Proposal

Willingness Implementation
Project Township of Ignace, ON

Submitted to:
Andrew Sprunt, Project Lead
Municipal Consultant
For the Corporation of the Township of
Ignace (807) 747-1724
ajsprunt@yahoo.ca

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Submitted by:
Chéla Breckon, CEO
Lead Strategist & Engagement
Expert With Chéla nc. (WCI)
(613) 585-0969
chela@withchela.ca

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GLOSSARY

Adaptive Phase Management Project or (APM) Project - Long-range used nuclear fuel storage solutions initiated by the Nuclear Waste Management Organization

Deep Geological Repository - The type of APM project being proposed for potential siting near Ignace, Ontario

Eligible - A status or set of characteristics of a person who meets the criteria for inclusion in the Willingness Study

Engagement Cycle - A series of 3-5 calendar days where the Engagement Team is deployed in Ignace and is conducting engagement activities

Engagement Team - The field-deployed team by With Chéla Inc. to carry out the Engagement Cycles

Facilitated Interactions - Opportunities for Resident Participants to engage in semi-controlled environments for community discussions and presentations

Formal Interactions - Opportunities for Resident Participants to engage in controlled and secured environments for logging responses that are required for reporting

Informal Interactions - Opportunities for Resident Participants to engage in casual ways, received program navigational support and connect with each other without the need for procedure or protocols

Policy - A deliberate system of guidelines to guide decisions and achieve outcomes in the Willingness Study

Procedure - A document that outlines the required steps to start and complete a process contained within the Willingness Study

Proof of Residency Working Group - A small group of experts and consultants who develop the policy for the eligibility requirements and parameters for participation

Protocol - A document that outlines the particular pathway or expectations for a specific step in the procedure to be completed

Resident Participant - A person demonstrating eligibility to be included on the Resident Participant Engagement List and engage in the Willingness Study

Resident Participant Engagement List - The compilation of all people who are Resident Participants

Residency Requirements - The necessary documentation to prove eligibility, based on identification verification and residency requirements, to engage in the Willingness Study

Site - The Township locations and community spaces located in Ignace, Ontario, Canada

System - The secure electronic platform acting as the interface between the Resident Participant and the Engagement Team provided by Neuvote

Township - The Corporation of the Township of Ignace, Ontario, Canada

Willingness Study - The project aimed at determining the willingness of the resident participants to continue progressing towards the potential siting of the DGR

1.0 Introduction

Now is the time for the community members of Ignace Township to make their decision about their willingness to be the host community for a large Adaptive Phase Management Project (APM) known as a Deep Geological Repository (DGR). This project is made possible by a potential key partnership with the Nuclear Waste Management Organization (NWMO).

This next step, in the more than decade-long process, is essential to the Township's future, regardless of whether they are selected by NWMO as the eventual site. Compliance with a robust engagement methodology to detect and determine willingness is essential to the overall pursuit of a valid and deep community consultation.

Our proposal provides a rational methodology, backed by a carefully selected team of community engagement and project management professionals, that is guided by a principled approach and designed to appropriately reach as many decision-makers as possible. We understand that the outcome of this project, our final report, is the tool that the Council of the Township of Ignace will use to inform this important decision. As such, we will ensure that the final product is clear and factual.

As Community FACE Practitioners (Facilitation, Animation, Consultation, Engagement) who specialize in smaller communities, we also bring the inclusive, appropriate, fun, engaging, and meaningful activities that are specifically designed and well suited for smaller communities.

We propose to deploy an engagement process that is rooted in social science, protected by systems, controlled by procedures and protocols, and supported by clear and practical pathways for residents to take part.

The resulting final report will contain a clear indication of willingness and detailed information about why, supported by data that originates only from eligible residents. The final report and

the process to arrive at the final recommendation will be defensible, carefully documented, and validated by peer reviewers.

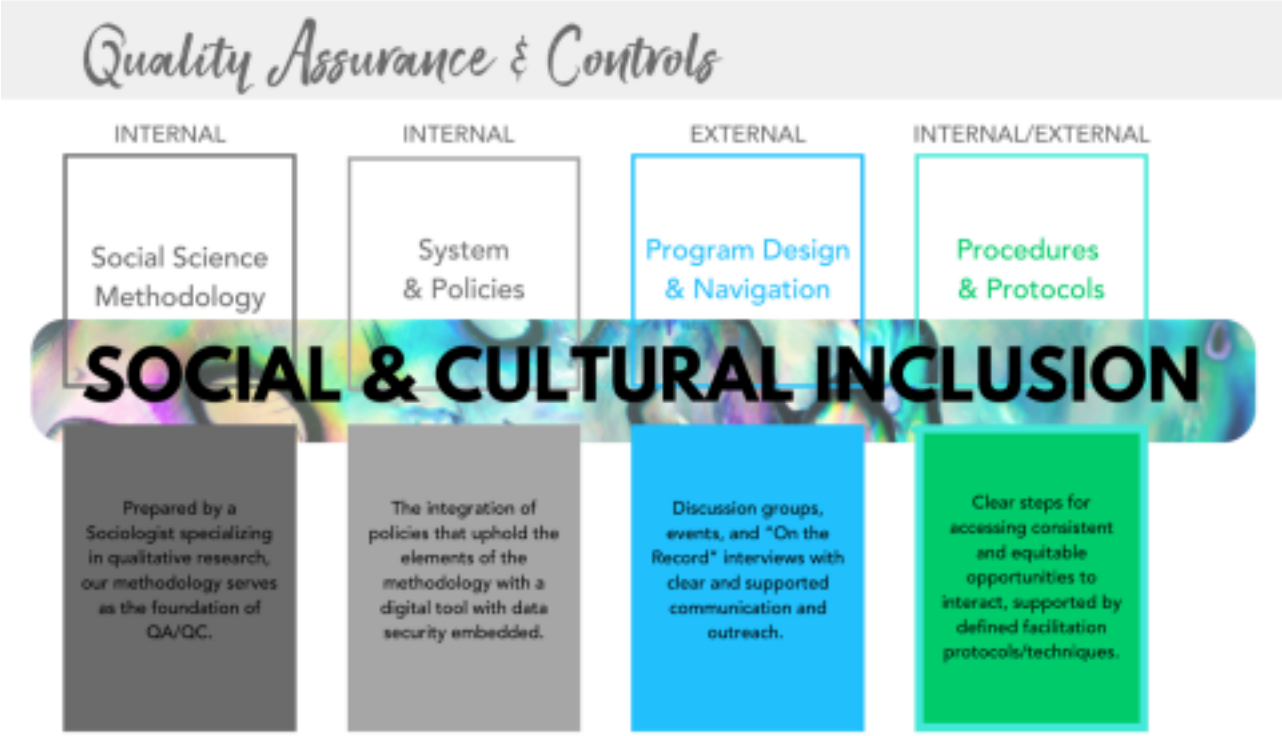
2.0 Quality Assurance and Quality Control

The nature of this project requires that we develop and deploy a robust and multi-faceted approach to quality assurance and control. As defensibility is of paramount importance to the project outcome and is brought about through excellent document controls and a structured process, we propose four pillars of mission-critical controls.

1. A Methodology rooted in **Social Science** and developed by a Sociologist. 2. A **System** built using clear and meaningful policies that govern how the system operates.
3. A **Program** designed to support easy navigation, participation, and engagement for residents.
4. A set of **Procedures** that ensure consistency in program delivery, supported by **Protocols** for specific steps requiring more significant control points.

Diagram 2.0 demonstrates that each of the four pillars has a clear directional focus, either internal or external, or both, and that each pillar will be developed with community social and cultural inclusion at the forefront.

Diagram 2.0 - Pillars of Quality Assurance & Controls



2.1 Methodology - The Basis for Quality Assurance and Quality Control

OBJECTIVE

The Engagement Team will facilitate a process by which Ignace residents[1] are able to formally provide an answer about their willingness to have a Deep Geological Repository of used nuclear fuel near their community.

CONTEXT

The Engagement Team will follow a rigorous protocol when engaging with residents and recording two requisite pieces of information:

1. What is their willingness to have a Deep Geological Repository near their community according to four pre-determined and possible responses:

A) Yes, I support going forward with the process
B) No, I don't support going forward with the process
C) Abstain/Defer to Council, i.e., I don't want to vote
D) No-Contact – either Unreachable after numerous attempts according to the perseverance protocol, or has specifically Opted Out (e.g. I don't want to participate) – these residents will always remain eligible if they ever choose to opt in to the process

2. What explanatory context can residents provide for their response to the willingness question – that is, ***why*** did individual residents log the response they did?

The intention behind this investigation is for the Engagement Team to be able to provide the Township of Ignace and related stakeholders with a clear, unbiased, and accurately represented understanding of the position of the community on their willingness to be the host for the DGR.

METHODOLOGICAL CONSIDERATIONS

The overarching principle and role our group will deploy is simple - informed choice captured by a non-biased, effectively neutral engagement strategy.

