters to Stauber and Klobuchar - Concerns re rail bridge. C. Vangel to communicate with CN Public Affairs group and bring further information back to next meeting. Working group to be created and consist of C. Vangel, J. Caul, J. McTaggart and D. Cridland. 2021/06/09: Working group to meet within next two weeks  
2021/07/07: Conversation with CN Public Affairs and C. Vangel re future status of Ranier Bridge. Concerns identified included flood risk and economic gateway between two communities. Project in infancy stage with 3-5 year potential. TOFF requested to be kept apprised of consultation process. **2021/09/14 - No new developments. Decision made to keep on agenda for future updates.**

**Orea White Paper Small Towns Big Opportunities** - Further information re action plan/seeking organizations that can assist in lobbying to be sought. Item identified at RRDMA - on radar, may assist in lobbying going forward. Query pilot project.  
2021/06/09: Item to proceed to NOMA in January with CAO involvement. 2021/07/07: No updates. Keep as item on agenda. **2021/09/07 - Decision to strike as an outstanding item from agenda.**

**Winnipeg to Thunder Bay tourism route initiative** - Work in progress. NOMA tourism panel aware - possible intent to draw people to Hwy 11 and onto 71 corridor.  
2021/06/09: No updates. 2021/06/29: Heart of Canada Touring Route 2021/07/07: In final stages of touring route between Winnipeg and Thunder Bay. Regional initiative and a focus on Highway 71 corridor. Recommendation via Committee for Council to support RRFDC by way of resolution a seat on affiliated steering committee. Public launch of initiative to occur at 2022 Rendez-vous Canada. 2021/08/04: We need to ensure we are included in marketing and get our message out there. RRFDC is our representative at the Steering Committee. **2021/09/07 Part of RRFDC Workplan. Tourism panel fully aware of Fort Frances' support and information has been forwarded on our Tourist attractions. Draft for website coming. Regional meeting planned.**

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- 7.     **Information**
  - 7.1     RRFDC Report September 2021 - Brief overview provided.
- 8.     **In-Camera - None**
- 9.     **Adjourned @ 1230 hrs / Next Meeting Date - 06 October 2021**

\_\_\_\_\_  
Executive Committee Chair

\_\_\_\_\_  
F. Anwar, CAO



**SEPTEMBER 27, 2021**

# Northwest 2021 Integrated Regional Resource Plan (IRRP)

## Engagement Webinar #2

# Objectives of Today's Webinar

- To provide an update and seek feedback on:
  - The updated engagement plan
  - The electricity demand forecast including mining growth scenarios
  - Preliminary study results and areas of interest for further investigation
- To outline next steps

# Seeking Input

As you listen today, please consider the following items to help guide your feedback after today's webinar:

- What additional information or considerations should be reflected in the forecast scenarios?
- What other local reliability concerns in addition to those presented today should be further investigated?
- Are the proposed activities in the Engagement Plan sufficient and suitable?

**Please submit your written comments by October 18  
using the feedback form by email to [engagement@ieso.ca](mailto:engagement@ieso.ca)**

# Summary of IRRP Progress to Date

- Mining growth forecast scenarios have been compiled
- Technical study work continues; we will discuss preliminary results and high level areas of interest today
- Engagement plan updated to reflect stakeholder feedback from Webinar #1

Q3 2020	Q4 2020	Q1 2021	...	Q2 2022	Q3 2022
Needs Assessment	Scoping Assessment and Engagement	IRRP Study and Engagement		IRRP Published	



# Engagement Plan

# What we have heard so far

- Thank you for your feedback following Webinar #1 on May 20<sup>th</sup>
  - Stakeholders expressed interest for sub-regional targeted discussions, provided feedback on the electricity demand forecast, raised local customer reliability concerns, and asked questions on broader bulk system reliability and future supply
- A summary of feedback received and responses is posted on the [Northwest regional planning engagement webpage](#)



# Updated Engagement Plan

- In response to stakeholder feedback, the Engagement Plan was updated to include targeted group discussions on the following topics:
  - Local customer reliability concerns
  - Emerging local initiatives in the Northwest region and their impact on planning electricity needs – i.e. electrification, community energy planning, local solutions, etc.
  - Reliability in the North of Dryden area

# Targeted Discussion: Customer Reliability Concerns

- Thus far, the Working Group is aware of a number of local customer reliability concerns raised by stakeholders such as those impacting the traditional territory of Treaty #3, Greenstone area, and Fort Frances area
- The Working Group will investigate the cause of these concerns and have further discussions with impacted stakeholders in the targeted engagement group

# Targeted Discussion: Emerging Local Initiatives

- This discussion group will provide a forum to discuss and share experiences on local initiatives such as community/municipal energy plans and climate change action plans, their impact on electricity system needs, and how the IRRP can best align with these plans
- This discussion may also cover emerging trends such as electrification and distributed energy resources as they pertain to electricity system planning

## Targeted Discussion: North of Dryden Area

- The North of Dryden area (including Dryden and Pickle Lake subsystems discussed later in this webinar) is very active with significant topology changes and new mining developments since the last cycle of regional planning
- This discussion will focus on growth and emerging reliability needs in these areas

# Targeted Discussion Group Dates

- November: Discussion Groups
  1. November 2: 1 to 2:30 pm - Customer reliability concerns
  2. November 18: 10 to 11:30 am – Emerging local initiatives
  3. November 29: 2 to 3:30 pm – Reliability in North of Dryden area



# Electricity Demand Forecast

# Demand Forecast Topics

- Recap the components of the IRRP forecast and where we left off in Webinar #1
- Main focus for today will be the mining growth forecast scenarios created with your input from Webinar #1

# Recap: IRRP Forecast Components

- The IRRP uses a 20-year forecast with three components:



## **Distribution-connected**

Based on local distribution company forecasts



## **Transmission-connected**

Informed by outreach to existing customers directly connected to the IESO-controlled Grid (ICG)



## **Future Mining Projects\***

Informed by data from government, industry publications, and engagement with individual proponents

\*Existing mining projects are reflected in the distribution- and transmission-connected forecasts.

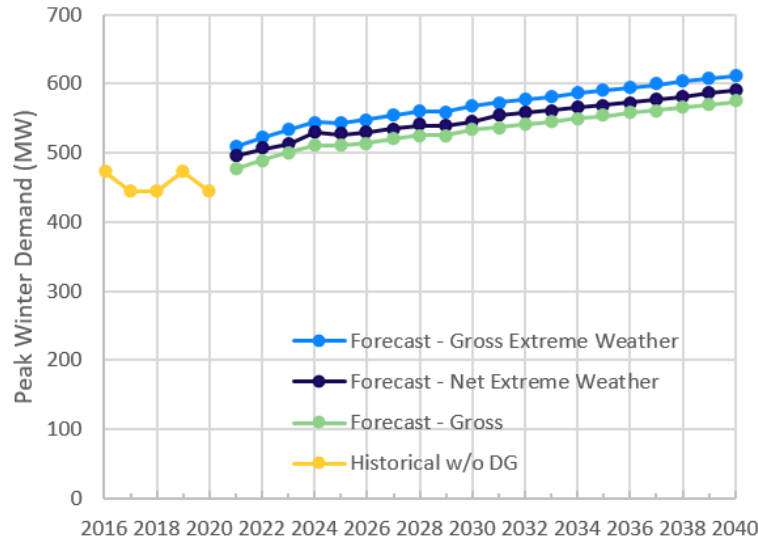


## Where we left off

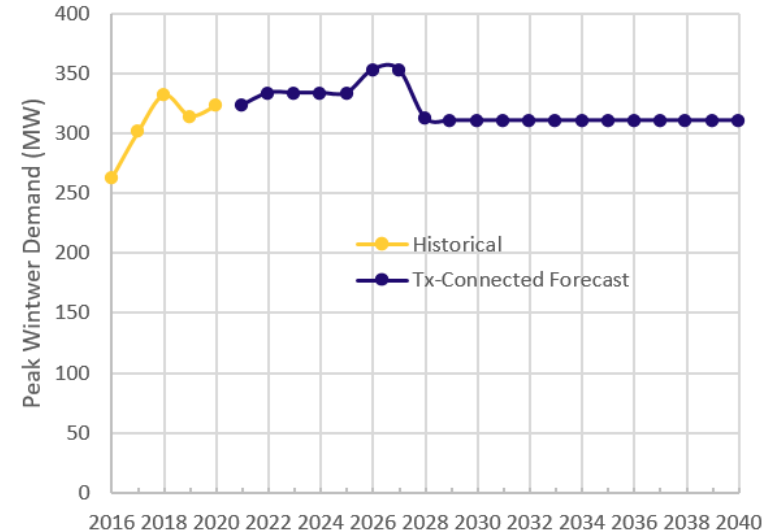
- Webinar #1 explained the methodology used to create each forecast component and how they will be used to inform reliability needs
- The transmission- and distribution-connected forecasts were presented at Webinar #1 and remain unchanged (shown on next slide)
- A list of mining projects was shared as an appendix in Webinar #1 for stakeholder feedback and the IESO committed to presenting mining growth scenarios at the next webinar (today)

# Transmission- and Distribution-connected Forecasts

## Distribution-connected Forecast



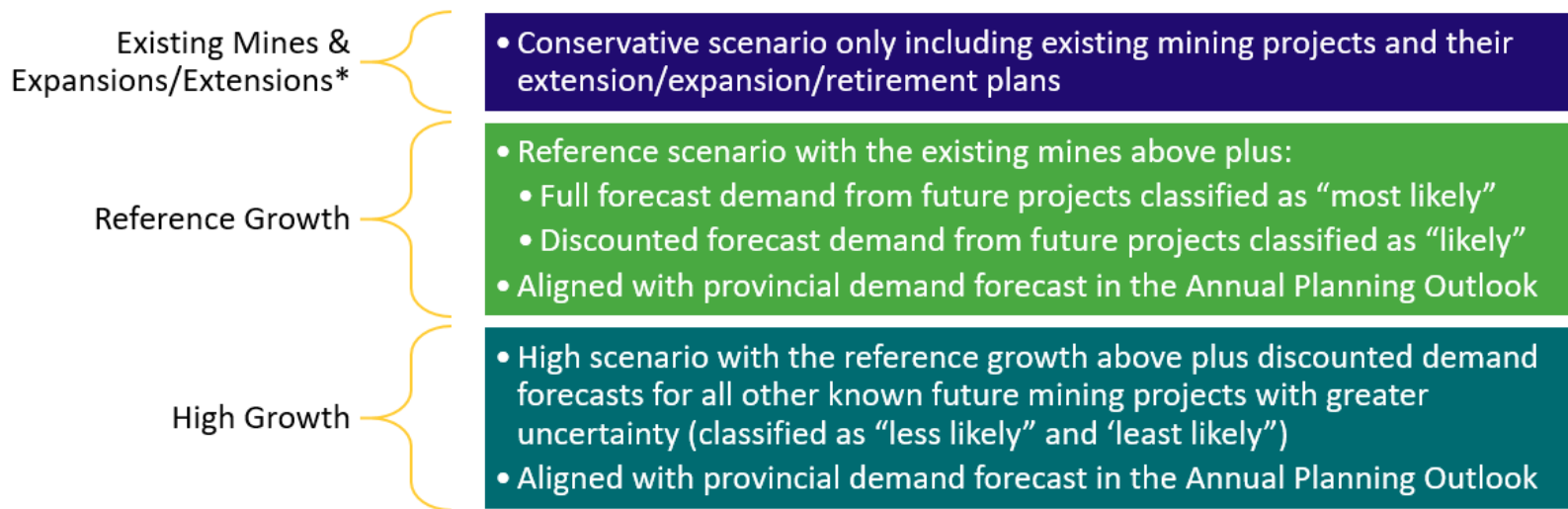
## Transmission-connected Forecast



# Mining Projects Forecast

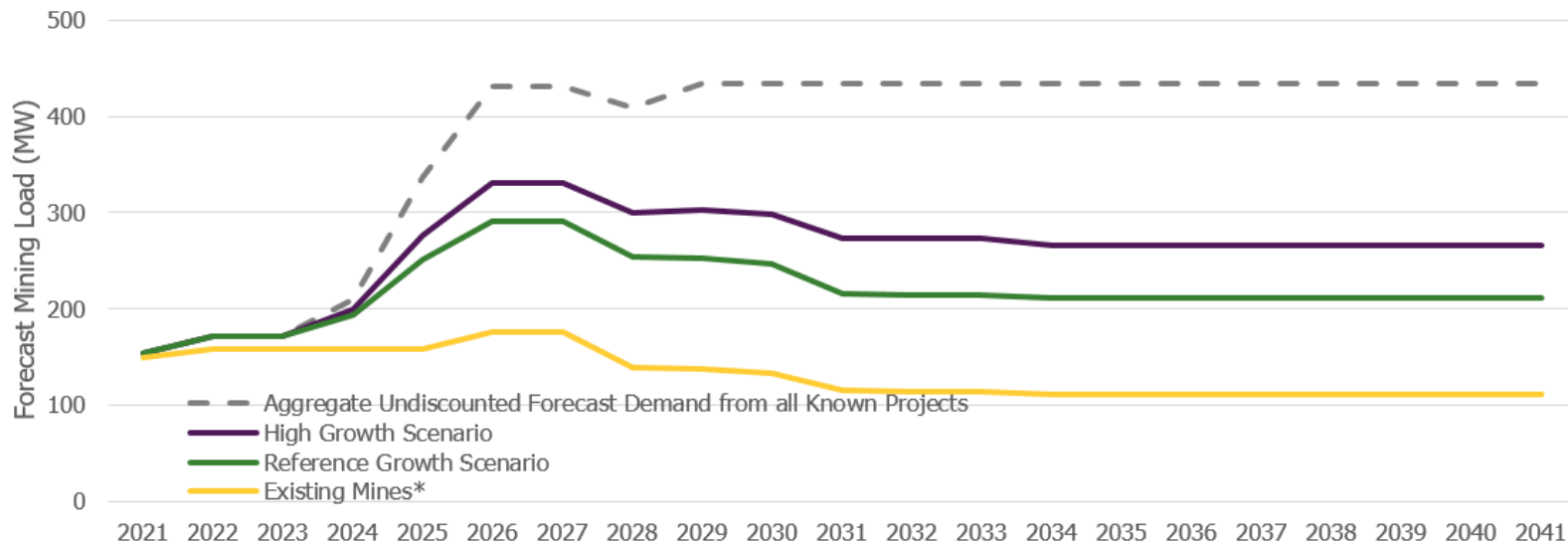
- Future mining projects connecting to the grid are expected to make up a significant portion of overall electricity demand growth in the region
- Based on your feedback from Webinar #1 as well as information from a variety of industry publications, utility companies, and government, three forecast scenarios were created to capture a range of possible growth over the forecast horizon
- These scenarios are based on individual mining project demand forecasts and the “likelihood” factor assigned to each project

# Mining Projects Forecast - Scenarios



\*This scenario overlaps with the distribution- and transmission-connected forecasts shown on slide 16.

