

Gregory R Miles, M.A. Economics, PMP

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BACKGROUND

An economist and project manager with diverse experience solving complex issues in the private, public, and non-profit sectors. A long-time Economist and Project Manager with Indigenous Management Group Inc. (IMG) and Workplace Education Manitoba (WEM) and the Alliance of Manitoba Sector Councils (AMSC). Owner of Miles Consulting Services, an economic consulting and project management firm with two full-time employees as well as contract staff. MCS provides turnkey economic consulting services to clients in all sectors. Other services include project management and construction cost estimating.

EDUCATION

Project Management Professional (PMP) – Project Management Institute (2017) – Renewed January 2020

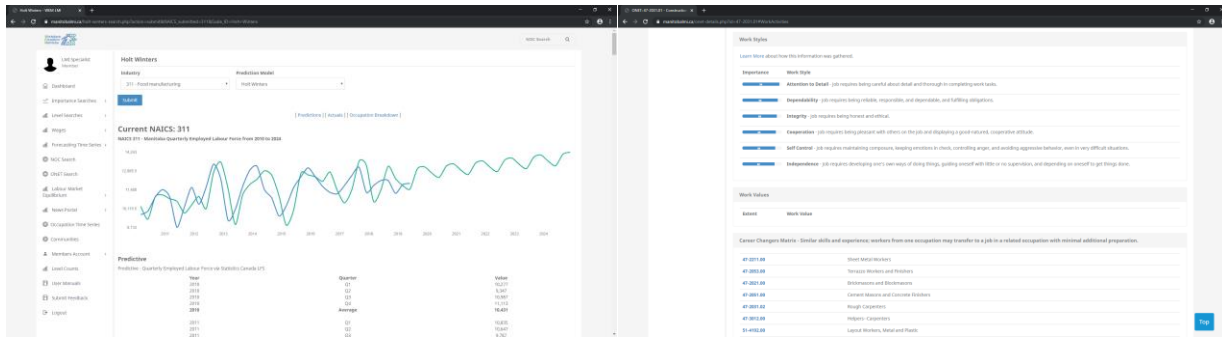
Masters of Arts (Economics) – McGill University (2008)

Honors Bachelor of Arts (Economics) – University of Winnipeg (2007)

EMPLOYMENT

**Labour Market Information Specialist/Economist
Workplace Education Manitoba and Alliance of Manitoba Sector Councils
(September 2016 – Present)**

- Labour Market Information Specialist (Labour Economist) for the following 18 Sector Associations (SAs):
 - Creative Manitoba
 - Manitoba Environmental Industries Association
 - Canadian Manufacturers and Exporters
 - Manitoba Federation of Non-Profit Organizations
 - Film Training Manitoba
 - Food and Beverage Manitoba
 - Information and Communication Technologies Association of Manitoba
 - Manitoba Music
 - Bioscience Association Manitoba
 - Manitoba Print Industry Association
 - Manitoba Aerospace
 - Manitoba Tourism Education Council
 - Manitoba Aviation Council
 - New Media Manitoba
 - Manitoba Construction Sector Council
 - Northern Manitoba Sector Council
 - Manitoba Customer Contact Association
 - Workplace Education Manitoba
- Conducted comprehensive literature review of articles, textbooks, databases, and other materials pertaining to each SA and Manitoba's economy as a whole.
- Scheduled and facilitated interviews with each Executive Director of the SAs listed above as well as Manitoba Education and Training - Industry Services.
- Development of an "Environmental Scan"/Baseline of all relevant information including the literature and interview data mentioned above.
- Developed a report of all findings.
- Presentation of report on Monday November 28th 2016 to the majority of the Executive Directors and other stakeholders.
- Designed, developed, and implemented a labour market information system for the SAs and Industry Services.
- Developed sophisticated comprehensive database of labour market information and other economic data based on the NAICS/NOC codes, external data sources, and sector specific data.
- Conducted a needs assessment, which included interviews with all stakeholders, 19/19 response rate, which needs assessment was presented to stakeholders on April 10th 2017.
- Established version 1.0 of the AMSC – LMI Database to be utilized by AMSC member sector associations. The database uses complex algorithms to predict trending skills, knowledge, and abilities required by employers in Manitoba and specific industries over the next seven years.
- **Designed, Developed, Implemented, Enhances, Maintains, and Provides User Support for www.manitobalmi.ca, the nations most sophisticated provincial LMI data system.**
- **Currently providing ongoing support to Provincial Government with respect to COVID-19 Novel Coronavirus in the areas of sector specific reopening plans.**



