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SUBMISSION DATE:

July 25, 2016

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Environmental Scan for an Aboriginal Women and Children's Treatment Centre for the Champlain Region



AARLUK ᐱᐱᐱᐱ | STONECIRCLE | CONSILIUM

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Monday, June 25, 18

Transmittal Letter: Conduct an Environmental Scan for an Aboriginal Women and Children's Treatment Centre for the Champlain Region

Stonecircle Consulting is pleased to submit this proposal to assist Champlain Local Health Integration Network and Indigenous Health Circle Forum (IHCF) conduct an environmental scan for an Aboriginal Women and Children's Treatment Centre for the Champlain Region.

As an Indigenous company, Stonecircle is committed to working respectfully and collaboratively, and in a holistic way with Indigenous communities, organizations and governments. Our approach to this project is to ensure all voices are heard and that the Minwaashin Lodge, Wabano Centre for Aboriginal Health and other Champlain Indigenous Health Circle Forum member organizations are given the tools and processes through the environmental scan that will successfully identify a treatment centre model for the Champlain region.

Our proposed team has extensive experience in research, planning, facilitation, data analysis, and environmental scans.

We have over 25 years of experience working with First Nation and Inuit communities, organizations, and centres as well as territorial, provincial and federal government departments and agencies.

The approach we have submitted fully addresses the needs outlined in the RFP.

We appreciate the opportunity to bid on this important initiative, and we would welcome the opportunity to work with Champlain Local Health Integration Network and Indigenous Health Circle Forum on the project.

Please contact me at 613-237-3315 or j david@stone-circle.ca if you have any questions for require further information on this proposal.

Sincerely,



Jennifer David
Senior Consultant

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Our Understanding of the Requirements

The Request for Proposals outlines the need for a consultant to develop a model through an environmental scan for the Minwaashin Aboriginal Women and Children’s treatment centre for the Champlain region. Stonecircle will undertake an environmental scan of existing Indigenous and non-Indigenous treatment centres in Canada and the United States.

The request for proposals identifies specific submission requirements. This table will assist you in locating those requirements in our proposal.

| Your Requirement | Page Reference |
|---|----------------|
| Understanding the assignment | Pg. 4 |
| Proposed approach to the project | Pg. 11 |
| Methodology (interviews, data collection, development of options) | Pg. 12-14 |
| Qualifications and References | Pg. 5-10 |
| Knowledge and experience with Aboriginal health and health services | Pg. 5 |
| Budget and timeframes | Pg. 16-17. |

Understanding the assignment

Wabano Centre for Aboriginal Health, Minwaashin Lodge, and other members of the IHCF, with the assistance of a consultant, is looking to undertake an environmental scan and development of model for Indigenous Women and Children’s Treatment Centre for the Champlain region.

A number of organizations currently support the health and wellness needs of First Nations, Inuit and Métis women and children in the Ottawa/Champlain LHIN region, including the Wabano Centre for Aboriginal Health, Mohawks of Akwesasne, Métis Nation of Ontario, Algonquins of Pikwàkanagàn First Nation, Ottawa Inuit Children’s Centre, Akusivik Inuit Family Health Team, Tungasuvvingat Inuit, Odawa Native Friendship Centre, Renfrew and County District Aboriginal Friendship Centre, and Minwaashin Lodge. The *Champlain Local Health Integration Network (LHIN)* coordinates the planning, funding and delivery of health and wellness services for people in the Champlain region, including in mental health and addictions. It also coordinates health system improvement. The *Champlain LHIN Indigenous Health Circle Forum (Circle)* engages First Nations, Métis and Inuit communities across the Champlain region in LHIN-related planning and decision-making. They hold regular planning sessions to prioritize and action plan to meet the needs of the Aboriginal community. As such, they are an important partner in coordinating the planning and decision-making of the development of the Minwaashin Aboriginal women and children’s treatment centre for the Champlain region.