Informed Choice

The core principle of this project that was reflected and repeated in the Hardy report "Township of Ignace Willingness Decision Project: Toward a Decision" is developing a clear and transparent method for the community to be able to demonstrate their informed choice. Our aim

[1] A full description and comprehensive definition of who qualifies as a "resident" for the purposes of this Willingness Project is currently being assessed and determined by a Residency Working Group composed of members of the With Chéla Inc. Team (WCI) and Dr. Keelin Pringnitz and Dave Hardy. To date, WCI has proposed the following criteria for residency (which will be reviewed and evaluated by the Residency Working Group): Date of birth demonstrating age of 16 or more from January 1, 2024 onward

- Proof of ownership of property within the Township of Ignace

OR, if not,

- Proof of residency within the Township of Ignace (renters, youth dependants)

b. The second step isto confirm the official list of eligible decision-makers.

is to test for an individual expression of feeling informed enough before we ask the question about willingness. When we confirm that an individual feels that they are not in a position to make an informed choice they will be welcomed to participate in further opportunities to become informed over a decision-campaign program period. Those who confirm that they feel informed to make the decision are provided with the opportunity to participate in a confidential manner, similar to the combined functions of census and election.

Neutral Engagement Strategy

The core value of this project is to act as neutral conveyors of information as an Engagement Project Team by offering the community members a chance to be heard, learn, engage, envision, and choose for themselves. Every resident can confidentially provide their position about the opportunity and our team will act, communicate, plan, prepare, and report in ways that are neutral with respect to the community opinions about the DGR project. We understand that our role is to in no way act as educators about the opportunity but rather to act as connectors for residents to educators where need be (i.e., if a request for further information is requested) in order for the community to gain more knowledge and communicate their choice.

BACKGROUND

The Willingness Study is explained in a seminal document[2] prepared by consultants Hardy Stevenson & Associates (December 2021), which engaged residents in a community conversation about ***how*** they would like to be engaged to make this decision for their community. In the Executive Summary, Hardy Stevenson & Associates explain,

> The Township of Ignace is the first community to enter the APM [Adaptive Phased Management] siting process. As part of the steps outlined in the siting process, Ignace residents will need to make a decision on whether or not they are willing to have the APM project implemented in their area. *This report presents findings from community engagement that occurred in 2021 to explore how Ignace residents want to make this community decision, that is, 'what ought to be the decision process for Ignace'.* Note that the APM project requires safety be demonstrated at the site. In addition, the project will only proceed with the involvement of the interested municipal, First Nation and Métis communities in the area and surrounding communities, working together to implement it (italics added).

This core consultative document informs and underpins the strategy that the Willingness Engagement Team will undertake to engage with the residents of Ignace because it details how they would like to be engaged in order to render a decision regarding willingness.

The following passage is an overall reflection on who should be engaged and how:

> The HSAL[3] team reflected on the findings of the research and share the following observation. Many models of democratic decision making exist in Ontario today. The process that emerges from the responses to the comment forms, interviews and community workshop is consistent with models associated with deliberative democracy in a number of respects. Residents suggested that all residents of Ignace be active participants in the APM decision. They encouraged public deliberation and an exchange of ideas before decisions are made. Residents expect to have equal access to unbiased

[2] Township of Ignace Willingness Decision Project: Towards a Decision. December 2021.

> information and every resident would be encouraged to become involved in the decision. Ignace residents see themselves as equals and expect that each resident would become informed as they consider their decision. All views would be welcome with the expectation that open-minded individuals would adjust their views upon receiving additional information and listening to the views of others. The process of deliberation and democratic engagement supports the direction voiced by the community as their views are shared with the Mayor and Council, and the Mayor and Council make its decision (pg. 27).

Deliberative democracy is referenced in this document as follows:

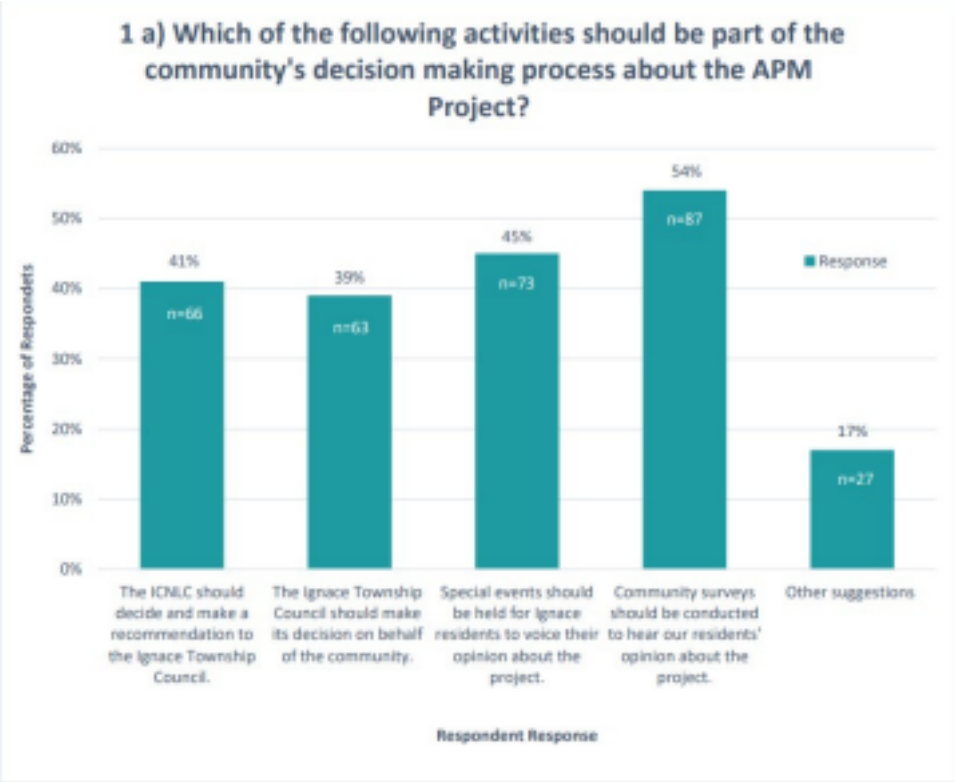
> The central tenet of deliberative democracy holds that decisions are best reached through public deliberation – argument, debate, exchange of ideas – among citizens: "talk-centric democratic theory replaces vote-centric democratic theory." The expectation is not that in real-world situations every person would participate actively and extensively. Rather, deliberative democracy envisions public forums to which the entire citizenry has equal access and thus the opportunity to participate, even if most do not – indeed, could not – take it up. A wide range of views are expressed and discussed in these forums; both active participants and passive – but attentive and engaged – members of the audience are sufficiently open-minded to revise their views in response to the discussion. The process of deliberation and decision making becomes intertwined with the outcome; or, as one writer summarizes a prominent strand of theorizing about deliberative democracy: the "transformative power of politics makes democratic engagement an end in itself; deliberative democracy should be advocated precisely because of the beneficial educative effects it has on citizens.[4]

A few notes on the logistical employ and limitations of deliberative democracy in this next phase of willingness assessment:

1. Hardy Stevenson and Associates interviewed a small number of residents relative to the population – 166 of 1,202 (as captured by the 2016 census). It is therefore important to recognize that the recommendations do not reflect the entire citizenry but rather, those who chose to participate. That being said, the information gathered remains the best indication of how a proportion of the population would like to see the willingness project conducted and therefore is the best available community-based roadmap by which to proceed.
2. The responses generated by Hardy Stevenson & Associates had some contradictory messaging – for example, the desire for deliberative democratic engagement, including Town Hall style settings, but also the requirement for private and confidential sharing of responses and most participants not seeing the need for formal public meetings (pg. 21 – see Figure 1 below). The project team has addressed this via an understanding that while community conversations can be public, logging a formal answer should be done privately and confidentially. In addition, residents should be given a number of opportunities to log their answers in private and confidential settings.

[4] Cameron, D., C. Mulhern, and G. White, 2003. Democracy in Ontario. A Paper Prepared for the Panel on the Role of Government. University of Toronto. August 2003. https://citeseerx.ist.psu.edu/document?repid=rep1&type=pdf&doi=2f7b2d0b79ff8d6298f76990f43603c9b9ec3e2c

Figure 1



What is very clear and resounding from the Hardy Stevenson report is the inclusion of all voices, particularly youth voices and those who might not otherwise participate/be heard, and the opportunity to make resident opinions known via multiple opportunities. Specifically, “Ignace residents welcome the use of multiple events and means to indicate community willingness as opposed to a single method of gathering input” (pg. 21).

Deliberative democracy in this sense, can be best served via community gatherings with community conversations, which are opportunities for community connection. The Engagement Team has been asked to facilitate these conversations to assist decision-making, but they are not specifically understood as data collection events. Instead, individual resident data collection, carried out by logging one of the four answers and the explanation as to why they logged the choice they did, happens in using a secure platform online and in an interview setting, respectively.

The standard data collection process is therefore

1. Providing an opportunity to log resident answers in a secure and confidential manner 2. Always providing an opportunity for an interview so that residents have an opportunity to answer the question of why

In addition to what is very clear and resonant from this consultative document is not only the value of inclusion of the residents of Ignace who participated in the study, but also the four other key values of being “fair, balanced, transparent, confidential” (pg. 25). These values, and how they will be addressed, will be considered in turn.

Inclusive

Inclusivity, as a value of the Ignace community, will be operationalized in this document via a Resident Engagement List, similar to a voter registration list in governmental elections, which will be populated in accordance with Residency Requirements that align with the most broad
and inclusive means by which residency can be defined – for example, according to Health Canada Residency Requirements which are broad and all encompassing. These residency requirements will be established by the Residency Working Group so as to ensure the comprehensiveness of inclusion.

Opportunities to engage in the language of choice, including but not limited to French, are also available to resident participants, made possible through direct interaction with a bilingual Engagement Team member, by way of cultural interpretation offered through a professional service, or by written word translated from English.