Screenshots of www.manitobalmi.ca designed, developed, implemented, and maintained by Miles Consulting Services

Bioscience Association Manitoba – Industry Profile Study (2019)

- Miles Consulting Services provided BAM with its 2019 industry profile study working with Probe Research Inc. The study was discussed in the Winnipeg Free Press on July 10 2019.
- To view the study, please visit: <https://www.biomb.ca/news/reports/561/2019-bam-industry-profile-study>



Sample screenshots from BAM 2019 – Industry Profile Study conducted by Miles Consulting Services

Manitoba Aerospace – Industry Profile Study (2019)

- Miles Consulting Services provided Manitoba Aerospace with its 2019 labour market information study.



Sample screenshots from Manitoba Aerospace 2019 Labour Market Information Study

Manitoba Federation of Non-Profit Organizations – Project Manager/Survey Designer for Annual Compensation Survey (February 2017 – Present – through Alliance of Manitoba Sector Councils)

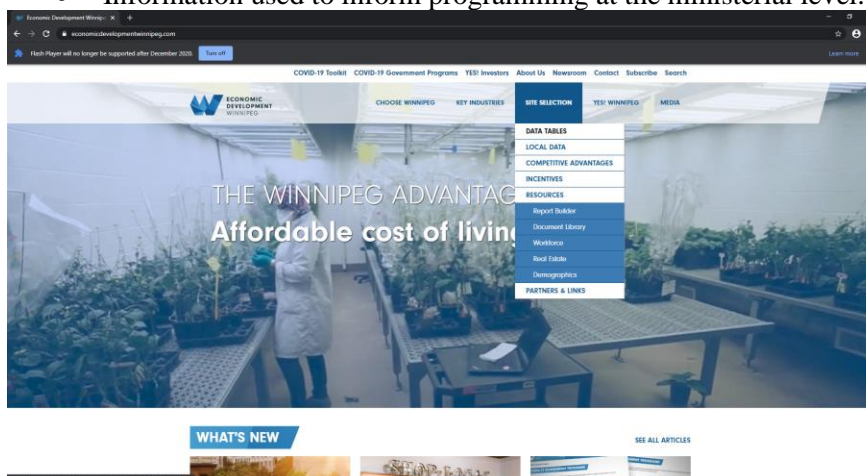
- Attended project kick off meeting and strategic planning sessions from September 2016 to January 2017.
- Was designated as project manager and survey designer in February 2017.
- Attended meetings with Manitoba Bureau of Statistics (MBS) to discuss survey methodology, response rate maximization, and general survey deployment issues.
- Worked one-on-one with MFNPO board of directors (including Professor of Social Sciences at University of Manitoba), Executive Director, and other knowledge holders to develop the survey.
- Worked directly with MBS to ensure accuracy in survey format, wording, and question options. Although the survey was relatively complex, it was user-friendly and structured to ensure meaningful and accurate results.
- Survey was deployed at the end of March 2017, and to date, there has been a very positive response rate and feedback from stakeholders.
- Analysis of results to occur in 2017/18.

Life Sciences Association of Manitoba – Economist/Econometrician for Analysis of Industry Survey (January 2017 – Present – through Alliance of Manitoba Sector Councils)

- Attended meetings with project stakeholders.
- Compiled data from three industry surveys into a panel-dataset.
- Utilized advanced techniques in STATA 14.0 to analyze the panel-dataset. These techniques included ordered logit models, standard regressions techniques, and fixed/random effects panel data techniques.
- Provided stakeholders with theoretical economic foundations.
- Wrote sections of report.
- Provided general economic and statistical support to assist in ensuring accurate results and sound methodology in all statistical processes.

