

## **Borealis Project Panel: Functional Participants & Missions**

### **I. Core Strategic & Management:**

- **Visionary Leadership (Initially Patrick Keenan):**
  - **Mission:** Champion the overarching vision of Project Borealis, inspire stakeholders, and maintain the project's strategic direction. Act as the primary public voice and advocate.
- **Project Facilitator/Strategic Implementation Lead (Sam Kol):**
  - **Mission:** Oversee the logistical and technical aspects of the project. Coordinate between all internal and external participants. Drive the implementation strategy and ensure alignment with the overall vision. Act as the primary point of technical contact.

### **II. Key Functional Departments/Entities:**

- **Borealis Consulting Group (External):**
  - **Mission:** Advise all stakeholders (government, investors, contractors, Indigenous communities, environmental organizations) on the vision, benefits, and strategic implementation of Project Borealis. Develop tailored communication strategies for each group. Facilitate understanding and buy-in.
- **Borealis Fund (Internal/External Investment Vehicle):**
  - **Mission:** Secure and manage all financial resources for the project. Develop investment strategies, process and dispatch funds, conduct financial due diligence, invest in project components, implement financial controls and audits, and manage returns (dividends or reinvestment) for investors.
- **Bidding & Contracts Committee (Internal):**
  - **Mission:** Design and oversee transparent bidding processes for all contractor engagements. Evaluate bids based on predefined criteria (technical expertise, cost-effectiveness, experience, Indigenous participation plans, environmental considerations). Recommend and finalize contract awards.
- **Chief Constructor (Internal):**
  - **Mission:** Lead the entire construction lifecycle. Engage with engineering companies during design, integrate stakeholder conditions (utilities, landowners). Manage the design approval process with regulatory bodies at all levels. Oversee all construction activities, ensuring adherence to plans, timelines, and quality standards. Secure final implementation approvals.
- **Legal Department (Internal/External Counsel):**
  - **Mission:** Prepare, review, and manage all legal agreements, including those with government (permits, regulations), investors (funding agreements), contractors (service contracts), landowners (concessions, easements), and direct industrial partners. Ensure legal compliance at all stages.
- **Human Resources (HR) Department (Internal):**
  - **Mission:** Develop and execute comprehensive recruitment strategies to attract and retain a skilled workforce at all levels. Manage employee relations, training programs, compensation, and benefits. Foster a positive and inclusive work environment, with a focus on Indigenous employment and training.
- **Procurement Department (Internal):**

- **Mission:** Manage the efficient and cost-effective procurement of all necessary goods, services, and materials for the project, adhering to ethical and transparent procurement practices.
- **Contractors (External):**
  - **Mission:** Execute the design, construction, and implementation of specific project components (railway lines, processing plants, foundry, blast furnace, housing, infrastructure, etc.) according to the agreed-upon contracts and timelines.

### III. Additional Functional Participants to Consider:

- **Indigenous Relations & Engagement Department (Internal):**
  - **Mission:** Develop and maintain strong, respectful, and mutually beneficial relationships with all Indigenous communities in the project area. Ensure meaningful consultation and participation in all phases of the project. Facilitate the integration of Indigenous knowledge and perspectives. Manage impact benefit agreements.
- **Environmental & Sustainability Department (Internal/External Expertise):**
  - **Mission:** Develop and implement the project's environmental management plan, ensuring compliance with all regulations and promoting sustainable practices. Oversee environmental impact assessments, mitigation measures, and monitoring programs. Explore opportunities for green technologies and carbon reduction.
- **Community Relations Department (Internal):**
  - **Mission:** Build and maintain positive relationships with local communities (beyond Indigenous communities). Address concerns, provide information, and ensure the project contributes positively to the social and economic well-being of the region.
- **Security Department (Internal/External Expertise):**
  - **Mission:** Develop and implement security protocols to protect personnel, assets, and infrastructure across the vast project area.
- **Technology & Innovation Department (Internal/External Expertise):**
  - **Mission:** Research, evaluate, and integrate cutting-edge technologies to enhance efficiency, sustainability, and productivity across all aspects of the project (e.g., AI for logistics, remote monitoring, advanced materials).
- **Marketing & Communications Department (Internal):**
  - **Mission:** Develop and execute communication strategies to inform the public, stakeholders, and potential investors about the project's progress and benefits. Manage media relations and public perception.

### Next Steps:

The next step would be to formally establish these functional entities and begin populating them with individuals or organizations possessing the necessary expertise. The Borealis Consulting Group would play a crucial early role in engaging with the diverse range of stakeholders and ensuring everyone understands their role and the overall vision.