

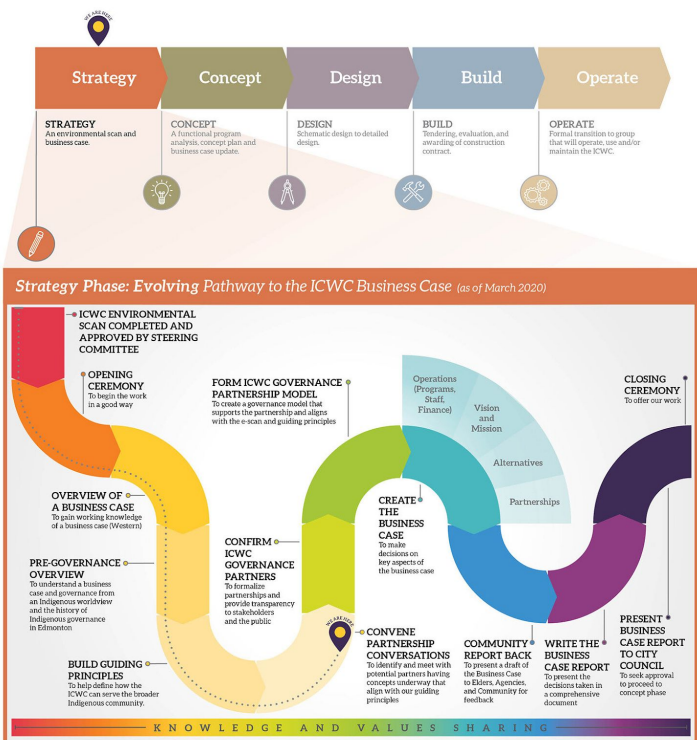


Proposal for Business Case Portion of Strategy Phase within ICWC Development

The Indigenous Culture and Wellness Centre (ICWC) will be a centre benefitting all Indigenous people in the region—as well as non-Indigenous people who wish to learn more about First Nations, Métis, Inuit and their practices in the Edmonton area. The ICWC will be a welcoming place for all people; a space for urban Indigenous Peoples to practice community, ceremony and wellness.

Several pieces of work within the Strategy Phase of the ICWC development have been completed, including an e-scan and initial review of governance structures. The current piece of work within the Strategy Phase is the creation of a Business Case to be presented to City Council in Fall 2021.

ICWC Phases:



This phase has three distinct **goals**:

1. Creation of a Business Case for the building of the ICWC;
2. Development of a Governance Structure for the design, build and operation of the ICWC;
3. Continuing active Community Participation in the business case portion of Strategy Phase of ICWC.

The unique challenge of this phase of work lies in the development of governance that represents community needs and Indigenous ways of knowing and being, while also ensuring continued active community participation of Indigenous people, the City of Edmonton as key partner, and the wider non-indigenous community.

The Indigenous Circle believes that the ICWC can be the project that brings our Indigenous community together around a common goal. In the past, similar projects have eventually had to move forward with a small, eager group. The ICWC is meant to call Indigenous people into the initiative. To ensure the larger goal of an ICWC that serves the whole of Indigenous community, continued community engagement, transparency and activity is required (see Appendix 1 for details of roles within this goal).



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In passing leadership of this portion of the Strategy Phase to the EndPovertyEdmonton Indigenous Circle, key deliverables will fit within the previously scoped City of Edmonton workplan (*Appendix 2, March 2021 onward, for where this lies in the pre-existing workplan and timeframe*) for the **deliverables**:

1. **Hiring the project team.** Hire Project Manager, Business Case Consultant, Community Engagement Specialist, and Governance Consultant; RFPs and Indigenous-led selection of proponents is a feature of this work
2. **Creation of a legal entity** to provide governance and oversight of the building and operation of the ICWC. The Governance Consultant/s will work with the Indigenous Circle members, City of Edmonton staff, and EndPovertyEdmonton staff to create and incorporate a legal entity responsible for the remaining Phases (Concept, Design, Phase, Operate) of the ICWC project. The entity will be designed to be Indigenous led and owned and representing Indigenous governance within existing legal structures.
3. **Continued Community Participation and Engagement,** with the goal of broad based support for the ICWC Business Case from the Indigenous and non-Indigenous community.
4. **Business Case draft is completed.** The Business Case completed under the direction of, and approved by, the Indigenous Circle including staff from the Indigenous Relations Office at the City of Edmonton.
5. **Business Case presented to the Indigenous Community** for feedback and revision through a series of webinars, meetings, and gathering.
6. **Business Case presented to City Council** before the next civic election.