Economic Development Winnipeg – Update and Enhancement to Site Selector Tables and Labour Supply and Demand GAP analysis

- Created all site selector tables for EDW website
- Developed advanced labour gap analysis for all Canadian provinces which includes labour demand by NOC and CIP, interprovincial migration, post-secondary graduation, immigration and other labour supply factors
- Information used to inform programming at the ministerial level.



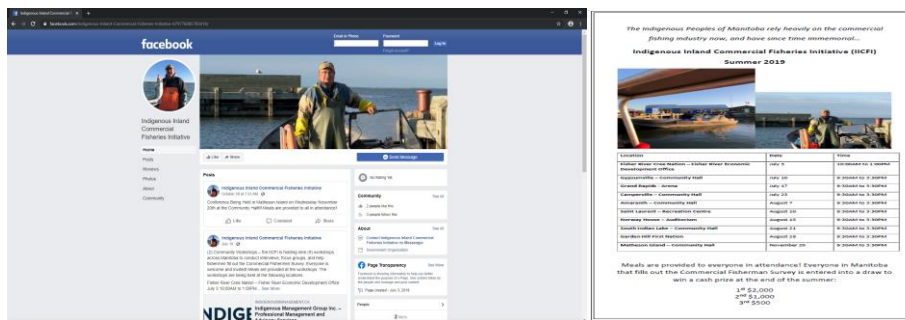
Screenshot from EDW site selector portal – data supplied by Miles Consulting Services

Construction Cost Estimator – with Sever Lupu Construction Cost Consultants Inc.

- Conducted Class D+ Estimate for Fisher River McBeth Fisheries Upgrade and Expansion Project
- Conducted Class C Estimate for Garden Hill Renal Health Centre

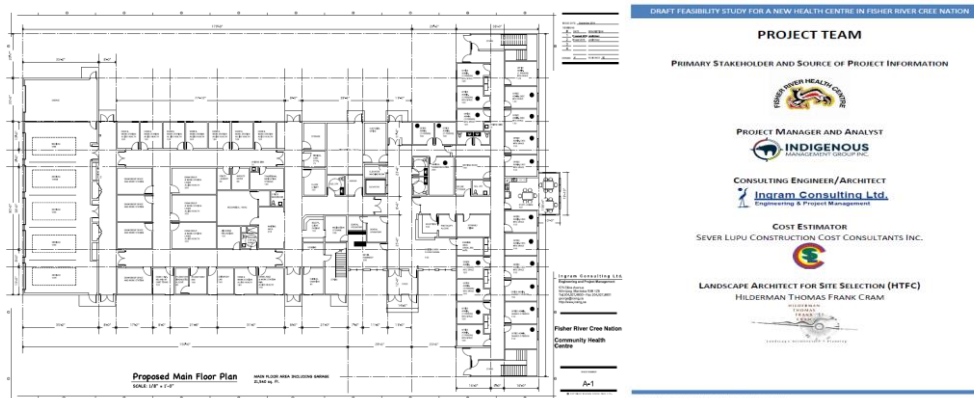
Economist/Project Manager Indigenous Management Group (January 2012 – Present)

- **Indigenous Services Canada – Indigenous Inland Commercial Fisheries Initiative (June 2019 – Present)**
 - Facilitated 9 conferences across Manitoba with commercial fishers
 - Designed commercial fishing survey questionnaire
 - Developed all promotional packages and radio advertisements
 - Collected external data to support meeting summaries
 - Attended meetings with ISC on an ongoing basis