# Mining Projects Forecast Scenarios



\*This scenario overlaps with the distribution- and transmission-connected forecasts shown on slide 16.

# Mining Projects Forecast: FAQs (1/2)

## **What factors were considered to assess the likelihood of projects materializing?**

- Considerations include:
  - Reliability of data sources
  - Development stage
  - Project timing
  - Permitting and other regulatory information

## **Why does the IRRP not use the aggregate undiscounted forecast demand from all projects as the high scenario?**

- The list of all known projects includes those that are in early stages of exploration/development
- The high scenario is intended to reflect an optimistic growth outlook balanced with high development, financing, and commodity pricing risks

# Mining Projects Forecast: FAQs (2/2)

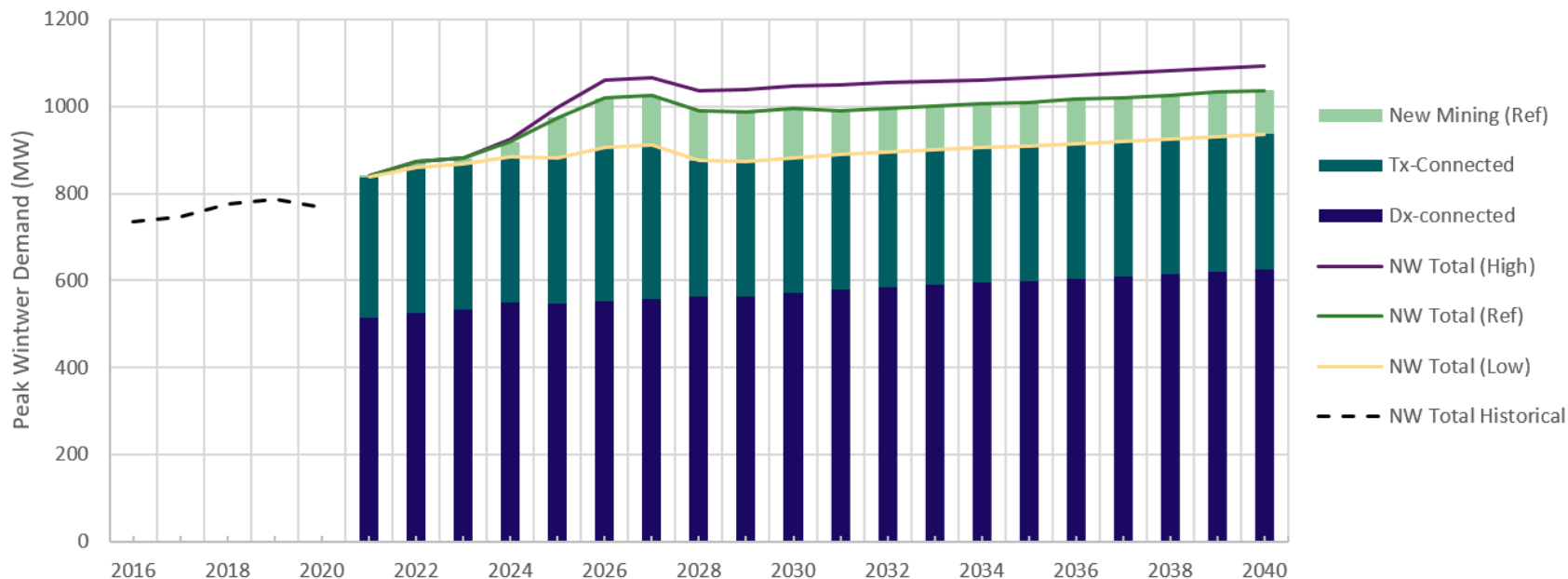
## Why does the forecast decline after 2027?

- Most projects with known load forecasts plan to come in service by 2027
- After 2027, the initial demand from these projects begin to taper off as mines reach the end of their planned operating life
- The forecast scenarios do account for project extensions beyond their initial operating life but the greater uncertainty results in lower probability factors

## How will these scenarios be used?

- The existing mines scenario will inform local reliability needs that must be addressed even if no new mines materialize
- The reference scenario informs needs that will likely arise and plans to address those needs if/when mines materialize
- The high scenario explores possible additional needs to help test the robustness of the plan

# Total Northwest Demand Forecast





## Additional Considerations: High Sensitivity

- In addition to the transmission/distribution forecast and mining scenarios discussed so far, the Working Group is also monitoring indications of higher growth that are uncertain/speculative at this time
- Examples include higher distribution system growth in the Thunder Bay and Kenora areas due to electric vehicle adoption and industrial growth inquiries in the Fort Frances area
- These indicators will be used as a high sensitivity to further test the robustness of the plan

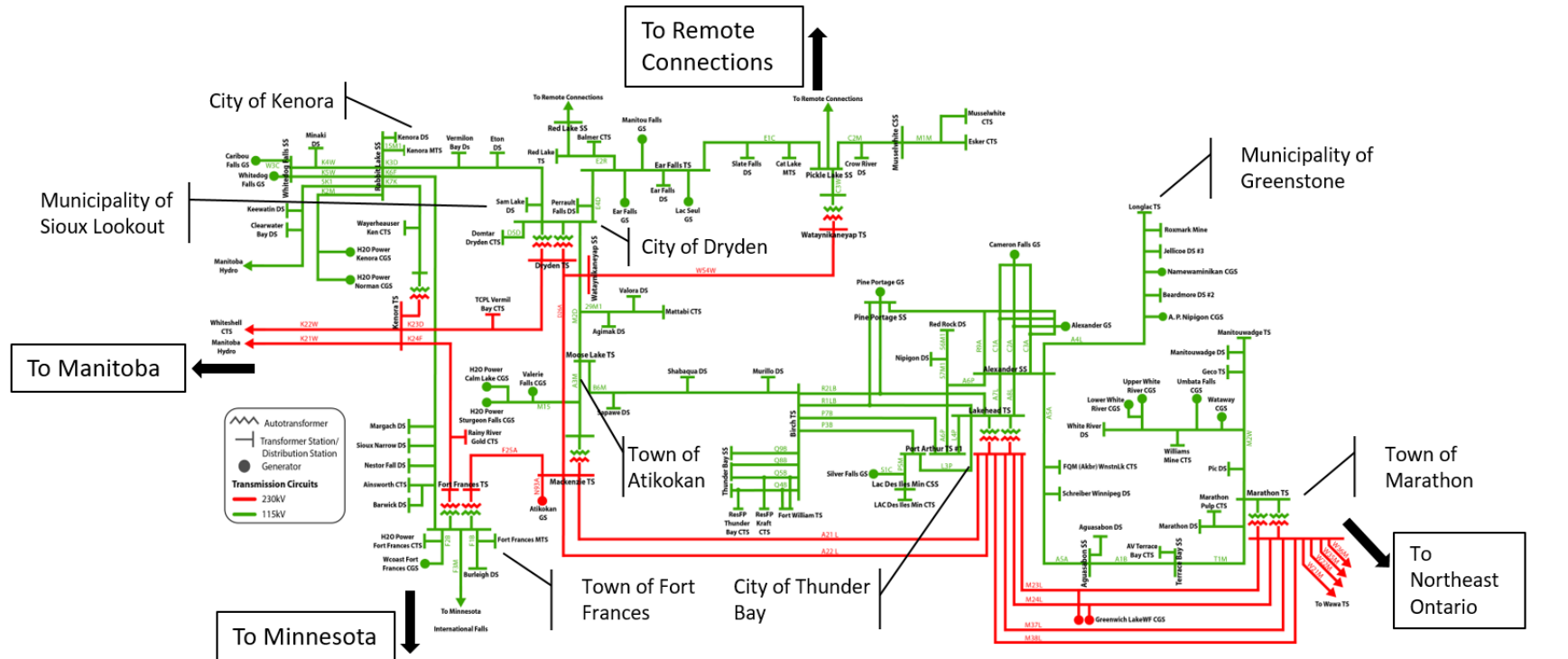


# Northwest Transmission System Geographic Overview

## Feedback from Webinar #1

- Participants in Webinar #1 indicated that a general geographic overview of the Northwest transmission system would be helpful to better contextualize the information presented
- The following slides provides a high level overview to better visualize how the Northwest system is configured and where major load centres are located

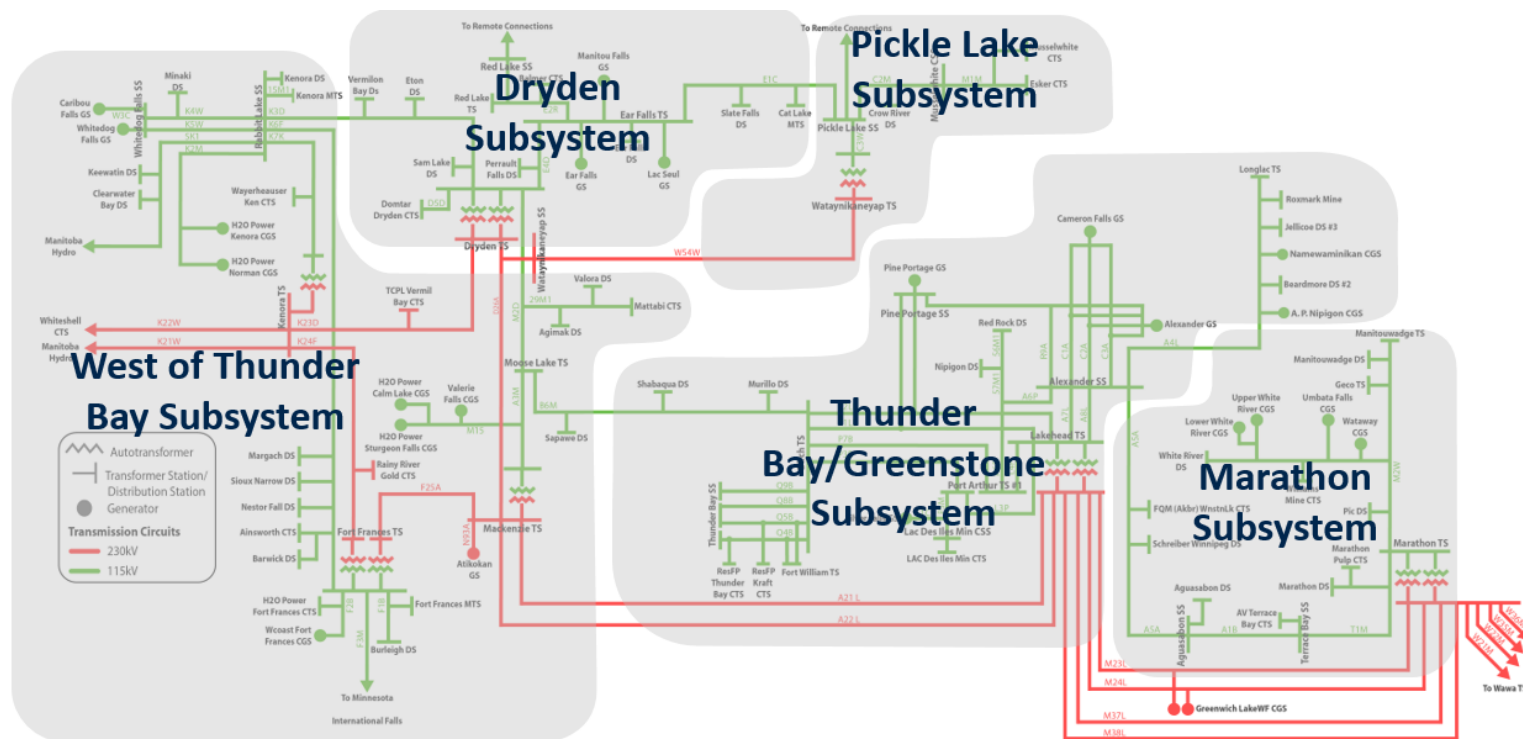
# Single Line Diagram



## Single Line Diagram: Notes

- The Northwest system is comprised of a 230 kV bulk transmission network and several interconnected 115 kV pockets supplying load and connecting local generation
- The single line diagram is a simplified representation of the electricity system and is roughly geographic but distances are not to scale
- The municipalities shown is not an exhaustive list; they are labeled only to provide geographic orientation

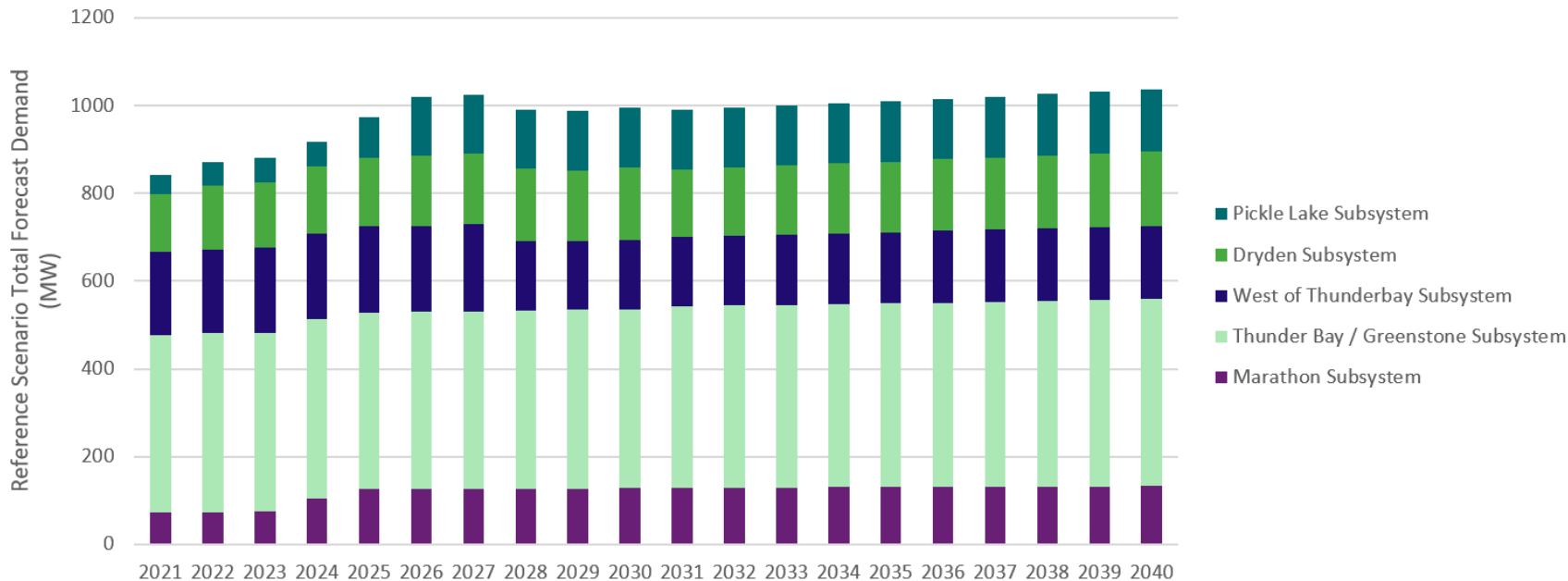
# Subsystems



# Subsystems: Notes

- Subsystems are a way of dividing up the network into roughly independent pockets to better communicate where demand growth is occurring and associated reliability needs
- Subsystems are subject to change as new information about forecast demand, system conditions, reliability needs, and system topology emerges
- The subsystems shown are named after geographic areas but they are electrically defined and do not follow geographic boundaries