Opportunities to engage in places that are accessible to the resident participant are also included in our planning and action. We intend to collect information about how the respondent is best supported to engage with us and make accommodations to be able to meet those needs on an individual basis.

Fair

Residents would like multiple opportunities to log an answer and an opportunity to explain why. The Engagement Team will be on hand during three on-site cycles to facilitate resident engagement with the process. We will create protocols that ensure the consistent and reliable application of the rules of engagement to all residents.

Transparent

The Engagement Team will be clear about their role and responsibilities as facilitators of Ignace residents' voice. The Engagement Team, nor With Chéla Inc., have no stakes in the project except as it pertains to clearly identifying what the residents of Ignace want when it comes to the DGR, which is what they have been asked to do. They are not educators nor are they stakeholders of the DGR project in any way. They are there to listen to residents of Ignace and convey that information to the Township. Materials will be accessible in multiple formats and the Engagement Team will help residents make an informed decision by connecting them with the educators that have the answers they need.

Confidential

Residents of Ignace have made it clear that this decision-making is best done privately and confidentially, even if the DGR project is discussed publicly and openly amongst residents. There was a strong desire for all residents to be able to speak their minds publicly at a variety of events, but that was not equivalent to privately and confidentially logging an answer. The

Engagement Team will provide every opportunity for each resident to privately and confidentially log an answer and have an opportunity to be interviewed about that answer. No resident will be required to log an answer in front of another resident (including a family member) and no resident will have to participate in an interview. Those residents who do want to participate in an interview will have the opportunity to schedule a private and confidential

interview with a member of the Engagement Team that will not be overheard by any other resident (including family members).

ETHICAL & ACADEMIC CONSIDERATIONS

The Engagement Team's commitment to the residents of Ignace encompasses the protection of their privacy and their safety as far as the Willingness Study is concerned. There will be no undue pressure exercised, wishes to not be engaged will be heeded, and every effort will be made to meet people where they are and how they want to be engaged. The Engagement Team will expect similar respect and fair treatment from the residents they engage with. Any disputes and/or improper treatment will be reported to the appropriate authority or governing body.

This project has been in evolution for many years prior to the With Chéla Inc. Team's involvement. It is therefore important to note that the processes by which the preceding is informed by have been constituted prior to our involvement. The With Chéla Team therefore is prepared to do its utmost, given the parameters and data already laid out, to make decisions on processes that will facilitate the best outcomes without having been privileged to design the project from the outset. In short, With Chéla Inc. recognizes that uncovering why decisions were made concerning methodology prior to our involvement and recording those facts, as provided by the authoring parties, is imperative for our fulsome reporting and understanding.

This project and methodology is therefore one of the facilitation of information generating and gathering and transmission versus a research study into social realities or motivations, for example. The With Chéla team wants to be clear that methodology here is understood as a process that is informed by academic research, but not an academic research project in the traditional sense. We are not proposing or testing a hypothesis, nor interpreting information to draw conclusions that reach beyond the recommendation of willingness.

2.2 System, Planning and Policies

The second pillar of Quality Assurance and Quality Control concerns the formation of policies or rules that will govern our entire process. The preparedness plans will help us to uphold the policies and the secure system that will register, track, monitor, and record resident participant engagement overall in compliance with the policy.

2.2.1 Policies to Govern the Study

For this project, we propose the following policies be developed and published in clear language so that all participants and stakeholders can understand the limits and expectations of each area of importance.

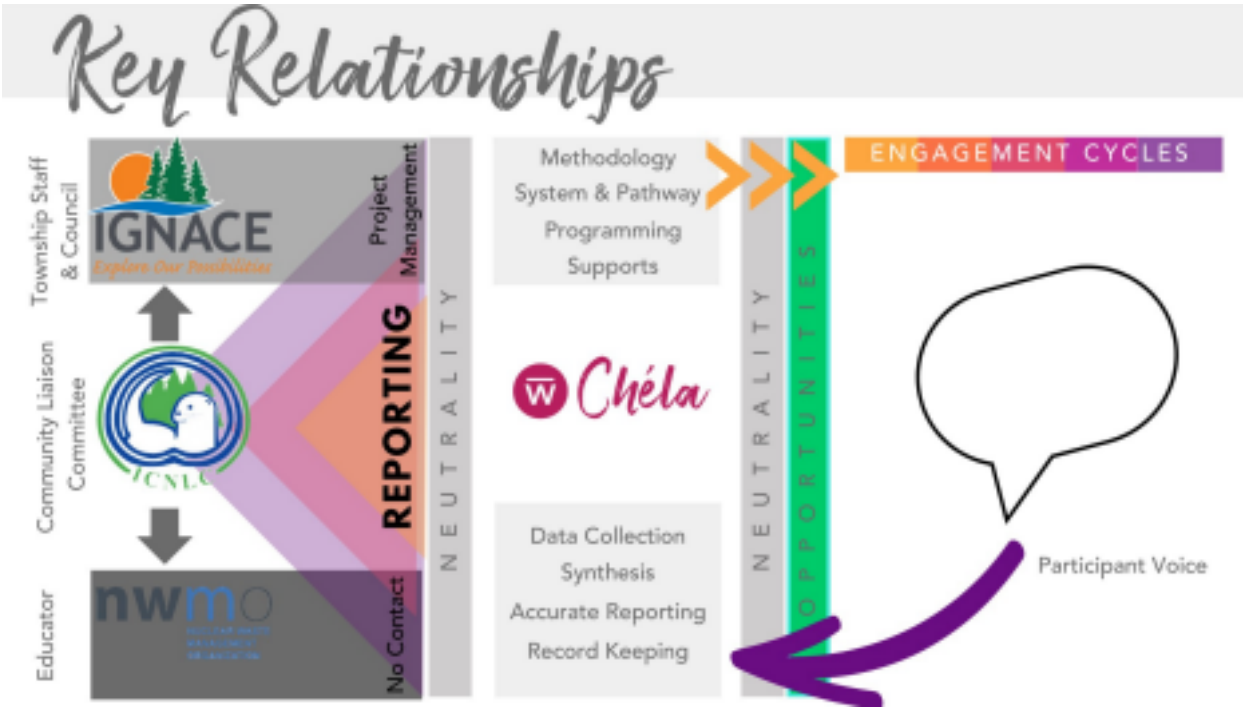
These policies will be made available to appropriate parties, including the public.

1. Health and Safety Policy, with procedures and protocols embedded (attached as appendix)

2. Resident Participant Eligibility, naming who can participate in the program and log a choice (age, location of residence, length of residency, etc.)
3. Proof of Residency, naming the exact documentation required to be included on the resident participant list
4. Document Controls and File Storage with the overarching mandate on how files will bestored, found, and archived for the lifecycle of the information
5. Relationships, Authority, and Information Sharing, with clarity on who we engage with and why, who can make decisions and when, who receives our reporting and who it is shared with at what time

Policy 5, concerning who we interact with, the sovereignty required to uphold our position of neutrality is demonstrated in Image 1 – Key Relationships. We desire to communicate the importance of maintaining these relationships and the limits of them as articulated here and eventually confirmed in a policy.

Image 1 – Key Relationships



2.2.2 Preparations and Planning

We will produce the following plans to enable our work and excellence:

1. Project Schedule with People, Resources, Deliverables, Milestones and Deadlines 2. Training and Preparedness Package for the Engagement Team
3. Branding and Communications Guidelines for the Engagement Team

Each of these are created to enhance accountability and clarity on the progression of the project with support for the capacity to understand and comply with policy.

2.2.3 Secure System for Engagement Activities

The second pillar also involves onboarding a secure system that acts as the interface for resident participation and the functional tool for the Engagement Team to export raw data

for analysis and reporting.

Neuvote, a full-suite election management technology company, has created a communication system that allows defined populations to engage through a secure online platform. The system was used in the 2022 municipal election within the Township of Ignace, which resulted in the

development of a database containing approximately 70% of the adult resident's contact information. In accordance with the Municipal Freedom of Information Protection and Privacy Act, the data collected on behalf of the Township is owned by the Township.

With Chéla Inc. proposes that the Township use the data currently held in the Neuvote system to engage with the majority of the participants within this project. The data within the system will be reviewed to ensure that any changes that have occurred since October 2022 are accounted for; this includes property sales, purchases, deaths, and youth residents who would not have
been eligible to vote in the last election.

In parallel to the above noted list development, With Chéla Inc. will strike a Resident Participant Eligibility and Proof of Residency working group tasked with developing and documenting the rationale to define those permitted to participate in the Willingness Study. Within this portion of the project, the documentation requirements named in a protocol and a procedure for an individual to be added to the Neuvote system are proposed to be created. These documents are essential to be published early in the program period so that they can be shared with the public prior to the Engagement Cycle scheduled for November 2023.

Once finalized, the system and associated procedures and protocols will be shared with the resident participants of Ignace. The Engagement Team will encourage registration through a variety of communication methods including online, Canada Post, and in person during Engagement Cycles and visits to the community.

The system will be first used to engage the resident participants to ask the following research questions;

> If you were asked today to answer the question of whether or not you'd support a Deep Geological Repository near Ignace, do you have enough information to make a decision?
>
> - If yes,
>   - please explain why you feel ready to log a choice
>   - indicate an optional expression of interest to be interviewed about your expected choice to be logged in March 2024
> - If not,
>   - what information do you need to help you make a decision?
>   - do you have a preference for the way you would receive that information?