While both the WCAH and Minwaashin Lodge provide a comprehensive set of programs and services to Aboriginal families, children and youth, there is at the present time no dedicated Aboriginal treatment centre facility in the region, including as a result of the closing of the Mamisarvik Healing Centre. Established under Indigenous defined approaches, a treatment centre potentially offers a place and opportunities for healing and a return to wellness for Indigenous women and children who may be experiencing mental illness and addictions, many of which arise from historical trauma, including as a result of intergenerational effects of residential schools, exposure to sexualized violence and other legacies of colonialism. There is great potential to establish a treatment centre offering a range of services that are culturally competent and safe, that are founded upon Indigenous traditional knowledge, and that are run by and for Indigenous peoples.

We understand that there are many partners involved in the undertaking to advance the establishment of an Aboriginal treatment centre. This includes the Champlain Local Health Integration Network (CLIHN), the Indigenous Health Circle Forum (IHCF) as well as staff and board members of the WCAH and Minwaashin Lodge, and several Indigenous communities and organizations (e.g. Mohawks of Akwesasne, Algonquins of Pikwàkanagàn First Nation, Renfrew District and County Aboriginal Friendship Centre and the urban Indigenous population in Ottawa).

A key element of this assignment is to facilitate discussion and decision making amongst these partners, leading to the identification of a preferred model for a treatment centre and programming that meets the unique needs and circumstances of the region's Indigenous communities.

This environmental scan will expand on existing research and information, including a feasibility study in 2008 and a business plan for an Ottawa treatment centre in 2011. The IHCF is now considering a regional model for a treatment centre, to take into account the needs of the entire Champlain region.

Demonstrated Knowledge and Experience

Stonecircle Consulting is a division of 8983186 Canada Inc. We have extensive experience in working with First Nations and Métis health services, not for profit organizations, and First Nation communities. With offices in Ottawa and Iqaluit, and a national team of associates, including work with our sister company, Aarluk (which works exclusively in Nunavut), we provide a comprehensive range of high quality consulting services across Canada. Our team includes First Nation, Inuit, and Métis shareholders, Aboriginal staff and dozens of Inuit, First Nation, Métis associates and subcontractors.

Individually and collectively, Stonecircle team members have carried out extensive work in First Nation communities and organizations at the national and regional levels. Our team has outstanding experience and knowledge of First Nation and Métis cultural protocols and processes. We are familiar with First Nation governance structures, culturally appropriate methods and ways of conducting business and administering programs; and we understand the issues and context of this project, and can provide valuable insight and expertise.

Additional details about our company divisions including biographies of shareholders and staff, information about our business approach, and descriptions of previous projects can be found at:

www.aarluk.ca

www.stone-circle.ca

www.consilium.ca

The work outlined in the RFP will be undertaken by Jennifer David as Project Manager and Team Lead, with research and administrative support from Beverley McKiver.

Jennifer David bio

Jennifer David was born and raised in northern Ontario and is a member of Chapleau Cree First Nation.

Jennifer has spent her career working in and supporting Indigenous communities and organizations. She was Director of Communications for the Aboriginal Peoples Television Network and then started her own communications consulting company, Debwe Communications, in 2000, in the areas of public and media relations, writing, research and development of communication strategies. Her video and audio work can be seen in the First Peoples Hall at the Canadian Museum of History. Jennifer is a published writer and has written about APTN, Aboriginal writers and Indigenous artists.

In 2003, Jennifer became a partner in Stonecircle Consulting, a majority Aboriginal-owned management consulting company. Based in Ottawa, she is a senior consultant who works on various community development and research projects. She provides extensive project management, communications, research and writing expertise, as well as interviewing and facilitation skills.

She has been a project manager for the past 10 years and has been a team member on a wide variety of research, engagement, writing and strategic planning projects.

For more information on Jennifer's relevant expertise, please refer to her CV in the Appendix.

For this project, Jennifer David will be the project manager, facilitator and key consultant.

Beverley McKiver bio

Beverley McKiver is a member of Lac Seul First Nation and currently lives in Ottawa. She has an extensive background in business systems analysis, encompassing database and application design, meeting facilitation, project coordination and documenting business and system requirements. In her volunteer and personal work, Beverley focuses on music, communications and leadership, and project administration.

In 2015, she was one of the Volunteer Coordinators for Walking with Our Sisters Ottawa, a memorial for murdered and missing Indigenous women. She was responsible for scheduling and training volunteers for the three-week art installation at Carleton University.