# Reference Forecast Scenario: Breakdown by Subsystem





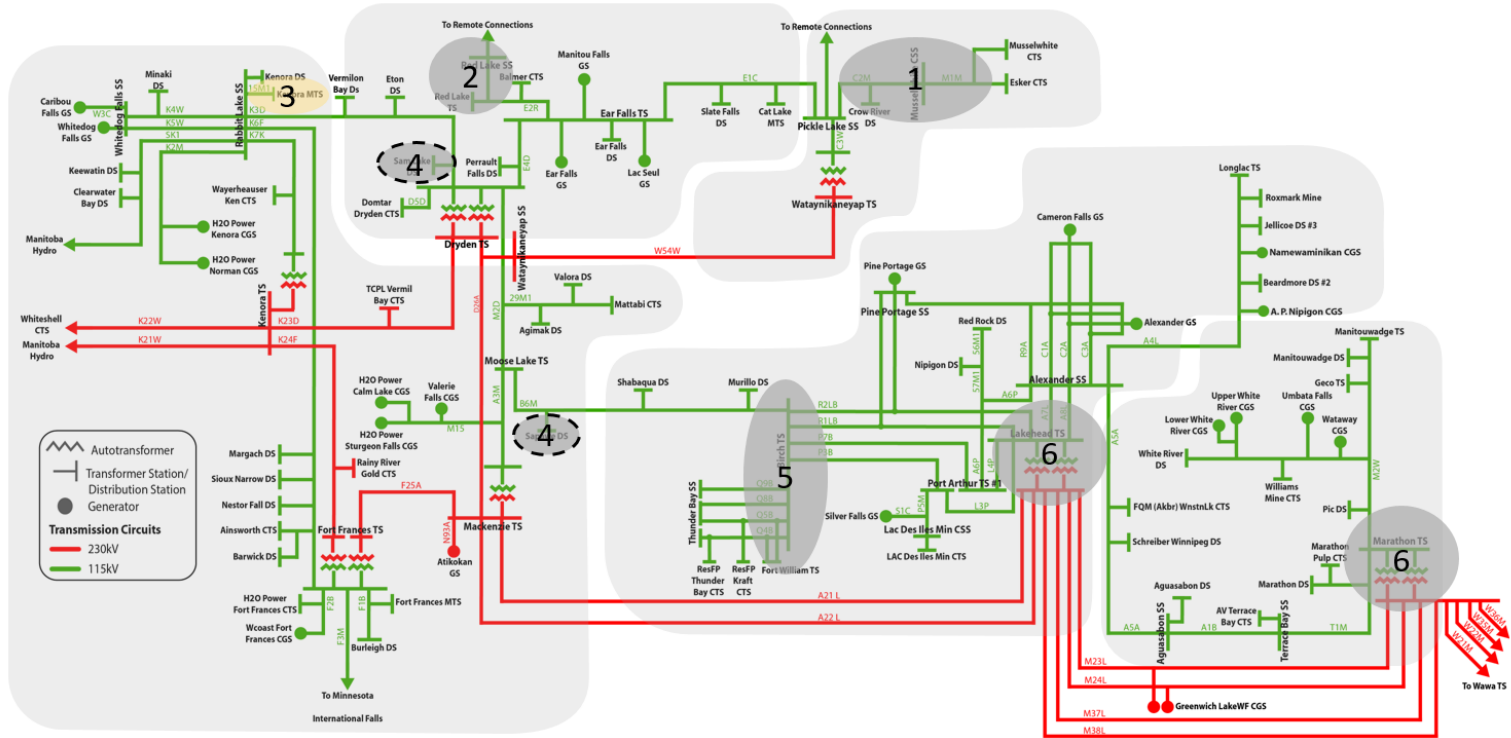


# Technical Studies to Date & Areas of Interest

# Technical Study Work to Date

- The demand forecast has changed since the 2020 Needs Assessment and new mining development information has been compiled
- Thus far, technical study work has centered around screening the region again both to verify needs documented in the Needs Assessment and to uncover any additional needs that may emerge due to the higher demand forecast
- The next few slides will go over some “areas of interest” uncovered so far that may have local reliability needs which will be further investigated in coming months

# Areas of Interest



## Preliminary Needs Identified

1. Pre-contingency thermal and voltage constraints east of Pickle Lake
2. Pre-contingency voltage constraints in the Red Lake area
3. Station capacity need at Kenora MTS
4. Station capacity needs at Sam Lake DS and Sapawe DS to be addressed through Local Planning
5. Post-contingency high voltage constraints in the Birch TS area
6. Post-contingency voltage collapse under outage conditions at Lakehead TS and Marathon TS

## Upcoming Study Work

- Over the coming months, the Working Group will continue to study these areas of interest and refine the:
  - Limiting phenomenon
  - Need dates
  - Potential options



## Next Steps

# Upcoming Events

- October 18: Provide feedback on today's webinar
- November: Discussion Groups
  1. November 2: 1 to 2:30 pm - Customer reliability concerns
  2. November 18: 10 to 11:30 am – Emerging local initiatives
  3. November 29: 2 to 3:30 pm – Reliability in North of Dryden area
- Q1 2022: Engagement webinar to seek input on options to be considered to meet future needs

## Feedback on...

- What additional information or considerations should be reflected in the forecast scenarios?
- What other local reliability concerns in addition to those presented today should be further investigated?
- Are the proposed activities in the Engagement Plan sufficient and suitable?

**Please submit your written comments by October 18  
using the feedback form by email to [engagement@ieso.ca](mailto:engagement@ieso.ca)**



## Keeping in Touch

- **Subscribe** to receive updates for Northwest regional planning on the IESO website – [www.ieso.ca/subscribe](http://www.ieso.ca/subscribe); select 'Northwest'
- **Follow** the Northwest regional planning activities on the dedicated [engagement webpage](#)
- **Join** the Northwest Regional Electricity Network on [IESO Connects](#) - a platform for ongoing engagement on electricity issues

# Questions?

Do you have any questions for clarification on the material presented today?

*Submit questions via the web portal on the webinar window, or by email to [engagement@ieso.ca](mailto:engagement@ieso.ca)*

## Seeking Input on the Webinar

- Tell us about today
- Was the material clear? Did it cover what you expected?
- Was there enough opportunity to ask questions?
- Is there any way to improve these gatherings, e.g., speakers, presentations or technology?

*Chat section is open for comments*

# Thank You

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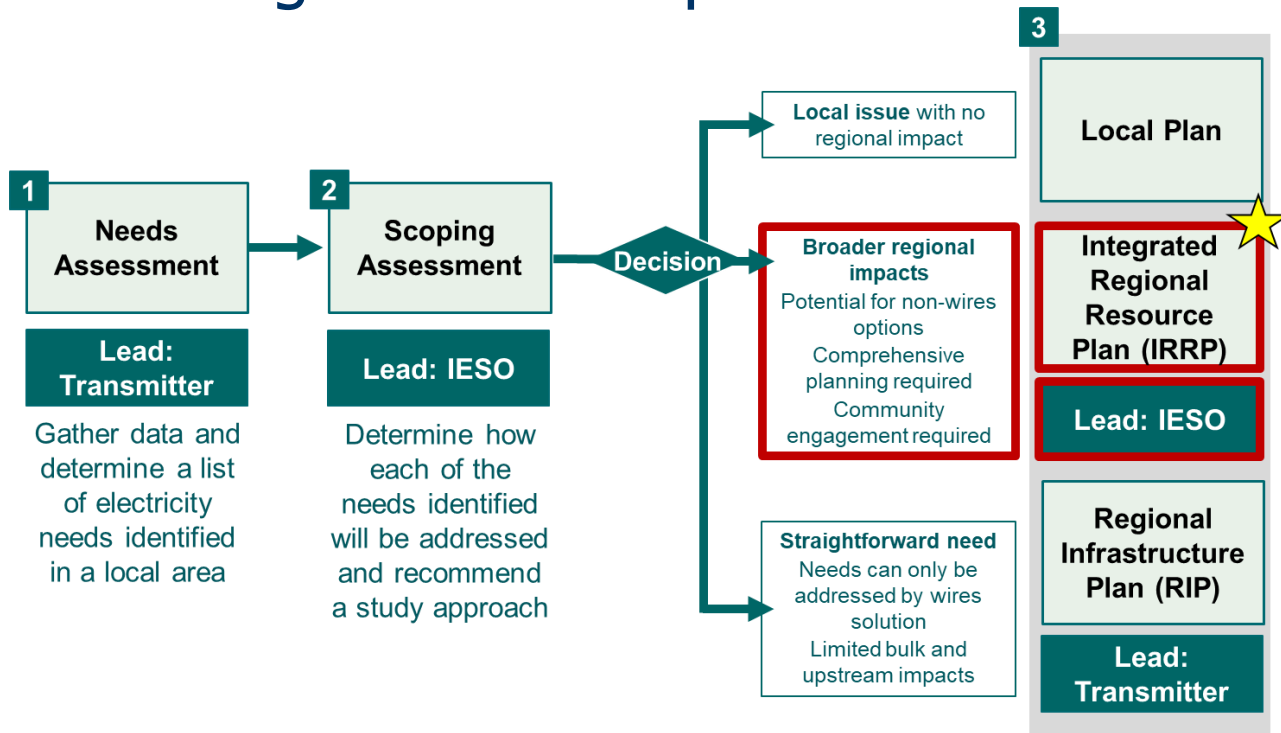


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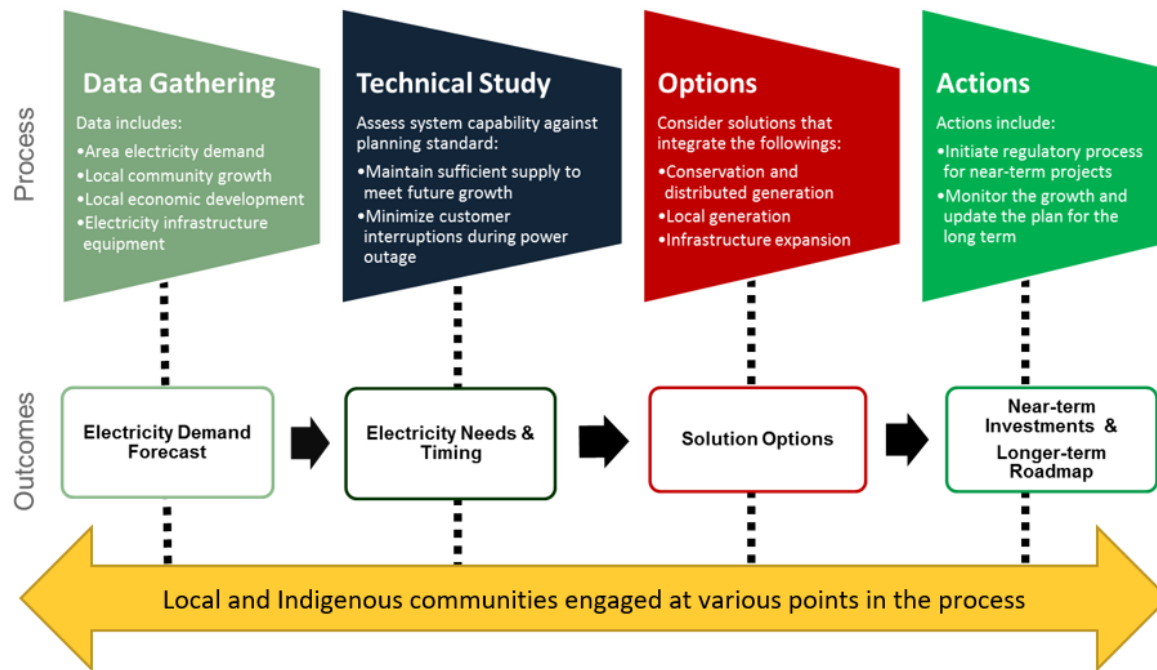


# Appendix: Regional Planning Process Background

# Regional Planning Process Steps



# IRRP Process Overview



# IRRP Study Team (“Technical Working Group”)

Team Lead,  
System Operator

- Independent Electricity System Operator

Lead Transmitter

- Hydro One Networks Inc. (Transmission)

Local  
Distribution  
Companies  
(LDC)

- Hydro One Networks Inc. (Distribution)
- Atikokan Hydro Inc.
- Fort Frances Power Corporation
- Sioux Lookout Hydro Inc.
- Synergy North



### REPORT TO EDEC OCTOBER 29 2021

The following provides information on Labour Market Shortages and some Opportunities to Mitigate Issues

#### BACKGROUND

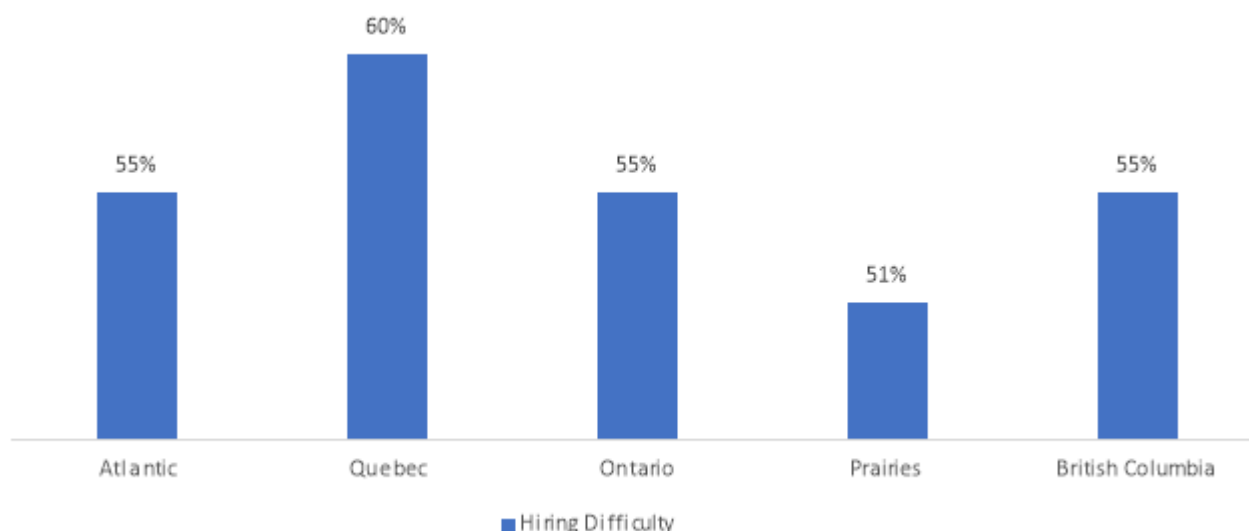
Labour market shortages are not a new phenomenon and did not begin with the pandemic but were heightened by it. The pandemic amplified the problem by destabilizing an already-precarious situation. Fort Frances is not unique in current labour market shortages many have dubbed 2021 as the “Great Resignation”. In August 2021 4.3 million Americans quit their jobs.