After the first interaction with the system, the resident participant will engage with the system

throughout the Willingness Study. During the November, January, and March Engagement Cycles, the Engagement Team will be holding in-person events; informal interactions, facilitated interactions, and formal interactions. The Neuvote system will be used during these events to continue registration when needed/approved, record attendance and log resident participant information formally and securely.

The system is also able to provide information to those registered to ensure that they are aware of the process and their opportunity to participate in events and to answer the final question which will be posed during the final Engagement Cycle in March. Three days of logging choices between March 23rd and 26th will be offered, where the focus will only be to log one of the three options to choose from. There is an additional option to select an opportunity to explain their choice should the resident participant be interested and consent to do so.

We know that confirming the protection of information in the secured system by communicating clearly to the public how With Chéla Inc. will ensure there is no ability to vote multiple times, nor have responses of any kind revealed, is essential to confidence in the outcome.

The data collected by Neuvote will be exported and provided to our data analyst and reporting lead securely for both review and consideration for inclusion in the preliminary and final reports.

All raw data collected in the system will be the property of the Township of Ignace. We propose that the contract with Neuvote be struck between the Township and Neuvote, with the Engagement Team onboarded as Super Users or Administrators on the system for full control and access to the resident participant data and management of it.

2.3 Program Design and Navigation

The third pillar of Quality Assurance and Control is tied to the supportive and inclusive nature of our proposed Engagement Cycles, communications, and navigational support.

2.3.1 Clarity About The Engagement Program

In order to reach resident participants, we must communicate with them using clear language that is easily accessible in order to help them build understanding when needed. We intend to clearly communicate the following features of the program design and the navigation of it:

- The Engagement Team - Who we are, what we are here to do as the official Willingness Study Consulting Team
- Our Principles and Commitments - How we will behave, neutrality, informed choice, representation
- The Options for Making Your Choice - Clear indication of what the decision in March will look like, provided in November 2023
- The Opportunities to Explain Your Choice - Clear indication of the type of interactions we will offer and how they are treated by the Engagement Team
- The Program Schedule of Events - dates, times, locations and context for each

opportunity to interact made within the Engagement Cycles
• The Participant Pathway - How to navigate to the program and the elements of it once registered, including how to access the Engagement Team for support • The Question - The wording of the final question to be posed published early in the program so that resident participants can gauge their readiness to decide appropriately

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Image 2 demonstrates an example of information likely to be contained within the Principles and Commitments communications.

Image 2 - Example of Principles & Commitments

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Image 3 demonstrates the four options that will be available to resident participants.

Image 3 - Options to Make the Choice

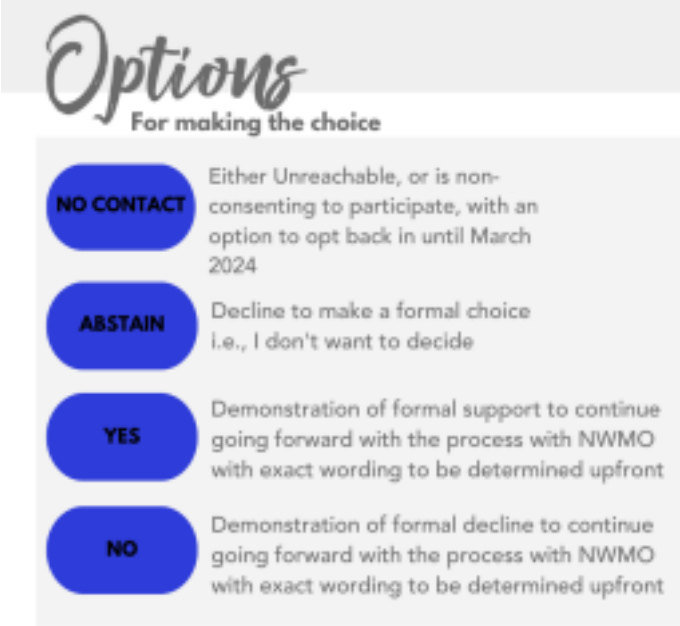

Image 4 demonstrates the three types of opportunities resident participants will have to engage with the program and log their responses.

Image 4 - Opportunities to Explain the Choice

Image 5 demonstrates the participant pathway to the program with clear steps and support outlined.

Image 5 - The Participant Pathway

Example 1 demonstrates the copy for the proposed wording of the final question

as, Example 1 - The Question

“Do you support the Township of Ignace continuing to pursue locating a Deep Geological Repository of used nuclear fuel near Ignace?”

2.3.2 Engagement Cycles and Community Program

Our proposed program plan is designed to meet the expectations outlined in the RFP document and to suit the stated community preferences made clear in the Hardy Stevenson report. The plan will lead us to the desired outcome of capturing an evidence-based decision of willingness to continue progressing as the potential host of the DGR project or not.

Our approach offers three streams of community engagement essential to achieving the outcome:

1. Conduct informal interactions with resident participants that are connection oriented. Informal interactions include support calls, casual or drop-in visits to the Engagement Team Office, community social events, and other environments that are “off the record” and absent of recording procedures or protocols.
2. Conduct facilitated interactions with resident participants that are semi-structured, using procedures and protocols to guide their progress and completion.

Facilitated interactions include discussion groups geared to collective data generation but requires specific controls to manage the interaction.

3. Conduct formal interactions within the protected and secure system that enable the recording and storage of official, “on the record” interactions with resident participants. Formal interactions include logging information and choices into the system as well as recording and transcribing one-on-one confidential interviews with resident participants.

Informal interactions will be carried out using one or more of the following contact points made available to resident participants,

- Program website with contact form
- Program toll-free number with voicemail service
- Program email account for general inquiries and support
- On-site access to the Engagement Team Office in Ignace

Facilitated Interactions will be carried out using one or more of the following opportunities made available to resident participants,

- Discussion Groups with a Facilitator and Thematic Guide
- Small Group Private Conversations with Thematic Guide and Questions

Formal Interactions will be carried out on the system, supported by human interaction at times, in the following ways,

- Responding to simple questions on the system that do not require context
- Checking-in to events and facilitated interactions
- Receiving responses and support for program navigation and completion
- Logging formal responses for the choice and reasons why it was made

The engagement program will produce a defined quantitative result as well as detailed qualitative data that communicates the context of decision-making that are collected during interviews with the respondents.

2.3.1 Communications Plan and Promotional Kit

A communications plan and package will be developed and provided to the Township for distribution ahead of the in-person program cycles. With Chéla Inc. will develop the package and refine it to the specifications of the parties involved. The deliverable will include a communication plan for the program period, processes for following-up, and all promotional material templates, drafts, and final copies provided to the Township for review and approval. We will also collaboratively develop the necessary protocols for dissemination.

Our proposed communication plan contains the following features, developed for both print and digital sharing, with expected delivery timeframes:

- Website with all program information reviewed and launched for November 2023 • Program Booklet with all foundational documents named in section 2.3.2 to be made available from November 2023 to program completion

- Welcome Letters and Program Update Newsletters sent out each month of the program period from November 2023 to March 2024
- Social Media page and presence with duplicating information from the website displayed and linked throughout the program period
- Field Team Materials such as name badges, business cards, door knockers to leave when a resident is not at home, and others, prepared and printed prior to the first Engagement Cycle
- Township promotional materials as required, such as billboards, banners, stickers, lawn signs and so on, as appropriate and mutually agreed upon

2.4 Procedures and Protocols

In order to provide consistent and fair interactions within the Willingness Study for defensibility, we understand that certain procedures and protocols need to be developed, followed, and reported on.

For the purposes of this proposal, a procedure is a document that outlines the required steps to start and complete a process contained within the Willingness Study and a protocol is a document that outlines the pathway or expectations for a specific step in the procedure to be completed.

For example, if Door Knocking is a procedure to follow, it may contain a stepor milestone such as “observe that no one is home after knocking twice.” We might then deploy a protocol of ensuring to record that finding, leave door knocker material, and have the outreach team sign off on that protocol being deployed and completed at the milestone of the procedure.

We expect that the following activities will require a clear procedure to be followed and documented:

Required Procedures

- Reporting Health & Safety Incidents
- Communications Review Cycle for Approved Distribution

- Door Knocking in the Community
- Registration into the Engagement Program
- Registration as a Resident Participant
- Expected Program Pathway (Resident Participant Facing)
- Logging Official Responses with Data Security
- Exporting Raw Data Securely
- Reporting and Sharing Protected Information

We expect the following protocols are needed to enhance the quality assurance of the procedures named:

Required Protocols

- Outreach Perseverance - Defining the limits of outreach and when to move the resident participant to “unreachable” status

- Registration Management - Defining the documentation that is required to prove residency and be included in the program registration opportunity and defining how a draft of any information “on the record” is transferred to a final copy and stored securely with signatures and document controls
- File Naming & Storage Structure - Defining how each file type is named, with variations for internal project documentation and raw data files, and how it is organized in folders in digital formats
- Interviews with Resident Participants - Defining the exact questions and wording of them for “on therecord” interviews

2.5 Project Management Controls

The final portion of the fourth pillar of Quality Assurance and Control pertains to the internal project management controls deployed.

We propose that all information related to the management of the project is documented and stored in a secure and intentional manner that supports easy access, accuracy and security of that information for the lifecycle of the information, falling well beyond the project period.

All members of the With Chéla Inc. team and their subcontractors (if any), either directly or indirectly supporting the project, will have signed Non-Disclosure Agreements in place and stored in the Project Management file structure.