Beverley has taught communication and leadership workshops as a member of Toastmasters International to Indigenous youth and community groups. She also assisted with planning, fundraising, logistics and project reporting for two national Indigenous adoptee gatherings in 2014 and 2015.

Beverley is a skilled writer with a short story published in *Children of the Dragonfly*, an anthology about Indigenous child removal published by University of Arizona. She is also a member of Ottawa Storytellers and has presented stories about her experiences as an Indigenous adoptee and learning about the traditional Manoomin (wild rice) harvest.

Beverley teaches piano privately and is studying Piano Pedagogy at the University of Ottawa.

Relevant Projects and Experience

A selection of past projects demonstrating our relevant experience and achievements is listed below. The examples fall into two categories:

- Environmental scans, literature reviews and research reports, and
- Work in Indigenous health and wellness

Jennifer David was involved in all of the projects listed. These projects demonstrate the bidder qualifications including being known to the local Indigenous communities in Ottawa, experience working with Indigenous groups, knowledge of Aboriginal mental health and addictions, knowledge of Indigenous ways of knowing and cultural protocols, and working with multiple stakeholders. Two of the projects listed below include references. These individuals can be contacted for more information. If you require additional references, please contact Jennifer David.

Environmental Scans, Literature Reviews and Research Reports

| | |
|---------------------|--|
| Client name | Centre for Addictions and Mental Health |
| Project name | Environmental Scans and Literature Review |
| Description of work | Stonecircle prepared three separate research reports for CAMH. One was an Environmental Scan which involved preparing the methodology, conducting a survey, several key informant interviews, and preparation of a report on best practices in smoking cessation programs for Aboriginal people. The second environmental scan was on gaps and further research required in services and programs for Aboriginal people across Ontario in the areas of mental health and addiction. Another project was a literature review looking at best practices and documentation on Aboriginal people in treatment centres across Canada. |

| | |
|---------------------|--|
| Client name | Public Safety Canada |
| Project name | First Nations Community Policing and Resiliency Literature Review |
| Description of work | Stonecircle undertook a review of academic and grey literature as well as other reports and promising practices to analyze links between First Nation community policing and resiliency to determine common elements and findings. |

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| Client name | Independent First Nations |
|-------------|----------------------------------|

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|---------------------|--|
| Project name | Literature Review |
| Description of work | Undertook research of academic and grey literature on promising practices in Ending Violence against Aboriginal Women, in advance of a community consultation on the subject. Nearly 50 studies and reports were reviewed. The 40-page review informed the discussion for the IFN members in attendance at a community consultation. |

| | |
|---------------------|--|
| Client name | Chiefs of Ontario |
| Project name | Engagement and Report on a Treaty Commission in Ontario |
| Description of work | Stonecircle facilitated an information gathering and community engagement process with Ontario treaty regions and First Nation governments on the potential establishment of a Treaty Commission in Ontario, one of the key recommendations of the Ipperwash Inquiry. This involved preparing, delivering and facilitating community engagement sessions throughout Ontario. A significant element of the engagement sessions was increasing awareness among participants of the nature and scope of the Ipperwash Inquiry's recommendations, other models of treaty commissions and related treaty and intergovernmental processes. Approximately 30 to 50 people attended each of the seven engagement sessions. |

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| Client name | Métis Nation of Ontario |
| Project name | Ontario Labour Market Research and Environment Scan |
| Description of work | Stonecircle conducted an environmental scan that outlined which occupations have the best prospects for Ontario's Métis by providing an overview of the key economic trends in the Canadian and Ontario economies, and the anticipated labour market demands over the next few years. The scan also identified the types of education, training, and apprenticeships necessary to meet the demands identified in the research. |
| Reference | Lee-Anne Buekenhout, Partnership and Project Developer, Métis Nation of Ontario Lee-anneV@metisnation.org 613-798-1488 Tammyw@metisnation.org |

| | |
|-------------|---|
| Client name | Ministry of Aboriginal Affairs, Department of Aboriginal Affairs and Northern Development and Métis Nation of Ontario |
|-------------|---|

| | |
|---------------------|---|
| Project name | Mattawa Métis Historical Research Project |
| Description of work | In 2015, Jennifer David managed this large, multi-team member, tripartite research project to conduct research into the presence of Métis in the Mattawa-Nipissing region of Ontario in the 17 th , 18 th and 19 th centuries. The project was public released in December 2014 and is available on the MNO's web site . |