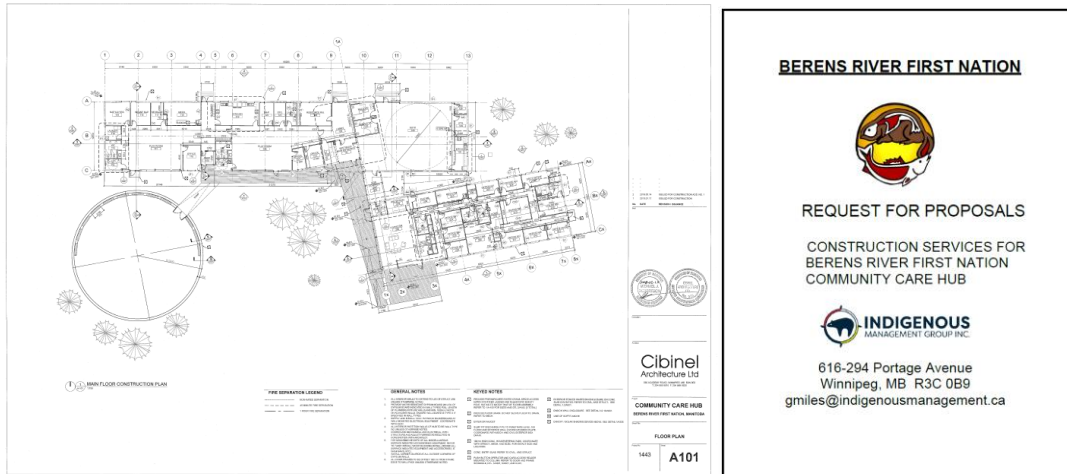
Sample materials from IICFI developed by Greg Miles working with Indigenous Management Group Inc.

- **Fisher River Cree Nation – Design and Construction of New Health Centre (March 2018 – Present) - \$20,000,000**
 - Conducted facility needs assessment and collected functional space requirements from Fisher River Health Services
 - Wrote feasibility study report
 - Procured engineering consultant to develop floor plan based on needs assessment/feasibility study
 - Wrote and submitted proposal to procure funds for design development phase
 - Project manager of design development phase (currently in progress)



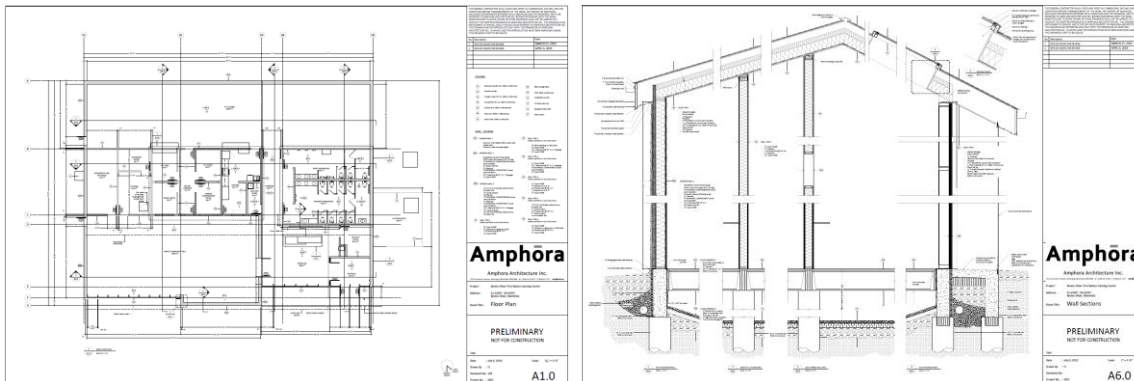
Sample of new health centre floor plan and section of feasibility study managed by Greg Miles working with IMG

- **Berens River First Nation – Community Care Hub (Lead Project Manager) (January 2018 to present) - \$7,000,000**
 - Review all construction documents and consultant reports.
 - Prepare final budget approved by ISC.
 - Assist legal in setting up CCDC 2 Stipulated Price Contract.
 - Prepare business plan/feasibility study for loan applications.
 - Submit applications for financing and grants to ISC, Health Canada, and financial institution.
 - Oversee Consultant call for tender to procure General Contractor.