All invoices will be supported by time and signature stamped time sheets and original scanned receipts for expenses, each with approvals from the Owner of With Chéla Inc., the highest possible authority and accountability center. All approvals required for work delivered by the owner shall be approved and signed by the Project Manager. All supporting documents are required at the time of invoicing to the client.

All documents produced by the project team will be created and stored in a digital file management structure with a clear naming protocol deployed.

All raw data produced by the resident participants will also be stored in a secured digital file structure with a unique and identifying naming protocol.

All meetings will be recorded with an agenda and minutes with time, date, location, people present and contextual information to outline the conversations, decisions drawn and actions assigned/completed.

3.0 Reporting

3.1 Final Report

The end-result of our process will be a final report that will contain three sections of information:

1. Documentation of the peer-reviewed and approved methodology and the action that was taken to complete the project including protocols, procedures, and reporting on the

document controls to demonstrate compliance with the methodology and quality assurance

2. Qualitative findings generated in the program period that communicate the contextualized and individualized reasons for readiness, willingness or abstention, and
3. The quantitative findings documenting the decision results and the magnitude of the responses, with connections made to the qualitative report in confidentiality

3.2 Preliminary Reports

Preliminary reports will be crafted after each Engagement Cycle, and they are expected to take a focus representative of this sequence of intentional programming:

1. Preliminary Report #1 - Findings from the first Engagement Cycle of re-familiarization experiences, a compilation of remaining questions and how they prefer to receive that information when participants are prompted to confirm or not if they are informed from their perspective enough to make a decision, and their reasons for feeling ready to
   choose if they declare readiness.
2. Preliminary Report #2 - Findings from the second Engagement Cycle that communicate participant input about reasons for willingness captured at the facilitated interactions. Further remaining questions requiring answering to help advance feeling informed as a participant and how they prefer to receive those answers will also be included.
3. Preliminary Report #3 - Findings from the third Engagement Cycle that demonstrate reasons for willingness, for abstention, and details for the removal of participants from the resident participant group so as to ensure that all participants have had the opportunity to engage with the Willingness Study and Engagement Team even if they choose not to do so.

3.3 Content

With Chéla Inc. will provide all content during the pre-program promotional period and the program period(s). This may include photos, videos, websites, marketing materials, artwork, and so on that is produced by the community and the Engagement Team. This does not include any educational materials or content, as these activities are beyond the scope of the project and the nature of our role as the neutral facilitators and reporting team.

3.4 Data

All of the final and raw data sets, including door knocking tracking sheets, the final participant list, feedback provided through the platforms, all documents created, project management information, meetings agendas, minutes, and so on. Timesheets, expense records, project management documents, journals and otherwise are also included.

4.0 Ignace Willingness Study Implementation Plan Components

4.1 Confirm the Appropriate Details

Meet with Municipal Staff, Council and Stakeholders to;

a. Present and refine our proposed methodology
b. Refine the communications plan and reporting protocols
c. Collect any additional information either requested in the proposal or identified by

Council and staff as being materially impactful to this project

d. Set all of the meeting dates and cycling for feedback sessions with ICNLC, The Township Staff, Peer Review Committee with the project Leadership team from With Chéla , ensuring to complement where personnel is needed for specific deliverables

Activity	People	Outcome
Learning from the Township, NWMO, and the ICNLC about the historical activities relating to the project beyond what can be discovered in the reports and communications archives.	WCI Team Township Staff Project Manager NWMO ICNLC Timeline: September 2023	WCI obtains a clear perspective of the previous work done so as to not duplicate or cause confusion.
Presentation of the draft communications plan to the Township and relevant parties for review and refinement.	WCI Team Township Staff Project Manager Timeline: October 2023	An approved and appropriate communications plan that helps to promote clarity and supportive information sharing for participation in the willingness study.
Refine the proposed criteria for: - Resident Participant Engagement List	WCI Team Township Staff Project Manager	A clear protocol that mitigates the risk of a confusing organization of people who

- Removal of unreachable and non-consenting participants from the Resident Participant Engagement List - Addition of participants to the Resident Participant Engagement List - Acceptable proof of identification protocol - Outreach persistence and follow up protocol for participant outreach limits	Timeline: October 2023	are participants and who are not and how to verify participant status.

Review content developed from previous reports or information packets with the NWMO for accuracy and continuity (action is to be able to point to resources and learning opportunities, not to provide them or speak to them).	WCI Team Project Manager Timeline: Fall 2023	WCI team is informed about where to direct participants if they want to learn about something specific or engage further in the educational journey.

4.2 Development of the Resident Participant List

e. The first step of this project will be to confirm with the Council and Staff who are the participant residents within this process.

WCI has researched and proposes the following group be considered the participants in the willingness study and make their choice about the desire they have for Ignace to be selected as the site for the DGR project.

- Date of birth demonstrating age of 16 or more from January 1, 2024 onward
- Proof of ownership of property within the Township of Ignace
  OR, if not,
- Proof of residency within the Township of Ignace (renters, youth dependents)

f. The second step is to confirm the resident participant list.

WCI would ask to obtain the participant list that was created for the last municipal election in October 2022 and would use the 2023 property data from MPAC to updatethe list to the best of our ability.

We have investigated the census information to determine that in 2021 there were approximately 170 children ages 0-14 and 60 in the 10-14 age group. It is acknowledged

that a portion of this 10-14 age group will now be 16 years of age and able to provide input into the process through a choice. The portion of the population 16-19 will not be included in the participant list and as such will require specific attention to be reached. Those youth resident participants will likely be found during the door knocking campaign and their total count will be compared against how many youths we expected to reach given the census information gathered.

When the most complete list has been updated, it will be used to provide the first round of communications (emails, letters, community mail, and door knocking as required to make contact, in that order), which will include information about the project and encourage those currently not on the list to add themselves using a standard procedure

that will be clearly communicated.

One member of our team will be responsible for maintaining the resident participant engagement list and ensuring that additions or removals are based on the criteria set out and that documentation related to the process is maintained. The list will then be used to track interactions between our team and community members throughout the process using a platform tool to “mark” each participant and their pathway through the project as an individual.

g. The third step, which will be initiated as soon as the project plan is approved, is to build familiarity and clarity into the process.

During the 2022 Municipal election, the Township of Ignace had 1049 eligible voters and 70 percent participated using an online voting platform. Compared to a provincial average of 38 percent, this level of participation is an excellent indicator that the democratic process is valued in the community of Ignace and that the platform selected by the Township is viable and now familiar to the community at large.

Some of the electoral participation is likely directly related to the APM project, as it has been indicated in the Hardy Stevenson report that a portion of the population feels that the “willingness” decision should be made by the elected officials.

WCI would like to leverage the participants’ familiarity with the online platform used in the last municipal election into our process if possible. Once provided the information related to the platform used, research will be done to determine our ability to use the
same system. If the platform used in the election is not suitable for this venture, WCI will present alternative secure platforms available for use in the project to the Township for approval.

h. The fourth step is to ensure protection of role, privacy and confidentiality.

WCI commits to protecting the confidential data collected in this process. Our responsibility to the community, is to accurately and appropriately capture the voice and choice of participants. Our primary priority is privacy, consent, confidentiality, neutrality, and

supportive communication. We will communicate the non-disclosure components of our role to the participants and follow protocols to demonstrate compliance with transparency.

Activity	People	Outcome
Confirm or refine the proposed characteristics of participants with the Township.	WCI Team Township Staff Project Manager Timeline: September 2023	A detailed and confirmed/published criteria that defines when a person is a resident participant in this process.

Learn about the features possible using the election platform from 2022 and meet with Township staff and the service provider to curate the platform program for decision-making.	WCI Team Township Staff Project Manager Platform Service Provider Timeline: Oct 2023	A platform is selected for use and the upload of approved language and secure decision capture reporting established.
Confirm the privacy protocols as proposed with the Township and embed them into the communications plan.	WCI Team Township Staff Project Manager Timeline: Oct 2023	Policy on how private and confidential information will be protected throughout the project and beyond.
Compilation of the resident participant engagement list by combining the previous election voter list and ratepayer roster where accessible, with comparison to the expected magnitudes of residents as presented in the census.	WCI Team Township Staff Project Manager Timeline: Oct 2023	A resident participant engagement list baseline with contact points, including identification when possible and appropriate. Thelist is built in a manner that suits the criteria confirmed foradding and removing people from the list.
Publish (internally) the baseline participant list and obtain approval from the Township that confirms they agree that the list is now the official first version of the resident participant engagement list.	WCI Team Township Staff Project Manager Council Timeline: November 2023	Confirmed resident participant engagement list version 1.

4.3 Communications Plan

Once the messaging and clear project map have been refined, a communications plan will be generated to inform the public of the intent of the project and provide as much information as possible to encourage and allow residents to attend the events taking place throughout the summer schedule.

The information in this communications campaign includes:

The purpose and scope of the project, who is WCI, what the community can expect

from us,including the events and programming schedule, how the participant list will be created,how a request to be added to the list for those not currently on the list can be made, and to outline the role we play as neutral actors capturing a decision and the reasons behind it.