First Nations, Inuit, Métis Health-Related Projects

| | |
|---------------------|---|
| Client name | Centre for Addictions and Mental Health |
| Project name | Aboriginal Strategy |
| Description of work | Working with an internal steering committee and an external working group of First Nations, Inuit and Métis mental health and addictions leaders and service providers, Stonecircle coordinated the development of an Aboriginal strategy document, <i>Guiding Directions: A Plan to Strengthen our Practices and Partnerships with First Nations, Inuit and Métis Peoples</i> . Methodology included three focus groups, 37 interviews, document review and committee engagement meetings. |
| Reference | Renee Linklater, Director, Aboriginal Engagement and Outreach (416) 535-8501 , ext. 36908 renee.linklater@camh.ca |

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| Client name | Wabano Centre for Aboriginal Health |
| Project name | Resource Kit and Facilitator's guide on breastfeeding. |
| Description of work | Developed a resource kit and facilitator's guide for a one day, Indigenous-specific breastfeeding workshop, <i>Weaving a Web of Women's Wisdom</i> . The Guide included various handouts, notes, checklists and materials to be able to facilitate the workshop. An Indigenous-specific breastfeeding resource kit was also prepared. |

| | |
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| Client name | Government of Nunavut, Department of Health |
| Project name | Evaluation of Community Based Wellness Programs |
| Description of work | Jennifer David led a 6-member team that conducted a Summative Evaluation of the Community-Based Wellness Programs as well as community consultations that provided data and information to inform the Northern Wellness Agreement |

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| | renewal in Nunavut. Evaluation framework focused on logic models of three program clusters: Healthy Children, Families and Communities; Mental Health and Addictions; and Chronic Disease and Injury Prevention. |
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| Client name | First Nations and Inuit Health Branch |
| Project name | Evaluation of Annual Nutrition Continuing Education Workshops |
| Description of work | Stonecircle was contracted by the First Nations and Inuit Health Branch to conduct an evaluation of the Aboriginal Diabetes Initiative (ADI) and Canadian Prenatal Nutrition Program (CPNP) annual nutrition education program. The evaluation entailed review of previous evaluations of the training as well as telephone interviews with participants, First Nation health directors, and FNIHB staff. A report was written detailing the project outcomes, implementation and delivery of the training, relevance and effectiveness of the training and whether or not the training was cost effective. |

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| Client name | Health Council of Canada |
| Project name | Engagement and Report on Aboriginal Maternal and Child Health |
| Description of work | Stonecircle organized a series of workshops related to best practices in Aboriginal Maternal and Child Health. Seven workshops were organized and facilitated in different locations across the country. Stonecircle was required to identify the best seven locations, develop the workshop structure, secure venues, program registration software and coordinate event registration and information dissemination, prepare event packages and logistics as well as respond to inquiries. Further, Stonecircle was responsible for workshop facilitation and notes, workshop reports and a final report. This information formed the basis of HCC's public report: http://healthcouncilcanada.ca/en/index.php?page=shop.product_details&flypage=hop.flypage&product_id=139&category_id=9&manufacturer_id=0&option=com_virtuemart&Itemid=170 |

Proposed Approach and Methodology

Approach

Our team appreciates the importance of working closely and cooperatively with clients. We acknowledge and respect the IHCF's expertise and understanding of the issues and needs associated with this project. As Stonecircle works exclusively with Indigenous clients or on Indigenous projects, we are sensitive to, and responsive to, the needs and cultural processes and protocols of the client and the unique perspectives that must be included.