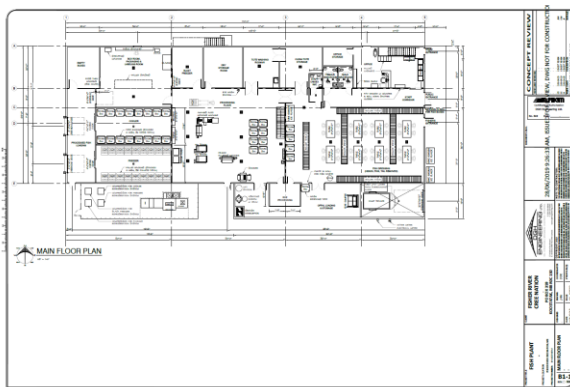
Sample of design documents and request for proposal project managed by Greg Miles

- **Berens River First Nation – Gaming Centre (Lead Project Manager) (January 2018 to present) - \$4,000,000**
 - Review all construction documents and consultant reports.
 - Prepare final budget approved by ISC.
 - Assist legal in setting up CCDC 2 Stipulated Price Contract.
 - Prepare business plan/feasibility study for loan applications.
 - Submit applications for financing and grants to ISC, Health Canada, and financial institution.
 - Oversee Consultant call for tender to procure General Contractor.



Sample design documents from Berens River Gaming Centre project managed by Greg Miles

- **Fisher River Cree Nation – Business Plan for Fish Plant (April to August 2017) - \$3,000,000**
 - Review of historical fishing information.
 - Meetings and discussions with Freshwater Fish Marketing Corporation, Canadian Food Inspection Agency, Pisces Fish Machinery, and other fish processing experts.
 - Analyses of fish catch and price data.
 - Analysis of fish processing data.
 - Developed conceptual layout for facility with Brentwood Construction and fish processing experts.
 - Reviewed layout and process with Pisces Fish Machinery and CFIA
 - Wrote Business Plan report.



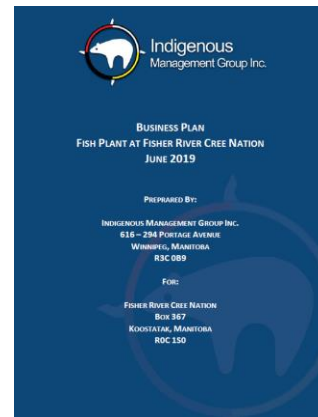
Business Plan for Fish Plant
According to a Profile of Manitoba's Commercial Fisheries (2012), the following quantity of fish species was caught on Lake Winnipeg during the 2012/13 year:

There are 23 delivery points that handle fish from Lake Winnipeg. A fish boat out of Manitoba is currently being operated during the open water season, collecting fish from Madish Point, Haggan, and Barnes River. The fish are then trucked from Manitoba Island to Winnipeg for processing. For additional information regarding operations on Lake Winnipeg, which are read across, are trucked to Winnipeg, to either Lake Winnipeg where transport the fish to the nearest road-accessible packing station by bombardier or scow machine.

According to a Profile of Manitoba's Commercial Fisheries (2012), the following quantity of fish species was caught on Lake Winnipeg during the 2012/13 year:

Commercial Fish Species	Open Water	Winter	Total
Shiner	2,124	29	2,153
Chesapeake	10,882	35,413	46,295
Common Carp	10,889	10,141	21,030
Proheadwater Cray	224	3,708	3,932
Shoriner	18,900	2,492	21,392
Lake Whitefish	3,897,484	898,498	4,795,982
Northern Pike	258,877	96,177	355,054
Sauger	295,095	39,430	334,525
Walleye	750,000	1,000	751,000
Whitefish	2,430,637	466,722	2,897,359
Yellow Perch	18,628	3,362	21,990
Rock Bass	18,628	3,362	21,990
Total	\$20,148	\$46,562	\$66,710

After four (4) fisherman catch, and are required to catch to maintain their quota, 627,000 kg of quota species per year. Quota species include Walleye, Whitefish, and Sauger through Sauger catches are significantly lower than the other fish. According to Manitoba Sustainable Development – Fisheries Department, a quota on Lake Winnipeg allows fishermen to catch their quota of species at any combination of the three (3) quota species. Therefore, using the table above, it is expected that three fish catches 204,332 kg of Whitefish and 382,668 kg of Whitefish. The other species will be excluded from the analysis as they comprise a minimal amount of total catch but it should be noted that FRCN Fish Plant will produce specialized Northern Pike and Sauger products.