Activity	People	Outcome
Letters and newsletters are drafted and e/mailed using both specific addresses, mail via Canada Post and a local flyer mail delivery.	WCI Team - preparation Township Staff - mailing Timeline: Begins October 2023 and ongoing	Official letters are received at the door/mail pick up location and to the registered address on the taxation system to launch the campaign and to provide milestone updates two additional times in the campaign period.
A social media campaign is drafted with images, copywriting, and links to the webpage tolearn more.	WCI Team - preparation Township Staff - posting (or delegate to WCI) Timeline: Begins October 2023 and ongoing	Social media messages are pre-scheduled and comments, direct messages and shares are monitored and followed up on.
Creation of a website about the program and campaign is live with forms and tools to learn more, make a request for a door visit, and to enable requests to be added to the resident participant engagement list	WCI Team - preparation and monitoring Township Staff - hosting Timeline: Begins October 2023 and ongoing	A web page that provides current and accurate information about how to participate and engage with the project.

4.4 The Youth Engagement Strategy

Based on the best practices and industry standards for age-appropriate and developmentally appropriate consultation with youth, specifically the SEAL Standards

(Social, Emotional, and Academic Learning Standards), we have determined that including youth is ideally arranged accordingly:

a. Children & youth aged 11-15 are generally developmentally able to see beyond their own personal needs and consider others, the future, and impact on others. This group will be consulted with and engaged in the program, offering narrative and qualitative elements for the final report.
b. As noted in the Hardy Stevenson Youth Engagement Study, youth have an

interest in being included in decision-making about their futures. The opinions of the youth in this group are recommended to be included in the official quantitative findings report.

Activity	People	Outcome
Engage with youth aged 16/17 years to form their decision as an autonomous individual with targeted facilitators that specifically captures their questions, reasons for willingness and ideas.	WCI Team - Youth Engagement Specialist Children & Youth Caregivers Timeline: Taking place Fri/Sat/Sun/Mon mid November, end of January and end of March.	Youth are supported to make an informed choice in ways that are age appropriate and supportive in nature.

5.0 Implementation Design Features

We understand the importance of an inclusive program that can reach as many individuals as possible. We also understand the importance of doing so with the smaller community context in mind. The program has to be *for the residents of Ignace* and must consider what has already been done and offer alternate ways to make the program different and engaging. Furthermore, our approach must provide a variety of ways to engage in order to respect the diversity of needs and communication. The Hardy Stevenson report outlines a wide-range of preferences and so we feel it is appropriate to offer it all.

We have selected the following program design features to engage as many residents as possible:

- Door-to-door outreach (targeted) - Process of elimination approach with a pre established resident participant list and robust tracking and revolving/cyclical engagement, with clear protocols on how to be added to the list or removed as non consenting/unreachable
- Targeted community events (up to 12) - A mixture of pre-planned and topic-agile discussion events to engage the participants
- Large community event(s) (1-2) - Milestone event(s) to help capture momentum, share expressions of art from the program month, celebrate the moment, and unify the community in the capturing of the decision, targeted to complement such events as the Northern Nuclear Expositions planned for September 2023 and March 2024.
- Communication plan and branding - Clear messaging, distribution channels, mailers, newsletters, videos and so on that are needed to deploy the program plan, working with Township staff and partners and Canada Post mailers
- Youth program and engagement - Specific target of youth aged 11-15 for nputs and inclusion of youth aged 16+ on the resident participant engagement list
- Collaboration and commitment - Working with Township staff, committee and Peer Review Panel, to learn, discuss, negotiate, develop, and conclude on the finer details

of the plan to ensure commitment and ownership of the plan design by stakeholders and project leaders

5.1 Familiarization Campaign

Timeline: November to March 2024 to capture the decision post-program period

Taking an exhaustive approach to reach all residences located in the Township of Ignace, our team will deploy a protocol that reflects the combined key components of census and elections that are meaningful to this project.

a. A resident participant engagement list compiled as best as possible given the approach named above
b. Door knocking routes and mapping process with team members assigned to targeted households that have yet to respond to emails and letters
c. Door tracking sheet with addresses visited and the journal results of the visit
d. Interaction protocol sheet with dialogue prompts pre-written with preparation training for the outreach team

e. Multiple party interactions at the residence and how to engage with them as individuals
f. Follow up program flyers and opportunities to learn more/engage g. Daily data record keeping and tracking system with protocol in place for division of labour (e.g., the person who canvasses does not verify data)

When we approach a residence, a standardized introduction will be scripted to help inform the person who we are, why we are there and to seek consent to continue engaging at the door. Then, a clear message is read about our role as neutral parties capturing decisions. We will have key messages about privacy and confidentiality described in clear language (bilingual and diversity-trained outreach team) for all. Once understood, we proceed with verification of resident participant identity.

5.2 Targeted Information Sharing Approach

While interacting with resident participants, we will likely collect questions or missing information the participant feels they would like to obtain prior to making their choice. We will then report in our preliminary reports the list of remaining questions requiring education and awareness building. Targeted learning events can be created by third parties, such as the NWMO, based on the report's contents. The Engagement Team can then revisit the resident and follow up to invite them out to that targeted response session, or offer direction to where they can find the answers they are seeking. WCI will not produce the educational materials or facilitate the educational events, only providing direction on what to offer and where to find it once the targeting information sharing is completed each cycle and making discussion opportunities available.

5.3 Targeted Community Events

Timeline: September 2023 Kick Off Meet and Greet Event with Workshop, November 2023 long weekend (Thurs/Fri/Sat/Sun), January 2024 long weekend (Thurs/Fri/Sat/Sun), March 2024 long weekend (Thurs/Fri/Sat/Sun), and June 2024

Final Presentation and Community Event.

The RFP outlines the specific groups and audiences the Township desires interaction from. Combining the community groups and underrepresented groups into one dynamic program format is ideal. We aim to offer up to 12 smaller events.

We would like to offer three to four smaller events per cycle, one large event and several interviews and discussion groups, with no limit on the number of interactions we can provide, save for time constraints within the Engagement Cycle and limits of the number of interactions per Resident Participant.

5.4 Large community event(s)
Timeline: September 2023, January 2024 and March 2024

We aim to attend, develop and engage with up to three large community events where all are welcome to participate and come together in a casual setting. We see these as having specific timelines and purposes:

- Kick Off, Project Outset - Meet the Team and Meet the Town - Specifically organized to build trust and to reveal our core messages of informed choice and neutrality. Reveal the program schedule and how we are giving back as a team.
- New Year 2024 Countdown Event to June 2024 Decision Adoption • Decision-Month event to mark the occasion and offer a place-based decision-making event as well as a celebration of the completion of the project

5.5 Resident Participant Outreach Persistence
Timeline: November - March 2024 Engagement Period

We propose to take the following steps to ensure we have done our due diligence in reaching the resident participants in our Outreach Perseverance Protocol:

- Three address visit attempts made at various times and days throughout the weeks of the engagement period up to March 2024
- Confirming the Township letter was sent out to the corresponding address on the ratepayer roster (for example, if they live in Florida, the letter is to be sent there) • Confirming the Township letter was sent out via registered mail to the corresponding address on the ratepayer roster (for example, as above, if they live in Florida, the letter was sent there)
- Confirming the Township letter was also sent out to the corresponding address via community mail (that is, the letter arrived at the “door”, locally)
- Confirming with the Community Liaison Committee that they cannot reach the resident participant

If any resident/participant fails to connect with the WCI team given these attempts, they are removed from the “reachable group” on our data set. Should this participant

emerge later in the project and wish to participate, we will capture their choice and interview them if they so choose (if time permits).

5.6 Communication Plan and Branding

Timeline: Development - Sept/Oct 2023, Review and Approve - Oct 2023, Launch - Nov 2023, Distribute ongoing - Nov 2023 - June 2024

In order to build interest in taking part in the program, we aim to provide a full promotional package for the program offer and refine it by working with Township staff, the Project Manager, Council and others as necessary. We would like to “brand” the program and our team to clearly indicate our role and the limitations of the Willingness Study, and commitments to the resident participant.

Core messages will be developed about the overarching purpose of the project and our team.

Core messages will be transformed into content such as websites, social media, newsletters, pamphlets, flyers, posters, stickers, T-shirts and so on.

Event information and the program schedule will be hosted on the website, social media pages and so on.

Ways to provide feedback to our team online and be followed up with are enabled.

A remote participation process will be made available to anyone who can prove resident participant status.

Emails/Letters/Newsletters about the team, the process, the schedule, the remote options when requested, and so on are mailed out via community drop and Canada Post stamp delivery.

5.7 Collaboration and Commitment

Timeline: Ongoing throughout the project period

As seasoned project managers and implementation specialists, we know and understand the value of excellent communications. We take steps at the forefront of every project to ensure we have clarified expectations with respect to reporting, review cycles, input appropriateness, authority, and so on. For this project, we require the following information to help inform our program planning and to include the key perspectives of the Township:

- Meeting to review the steps taken by NWMO over the years and a clear historical account of those milestones at a high level, including a briefing on the relationship between NWMO and the Ojibwe Nation.
- All reports, studies, surveys and responses, and collected about the potential DGR site in the history of Ignace
- Meeting to review the steps taken by the Township over the years and a clear historical account of those milestones at a high level

- Meeting with a small group of local people to help inform the WCI team about cultural nuances and features of the community (ideally completed in the settling week Sept 14-16)
- Voters List from the October 2022 municipal election
- Ratepayer data for addresses for mailing out content
- Municipal spaces and places as needed and available for use

5.8 Engagement Program Schedule

We propose the following draft program schedule for the months of November 2023, January, and March 2024

1. September 14th - Meet and Greet with Client
2. September 15/16th - NWMO Event and Workshop
3. November 23-26th - Engagement Cycle 1
4. January 25-28th - Engagement Cycle 2
5. March 23-26th - Engagement Cycle 3
6. June 3/4th - Final Presentation

6.0 Timeline Summary and Negotiations

We understand that the timeline as proposed may require negotiation with the Township to arrive at a plan that will deliver the result on a date that suits the expectations of other parties involved, as well as the client and WCI. We are open to these negotiations and can offer supportive meetings to find the ideal period for each project phase.