Work Plan

| Phase 1—Project Commencement and Research | |
|---|--|
| Task | Details |
| Meet client | <p>At the first meeting with the IHCF, Stonecircle proposes to review the following:</p> <ul style="list-style-type: none"> • Work plan • Contract • Schedule • Communication processes • Contact information for interviewees and group discussions <p>Stonecircle will also receive all background documents available from Wabano, IHFC, Champlain LIHN and others regarding previous discussions and considerations related to an Aboriginal Women's and Children's Treatment Centre.</p> |
| Finalize work plan | Prepare work plan and schedule including key research activities and general assignment of responsibilities. |
| Research matrix | Jennifer David will prepare a document review matrix for review and approval by IHCF to outline the parameters of the online research and document review for the environmental scan. |
| Online research | Stonecircle will conduct online research into existing treatment models in Canada, the U.S., and potentially in other countries with similar Indigenous |

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| | populations (Australia and New Zealand for example). This will entail a review of journals, articles, reports, grey literature, annual reports or documents from other treatment centres across Canada, and any other relevant documents. Using an alumni card at Carleton University, Jennifer David has access to several university-based online databases that may be relevant. And Beverley McKiver is a current student at the University of Ottawa where she can also access academic databases and documents. |
| Findings Report Outline | Stonecircle will analyze the data and prepare an outline for a Findings Report which will summarize the key elements found in the literature and documents. The outline will be reviewed and approved by the IHCF. |
| Findings Report and Framework | Based on the approved outline, Stonecircle will analyze all data collected on treatment centre models and prepare the Findings Report, to be sent to the IHCF member organizations for review. It is anticipated that the Findings report will outline the pros and cons of various treatment centre models. A Framework will also be prepared that will identify key components that will need to be addressed in further discussions and development of the model (e.g. vision, treatment philosophy and approach, target service population(s), treatment model, scope of programs and services, staffing, procedures, governance, physical structure etc.) |

DELIVERABLES

At the completion of Phase 1, we will provide the following:

- Final work plan
- Findings Report

Phase 2—Engagement

| Task | Details |
|--|--|
| Meeting coordination and interview bookings | Stonecircle will coordinate discussions with management and staff at the IHCF member organizations, based on an approved interview list provided by IHCF. It is anticipated that there will be interviews with each of the 12 members of the IHCF member organizations (though, at each organization, it is anticipated that there may be up to five individuals invited to be interviewed or participate in a group |

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| | interview). Stonecircle will work with IHCF to determine if these interviews will take place as one-on-one interviews (in person or by phone), or if there would be group discussions/interviews as part of one or two meetings of several or all of the IHCF member organizations in person in Ottawa. Stonecircle will also coordinate all travel and logistics to conduct meetings with Mohawks of Akwesasne, Algonquins of Pikwàkanagàn First Nation and Renfrew District and County Aboriginal Friendship Centre. |
| Prepare interview guide | Stonecircle will prepare an interview guide for review and approval by IHCF. |
| Conduct interviews/facilitate meetings | <p>Jennifer David will facilitate all meetings in-person, as follows:</p> <p>1 day to travel to Akwesasne, facilitate a 2 to 3-hour meeting, travel back to Ottawa.</p> <p>1 day to travel to Pikwàkanagàn, facilitate a 2 to 3-hour meeting, travel back to Ottawa.</p> <p>1 day to travel to Petawawa, facilitate a 2 to 3-hour meeting at the Friendship Centre, travel back to Ottawa.</p> <p>Beverley McKiver will take notes.</p> <p>Other interviews with Ottawa-based IHCF members: Minwaashin Lodge, Wabano, MNO, Ottawa Inuit Children’s Centre, Akausivik Inuit Health Family Team, TI, Odawa. Assume each interview/discussion will take between 1.5 and 2 hours. Stonecircle expects that several of the interviews will be group interviews, in person, at various locations throughout the city of Ottawa.</p> |
| Collate notes | Stonecircle will input all notes into an interview matrix and prepare summaries for each question. |

DELIVERABLES

At the completion of Phase 2, we will provide the following:

Final interview guides

Interview summary* This will be discussed with IHCF and, depending on confidentiality requirements and research protocols, the interview summaries may or may not be shared.