Shortages exist as a result of a combination of the following factors:

- an aging population
- declining labour force participation
- ~~limited candidates applying or applicants lack the hard or soft skills required~~
- ~~lack of experience~~
- ~~candidates are expecting higher wage/salary~~
- ~~This has lead to a~~
- ~~an increase in competitive offers from other employers~~
- ~~The surge in job openings are giving workers more options~~

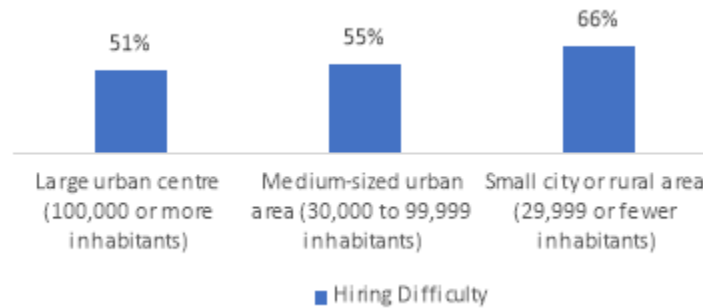
In 2021, 55% of entrepreneurs in Ontario have struggled to hire workers, and 26% have difficulty retaining their workers, which could be higher once post-pandemic economic activity returns to normal.<sup>1</sup> Labour shortages hurt small and medium-sized enterprises as business owners find that they are working longer hours, turning away work due to lack of employees, declining competitiveness, deteriorating product/service quality, and experiencing stagnant growth. The pandemic has allowed (or forced, in some instances) workers who lost their jobs to look for jobs in new sectors, so mobility between sectors has risen significantly. Small city or rural areas have been hit the hardest with hiring difficulties.

*Figure1:- Hiring Difficulty by Region*



<sup>1</sup> [https://www.bdc.ca/globalassets/digizuite/32075-study-labour-shortage.pdf?utm\\_campaign=Labour-Shortage-Study-2021--download--EN&utm\\_medium=email&utm\\_source=Eloqua](https://www.bdc.ca/globalassets/digizuite/32075-study-labour-shortage.pdf?utm_campaign=Labour-Shortage-Study-2021--download--EN&utm_medium=email&utm_source=Eloqua)

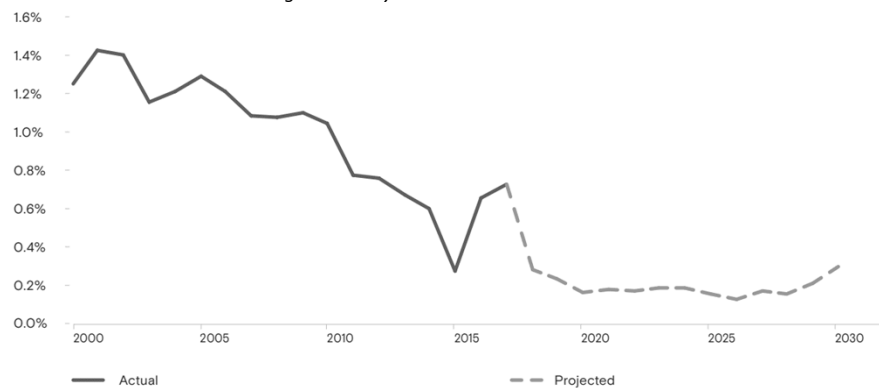
Figure 2: Hiring Difficulty by Inhabitants



Source: BDC, Survey on Labour Shortage, May 2021

The pandemic saw the number of retirements drop significantly; however, it is expected that delayed retirements will increase in the second half of 2021, nearing the ten-plus year trend driven by the baby boomer cohort. These retirements will exacerbate labour shortages, particularly among skilled workers, and there will be an increasing need to rely on immigration and other sources of labour force growth.<sup>2</sup>

Figure 3: Baby Boomer Retirements

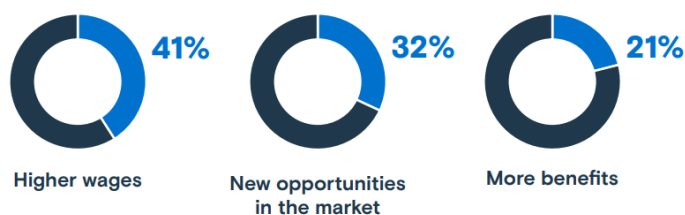


Source: Statistics Canada, CANSIM 051-0001 and 052-0005.

Entrepreneurs are seeing limited growth, being forced to work longer hours, and their workers are having to work longer hours. They are having to increase wages and benefits in order to attract workers as the alternative is having to limit orders or turn away work due to the lack of appropriate applicants to fill vacant positions.

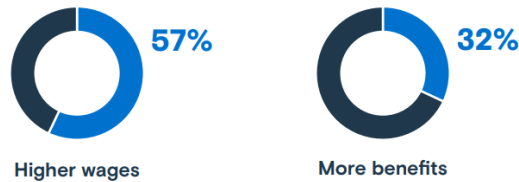
Employers are having to become more competitive with their hours, flexibility, pay, and benefits as the biggest challenge they are facing in their recruitment efforts is the an increase in competitive offers from other employers. The surge in job openings are giving workers more options and workers are taking the higher wage offers.

Figure 4: Why employees want to leave their job, according to employers



<sup>2</sup> Canada Is Facing A Skilled Labour Shortage Post Pandemic .... <https://www.goldengirlfinance.com/2021/08/canada-is-facing-a-skilled-labour-shortage-post-pandemic/>

Figure 5: Why employees want to leave their job, according to employees



Source: BDC, Survey on Labour Market Conditions, June 2021

## MOST EFFECTIVE SOLUTIONS FOR FINDING AND KEEPING EMPLOYEES

Businesses that are struggling to recruit or retain employees need to get ahead of the problem. Some innovative ways to do so are:

- Develop or refine your value proposition.
  - Increase base and performance pay, offer company stock to key employees, introduce matching RRSP contributions, organize social activities, and allow flexible schedules to create a better work-life balance.
  - Invest in a more attractive image.
- ~~Consider any invisible barriers to attraction your workplace hiring practices have reduce applications from groups. hiring workers from underutilized segments of the labour force, including immigrants–~~
- ~~–~~Consider the Foreign Worker Program.
- Use employment agencies.
- Understand how existing employees perceive your business by incorporating surveys and exit interviews – why do they want to work for you? Why do they stay? Why do they leave?
- Standardize hiring processes and formalize job descriptions to help understand what kind of employees you want before recruiting. Use key performance indicators, dashboards, and process maps to improve your operational efficiency.
- Get creative with recruitment.
  - Consider recruiting retired workers - offering workplace flexibility and phased retirement would incentivize the participation of older workers.
- Improve access to training programs which helps improve the skills of the workforce and increase job satisfaction, raise productivity and reduce turnover - ensure that workers are “upskilled” to master rapid changes in their fields.
- Formalize HR policies to make it more attractive to existing employees and recruits. Robust HR processes are tied to higher growth in many ways and enable a business to find better talent.
- Consider outsourcing low-value work to focus on activities that have a competitive edge.
- Work on digitizing your production processes, automate existing operations, standardize and document processes, such as purchasing, production, shipping, and client relationship management – consider using more technology throughout your business – go paperless.
- Perk up employee benefits, increase wages, offer flexible work schedules.
- Work with local colleges, high schools, and trade schools.
- ~~Increasing women in the workplace by removing the stigma around skilled trades, supporting women in entrepreneurship, properly rewarding their contribution, and accelerating female managerial promotion.~~

A recent report by Chief Economic at the Conference Board of Canada states, “The best path forward is for Canada to increase labour force participation of women, Indigenous peoples, and persons with disabilities, in combination with gradually increasing immigration levels.”<sup>3</sup>

Hiring foreign workers can be a lengthy and expensive process but the payoff can be significant. The future depends on the better integration of diverse workers. There are large groups of underutilized people who could join the workforce or be more fully employed. Youth and immigrants could be better integrated and offered more opportunities.

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<sup>3</sup> <https://www.theglobeandmail.com/amp/business/commentary/article-with-boomers-retiring-and-investment-uncertain-where-will-the-workers/>

## FOREIGN WORKER PROGRAM STREAMS

Hiring a temporary foreign worker can be an exhausting ~~process if you've never~~ process for those who have not navigated the visa and permits system or worked with Labour Market Impact Assessments (LMIA) before. ~~Due to the complexities, however, outsourcing is always an option, however,~~ E employers are ultimately responsible for their own compliance, so it's still important to have good understanding of the basics. If you do keep the process in-house, it may be wise to have a single employee dedicated to managing the paperwork, timelines, reminders and alerts for each employee hired. Partnering with a knowledgeable immigration expert, attorney or company to help is often a reasonable course. ~~you stay on top of deadlines, changing laws and compliance, is key.~~

### ■ The International Mobility Program

- Lets you hire temporary foreign workers without one if the job matches the LMIA exemption code.
- Must pay an employer compliance fee and submit an offer of employment through the Employer Portal. ~~before the temporary foreign worker you want to hire can apply for a work permit.~~
- Individuals who can access this program: international students who have graduated from a Canadian school; persons permitted to work temporarily in Canada due to free trade agreements (i.e. NAFTA), International Experience Canada participants.

### ■ North American Free Trade Agreement (NAFTA)

- Allows citizens of the United States and Mexico to quickly gain entry into Canada for temporary business or investment reasons.
- Labour Market Impact Assessment not required.
- To work in Canada in one of 63 listed professions.

### ■ Foreign Students

- Eligible students may work for an eligible employer for up to 20 hours per week while class is in session and full-time during ~~scheduled~~ breaks in the academic calendar.
- Students must have a valid study permit, be a full-time student, be enrolled at a ~~designated institution~~ at the post-secondary level ~~(vocational program at the secondary level in Quebec)~~, be studying in a program that leads to a degree, diploma or certificate and is at least 6 months in duration.

■ ~~Employers must ensure the student has a valid study permit. Employers may also want to confirm that student is studying full-time in an eligible program.~~

### ■ Post-Graduation Work Permit Program

- Allows eligible international students to work for any eligible Canadian employer for up to 3 years.
- Student must have completed a program of at least 8 months at an eligible ~~Canadian~~ institution.
- The foreign worker is responsible for the application process
- The work permit is open, so the student can work for any eligible Canadian employer.

### ■ International Experience Canada

- ~~Three-t~~ Travel and work experiences: working holiday, Young Professionals, ~~International~~ Co-op Internship.
- Employers hiring under the Young Professionals or International Co-op Internship must complete an Offer of Employment and pay an employer compliance fee of \$230.

### ■ Programs for Permanent Workers:

- **Express Entry:** <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/express-entry.html>
- Manages applications in the Federal Skilled Worker program, the Federal Skilled Trades program, the Canadian Experience Class, and a portion of the Provincial Nominee Program.
- Employers can hire an Express Entry candidate to meet labour needs when unable to find Canadians or permanent residents to fill job vacancies.
- Access to a pool of candidates who fit current labour market needs through government Job Bank and private sector job boards.
- No Labour Market Impact Assessment fee for permanent residence applications.

#### ▪ Provincial Nominee Program

- An employer makes a job offer to a foreign worker who can then include the offer as part of their application to their provincial immigration office. Once they have been nominated by the province, the international worker can apply to Citizenship and Immigration for permanent residence.
- Each province and territory has its own programs that target certain groups and have varying criteria for their Provincial Nominee Program.
- permanent resident applicants.

#### ▪ Open Work Permit

- Not job-specific – geared to worker with specific circumstances and not employer driven
- Eligibility:
  - An international student who has graduated from a designated learning institution.
  - A student who's no longer able to meet the costs of your studies (destitute student).
  - Have an employer specific work permit and are being abused or at risk of being abused in relation to your job in Canada.
  - Applied for permanent residence in Canada.
  - Are a dependent family member of someone who applied for permanent residence.
  - Are the spouse or common-law partner of a skilled worker or international student.
  - Are the spouse or common-law partner of an applicant of the Atlantic Immigration Pilot Program.
  - Are a refugee, refugee claimant, protected person, or their family member.
  - Are under an unenforceable removal order.
  - Are a temporary resident permit holder.
  - Are a young worker participating in special programs.

### HOW TO HIRE A FOREIGN WORKER

There are three basic steps to hire a temporary foreign worker:<sup>4</sup>

- **Get an LMIA or submit an offer of employment**
  - Before you start, you must first determine if you need a Labour Market Impact Assessment (LMIA). An LMIA confirms:

<sup>4</sup> <https://www.canada.ca/en/employment-social-development/services/foreign-workers.html>

- There is a need for a temporary foreign worker.
  - No Canadians or permanent residents are available to do the job.
- How to get an LMIA:
  - Through employment and Social Development Canada (ESDC).
- If you need an LMIA:
  - The Temporary Foreign Worker Program (TFWP) lets you hire temporary foreign workers to fill labour and skill shortages.
  - Once an LMIA has been issued, you would provide a copy of the confirmation letter to each temporary foreign worker and tell each of them to apply for a work permit.
- If you don't need an LMIA:
  - The International Mobility Program lets you hire temporary foreign workers without an LMIA. Check the LMIA exemption code that matches your respective job posting.
  - If you hire a temporary foreign worker through the International Mobility Program, you need to pay an employer compliance fee, submit an offer of employment form through the Employer Portal. This must be done before the temporary foreign worker you want to hire can apply for a work permit.
- **Have the worker apply for a work permit**
  - To apply for a work permit, the worker needs:
    - A job offer letter
    - A contract
    - A copy of the LMIA
    - The LMIA number
  - The actual work permit is issued by a border services officer at a port of entry when the worker arrives in Canada – if the worker is already in Canada, the permit will be mailed to them.
- **Tell the worker what to expect from their application**

## TYPICAL APPLICATION PROCESSING TIMES

Depending on the program, processing times vary. Below are some examples of the range of processing times depending on the program:

APPLICATION TYPE	ECONOMIC CLASS	AVERAGE
Economic Immigration	Skilled Workers/Trades (Federal)	6 months
Temporary Residence	Work Permit (from outside Canada)	14 weeks or more
Economic Immigration	Canadian Experience	6 months
Refugees	Government Assisted Refugees	Depends on the home country
Refugees	Privately Sponsored Refugees	Depends on the home country

## CAN THE FOREIGN WORKER PROGRAM BE MANAGED “IN HOUSE?”

Hiring a temporary foreign worker can be an exhausting process if you've never navigated the visa and permits system before; however, outsourcing is always an option. Employers are ultimately responsible for their own compliance, so it's still important to have good understanding of the basics. If you do keep the process in-house, it may be wise to have a single employee dedicated to managing the paperwork, timelines, reminders and alerts for each employee hired.