For ease of understanding, the following summary of the proposed timeline is expected to begin those negotiations:

Fall 2023

Sept - Contract negotiations: Timeline, required resources, budget, review cycles etc. Sept - Contract is signed with WCI and the Township

Sept/Oct - Development of the communications plan content, meetings to reveal historical information, learning about the platform options, developing the participant list

Oct/November - Official participant list adopted, communications plan approved and launched, platform uploading underway, program registrations (youth) underway, engagement and data methodology developed and reviewed/approved, program launch, large event planning underway, first official letters are mailed out.

Winter 2023

November - Program delivery, ongoing work with platform uploading, communications ongoing, large event delivered, engagement cycle delivered, data analysis underway, second large event planning underway.

December - Reporting with qualitative findings preliminary report #1 for the engagement program reporting.

Winter 2024

January - Program delivery, communications ongoing, engagement cycle delivered,

data analysis underway, third large event planning underway.
February - Reporting with qualitative findings preliminary report #2 for the engagement program reporting.

Spring 2024
March - Program delivery, communications ongoing, engagement cycle delivered, data analysis underway.

April - Reporting with qualitative findings preliminary report #3 for the engagement program reporting.

May - Final reporting begins, the draft is submitted to reviewers.

June - Final report and presentation to the client for adoption.

7.0 Project Team Roles

1. Project Manager: Quality Assurance and Document Controls - Jason McCormick, WCI 2. Engagement Lead & Project Ambassador - Chéla Breckon, WCI
3. Quantitative Data Lead & Client Liaison Lead - Holly Hayes, WCI
4. Methodology, Data Analysis, & Reporting Team Lead - Dr. Jackie Schoemaker Holmes, WCI
5. Communications, Graphic Recording and Story Telling - Laura Hanek, WCI 6. Events, Logistics, Schedule and Administrative Support - Maria Petrini-Woolley, WCI
7. Dave Hardy, Peer Review Team Member, Hardy Stevenson & Associates Ltd. 8. Dr. Keelin Pringnitz, Peer Review Team Member

8.0 With Chéla INC

WCI was established in 2020 after Chéla ’s decade in community and economic development consulting and project management transformed into a collective of diverse, brilliant, and grounded consultants that each bring a critical piece to advancing excellence in small towns. We have become the trusted strategic leadership firm specialized in empowering changemakers in rural and small town communities to think and act strategically. Our team is passionate about excellence in small towns and takes a values-based approach while collaboratively working with clients and residents.

We are a consulting collective of specialists and experts with a passion for people living in rural areas who have gathered to work in collaboration and commitment to advancing excellence in smaller communities. We work remotely when we collaborate, helping to keep our overhead rate as lean as possible and passing the savings to our clients. We do not have employees in order to keep our pricing appropriate for and respectful of budget limitations and values around responsible spending of public funds. Every municipality we have encountered wants to use public funds responsibly and get the most out of them for the betterment of the community.

We do, too.

We know small towns and we love them - and our Community FACE (Facilitation, Animation, Consultation and Engagement) Strategies and relationships help progressive communities to lead the way.

With Chéla Inc.'s signature strategies comprise a mixture of agile approaches to bring about tailor-made solutions. The firm takes pride in ensuring all its projects and strategies include a focus on the community to maximize the scope and impact of any actions.

Collectively, we bring a history of work in the field of organizational leadership and community engagement that demonstrates our breadth, depth and capacity to perform.

Our clients are progressive and invested in leading courageously to meet the needs of their communities.

They are the changemakers. We are a changemaking enterprise.

Our dynamic team of consultants works with community leaders, businesses, organizations, and municipal governments to build their capacity to deploy contextualized and inclusive strategies and services with training and development built-in. We co-develop progressive solutions and tailor made approaches.

The clients who we have shared this approach with are proof that it works. It enables inclusive economic and social development when we take care of people. People can then take care of their community and economy when empowered pathways are presented.

We operate using an inclusive and innovative approach that stands out from the rest. Simply put, we aim to advance equity, diversity, inclusion, and access in everything we do with creativity and progress at the forefront, and by extension, so do our clients. We believe our commitment to these principles will lead to innovative outcomes for our clients and our communities. It is woven like a thread throughout our corporate objectives to use business as a vehicle to improve rural and small town social and community outcomes.

9.0 Relevant Experience

Our relationships with our clients make the case for us. We focus on long-lasting relationships because we are here for the change, not just the project. Our most important metric of success as a collective of consultants is to see the results on the ground-level come alive. We want to see the immense positive impact your leadership can have on the daily lives of people in your community.

Our project in North Algona Wilberforce is a perfect example of this - our collaborative and long-standing relationship working together for excellence in rural areas has caused this community to be the one to watch. They are ahead of the curve and have dug out of the pandemic and into the future with each and every resident in mind along the way. Our collaboration brought about prosperity and this is what matters most to us.

In addition to our direct project references, we have also engaged in the following work that we feel is highly demonstrative of the individual elements needed to make this planning process successful:

1. Public Relations and Media Relations representation of a private client roster made up primarily of politicians, authors, doctors, lawyers, and speakers demonstrates media training and experience working with all levels of media, including a large communications contract with a Federal election campaign in 2021 requiring regular media releases, interaction with, and relationship building with media partners.
2. Developed and delivered the DIY Marketing Summit for Pontiac County in Quebec in October 2022, demonstrating our ability to deeply understand marketing and communications in smaller rural communities, teach local people how to hone communication skills, and work with regional partners to achieve collective goals.
3. Conducted a brand exploration study with Valley Heritage Radio, a non-profit entertainment and event organization, who was seeking to attract a broader, younger audience without losing sight of their identity. This project demonstrates our ability to find respondents who are not “easy to reach” and who were not receiving communications regularly so we can target meaningful improvement.
4. Working with two economic development teams in one rural county, we were able to conduct key interviews using our proprietary interculturally competency tool “inner culture identity mapping” to fully understand how people need to be communicated with and send messages based on their lived experiences, bias and norms formed long before their current workplace.
5. Chéla is a seasoned intercultural competency and unconscious bias trainer who has trained more than 1000 municipal workers on the principles of equity, diversity and inclusion and the importance of communication and bias monitoring when communicating with diverse people. Her background in rural immigration and settlement strategies aids in the expansion of inclusive communication protocols, helping to invite, welcome, and receive even more residents and visitors intentionally to the area. This is amplified by Holly’s experience with First Nations and Heather’s local lived context.

We care for and love rural communities. We bring our expertise, joy, and passion for people living in smaller communities to everything we do.

10.0 Company Personnel

Chéla Breckon
Project Manager, Lead Strategist and Facilitator
BBA, hons., minor in Economics
Intercultural Competency Trainer, Certified

Project Activities

- Relationships & Planning, Project Management
- External Consultation and Research Lead
- Dynamic and Fun Community Consultations
- Facilitator of Sessions
- Formation of Recommendations
- Communication Plan Package Design

- Feedback Cycle & Capacity Building
- Policy Development & Document/Data Controls
- Final Reporting & Presentations

Experience

- 15+ years in community and economic development consulting in smaller communities
- 10+ years as Project Manager leading regional projects in Eastern Ontario funded by federal and provincial government in partnership with Algonquin College Special Projects, $5M+
- Extensive presentation, workshop, keynote and seminar delivery portfolio, more than 2000 facilitated events and counting
- Deep commitment to smaller community excellence in robust volunteer and leadership portfolio on boards, campaigns, committees and interest groups.

Holly Hayes

Municipal Manager & Strategist, Governance, Organizational Structure & Change Management AMCTO Municipal Administration Program (2-year)
Sustainable Eastern Ontario Capacity Building Certificate Program

Project Activities

- Research & Investigation
- Formation of Recommendations
- Relationships & Planning, Consultation Supports
- Internal Consultation and Investigation Lead
- Formation of Recommendations
- Tool Kit Development & Measurement Plan
- Final Report & Presentation for Adoption

Experience

- Nine years working within local government as a CAO of a rural community, to encourage change and progress. During that time; modernize governance tools including the procedural by-law, committee structures, organizational chart, municipal wage study, salary grid comparison, and municipal services review.
- Assessed current governance structure and provided recommendations for priorities as the Algonquins of Ontario move toward a community of self-governance. This opportunity has allowed Holly to better understand the benefits of structure within the Municipal Act from a completely opposing situation.
- Acted as liaison between the Engineering and Planning department to ensure that proposed planning applications were aligned with operations and engineering needs. This was making sure that many departments within the organization were communicating.
- 8+ years of experience in program development within the Department of National Defence, this included assessing current practices and determining methods to improve and streamline, as well as communicating new methods to appropriate stakeholders.
- Event planning including public meetings, employment fair, winter festival, recreation

events.