Samples of floor plan and business plan project managed by Greg Miles with IMG

- **Fisher River Cree Nation – Construction of Community Centre (March 2017 – Present) - \$4,500,000**
 - Review project documents including plans, contracts, and geotechnical assessments.
 - Developed project management plan for design and construction of facility and parking lot.
 - Developed risk register.
 - Utilized MS-Project to track and analyze project data including schedule, cost, and human resources.
- **Fisher River Cree Nation – New School (May 2017) - \$25,000,000**
 - Evaluation of Design-Build Proposals
- **Fisher River Cree Nation – Review and Analysis of Ochekwi Sipi Personal Care Home (May 2016 – Present)**
 - Review and Analysis of agreements (working with FRCN legal team) pertaining to provincial licensing, funding sources/requirements, and contractual obligations.
 - Site visits to multiple personal care homes in Manitoba.
 - Comprehensive literature review pertaining to the appropriate staffing amount and mix of nursing staff in personal care homes.
 - Meetings with multiple stakeholders.
 - Determined appropriate operating budget for fiscal year based on existing data, previous financial statements, and staffing literature review.
 - Writing reports.



Review and Analysis of Ochekwi Sipi Cree Nation Personal Care Home
Micro Assessment - Final Report

Department - MURKINS	Cost Per Unit	Unit Type	Total Units	Total Cost
Registered Nurse (RN)	\$44.10	Hours/Year	8,760	\$385,820
RN Reserve	\$4.18	Hours/Year	8,760	\$36,637
RN Turnover				\$29,284
Contingency Reserve				
Registered Nurse (TOTAL)	\$48.28	Hours/Year	8,760	\$425,741
Licensed Practical Nurse (LPN)	\$22.20	Hours/Year	5,840	\$128,088
LPN Reserve	\$3.82	Hours/Year	5,840	\$17,637
LPN Turnover				\$20,497
Contingency Reserve				
Licensed Practical Nurse (TOTAL)	\$26.02	Hours/Year	5,840	\$226,182
Nurse Aide/Assistant (NNA)				\$36,240
Contingency Reserve				
Nurse Aide/Assistant (TOTAL)	\$36.24	Hours/Year	5,840	\$204,240
Health Aide/Assistant (HNA)				\$36,240
Contingency Reserve				
Health Aide/Assistant (TOTAL)	\$36.24	Hours/Year	5,840	\$204,240
Nursing Assistant (NA)	\$18.84	Hours/Year	25,040	\$470,736
NA Reserve	\$1.88	Hours/Year	25,040	\$10,407
NA Turnover				\$16,750
Contingency Reserve				
Nursing Assistant (TOTAL)	\$20.72	Hours/Year	25,040	\$734,943
Nursing Assistant				\$68,400
Assessment Contingency Reserve				
TOTAL NA				\$793,343
TOTAL NURSING DEPARTMENT				\$1,405,467

The above estimated "Total Units" (in total annual hours) would result in the following effective full-time (FT) positions:

- Total Number of FT RN Positions = 4.2 (Four full-time RNs and a part-time/contract RN)
- Total Number of FT LPN Positions = 2.2 (Two full-time LPNs)
- Total Number of FT NA Positions = 26.85 (Approx 27 full-time NA positions)

Ochekwi Sipi Personal Care Home Page 17

Image of Ochekwi Sipi Personal Care Home and Nursing Budget prepared by Greg Miles

• **Fox Lake Cree Nation – Conawapa Manitoba Hydro Development – Senior Economist (January 2013 – June 2014)**

- Presentations to all sub-committees including adverse effects, employment and training, socioeconomic impacts, environmental impacts, and overall cost-benefit analysis.
- Developed survey instruments for multiple field studies including traditional knowledge, socioeconomic, and employment and training.
- Developed advanced framework for evaluating impacts to community stemming from environmental change using rational choice theory and tools in econometrics and behavioral sciences.
- Presentations of results and implications to lead negotiators, project staff, and senior project lawyers.
- Advanced benefits transfer techniques to estimate the value of land in the provision of ecological goods and services including use, non-use, and option values.
- Analysis of employment and training including projecting labor demand with linkages to supply of labor and identification of gaps.
- Reports submitted regarding economic value of environmental damage, employment and training projections, and surveys to be instrumented in the community.