Partnering with a knowledgeable immigration expert, attorney or company to help you stay on top of deadlines, changing laws and compliance, is key.

Costs and complexities can make hiring a temporary foreign worker difficult. When professional service fees for the paperwork, transportation, housing, clothing and other necessities are factored in, the final tally could reach anywhere from \$5,000 to \$6,000 per person. According to Human Resources and Skills Development Canada hiring a temporary foreign worker is intended as a “last-resort, short-term solution so businesses can continue to grow and create more opportunities for Canadians.”<sup>5</sup>

## **ONTARIO IMMIGRANT NOMINEE PROGRAM (OINP)**

### **OVERVIEW**

This immigration stream is Ontario’s economic immigration program which works in partnership with the Government of Canada through Immigration, Refugees and Citizenship Canada (IRCC). Foreign workers, international students and others with the right skills, experience and education apply to the OINP for a nomination. The OINP program only accepts applications under certain streams and in order to be able to apply the individual must first have a profile in the federal governments Express Entry system and had received a notification of interest from Ontario.

### **EXPRESSION OF INTEREST STREAMS**

The OINP uses an expression of interest system to manage its applications for the streams listed below. An individual must be registered to let OINP know they wish to be invited to the application process. The process gathers information to rank the applicant based on education, language, regional immigration, skill and experience, earning history, and a few other factors. It also ranks based on alignment with strategic priorities and the ability to address immediate labour market needs. There are no fees to register an expression of interest. Fees are only applicable to submit an application and depends on the stream being applied to.

### **QUALIFYING FOR A NOMINATION – 3 CATEGORIES**

1. **Employer job offer category:** for workers who already have a permanent job offer from an Ontario employer
2. **Human capital category:** for workers who have valuable work experience, education, language skills, and a profile in Canada’s Express Entry system; or for graduate students
3. **Business category:** for entrepreneurs looking to start a new or buy an existing business in Ontario

### **1. EMPLOYER JOB OFFER CATEGORY**

The employer job offer category has 3 streams under the expression of interest system. These OINP streams that are now open through the Expression of Interest system:

- **Foreign Worker stream** - <https://www.ontario.ca/page/oinp-employer-job-offer-foreign-worker-stream>
- **International Student stream** - <https://www.ontario.ca/page/oinp-employer-job-offer-international-student-stream>
- **In-Demand Skills stream** - <https://www.ontario.ca/page/oinp-employer-job-offer-demand-skills-stream>

To access this stream you must:

- Create a profile in the Portal
- Register an expression of interest for your select job offer category
- Have received an invitation to apply
- Have a full time and permanent job offer from an employer

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<sup>5</sup> <https://financialpost.com/executive/the-case-for-foreign-workers-in-canada>



## **2. HUMAN CAPITAL CATEGORY**

**Has 2 sub-categories:**

### **a) INTERNATIONAL GRADUATES**

- Masters Graduate
- PhD Graduate streams

### **b) ONTARIO'S EXPRESS ENTRY**

Presently, the program is accepting applications from the following express entry streams:

- **French-Speaking Skilled Worker stream** - <https://www.ontario.ca/page/ontarios-express-entry-french-speaking-skilled-worker-stream>
- **Human Capital Priorities stream** - <https://www.ontario.ca/page/ontarios-express-entry-human-capital-priorities-stream>
- **Skilled Trades stream** - <https://www.ontario.ca/page/ontarios-express-entry-skilled-trades-stream>
- **Masters Graduate stream** - <https://www.ontario.ca/page/oinp-masters-graduate-stream>
- **PhD Graduate stream** - <https://www.ontario.ca/page/oinp-phd-graduate-stream>

## **BUSINESS CATEGORY**

The other possible stream is the **Entrepreneur Stream** - This stream is for entrepreneurs from outside Canada interested in starting a new business or buying an existing business in Ontario. This is a two-stage process that consists of:

### **Stage 1:**

- Sending in an expression of interest and if accepted, and online application.
- Attending a mandatory interview.
- If successful - signing a performance agreement.

### **Stage 2**

- Receiving a temporary work permit support letter to enable you to apply to IRCC for a temporary work permit.
- The individual then has 20 months to establish their business from the date they arrive in Ontario and must submit a final report.
- At the end of 20 months if they meet all requirements, they are eligible for nomination for permanent residence.



Transport Canada  
Surface Transportation Policy  
330 Sparks Street  
Place de Ville, Tower C  
Ottawa ON K1A 0N5

October 26, 2021

Via email: [lslomke@fortfrances.ca](mailto:lslomke@fortfrances.ca)

Ms. Elizabeth Slomke  
Municipal Clerk  
320 Portage Avenue  
Fort Frances, ON  
P9A 3P9

Dear Ms. Slomke,

Thank you very much for your letter to the Minister of Transport dated July 5, 2021; I am pleased to respond on his behalf. I would ask that you share this letter with your Worship Mayor June Caul, Mayor of Fort Frances.

Under the Government of Canada's *International Bridges and Tunnels Act* (IBTA), approval for a change of owner or operator of the Canadian side of an international bridge or tunnel, may only be obtained upon submitting an application to the Minister of Transport for approval by the Governor in Council.

We are writing to inform you that *Resolute Forest Products Canada*, the International Bridge and Terminal Company Inc. (IB&T) and Aazhogan Limited Partnership (Aazhogan) have submitted a joint application to the Minister of Transport seeking Governor in Council (GiC) approval for Aazhogan to own and operate the Canadian side of the Fort Frances – International Falls International Bridge.

As part of our review of the application, Transport Canada is engaging with stakeholders and authorities who may have an interest in this proposed change of ownership. A summary of the proposed transaction prepared by the applicants is attached for your information.

.../2

- 2 -

Should you wish to provide comments regarding the proposed transaction, please submit them by November 22, 2021. Alternately, my office can schedule a virtual meeting should you wish to discuss your views in person. Please note that comments received will be shared with the applicants, who will be asked to respond to any concerns raised.

Sincerely,

Tamara Rudge  
Director General  
Surface Transportation Policy

## **SUMMARY FOR INTERESTED PARTIES**

**Sale of the portion of the international bridge across the Rainy River linking International Falls, Minnesota and Fort Frances, Ontario (the “International Bridge”) that begins in Fort Frances, Ontario and ends at the international border between Canada and the United States of America (the “Canadian Segment of the International Bridge”)**

### **I. INTRODUCTION**

Resolute FP Canada Inc. / PF Résolu Canada Inc. (“**Resolute**”), The International Bridge and Terminal Company Inc. / La Compagnie Internationale de Pont et de Terminus Inc. (“**IB&T**”) and Aazhogan Limited Partnership (“**Aazhogan**”) have entered into an asset purchase agreement dated April 17, 2021 (“**Asset Purchase Agreement**”), pursuant to which ownership of the Canadian Segment of the International Bridge shall be ultimately transferred to Aazhogan by way of purchase and sale (collectively, the “**Proposed Transaction**”). For the avoidance of doubt, the closing of the Proposed Transaction will only occur upon the satisfaction of all conditions contained in the Asset Purchase Agreement, including receipt of the required consent from the Governor in Council pursuant to the *International Bridges and tunnels Act*.

### **II. ULTIMATE OWNER**

The ultimate owner of the Canadian Segment of the International Bridge following the completion of the Proposed Transaction will be Aazhogan. Aazhogan is a limited partnership existing under the *Limited Partnership Act* (Ontario). The general partner of Aazhogan is AAZHOGAN GP INC. Aazhogan GP is a corporation existing under the *Business Corporations Act* (Ontario).

Aazhogan’s registered office is located at 100 King Street West, 1600, 1 First Canadian Place, Toronto, Ontario, Canada, M5X 1G5. The general partner of Aazhogan and limited partners of Aazhogan are as follows:

<b>PARTNERS</b>		
<b>Name</b>	<b>Address</b>	<b>Citizenship</b>
Aazhogan GP Inc.	100 King Street West, 1600, 1 First Canadian Place, Toronto, Ontario, Canada, M5X 1G5	Not applicable
Rainy River First Nations	6 Manitou Rapids Dr., Emo, ON, Canada, P0W 1E0	Not applicable
2670568 Ontario Limited	203 Main Street West, P.O. Box 365, Otterville, ON, Canada N0J 1R0	Not applicable

Mti#: 3694347.1

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Through an affiliated entity, Aazhogan US, LP, Aazhogan also entered into an asset purchase agreement with Minnesota, Dakota & Western Railway Company (“**MDW**”) dated May 19, 2020, pursuant to which Aazhogan US, LP purchased from MDW the portion of the International Bridge that begins in International Falls, Minnesota and ends at the international border between Canada and the United States of America (the “**American Segment of the International Bridge**”). The sale by MDW of the American Segment of the International Bridge closed on May 13, 2021.

### **III. DESCRIPTION OF THE BRIDGE STRUCTURES AND FACILITIES**

The Canadian Segment of the International Bridge is comprised of two (2) bridges side-by-side: a steel bridge and a concrete bridge.

The steel bridge was built in 1908 and has a span of eight-hundred and sixty (860) feet. It was used for (i) the short-line rail which ended at the former pulp and paper mill located in Fort Frances (which mill has been idle since 2014 and is now in the process of being demolished) (the “**Mill**”) and (ii) by pedestrians and southbound commercial vehicles. The steel bridge also supports five (5) pipes, four (4) of which (pulp, white water, treated water, and bark) are owned by the owner of the Mill and are no longer used, and one (1) of which (natural gas) is utilized by a third party (Centra Gas) and is still in use.

The concrete bridge was built in 1979 and has a span of nine-hundred and fifty (950) feet. It is used by southbound passenger and all (passenger and commercial) northbound vehicles.

### **IV. OPERATIONS AND MAINTENANCE**

After completion of the Proposed Transaction, Aazhogan will continue to manage the day-to-day operations of the Canadian Segment of the International Bridge as detailed below.

Attached as Exhibit A is (i) detailed information as to Aazhogan’s qualification and expertise to carry out the operation and maintenance of the Canada Segment of the International Bridge as per all applicable standards; and (ii) to the extent the maintenance of the bridge is or will be carried out by a third party, information respecting that third party or any existing or future contractual arrangement with that third party, including the name, address and qualification and expertise of the third party in carrying out the maintenance of the bridge as per all applicable standards.

Attached as Exhibit B is Aazhogan’s five year plan for the operation and maintenance of the structures, including objectives and strategies, cashflow projections, capital budget and the source of funds (securities issue, line of credit, loans, cash on hand, etc.).

As such, the Proposed Transaction will not result in any material change to the *status quo* in respect of the operation and maintenance of the Canadian Segment of the International Bridge, which includes annual routine engineering inspections and reporting in accordance with the requirements of Transport Canada (Canada) and the Federal Highway Administration (United States).

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**Exhibit A**

**Aazhogan's Qualifications and Expertise and Third Party Information**

(see attached)

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## **Aazhogan**

**Fort Frances -International Falls**

**International Bridge**

**Fort Frances, Ontario**

**June 16, 2021**



## **Aazhogan Qualifications & Expertise**

Aazhogan Limited Partnership is a partnership between Rainy River First Nations and 2670568 Ontario Ltd., a BMI Group Company.

Rainy River First Nations (<https://rainyriverfirstnations.com/>) has extensive experiencing operating in industrial environments. As a leader in First Nations' Economic Development, Rainy River First Nations has more than thirty years experience in developing and operating numerous facilities including a sawmill (<https://www.manitouforest.com/index.html>), a 25 MW solar farm and a national historic site (<https://manitoumounds.com/>). The community also has significant investments in real estate, of which they are the largest landholder in the Rainy River District. Beyond Aazhogan, Rainy River First Nations has numerous other partnerships and is an active supplier of goods and services to the local New Gold mine. The community strives to employ its citizens first and has implemented a mentorship model that has resulted in an employable labour force that continuously seeks new opportunities.

2670568 Ontario Ltd. is a BMI Group affiliated company. BMI is leader in the revitalization of industrial properties throughout Ontario (as an example, see <https://www.hopaports.ca/new-multimodal-hub-on-the-welland-canal-a-major-step-forward-for-industry/>). 2670568 Ontario Ltd. is also the owner of the former pulp and paper mill in Fort Frances, which surrounds the bridge properties as, at one time, the bridge was integral to the mill operations in both Fort Frances, Ontario and International Falls, Minnesota. 2670568 Ontario Ltd., as well as other BMI companies, have an excellent health and safety record and deep experience in industrial site redevelopment.

In keeping with the Truth and Reconciliation Commission Calls to Action, the Rainy River First Nations is lead investor on the bridge asset, dedicated to ensuring long term sustainable benefits for the local community. On behalf of Aazhogan, management of the bridge will be overseen by Mitch Lepage, General Manager of BMI Restorative, Northern Region. As a resident of the Rainy River District, Mr. Lepage will be on-site to oversee the day-to-day and strategic operations of the bridge. Mr. Lepage's experience in managing major capital projects and assets is extensive. Mr. Lepage's resume is attached hereto as Schedule "A".

## **Operations**

Over the past 15 months, Mr. Lepage has been working with the local Resolute team (current owner of the Canadian bridge) to understand the operations of the bridge. The local Resolute team and Mr. Lepage are located in the same facility to ensure a comprehensive understanding of the operations.

Beyond the change in ownership of the bridge, there are no foreseen changes to the Canadian bridge operations as they are efficient and considerate of local contractors and vendors.

Local certified service providers will be utilized for:

1. Snow clearing on bridge and at customs facility.
2. Grounds maintenance at customs facility.
3. Building maintenance at customs facilities and associated warehouses/secondary inspection facilities.
4. Janitorial services for customs.

5. General maintenance on bridge, including lighting, patching of holes, spring clean up, repainting of traffic lines, etc.

The Aazhogan team is familiar with and has previously worked closely with all of the local contractors that Resolute currently utilizes And does not foresee changing any of the vendors or services that are currently in place.

#### **Tom Jones Corporation**

The major contractor on the bridge historically has been Tom Jones Corporation, with Parker Jones as lead contact. Tom Jones Corporation has undertaken all major structural and maintenance projects as recommended by the Engineer of Record for the International Bridge.

Contact information is as follows:

Parker Jones  
Operations Manager  
Tom Jones Corporation  
P.O. Box 10662  
Thunder Bay, Ontario P7B 6V1  
807-684-6866 direct  
[pjones@tomjonescorp.com](mailto:pjones@tomjonescorp.com)

Additional information on Tom Jones Corporation is attached in this document.