Phase 3—Discussion Paper, Further Engagement and Final Report

| Task | Details |
|--------------------------------------|--|
| Discussion Paper Outline | Stonecircle will prepare a draft discussion paper outline for review and approval by IHCF. |
| Discussion Paper | <p>The results of all of the above research and data gathering activities, including the environmental scan, preparation of a general framework for model development for an Aboriginal Women and Children’s Treatment Center for Champlain Region, and results from interviews/discussions in identified communities/organizations will be organized into a discussion paper. The paper is expected to include information on key options for discussion of several key areas, specifically:</p> <ul style="list-style-type: none"> • Identification of overall vision for the treatment centre • Identification of overall philosophy and treatment approach for centre • Target service population(s) • Treatment model • Scope of programs and services • Governance • Management and administration • Staffing (type of positions, qualifications etc.) • Physical space planning (location, siting, design approach) • Funding • Issues and considerations • Business planning |
| IHCF meeting 1 | Stonecircle will facilitate an in-person meeting with IHCF members to review and discuss the discussion paper draft 1. |
| Treatment Centre Report draft | Stonecircle will incorporate the areas of consensus into a report that will include more details on the agreed-upon model and identify key elements and components based on the framework and items discussed |

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| | in the IHCF meeting 1. This report will also include recommendations and an action plan regarding the further development and establishment of the treatment centre. |
| IHCF meeting 2 | Stonecircle will facilitate an in-person meeting with the IHCF partners (participants may join by teleconference), to discuss the Treatment Centre Report draft. |
| Treatment Centre Report final | Stonecircle will incorporate any changes and edits to the draft report and prepare a final report. The final report will: <ul style="list-style-type: none"> • describe the process to date to develop the treatment center model; • describe the proposed model for the treatment centre in full (e.g. treatment model, programs and services, staffing, governance etc.) • identify issues addressed and issues still to be addressed; • provide clear recommendations regarding the further development and establishment of a Minwaashin Aboriginal Women and Children's Treatment Centre in the Champlain Region; • include an Action Plan identifying next steps, including Minwaashin Board approval, and continued partner relationship development. |

DELIVERABLES

At the completion of Phase 3, we will provide the following:

Final Treatment Centre Report

Project Management Control Procedures

Stonecircle is committed to achieving the highest possible standards at each stage of the project. Effective and rigorous project management and control are a critical element of that commitment. To ensure the most effective management of project schedules, cost, scope and quality, we establish a rigorous monitoring framework as part of all project planning.

We use a number of project management resources to maintain quality control. These include:

- *Sharepoint*, a secure intranet site for all project files. Each project has its own protected site for document management and sharing, online collaboration, and resource distribution. These sites are securely archived upon project closure.
- *Web timesheet*, an Internet based program that allows our project managers to view and track the status of projects, team member time allocations, and time vs. budget reports.
- *Web resource*, a secure web-based program that monitors team and individual progress in the various phases of the project. Web Resource allows us to pinpoint actual or potential bottlenecks in project progress, and ensure that additional resources can be assigned if required to maintain the project schedule and quality.
- The project work plan is the key document to maintaining quality control, and review meetings with the client, as specified in this proposal, will provide an opportunity at regular intervals to address any issues as they arise.

Part of our initial project planning involves the identification of potential risks inherent in the project, and of measures to eliminate, mitigate or minimize those risks. While a full risk analysis will be conducted in the planning stages, some of the initial considerations we have identified are described in the following table.

Team Times and Budget

| Resource | Rate | #Days | Total |
|---|---------|-------|--------------------|
| Jennifer David, Project Manager and key consultant | \$1,195 | 22.75 | \$28,470.00 |
| Beverley McKiver, Research and Administrative support | \$485 | 13.5 | \$7,517.50 |
| Estimated fees for project. | | | \$35,987.50 |