Conawapa Hydroelectric Development (artists rendition)

- **Fox Lake Cree Nation – Analysis of BiPole III / Keewatinoow / Keeyask Adverse Effects Agreements (September 2012 – December 2012)**
 - Analyzed Adverse Effects Agreements (AEA), and how these agreements would affect the economics of the community.
 - Analyzed BiPole III and Keeyask Environmental Impact Statements.
 - Provided a comprehensive report detailing all relevant components of the EIS and AEA documents, their interactions, and their strengths and weaknesses.
 - Advised legal counsel on the most effective ways to table the paradigms set forth in the analysis and to effectively use them for further negotiations.
 - Provided a methodology for further estimating impacts that BiPole III and other hydroelectric developments may have on First Nation’s ability to undertake traditional activities, and develop.
 - Provided a cost-benefit framework for project/impact evaluation.

- **Fisher River Fiscal Analysis (August 2012 – Present)**
 - Analyzed financial statements.
 - Analyzed historical and projected budgets related to AANDC funding agreements.
 - Developed mathematical proofs using economic identities to show the inconsistencies in funding adjustments to keep pace with inflation and population growth.
 - Compiled datasets to perform statistical analyses regarding the impacts population growth, inflation, and other socio-economic indicators had on the community.
 - Conducted an in-depth review cost/benefit analysis of various programs (e.g. education) (in progress).
 - Presented results of statistical analyses to AANDC representatives in Winnipeg, MB.
 - Presented results to deputy ministers and assistant deputy ministers in Gatineau, Quebec.
 - This project is ongoing and success has been shown throughout the process.

- **Indigenous Health Group – Analysis of National Bidding Structure Regarding the Provision of Nursing Services in Remote Aboriginal Communities (March 2013 – October 2013)**
 - Analysis of new national bid.
 - Using economic theory, game theory, and competition theory, wrote a report of recommendations to Public Works, AANDC, and the Federal Government regarding the efficient administration of national bidding processes to maximize the value to the government, the companies bidding, the nurses, and the recipients of care, and to minimize the risk to all parties involved in the process.
 - Presented the report in detail in Gatineau, Quebec in front of senior policy officials.
 - Since the report was highly regarded by the federal government, a follow-up meeting was conducted in Winnipeg, with various government reps present

- **Peat Moss Consultation – Fisher River Cree Nation (May 2012 – August 2012/On-going)**
 - Analyzed environmental impact statements regarding peat mining in the Interlake region of Manitoba.
 - Estimated expected net-present-value of corporate profits, over the life-span of the mines using data regarding prices, and data regarding peat extraction displayed in the environmental impact statements.
 - Gathered qualitative and quantitative information through provincial consultation meetings regarding traditional First Nation activities and the possible impacts peat mining would have to their Aboriginal and Treaty Rights and to the Fisher Bay Provincial Park.
 - Estimated values of ecosystem functions and other environmental indicators.

- Used advanced benefits transfer techniques to estimate the present value of the damages the peat mines would cause to First Nations ability to hunt, fish, and gather traditional medicines, and to the ecosystem values of the impacted wetlands.
- Performed sensitivity analysis.
- Wrote interim and final report.

- **Peat Moss Consultation #2 – Fisher River Cree Nation (January 2013 – present)**
 - Similar to previous consultation, however, substantial developments were made in developing tools to analyze impacts.
 - Survey instrumented into the community.
 - Using advanced discrete choice regression techniques, estimated the impact to the community peat mining would have to their Aboriginal and Treaty Rights.
 - These estimates are used in negotiations.

- **Fisher Licensed Practical Nurse Training Program – Peguis Employment and Training (July 2013 – March 2014)**
 - Used data sets to generate summary variables, graphs, and charts pertaining to student and program performance.
 - Regression analysis to estimate the effects of attendance on student performance.
 - Estimation of program costs and costs per student.
 - Development of instructor surveys, student surveys, administration surveys, and student follow-up surveys.
 - Analysis of survey data.
 - Undertook a cost-benefit analysis of the program.
 - Recommendations made to Peguis Employment and Training.
 - Interim Report Submitted.
 - Final Report Submitted.