Jason McCormick
Project Manager, Quality Assurance/Quality Control
Health and Safety Coordinator
Document Controller

Project Activities

- Project Management
- Risk Management
- Client Liaison
- Team Resource Management
- Logistics Coordinator
- Health and Safety Lead

Experience

- 20 years of experience managing and mentoring within the energy sector, including nuclear waste management construction and decommissioning, Ontario Hydro, SNC Lavalin, Marine and manufacturing industries
- Robust understanding of large project management, legislation and the need for internal controls and data management will provide the bases to coordinate data and ensure QA/QC is being maintained throughout this project.
- Extensive skill and attention to detail related to tracking large capital nuclear waste management and decommissioning construction projects and provincial electrical infrastructure projects.
- Extensive experience managing schedules, including change management required to maintain schedule/costs due to construction delays, engineering changes, safety and licensing.

- Additional skills include; contract experience maintaining documents, drawings and providing input to ensure energy sector regulatory requirements are being met as well as, adherence to government procurement rules and ongoing contract monitoring.

Supporting Team:

Dr Jackie Schoemaker Holmes, PhD., Sociologist

Laura Hanek, Graphic recording, branding, communications, document design, facilitation advisory for technology tools

Maria Petrini-Woolley, WCI, Event Planning, Logistics, Administration, Document

Controls Legal Review – Karen Farnsworth, Themis Law

Copy Editing – Liisa Plitz

Peer Review Team – Dave Hardy and Dr. Keelin Pringnitz

11.0 References

Municipal Service Review (2023), Town of North Algona Wilberforce We recently completed a Service Review, presenting a plan and imparting the necessary tools to advance the Township of North Algona Wilberforce's capacity as a municipal organization to meet its current and future requirements and changemaking objectives.

The WCI team collected and analyzed qualitative and quantitative data through using a mixed methods evidence-based approach:

- a round table discussion
- a document review and analysis
- internal and external consultations

The aim of this project was to align the Service Review findings and recommendations with the vision of the Township's 2020 North Algona Wilberforce Strategic Plan, which was also produced by WCI in partnership with TGT Solutions. This alignment required an intentional strategy to honour the Town's community context and paves the way for an inclusive and
welcoming community for all.

As a result, the Service Review included value-added features necessary to match the innovative strategic plan that continues to guide Council and staff for the betterment of all who reside in the Town.

More so, the final report included strategic growth and development pathways that will inspire local people and businesses and/or new residents and future businesses to work with Township Council and staff.

The Township is currently fulfilling some of the recommendations outlined in the Report, working with Holly Hayes and WCI and using empowered pathways to continue building internal organizational capacity.

Reference contact:
James Brose
Mayor, Town of North Algona Wilberforce
jbrose@nalgonawil.com
613-585-9442

Municipal Strategic Plan (2020), Town of North Algona Wilberforce

A contrarian perspective on the true potential of community and economic development acting in concert, where resident wellness and culture are seen as necessary ingredients to economic prosperity and community sustainability.

Our partnership with the Township of North Algona Wilberforce is unique in our portfolio and is an excellent example of our trusted results-based relationships with progressive communities and leaders. Working alongside staff and council, we were retained to conduct three core engagements in succession over the course of two years.

i. Business Retention and Expansion Study and Report – In the fall of 2019, we engaged in the development and delivery of key interview questions for business owners in the area, designed to complement the ready-made OMAFRA model to detect economic development

opportunities in the small business community.

We demonstrate our keen consultation skills and data analysis prowess in this project.

ii. Municipal Strategic Plan Community Consultations and Report – Over the course of 2020 we deployed our inclusive community engagement model and consulted with residents and leaders alike. We conducted external research to complement the findings and refine the project approaches. We developed a tool kit for the council to apply in their decision making and a scorecard was developed to help keep them on track.

We demonstrate our strategic leadership abilities and our ability to provide concrete recommendations that have lasting impacts on communities.

iii. Workshops and Seminars – We created a custom training event for the council to ensure they had the leadership capacity to execute the plan effectively and adopt the core principles we helped them to uncover about their community, what they value and where they want to go. We continued this process with two of the elected officials on council in a 1:1 environment as they personally invested in their leadership development working 1:1 with our Leadership Strategist, Chéla .

We demonstrate our ability to work with our clients to determine their needs and assist them with addressing any potential gaps & needs.

Reference contact:
James Brose
Mayor, Town of North Algona Wilberforce
jbrose@nalgonawil.com
613-585-9442

Diversity, Equity and Inclusion (DEI) Strategy, City of Pembroke (2022)

We developed a DEI strategy for the City of Pembroke. Using a two-phased approach, we investigated the current state of orientation towards DEI in the City of Pembroke, both as an organization and a community.

Our team consulted internally with city staff and elected officials, and externally with diverse groups who collectively represented the diverse city residents. We also completed an environmental scan of the City of Pembroke as a community.

We gathered qualitative and quantitative data through using a mixed methods approach:

- Internal and external consultations
- A focus group
- The Canada Census
- A Community Survey
- A Document Review of HR Policy and City By-laws
- Current Reports relevant to local, regional, provincial, and national data on DEI • News stories

With these findings we completed a thorough analysis to determine what additional information was required to validate and amplify the existing data and to fill critical gaps in

strategic areas. We then collaborated with community leaders and professionals to identify the ideal outcomes and design the appropriate pathways and tools for success.

In the process of developing and delivering a tailor-made and promising DEI Strategy for

the City of Pembroke, we

- Mobilized a strategic group of diverse advisors who represent lived experiences we cannot represent as a team and welcomed them to steer development, review, and refinement of all our DEI plans; and
- Demonstrated the firm's ability not to jump to preconceived notions and regularly check our own biases in this important work.

Reference contact:
Elijah McKeown
Tourism and Digital Media Officer, City of Pembroke
emckeown@pembroke.ca
(613)735-6821 ext 1515

MRC Pontiac & SADC Pontiac (QC) - County-Level Economic Development Group and Community Futures Development Corporation (2022)

We completed a Team Collaboration Strategy Training Project for the SADC Pontiac Community Futures Development Corporation. The objective was to create a bridge between two essential economic development teams serving the local business community of Pontiac region - the MRC Pontiac Economic Development team and the SADC Pontiac Business Development team.

We recognized that the unity and cohesion of the two groups was identified as a critical factor in serving the needs of shared clients at a high standard of excellence. Our approach as a firm involved mapping the “inner workplace culture identity” asking questions about the way “things should be done” according to the individual’s experiences, preferences, and norms.

During the project we also offered tools and learning that will aid in closing existing gaps, especially in communication practices, that will deeply serve collaboration, unity, and ideal service performance outcomes for each business client. We understand what internal and
external service excellence looks like and how to recommend strategic moves that honour the rural context and our shared culture of work.

Reference contact:
Rhonda Perry
Executive Director, SADC Pontiac
rhonda.perry@sadcpontiac.ca
(819) 683-3733

South Algonquin (2016-2021)

The Township of South Algonquin sought to position itself as a top employer that could not only successfully attract talent but one that could retain its high quality staff. The project scope had to work within the constraints of a minimalist budget and at the same time, ensure the organization was compensating its current staff fairly.

As Chief Administrator Officer (CAO) of the Township of South Algonquin, Holly Hayes, managed the preparation, presentation, and implementation of the personnel planning project that included: a wage study, a salary grid comparison and an update that would include meeting legislative requirements of pay equity.

The project also consisted of developing job descriptions, implementing a weighting system, and the identification and placement of staff within a wage grid. Further to the scope of the project, Holly introduced a Performance Management system that provided staff with the opportunity to accomplish step increases based on a documented merit system.

Holly's experience as a CAO in a smaller community and this robust internal project plan and results are deeply aligned to your desired outcome. Furthermore, Holly understands the importance of developing the people you have in a region where "the municipal staff shuffle" is becoming commonplace.

Competitive employers who provide empowered workplaces will emerge as the employer of choice for these highly mobile workers. Holly's ability to help develop plans and empower people will be invaluable in this strategic planning project, as demonstrated by her proven track record to lead a community to this desired state and build capacity to sustain it along the way.

Reference Contact:
Jane Dumas
Mayor of South Algonquin 2006-2022
26984 Highway 60, Whitney ON, K0J 2M0
613-318-9776
aljadumas@gmail.com

Renfrew-Nipissing-Pembroke NDP Federal Election Communications Team Candidate Jodie Primeau, 2021 Aug-Sept

**Please note WCI is non-partisan and assumed a professional role and business account*
During a pandemic, WCI deployed the most successful communications results in the history of the NDP riding in Renfrew-Nipissing-Pembroke. In 28 days, we developed, deployed, improved and implemented a highly strategic communications campaign that compelled the most engagement from voters that the NDP in the area has ever experienced, by a far reaching metric.

We achieved three core outcomes:

Dropping the first place majority to less than 50% for the first time in 24 years. Taking second place as the official opposition for the first time in 18 years. Adding 6.7 points to the overall voter turnout for the party in the riding.

This was done by deploying our signature and proprietary communication and messaging development system. We know how to convert issues of importance into usable and clear content that every resident can consume comfortably. We know how to engage people in fun

and meaningful ways. We have learned how to connect with the local community and culture in ways that are familiar and disarming, allowing for advanced participation.

Reference Contact:
Dorian Pearce
NDP Riding Campaign Coordinator
Pembroke, ON
dorian@kitchissippi.productions

Thank you for the opportunity to submit our proposal. We deeply care about your community and would be honoured to support you on your journey in being considered for the APM Project.

Sincerely,

WCI Team

c/o Chéla Breckon
CEO, Lead Strategist
With Chéla INC
chela@withchela.ca
www.withchela.ca
613-585-0969