#### **Daryl's Custom Landscaping**

Snow removal and yard maintenance will continue to be undertaken by Daryl's Custom Landscaping, who has historically provided these same services, which include:

- Snow plowing
- Snow removal
- Sand and ice control
- Pressure washing surfaces
- Surface repairs
- Cold patching asphalt
- Concrete repairs for surface spalling
- Line painting
- Sign removal and replacement
- Removal and relocation of jersey-barriers

Contact information is as follows:

Daryl Eyolfson  
Daryl's Custom Landscapes Ltd.  
881 6th Street West  
Fort Frances, ON P9A 3W6  
807-274-0458 office  
[daryl@customlandscapes.ca](mailto:daryl@customlandscapes.ca)

### **SHORT ELLIOTT HENDRICKSON, INC.**

As per past practice, annual inspections of the bridge will be undertaken by Jeff Johnson, P.E. of Short Elliott Hendrickson, Inc. ("SEH"). Jeff Johnson is a Structural Engineer and Project Manager at SEH and he leads the Company's Structural Practice Center in Minnesota, North Dakota and South Dakota. His deep bridge engineering experience includes several hundred bridge design and rehabilitation projects. Jeff has been conducting annual inspections and has been the Engineer of Record on the international bridge between Fort Frances and International Falls for 20+ years. More information on SEH is available at <https://www.sehinc.com/>.

Contact information is as follows:

Jeff A. Johnson, PE  
Principal - Structural Practice Lead  
SEH  
3535 Vadnais Center Drive  
St. Paul, MN 55110  
1-651-490-2078 direct  
612.799.3474 cell  
[jjohnson@sehinc.com](mailto:jjohnson@sehinc.com)

SEH provided support to Aazhogan during the due diligence phase of the bridge acquisition and it is Aazhogan's intention to retain SEH as the Engineer of Record. The five-year financial plan provided is based on recommendations from the annual inspections prepared by SEH.

### **Aazhogan**

Internally, the Aazhogan team will:

1. Manage administrative duties, including contract management for the service providers, coordinating annual bridge inspections, maintenance, repairs and other responsibilities as required;
2. Be the point of contact for Transport Canada; and
3. Liaise with Canada Customs (Fort Frances) to ensure adequate maintenance and repairs as required.

**SCHEDULE "A"**  
**Mitch Lepage Resume**

## **Mitch Lepage**

947 Hwy 613 N  
Devlin (Ontario) P0W 1C0  
Cell : (807) 632-0246  
Email: Mitch@thebmigroup.ca  
Bilingual – French/English

### **WORK EXPERIENCES**

#### **General Manager – Northern Ontario**

**2021 to Present**

*Riversedge Developments, Fort Frances (Ontario)*

- Ensure the highest level of workplace safety;
- Work in a team environment;
- Overall responsibility for site safety, environmental management and regulatory interface;
- Overall responsibility and management of the Fort Frances, Sault St-Marie, Red Rock and Iroquois Falls assets;
- Manage all personnel and contractors on various sites;
- Develop a comprehensive land management plan for redevelopment and property sales;
- Manage relationships and communications with the town representatives and journalists;
- Manage and coordinate all equipment sales and removals from the sites;
- Develop site strategic objectives to generate cash flow and minimize expenses;

#### **Asset Manager (Fort Frances)**

**2019 to 2021**

*Riversedge Developments, Fort Frances (Ontario)*

- Ensure the highest level of workplace safety;
- Work in a team environment;
- Overall responsibility for site safety, environmental management and regulatory interface;
- Overall responsibility and management of the Fort Frances site which includes a former Kraft mill, Paper Mill, Lagoon, landfill and several off-site properties and buildings;
- Manage on site personnel and contractors;
- Support affiliated properties throughout Ontario;
- Manage and coordinate all equipment sales and removals from the site;

#### **Site Services / Supply Chain / Community Manager (Rainy River Mine)**

**2018 to 2019**

*New Gold Inc., Emo (Ontario)*

- Ensure the highest level of workplace safety
- Work in a team environment;
- Overall responsibility for all site roads to ensure safe roadways for all users;
- Manage all facets of the employee transportation system (coach buses);
- Manage the accommodation facility (400 person camp);
- Overall responsibility for the development and execution of all Pre-notification Packages to partner communities, Request for Proposals (RFP), service agreements and contracts for service based work;
- Overall responsibility for the procurement, logistics and contracts for all goods acquired by the mine;
- Inventory management for all parts at the mine site;
- Overall responsibility for the implementation of agreements with 15 indigenous communities and 2 local municipalities, including administration of the Site Plan Control agreement;
- Ensure leadership team understands and follows all agreements commitments;
- Manage and address any community complaints;
- Develop and maintain relationships with local contractors and partner communities.

#### **Construction Manager (Rainy River Project)**

**2013 to 2018**

*New Gold Inc., Emo (Ontario)*

- Ensure the highest level of workplace safety;
- Work in a team environment;

- In advance of Provincial and Federal approvals, did all on site preparatory works for access, communications and site establishment;
- Develop, implement and monitor an Emergency Preparedness Plan, Mine Emergency Response Plans and Crisis Management Plan.
- Overall responsibility for site safety performance and regulatory interface;
- Responsible for all Request for Proposals for site construction activities including scope definition, pre-award meetings, bid analysis, contract development, negotiations and management (\$1.5 Billion);
- Manage all civil construction and engineering contracts on site to ensure schedule, budget and quality requirements are achieved;
- Interface with the engineering team (AMEC Foster Wheeler) for all quality management, engineering and change management requirements;
- Develop a business directory to help understand the area's workforce demographics to assist in the project development planning;
- Develop accommodation strategies for an expected workforce of 1000 construction workers and 600 operational workers;
- Develop and maintain relationships with contractors and community partners.

**Engineering Manager (Blackwater Project)**

**2012 to 2013**

*NewGold Inc, Prince George (British Columbia)*

- Ensure the highest level of workplace safety;
- Work in a team environment;
- Manage all feasibility study engineering activities, capital cost estimates (CAPEX) and operational cost estimates (OPEX) in regards to roads, powerline, airstrip, camps and on-site infrastructure;
- Responsible for all request for proposal (RFP) for site construction activities including scope definition, pre-award meetings, bid analysis, contract development, negotiations and management;
- Manage all site construction and engineering activities to ensure schedule, budget and quality requirements are achieved;
- Develop a business directory to help understand the area's workforce demographics to assist in the project development planning;
- Develop accommodation strategies for an expected workforce of 1200 construction workers and 1000 operational workers as well as transportation strategies of required workforce (air strip design);
- Develop and maintain relationships with contractors and community partners.

**Project Management Group Lead/Project Manager**

**2008 to 2013**

*Allnorth Consultants Limited, Prince George (British Columbia)*

- Ensure the highest level of workplace safety;
- Work in a team environment;
- Provide management and mentorship to a team of 7 Project Managers;
- Develop and implement Resource Scheduling using MS Project throughout the organization (7 offices across British Columbia and Alberta) to provide efficiencies in inter-divisional resource allocations;
- Develop, implement and monitor Key Performance Indicators (KPI's) for the Project Management team in Prince George;
- Manage multiple projects covering all design and construction disciplines (Civil, Structural, Industrial);
- Ministry approved Quality Manager on several highway and bridge construction projects;
- Generate proposals and scope development for a variety of projects covering all disciplines (survey, material testing, quality management, engineering and project management services);
- Perform all required billing for the projects being managed;
- Develop, negotiate and manage project contracts;
- Develop new client relationships and manage existing client relationships;
- Monitor progress for all engineering and construction activities to ensure schedule, budget and quality requirements are achieved;
- Construction management for NewGold Blackwater project which included the engineering, procurement and construction of a 200 person accommodation facility (and associated infrastructure), 17km's of road, 7 bridges, logging the ore body, communications tower (\$350 Million).

**Maintenance Superintendent****2007 to 2008***North Central Plywoods - Canfor, Prince George (British Columbia)*

- Ensure the highest level of workplace safety;
- Work in a team environment;
- Provide management and mentorship to a team of 6 maintenance supervisors and 38 tradesmen including millwrights, welders, electricians, carpenter, and oilers;
- Provide direction, training and support for all maintenance personnel and foster a highly effective working relationship with all employees;
- Work effectively with the Production Departments to determine short term and long-term objectives;
- Assist with the annual budget and cost control program;
- Develop, implement and monitor Key Performance Indicators (KPI's) for the Maintenance Department.

**Maintenance Planner/Supervisor****2007***North Central Plywoods - Canfor, Prince George (British Columbia)*

- Provide leadership in safety by following all safety standards within the plant site;
- Work in a team environment;
- Plan and schedule all of the maintenance activities for 38 tradesmen;
- Communicate effectively with maintenance group, buyer, production group and contractors on project requirements, schedules, constraints and objectives;
- Maintain and establish service contracts for major equipment, including preventative maintenance schedules;
- Plan, schedule and manage annual Maintenance Shutdown;
- Acquire all of the required parts for the scheduled maintenance projects;
- Manage all planned and unplanned maintenance projects;
- Develop and implement an effective preventative and predictive maintenance program.

**Maintenance Planner/Supervisor****2006 to 2007***Kenora Forest Products, Prendiville Industries, Kenora (Ontario)*

- Provide leadership in safety by following all safety standards within the plant site;
- Work in a team environment;
- Plan and schedule all of the maintenance activities for 26 tradesmen;
- Communicate with maintenance group, buyer, production group and contractors;
- Supervise the maintenance crew;
- Acquire all of the required parts for the scheduled maintenance projects;
- Review all of the work orders entered into the Computerized Maintenance Management System (CMMS);
- Manage all planned and unplanned maintenance projects;
- Maintain and generate all weekly manning schedules;
- Create new preventive maintenance procedures within the CMMS;
- Generate weekly reports on the departments Key Performance Indicators (KPI's).

**Process Specialist****2004 to 2007***MetroPhotonics Inc., Ottawa (Ontario)***Equipment Technician****2001 to 2004***MetroPhotonics Inc., Ottawa (Ontario)***EDUCATION***College of New Caledonia***2010***Prince George (British Columbia)***Project Management Certificate***College of New Caledonia***2007 to 2009***Prince George (British Columbia)***Maintenance Management Professional (MMP)***Algonquin College of Applied Arts and Technology***1997 to 2000***Ottawa (Ontario)*

***Electro-Mechanical / Robotics Engineering Technician (Honours)***  
***Electronics Engineering Technician***

***OTHER TRAINING***

*Supervisor in 5 steps* **2020**

*WHIMIS* **2020**

*Certified Joint Health and Safety Representative* **2019**

*Standard First Aid CPR/AED Level C* **2017**

*Project Management Bootcamp (PSMJ)* **2010**

*Primavera* **2010**

*Principles of Planning* **2009**

*Project Estimation* **2009**

*Employee Relations* **2007**

*Incident Investigation Training (SCAT Chart)* **2007**

*Computerized Maintenance Management System Training – Synergen* **2007**

*Performance Management Leadership Accreditation* **2006**



**SCHEDULE "B"**

**Tom Jones Corporation**

## **Tom Jones Corporation Company Profile- Fort Frances/International Bridge Experience**

Tom Jones Corporation has successfully delivered complex construction projects for over 50 years in the heavy civil, industrial, commercial, institutional, and design-build sectors. We are an experienced, dynamic, and full-service construction company that is ready to take on diverse project opportunities and partnerships. Tom Jones Corporation is not a typical general contractor/heavy civil contractor, our firm has the capabilities of self-performing numerous divisions of work in addition to typical general contractor services including, specialty demolition, concrete saw-cutting and coring, excavation and earthworks, driven, vibratory, helical, and rock socketed piling services, crane and hoisting services (14 ton to 350 ton), marine and barge work, and concrete forming, placing and finishing. These services allow us to have greater control on costs, quality, and schedule that ultimately provide value to our clients and is the reason Tom Jones Corporation is one of the most competitive and established contractors between Sudbury, Ontario, and the Manitoba border. Tom Jones Corporation is one of the most vertically integrated full-service construction company in Northwestern Ontario.

As discussed, our firm executed numerous projects in Fort Frances, Ontario.

- 1. Fort Frances/International Falls Bridge Deck Rehabilitation (Photos Attached)**

In 2003 Tom Jones Corporation was hired by Abitibi Consolidated and Minnesota Dakota & Western Railway for the International Fall Deck Rehabilitation project. The bridge is the border crossing from Fort Frances, Ontario into International Falls, Minnesota, Tom Jones Corporation worked with Wagner Construction (International Falls) as our American partner to execute this work as this was a requirement of the project. Work included concrete saw cutting and relocating the concrete pedestrian barricade and concrete sidewalk, steel railing modifications including rebar and concrete forming and placing work, scarifying and resurfacing 42,240 sqft of concrete bridge deck and signage upgrades. Since 2004, TJC has executed several additional bridge repairs for Resolute.

- H2O Power Fort Frances Dam Rehabilitation (Access from the Fort Frances/ International Falls Bridge)**

The Fort Frances generating station (GS), owned and operated by H2O Power Limited Partnership (H2O Power), is located in Fort Frances, Ontario. The dams control the water level of Rainy Lake which flows into Rainy River, the boundary between Canada and USA.

This project will restore full operability of all 15 gates on the Fort Frances Dam, including 10 Main Dam gates and 5 Canal gates. On completion of the overhaul of each gate, leakage was reduced far below expectations and design parameters.

The scope of the project was the demolition and rehabilitation to the structural concrete for the operation of the 15 bypass channel water control gates at the 100 year old operating dam. Including in the scope was the supply and installation of new manufactured steel gates and rails to replace the original wood gates. This project was a highly technical project as most of the work was performed using an 80-ton crane that was hoisted onto a Poseidon barge system in the water. Multiple cranes were required to perform this work. Tom Jones

Corporation self performed all aspects of this project. Despite the complexity of this project it was completed on time with no deficiencies.

- **Resolute Bio Mass Boiler Fort Frances**

Tom Jones Corporation was the civil contractor for the Fort Frances Biomass project. Our company performed extensive site works including driven steel pile, concrete works, and steel erection.

- **Fort Frances/ International Falls Border Crossing- Customs Building (Photos Attached)**

Tom Jones Corporation was the successful design build contractor for the Fort Frances Customs Building.

In addition to the above noted projects, TJC has performed annual maintenance on the bridge structure for Resolute FP since 2015. Some of this work included deck drain issues, steel beam repairs, precast and steel bearing seat rehabilitation, concrete deck resurfacing (patching), asphalt patching, steel grating replacements and repairs, train rail timber replacements, and security upgrades (cameras, sensors, etc) as required by CBSA (Canadian Border security Agency) due to the mill demolition.

In addition to our relevant civil, dam and bridge building experience, we are one of few Civil contractors in Northwestern Ontario who is COR™ Certified. The Certificate of Recognition (COR™) is nationally trademarked and endorsed by participating members of the Canadian Federation of Construction Safety Associations (CFCSA) of which the Infrastructure Health and Safety Association (IHSA) is a member. It provides employers with an effective tool to assess their health and safety management system. COR™ is aimed at driving positive workplace behavior and practices that lead to improved performance. It is currently being used across Canada and is a pre-qualification requirement for many contractors working in and out of the province and on public and private sector projects.