- **Analysis of Freshwater Fish Marketing Corporation (October 2012 – Present)**
 - Comprehensive study estimating the impacts removing FFMC would have to fishing incomes throughout the Freshwater provinces.
 - Detailed analysis of FFMC financial statements.
 - Development of comprehensive data sets using Annual Statistical Reviews of Canadian Fisheries (DFO publication).
 - Advanced time-series and panel data analysis used to estimate the change in fishing prices which resulted due to the implementation of the FFMC (1969).
 - In depth literature review discussing the market conditions which prevailed prior to the implementation of FFMC to the current conditions facing fishermen.
 - Predicted changes to fishing incomes as a result of removing FFMC using the results of the econometric analysis.
 - Final report currently under construction.

- **Berens River Community Health Plan (March 2012 – May 2012)**
 - Developed a Terms of Reference for the five-year evaluation plan.
 - Developed a comprehensive data collection plan for the Immunization program and Aboriginal Head-Start on Reserve program.

University of Winnipeg Economics Department -- Sessional Instructor 2008-2010

- Introduction to Microeconomics/Macroeconomics
- Labs for Mathematical Economics; Econometrics; Money and Banking; and Financial Systems

Lab Instructor 2008

McGill University, Economics Department

- Labs for Environmental Economics and Monetary Economics

Researcher 2005 – 2007

University of Winnipeg, Economics Department

- Compiled large data sets using advanced techniques in Microsoft Excel and STATA pertaining to a comprehensive study in environmental economics

SUMMARY OF QUALIFICATIONS AND AREAS OF PROFICIENCY

- *Interpersonal and written communications skills*
- *Research and Analysis*
- *Cost/Benefit Analysis (both private and social)*
- *Ability to attend to and understand complex information*
- *Ability to analyze complex information and communicate to stakeholders in a clear and concise manner;*
- *Ability to address diverse issues and provide consultations in a variety of settings*
- *Advanced econometrics techniques*
- *Advanced techniques in Microsoft Excel and in STATA Statistical software*
- *MS-Project (proficient)*

Masters thesis: Topics in Environmental Economics – Information growth and the demand for environmental quality (2008)

OTHER EXPERIENCE & SKILLS

Courses: PMP Boot-Camp Course held by The Knowledge Academy (November 2016).

Computer Skills: Windows, WordPerfect, PowerPoint, Word, Excel, Programming fundamentals in C; File & Data Structures.

Tutoring Economics: One-on-one tutoring sessions in various economics courses for University of Winnipeg/Manitoba/McGill.

Concert Promotion

Volunteer Work:

Canadian Cancer Society 2000-2010.

Christmas Cheer Board 2000-2005.

Hockey Coach River Heights Cardinals 2000-2002.

Interests and Hobbies: Music, Basketball, Golf, Reading articles pertaining to world issues and history.

Samples of written materials available upon request

References Available On Request

COPY OF CREDENTIALS



Project Management Institute

THIS IS TO CERTIFY THAT

Gregory Miles

HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE
IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND
RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

Project Management Professional (PMP)®

IN TESTIMONY WHEREOF, WE HAVE SUBSCRIBED OUR SIGNATURES UNDER THE SEAL OF THE INSTITUTE



Randall T. Black
Chair, Board of Directors



Sunil Prashara
President and Chief Executive Officer



PMP® Number: 2009346

PMP® Original Grant Date: 08 February 2017

PMP® Expiration Date: 07 February 2023





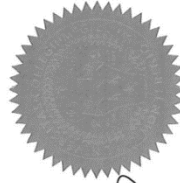
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Gregory Roland Miles

CUM CURRICULUM STUDIOREM PRAESCRIPTUM CUM INDUSTRIA
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MAGISTRUM ARTIUM

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ADMINISTRANT SUBSCRIBENDA CURAVIMUS. DATAE DIE XIV MENSIS NOVEMBRIS ANNI DOMINI MMVIII



John Selkirk
SCRIBA MAXIMA

David Brown
RECTOR HONORARIUS

W. L. J.
DECANUS