Budget Breakdown

| Phases and Tasks | Completion Date | Team Members and Daily Rates | | |
|--|-----------------|------------------------------|---------------------------|--------------------|
| | | Jennifer David \$1,095 | Beverley McKiver \$485 | Totals |
| Phase 1: Project Commencement and Research | | | | |
| Project commencement meeting | 8/5/2016 | 0.25 | | 0.25 |
| Finalize work plan | 8/8/2016 | 0.25 | | 0.25 |
| Research matrix | 8/12/2016 | 0.50 | | 0.50 |
| Online research | 8/26/2016 | 1.50 | 3.00 | 4.50 |
| Findings Report outline | 9/2/2016 | 0.25 | | 0.25 |
| Findings Report and Framework for discussion | 9/9/2016 | 3.00 | | 3.00 |
| Project management, communication and administration | | 0.25 | | 0.25 |
| No. of days | | 6.00 | 3.00 | 9.00 |
| Subtotal of Professional Fees | | \$6,570.00 | \$1,455.00 | \$8,025.00 |
| Phase 2: Engagement | | | | |
| Meeting coordination | 9/16/2016 | | 1.00 | 1.00 |
| Prepare interview guide | 9/16/2016 | | | 0.00 |
| Conduct interviews and facilitate meetings/take notes in Akwesasne, Pikwakanagan, Petawawa and Ottawa. | 10/21/2016 | 7.00 | 7.00 | 14.00 |
| Collate notes and prepare summaries. | 10/24/2016 | 1.00 | 2.00 | 3.00 |
| Project management, communication and administration | | 0.50 | | 0.50 |
| No. of days | | 8.50 | 10.00 | 18.50 |
| Subtotal of Professional Fees | | \$9,307.50 | \$4,850.00 | \$14,157.50 |
| Phase 3: Discussion Paper and Final Report | | | | |
| Discussion Paper Outline | 10/28/2016 | 0.25 | | 0.25 |
| Draft Discussion Paper | 11/4/2016 | 4.00 | | 4.00 |
| Meeting to discuss Discussion Paper | 11/11/2016 | 1.00 | 1.00 | 2.00 |
| Treatment Centre Report draft | 11/11/2016 | 3.00 | 0.25 | 3.25 |

| | | | | |
|--|------------|--------------------|-------------------|--------------------|
| IHCF meeting 2 | 11/11/2016 | 1.00 | 1.00 | 2.00 |
| Final Report and Action Plan | 11/15/2016 | 1.75 | 0.25 | 2.00 |
| Project management, communication and administration | | 0.50 | | 0.50 |
| No. of days | | 11.50 | 2.50 | 14.00 |
| Subtotal of Professional Fees | | \$12,592.50 | \$1,212.50 | \$13,805.00 |
| Total Project Days | | 26.00 | 15.50 | 41.50 |
| Total Professional Fees | | \$28,470.00 | \$7,517.50 | \$35,987.50 |
| Grand Total Professional Fees | | \$35,987.50 | | |
| Grand Total Project Expenses | | \$1,064.80 | | |
| Administration Fee (7%) | | \$2,593.66 | | |
| Total Project Cost (excluding HST) | | \$39,645.96 | | |
| HST (13%) | | \$5,153.97 | | |
| Total Project Cost (including HST) | | \$44,799.93 | | |

Administration includes teleconferences, printing, shipping and other administrative costs.

Expenses Budget

| Summary of Total Project Expenses | Total |
|--|-------------------|
| Mileage for travel between Ottawa and Pikwakanagan, Akwesasne and Petawawa | \$364.80 |
| Pier diem costs while in Pikwakanagan, Akwesasne and Petawawa (\$25/day per person for three locations) | \$150.00 |
| Other Potential Expenses (food and drinks for meetings in Pikwakanagan, Akwesasne and Petawawa), possible Elder honorariums. | \$550.00 |
| Grand Total Project Expenses | \$1,064.80 |

Appendix

The full legal name of the proponent is: 8983186 Canada Inc.

Any other relevant name under which the proponent carries on business is: Stonecircle Consulting.

The jurisdiction under which the proponent is governed is: Canada.

The name, address, telephone, facsimile number and e-mail address of the contact person for the proponent is: Jennifer David, 488 Gladstone Ave. 613-237-3315, fax: 613-237-3845, jdavid@stone-circle.ca

Whether the proponent is an individual, a sole proprietorship, a corporation, a partnership, a joint venture, an incorporated consortium or a consortium: corporation.

| Key Contact | |
|---|--|
| Company Name: | Stonecircle Consulting a division of 8983186 Canada Inc. |
| Address: | 488 Gladstone Avenue |
| Contact Name: | Jennifer David |
| Position Title: | Senior Consultant/ Vice-President |
| Office & Mobile Telephone Numbers: | O: 613-237-3315 M: 613-447-2895 |
| Facsimile: | 613-237-3845 |
| E-mail Address: | jdavid@stone-circle.ca |