Let us know if you require any additional information on or services or equipment that we can provide to the BMI Group.

Regards,

**Parker Jones, B.A.** • [pjones@tomjonescorp.com](mailto:pjones@tomjonescorp.com)

**Operations Manager** • Tom Jones Corporation

Office: 807-345-0511 • Direct: 807-684-6866 • Fax: 807-344-1723 • Mobile: 807-627-9323

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HEAVY CIVIL



COMMERCIAL

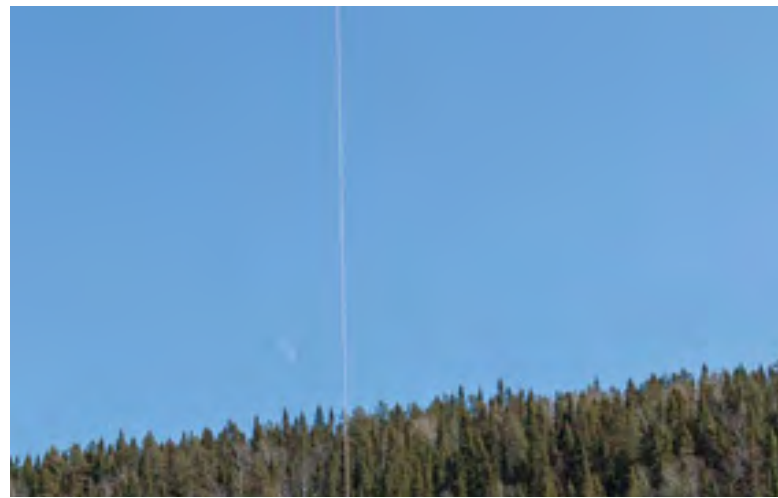


INSTITUTIONAL



DESIGN BUILD

**BUILDING  
NORTHERN  
INFRASTRUCTURE  
SINCE 1967**



# STRENGTH IN PEOPLE. BUILT ON EXPERIENCE.

Tom Jones Corporation is  
a leading Northern Ontario  
general contracting company.

**50**  
YEARS IN  
BUSINESS

**3,000+**  
PROJECTS

**97%**  
IN NORTHERN  
ONTARIO

We deliver complex heavy civil  
construction projects in diverse  
and challenging environments.  
Our fully trained and certified  
workforce self-perform to the  
highest standards.

## WE ARE EXPERTS IN:

Pulp & Paper, Sawmills,  
Mining, Bridgework, Rail,  
Airports, Utilities, Mobility,  
Energy and Waterways.



HEAVY CIVIL



COMMERCIAL



INSTITUTIONAL



DESIGN BUILD

## WHAT WE CAN DO

### PROFESSIONAL SERVICES

- ▶ Design-Build
- ▶ Engineering
- ▶ Construction Management
- ▶ Health & Safety

### TECHNICAL SERVICES

#### SPECIALITY DEMOLITION:

- ▶ Hand Deconstruction (selective) Demolition
- ▶ Building Demolition
- ▶ Concrete Demolition
- ▶ Machine Demolition
- ▶ Core Drilling
- ▶ Wire Sawing
- ▶ Wall Sawing
- ▶ Saw Cutting Tools & Speciality Equipment

#### EARTHWORKS:

- ▶ Surveying, Layout, Grade Setting
- ▶ Excavation, Backfill, Compaction

#### SHORING:

- ▶ Cofferdams
- ▶ Protection Systems

#### FOUNDATIONS & SLABS:

- ▶ Laser Screed Slab Placement
- ▶ Concrete Forming, Pouring, Placing
- ▶ Foundation & Slab Finishing
- ▶ Dowel Drilling (concrete & rock)
- ▶ Concrete Repairs & Grout
- ▶ Precast Installation

#### CARPENTRY:

- ▶ Framing (lumber & steel)
- ▶ Drywall
- ▶ Door Installation & Maintenance
- ▶ Finishing Work (custom millwork, trim and specialty flooring)
- ▶ Exterior Finishes

#### MARINE CONSTRUCTION:

- ▶ Cofferdam Installations
- ▶ Pile Installation
- ▶ Pile Repairs
- ▶ Hydro Electric Dams & Sluice Way Repairs
- ▶ Bargework
- ▶ Docks, Wharfs & Dams



# CRANE SERVICES

FULLY LICENSED & INSURED FLEET  
UP TO 350 TONS

**All-Terrain Cranes**  
(up to 350-tons)

**Rough Terrain Cranes**  
(up to 65-tons)

**Crawler Cranes**  
(up to 110-tons)

**Boom Trucks**  
(up to 35-tons)

**Clamming**  
( $\frac{1}{2}$  and  $\frac{3}{4}$  yard)

**Rigging**

**Hoisting Experts**

**Equipment  
Installations**



# PILING & DEEP FOUNDATIONS

HEAVY FOUNDATIONS  
AND STRUCTURES

**Pile Driving**  
("H", pipe, sheet,  
concrete and  
timber)

**Helico Piling**  
**Batter Pile  
Installation**

**Vibratory,  
Drop Hammer,  
Diesel Hammer**

**Vertical Travel  
and Hanging  
Box Leads**





## GET IN TOUCH

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The Tom Jones Corporation is a Canadian Welding Bureau Certified Welding company.



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Page 83 of 126



## NEW GOLD ASSAY MET LAB

Location: Thunder Bay, ON

Role: Design Build

Client: IMP Automation

Completed: 2016

### PROJECT DESCRIPTION

Tom Jones Corporation constructed a turn-key, design/build of a modular Assay Laboratory facility and a modular Metallurgical Laboratory facility located at the Rainy River New Gold mine site in northwestern Ontario.

The Assay Laboratory is approximately 365 square meters and Metallurgical Laboratory, consisting of two modules, approximately 80 square meters. The Assay Lab is conventional wood frame construction with a slab on grade. The MET lab is pre-fabricated, and fully equipped with building services, lab equipment and systems and assembled at the site in their respective locations.

The Assay Laboratory modules are constructed on concrete slab foundation, and the Metallurgical Laboratory placed over an elevated concrete floor located within the Process building.

The Assay Lab was designed and constructed as a stand-alone facility with peripheral mechanical HVAC units and bag houses placed on elevated steel platforms with steel stairs access, complete with air distribution and extraction duct work, laboratory layouts with the interior room equipment layouts, functional work flows, lab equipment, including requirements for electrical, make-up air ventilation, dust ventilation, fume extraction, water, sewer, drainage, gases, waste disposal, communication, and other services.







## NEW GOLD DIFFUSER INSTALLATION

**Location:** Thunder Bay, ON

**Role:** General Contractor

**Client:** New Gold

**Completed:** 2018

### PROJECT DESCRIPTION

Installation of a diffuser system to prevent iceation of a 70,000 square meters water management pond. The installation includes barge work, placement of 22 diffusers, complete-width 121 meter bubbler tube, 4 air compressors and GPS layout over water.

The diffuser system is design and provided by Canadian Pond.





## NEW GOLD STRUCTURAL STEEL PACKAGE

**Location:** Thunder Bay, ON

**Role:** General Contractor

**Client:** New Gold / E.S. Fox Limited

**Completed:** 2016

### PROJECT DESCRIPTION

The contract included structural steel and building envelope for the Process Plant which included coarse Ore Crushing Area, Ore Reclaim Area, Leach Tank Area, Reagents Area, Grinding and Process Buildings, overhead cranes and High-Bay lighting in the Grinding and Process Buildings.

Supply and fabrication of all steel elements including associated components to complete the steel work such as bolts, welding consumables, gussets plates, stiffener plates and shim plates. Erect and align overhead cranes, crane girders and electrical connections to Owner designed control panel.

Erect electrical rooms, control room, and office modules inside the Grinding and Process Buildings.

Receive off-load and rough set equipment.

Building cladding and roofing including associated components to complete the building envelopes.

Supply and install exterior truck doors and man doors including all hardware, supply and install interior 2-hr fire rated wall panels, and interior fire rated hollow metal doors for HVAC room.

The High-Bay Lighting work comprises of supply of wiring, terminations, lighting panels and luminaries complete with lamps for Grinding and Process Buildings.





## RESOLUTE SAWMILL THUNDER BAY

Location: Thunder Bay, ON

Role: Design Build

Completed: 2008

### PROJECT DESCRIPTION

Tom Jones Corporation in collaboration with consultant V.B. Cook Engineering worked closely with Fort William First Nation and Bowater to build a sawmill in Fort William First Nation. This project was a unique business venture in that its success stems from a successful collaboration between Resolute and Fort William First Nation.

With an annual capacity of 300 million board feet of stud lumber, Resolute Thunder Bay Sawmill is among the largest and modern in Eastern Canada.

The 120,000 square feet facility, built of steel and cast-in-place concrete, was completed over an 18 month construction period.





## ABITIBI BOWATER FORT FRANCES BIOMASS BOILER

Location: Fort Frances, ON

Role: Civil Contractor

Completed: 2008

### PROJECT DESCRIPTION

Tom Jones Corporation was the civil contractor for the Fort Frances Biomass project. Our company performed extensive site works including driven steel pile, concrete works, and steel erection.







## TG6 TURBINE BUILDING/ POWER BOILER #3 FUEL HANDLING UPGRADES

Location: Thunder Bay, ON

Role: Civil Sub-Contractor

Completed: 2014

### PROJECT DESCRIPTION

Tom Jones Corporation completed piling sheet piling civil works, as well as foundations and the construction of a Steel Building for the Condensing Turbine and modifications to the Biomass Fuel Handling System.





## WEYERHAEUSER DRYDEN AIR EMISSIONS

Location: Dryden, ON  
Role: Civil Sub-Contractor  
Completed: 2002

### PROJECT DESCRIPTION

Tom Jones Corporation performed site excavation, concrete forming, pouring and finishing and all architectural works for the new air emissions equipment building.







## WILROY GECO INTEGRATED WATER TREATMENT PLANT UPGRADES

**Location:** Manitouwadge, ON

**Role:** General Contracting

**Completed:** 2005

### PROJECT DESCRIPTION

The Willroy - Geco Mines are a mining operation that produced metals including copper, zinc and gold located approximately 400 km East of Thunder Bay, Ontario, near Manitouwadge.

In 2005, a new treatment plant began operating at the Geco site that employs a High Density Sludge (HDS) process for treating acid mine drainage (AMD) from the closed Willroy and Geco Mine Sites. The plant uses reactor tanks in addition to the Lime/Sludge Mix Tank and Clarifier. Contaminated water is collected from both mines prior to being treated through the HDS plant. The plant is designed to operate at a continuous flow rate of 500-930 m<sup>3</sup>/h

(depending on metal loading). The Clarifier/Thickener is a solid pour concrete structure that is 70m in diameter with a side wall of 5m. Tanks with a volume of approximately 750m<sup>3</sup> were also constructed of solid pour concrete.

Tom Jones Corporation was the General Contractor for the construction of Clarifier and Storage Tanks. TJC Superintendents and Project Managers coordinated with owner, consultants and sub-contractors to excavate, form and pour the clarifier and tanks.





## LAC DES ILES GRINDING IMPROVEMENTS PROJECT

Location: Thunder Bay, ON

Role: General Contractor

Completed: 2004

### PROJECT DESCRIPTION

Tom Jones Corporation completed the construction of a secondary crusher as part of major improvements to the grinding operations at Lac des Iles mine.







## MATTABI MINE WATER TREATMENT PLANT UPGRADE

Location: Ignace, ON  
Role: General Contractor  
Completed: 2004

### PROJECT DESCRIPTION

The project was to complete the alteration and replacement of water treatment plant equipment at Mattabi Mine to increase the treatment capacity of acid mine drainage water.

Tom Jones Corporation completed the concrete works for the high density sludge type lime treatment plant, for the treatment of acid rock drainage including a Clarifier / Thickener that was approximately 43 metres diameter and 4 metres liquid depth, as well as the concrete bases for lime slurry storage tanks, sludge/lime mix tank, lime reactor tank, and flocculator tank.





## SUNCOR ENERGY PHASE 3/4 FOUNDATION PARTITIONS

Location: Fort McMurray, AB

Role: Concrete and Civil Sub-Contractor, Lump Sum

Completed: 2009

### PROJECT DESCRIPTION

Construction of armtec multiple.







## CNRL HORIZON-FOUNDATIONS AND PILING

**Location:** Fort McMurray, AB

**Role:** Sub-Contractor to NAC, Lump Sum

**Completed:** 2007

### PROJECT DESCRIPTION

Canadian Natural Resources Limited (CNRL) is one of the largest independent crude oil and natural gas producers in the world. The Horizon Oil Sands project is 100% owned and operated by Canadian Natural to facilitate the extraction of oil sands reserves and production of synthetic crude oil. The Horizon Oil Sands are located 70 kilometres north of Fort McMurray, Alberta in the Athabasca region.

CNRL acted as their own primary contractor on the Horizon Oil Sands through start-up and the completion of Phase I construction. Tom Jones Corporation was the sub-contractor responsible for the Plant 64 Piling and Concrete foundations.

Working on an extremely busy construction site Tom Jones Corporation Superintendents and Project Managers directed our workforce through the completion of the excavation and dewatering required for piles and pilecaps and the forming of foundations and placement of more than 4400m<sup>3</sup> of concrete.

The complexity of the Horizon Oil sands project required coordination with CNRL for logistics, equipment access and site movement.





## NIPIGON RIVER BRIDGE PILING

Location: Nipigon, ON

Role: Sub-Contractor, Lump Sum

Completed: 2016

### PROJECT DESCRIPTION

Bot Ferrovia Nipigon Joint Venture is the General Contractor on this job. Work began in July 2013 with completion in 2017.

The cable-stayed bridge will be the first of its kind on the Ontario highway system. It will consist of three towers with cables supporting the bridge deck and a separate sidewalk for pedestrians.

Tom Jones Corporation is driving H-Pile and Sheet Pile for the construction of the pier foundations. It is anticipated that at completion of the pier foundations there will be Sheet Piles and more that 13 km of H-piles driven.

Sheet Piles for Roadway Protection and Bank Stabilization are also included in the scope for this project.







## FRAZER RIVER BRIDGE

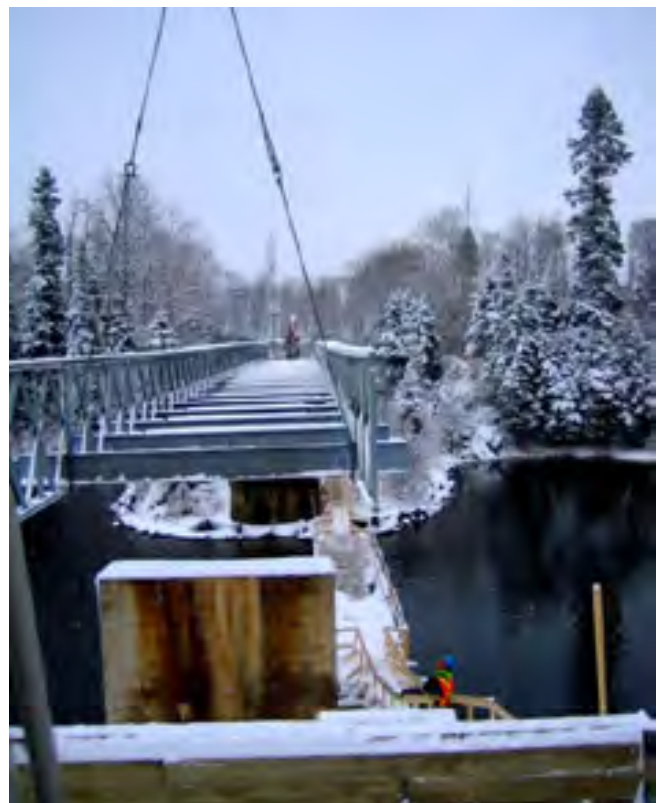
Location: Nipigon, ON

Role: Sub-Contractor

Completed: 2010

### PROJECT DESCRIPTION

Piling and hoisting services.





## MCCAULEY CREEK BRIDGE

Location: Atikokan, ON

Role: Sub-Contractor, Lump Sum

Completed: 2013

### PROJECT DESCRIPTION

Piling and hoisting services provided.





## RESOLUTE PIPE RIVER BRIDGE FOUNDATIONS

Location: Atikokan, ON  
Role: General Contractor  
Completed: 2012

### PROJECT DESCRIPTION

Construction of a 24.4m Steel Bridge over the Pipe River complete with Steel Piles and Concrete Abutments.







## SILVER FALLS BRIDGE

Location: Wawa, ON

Role: Sub-Contractor

Completed: 2013

### PROJECT DESCRIPTION

Tom Jones Corporation was hired as a piling subcontractor to drive battered H-Pile for a centre pier in the middle of a river. Work was performed in the winter off the ice.







## RUBICON RED LAKE

Location: Red Lake, ON

Role: General Contractor

Completed: 2015

### PROJECT DESCRIPTION

Rubicon Minerals Corporation is an advanced stage gold development company. Rubicon controls over 100 square miles of prime exploration ground in the prolific Red Lake gold district which hosts Goldcorp's high-grade, world class Red Lake Mine.

The Phoenix Gold Project is operating from a remote, camp accommodated site. The project is currently in a commissioning phase with operation expected mid-2015.

Tom Jones Corporation completed many civil and architectural projects for Rubicon during the start-up phase of the project including work on the Ball Mill, Concentrator, and Thickener. Civil and Architectural packages completed also include Administration Buildings, Mine Dry, Camp Accommodations and Headframe Doors.





## H2O POWER DAM REHABILITATION

**Location:** Fort Frances, ON

**Role:** General Contractor

**Completed:** 2018

### PROJECT DESCRIPTION

The Fort Frances generating station (GS), owned and operated by H2O Power Limited Partnership (H2O Power), is located in Fort Frances, Ontario. The dams control the water level of Rainy Lake which flows into Rainy River, the boundary between Canada and USA.

This project will restore full operability of all 15 gates on the Fort Frances Dam, including 10 Main Dam gates and 5 Canal gates. On completion of the overhaul of each gate, leakage should be substantially eliminated.

The scope of the project was the demolition and rehabilitation to the structural concrete for the operation of the 15 bypass channel water control gates at the 100 year old operating dam. Including in the scope was the supply and installation of new manufactured steel gates and rails to replace the original wood gates. This project was a highly technical project as most of the work was performed using an 80-ton crane that was hoisted onto a Poseidon barge system in the water. Multiple cranes were required to perform this work. Tom Jones Corporation self performed all aspects of this project. Despite the complexity of this project it was completed on time with no deficiencies.







## HARTE GOLD

Location: White River, Ontario

Role: General Contractor

Completed: 2017

### PROJECT DESCRIPTION

Tom Jones Corporation completed extensive civil works (excavation, backfill, concrete form, pour and place) including rebar and installation of an ore conveyor tunnel.

The civil work includes: ore stockpile, process building, water clarifier, thickener foundations, and various tank and support foundations.





## ONTARIO POWER GENERATION LONG LAKE DAM ACCESS

Location: Long Lake, Ontario

Role: Design Build Contractor

### PROJECT DESCRIPTION

We were hired for the design and build of a new, 2 span access bridge at the Ontario Power Generation Long Lake Dam.

Access is required to reach the far side of the Dam where logging operations occur. The area has been challenged by access issues for ongoing maintenance.







09 24 2003













09 08 2003





09 23 2003

































Canada

Canada

ALL WORK MUST BE COMPLETED BY THE END OF THE DAY



**Exhibit B**  
**Aazhogan's Five Year Plan**  
(see attached)

Mt#: 3694347.1

ACTIVE\_CA\ 47574192\1



## Aazhogan LP Five Year Cash Flow & Operating Model

The five-year plan was developed from the basis of the IB&T company's historical data which was provided to Aazhogan as part of the Due Diligence process. All financial calculations are based on the bridge being operated as a single entity. All values are shown in Canadian dollars with an assumed exchange rate of \$1.25 CAD to \$1.00 USD.

### Objections and Strategies

The objective of the purchase of the International Bridge is to obtain a long-life, self-sustaining cash generating asset for Aazhogan LP. The operating strategy will be to focus on ensuring that the bridge is open and maintenance is scheduled in a manner to minimize disruptions to allow for maximum revenue generated from tolls.

### Purchase Timing

The model assumes that the purchase of the bridge will be complete within the 2021 calendar year. Per the Asset Purchase Agreement, final payment for the bridge is not due until crossing levels return to the 2019 rate, regardless of when purchase is complete.

### Operating costs

Operating costs are based on annual averages from 2015-2018 fiscal years with the following further adjustments made:

- Operating costs (excluding management and administration fees) have been escalated up by 2% for each of years 2019 and 2020;
- The model does not assume any further time-value of money adjustments, as it is assumed that these changes will apply equally to revenue and expenses; and
- Insurance costs increased ten-fold. Insurance is currently a portion of a larger policy held by Resolute Forest Products. With a stand-alone policy there is an assumed increase in cost.

### Capital Repairs and Maintenance Costs

Capital Repairs and Maintenance costs have been included in the plan consistent with items and timing outlined within the Engineering Evaluation report provided by Short Elliott Hendrickson Inc. in September of 2020.

### Revenue

- Revenue is calculated on the existing toll rates.
- Assumed number of crossings:
  - As per February actuals up to and including until August 2021.
  - Truck crossings will remain consistent with Feb 2021 from Sep 2021 forward, whilst all other crossing types will slowly return to 2019 levels by Jan 2022. The following ramp up has been applied based on an assumed September opening:
    - September crossings are 10% of September 2019
    - October crossings are 20% of October 2019



- November crossings are 20% of November 2019
- December crossings are 30% of December 2019.
- Assumed use of bridge card as a percentage of car crossings is 80% in winter, 75% in spring & fall and 50% in summer.

#### Source of Funds

Funding for the purchase and operations of the bridge is split into two categories within the plan, partnership equity contributions and debt. The partnership equity contributions will be split 50% each from Rainy River First Nations and 2670568 Ontario Ltd. The debt for Aazhogan LP is financed through Rainy River First Nations, with an agreement already in place. Rainy River First Nations, in turn have secured a loan agreement with the First Nations Finance Authority. Interest expenses, and outstanding debt are included within the model.

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Year	2021 ( Jun - Dec)	2022	2023	2024	2025	2026
<b>Cash Inflows</b>						
Toll Revenue	\$200,984	\$1,906,811	\$1,906,811	\$1,906,811	\$1,906,811	\$1,906,811
Cash Call - Debt	-	\$1,250,000	-	-	-	-
Cash Call - Equity - Partnership Contributions	\$450,000	\$650,000	-	-	-	-
<b>Total inflows</b>	<b>\$650,984</b>	<b>\$3,806,811</b>	<b>\$1,906,811</b>	<b>\$1,906,811</b>	<b>\$1,906,811</b>	<b>\$1,906,811</b>
<b>Cash Outflows</b>						
CAD Side Purchse and Legal Fees	-	\$1,945,000	-	-	-	-
Operating Costs USD side	\$391,863	\$671,765	\$671,765	\$671,765	\$671,765	\$671,765
Operating Costs CAD side	\$166,022	\$284,609	\$284,609	\$284,609	\$284,609	\$284,609
Capital Costs	-	\$181,250	-	-	\$906,250	-
Interest on Debt	\$39,024	\$96,240	\$96,240	\$96,240	\$96,240	\$96,240
Debt repayment	\$55,417	\$136,667	\$136,667	\$136,667	\$136,667	\$136,667
<b>Total Outflows</b>	<b>\$652,326</b>	<b>\$3,315,532</b>	<b>\$1,189,282</b>	<b>\$1,189,282</b>	<b>\$2,095,532</b>	<b>\$1,189,282</b>
<b>Annual Net Cash in/out</b>	<b>-\$1,342</b>	<b>\$491,279</b>	<b>\$717,529</b>	<b>\$717,529</b>	<b>-\$188,721</b>	<b>\$717,529</b>
<b>Cash Balance</b>	<b>\$88,444</b>	<b>\$579,723</b>	<b>\$1,297,252</b>	<b>\$2,014,781</b>	<b>\$1,826,060</b>	<b>\$2,543,590</b>
<i>Assumed FX rate</i>	1.25					

Cashflow Table



<b>Capital Maintenance &amp; Repairs</b>	<b>2021 ( Jun - Dec)</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027-2030</b>
Scour Protection reinforcement of Piers B,C,D & E	-	-	-	-	\$437,500	-	-
Replace pile jackets Piers 1 through 4	-	-	-	-	\$250,000	-	-
Pier repair of concrete shafts	-	-	-	-	\$218,750	-	-
Misc steel repair of corroded members	-	-	-	-	-	-	\$312,500
Overlay north end (Canadian) sidewalk on cantilever	-	\$62,500	-	-	-	-	-
Replace deck over north channel	-	-	-	-	-	-	\$450,000
Replace deck and barrier on concrete bridge	-	-	-	-	-	-	\$3,750,000
Pedestals P2,P4, P7 & P9	-	\$106,250	-	-	-	-	-
Repair Pier D shaft near waterline	-	\$12,500	-	-	-	-	-
<b>Total</b>	-	<b>\$181,250</b>	-	-	<b>\$906,250</b>	-	<b>\$4,512,500</b>



**RAINY RIVER FUTURE  
DEVELOPMENT CORPORATION**  
A Community Futures Development Corporation



**Dated: OCT 4, 2021**

**Period: SEPT 2021**

**RRFDC 2 Year Action Plan:**

	<b>KPI and (Completion Date)</b>	<b>Actions</b>
<b>Mill Site:</b> Planning and collaboration Work with Riversedge/Aazhogan Seek opportunities for development.	Complete study (Q1 2022) Create collaborative plan with partners (Ongoing) Assist with marketing efforts and support (Ongoing)	<ul style="list-style-type: none"><li>• Industrial Rate Study Completed approved by committee and sent to A and F</li><li>• Project in Progress</li><li>• Next Meeting Oct 8 in person</li></ul>
<b>MAT Committee: (Tourism)</b> Implement Marketing Plan with FedNor and NOHFC funding Experiential Tourism New product development	Website development (Q2 2021) Host workshops on experiential tourism (Q4 2021) Initialize a digital marketing program (Q3 2021) Return occupancy to pre-COVID-19 levels (Q4 2022) Preparation for growth (2023)	<ul style="list-style-type: none"><li>• Soliciting experiences Workshops – OCT 12,13</li><li>• Destinationfortfrances.ca up</li><li>• Winter Tourism work – Virtual Ice Fishing Derby</li></ul>
<b>Downtown Re-vitalization and SME Retention:</b> Promote increased use of market square. Support (loans etc.) - Digital Support (Training)	Market the square to micro and home businesses startups (Ongoing) Maintain GL percentage usage (Ongoing-Q4 2022) Add net 2 new merchant members. (Q4 2021)	<ul style="list-style-type: none"><li>• GL new signs</li><li>• Increased Social Media</li><li>• Digital Training session November</li></ul>

- GoLocal		
<b>Woodyard and Gateway:</b> RFI for “Attraction Land” Promote woodyard to hotel developers. Promote site to multi-residential developers.	Issue RFI (Q2 2021) Market property to 40 hotel developers (Q1 2022) Market to housing developers (Q1 2022) Create marketing materials (Ongoing to Q1 2021)	<ul style="list-style-type: none"> <li>• Hotel investment groups list creation is ongoing.</li> <li>• Two presentations to developers</li> </ul>
<b>Industrial Lots:</b> Promote the industrial lot sites.	Provide recommendations to Council on economic value (Ongoing)	<ul style="list-style-type: none"> <li>• Two Potential sale in development for multiple acres</li> <li>• Report to Council on offer October</li> </ul>
<b>Mining Supply and Service:</b> Market Fort Frances as a location	Two meetings with New Gold (Annually)	<ul style="list-style-type: none"> <li>• Welcome Packages sent</li> <li>• NewGold is redoing it’s procurement process – Spring 2022</li> </ul>
<b>Rainy Lake Square Activities/Project Petunia/Canada Day:</b> Assist in the transition to museum staff.	Ensure a smooth transition (Q1 2021) Monitor activities and assist were needed (Q3 2021)	<ul style="list-style-type: none"> <li>• Transferring assets and files, providing assistance as required.</li> <li>• Market is very successful!</li> </ul>
<b>Boundary Waters Forest Management/Wood Products:</b> Participate in BWFMC Seek users for available fiber.	Attend BW meetings (Ongoing) Communicate opportunities (Q2/3 2021 start) Market fiber available with BWFMC (Q3 2021) Execute fiber study Q2 2021 (based on NOHFC) Moved to Q3 NOHFC late Share fiber information with potential users (Ongoing) Meet with 4 possible users (Q4 2022)	<ul style="list-style-type: none"> <li>• Attended BWFMC Meetings</li> <li>• CRIBE Study participation</li> <li>• Early-stage opportunity</li> <li>• Marketing biomass and small round wood</li> <li>• Application to NOHFC approved</li> </ul>
		<ul style="list-style-type: none"> <li>•</li> </ul>

<b>Partnerships and Relationships</b>	Attend BIA and Chamber Meetings RRDMA linkages Meetings with all Ind Ec Dev Agencies	<ul style="list-style-type: none"> <li>• Meeting with FN Regional Ec Corp.</li> <li>• RRDMA presentation in Spring</li> <li>• RRFDC at meetings for BIA and Chamber</li> </ul>
<b>NWO travel loop</b>		<ul style="list-style-type: none"> <li>• Attended Meetings – expect web update mid-October</li> </ul>

**Additional Activities:**

- Inbound inquires
- Requests for information
- Support to community groups when requested
- Fort Frances Social Media