A proposed budget for these deliverables is provided in Appendix 3.



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Appendix 1: Ensuring Continued Community Participation in ICWC Development

Key Partner	Activities	Outcomes
EndPovertyEdmonton	Leverages earned and social media to generate non-indigenous support from the general public for the Business Case (and the project overall). Leverages connections to generate support and buy-in for Business Case. EndPovertyEdmonton and ICWC/IC members work with City Councillors and Stewardship Round Table members to generate support for Business Case (and the project overall).	Expressed support for Business Case by: <ul style="list-style-type: none"> • Non-indigenous Edmontonians • Indigenous Edmontonians • City Council • Key Partners
EndPovertyEdmonton Stewardship Round Table	Secure support from spheres of influence which include: <ul style="list-style-type: none"> • Mayor and Council • Edmonton Police Service • Edmonton Public Schools • Business leaders • Social service leaders • Alberta Health Services 	Increased support from non-indigenous institutions
City of Edmonton	Supported by other key partners, leverages project management staff for the ICWC, social media channels and internal communications networks to build support and understanding of ICWC Business Case and governance structure	Increased support and understanding of ICWC governance and Business Case
Indigenous Circle	Provide oversight and community approval of the working group, leverage networks and communication channels to build support and understanding for the Business Case (and the project	Indigenous leadership for the ICWC project, including final approval on deliverables Expanded representation



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	overall); provide insight and approvals as direct beneficiaries of the ICWC.	of diverse Indigenous communities
Indigenous Culture and Wellness Centre Working Group	Undertake decision-making for all key deliverables of the proposal, support and leverage structure and partners for uptake of deliverables	Accountability for deliverables



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Appendix 2: Existing City of Edmonton Workplan

ICWC BUSINESS CASE WORKPLAN DRAFT				
Timeline	Task	Details	Who	Task Completed (Y/N)
January, 2021	1. Finalize and submit official ICWC project management proposal to CoE	- The following details are to be included in the proposal: 1)project timeline for the ICWC Business Case including key deliverables, 2) budget required, 3) hiring of a project team/consultant, 4) confirmation of the United Way's role as fiscal agent, 5) confirmation of proposed development of the ICWC Governance body that will be responsible for overseeing the development of the Business Case, and any other relevant details related to operating a centre. Due ASAP	EPE	
	2. Confirm a fiscal agent for the ICWC project	- The fiscal agent will manage and report on funding received for the ICWC Business Case development.	EPE	
	3. Initiate formation of the ICWC Governance body	- The ICWC Governance Entity/Model will be responsible for overseeing the development of the ICWC Business Case to be completed by October, 2021. Tasks involved include: confirming partners and building the governance model, potentially creating MOUs or agreements between partners as may be needed, convening a ceremony for the partnership governance body as needed.	EPE, IC	
	4. Define Scope of work for the Business Case and initiate a Request for Proposal (RFP) process	- A Scope of Work will identify and articulate all critical elements needed for a rigorous Business Case. A CoE template was provided to EPE and may be used as a reference. Once a Scope of Work is finalized, an RFP should be initiated for proponents to submit proposals within a specified timeline (e.g. 2-3 weeks).	ICWC Governance	
	5. Schedule meeting with City Council, and finalize Council report	- A meeting with City Council is to be scheduled prior to Spring SOBA/SCBA for Council to review and approve the transition of ICWC from a city led project to becoming community led under the stewardship of the ICWC Governance. A report will be prepared by administration with this information, requesting that a specified funding amount for the completion of ICWC Business Case be released from the ICWC capital budget to the operating budget for creating a funding agreement between CoE and the ICWC fiscal agent.	CoE	
February, 2021	6. Evaluate proposals, shortlist proponents, and select the preferred consultant	- All proposals submitted within the RFP timeline will be evaluated based on criteria created by the ICWC Governance. Interviews will be scheduled with shortlisted proponents with the intention of selecting a preferred consultant. A formal offer of hire can be made to the preferred consultant once the funding for the Business case is approved by Council and received by the ICWC fiscal agent.	ICWC Governance	
	7. Present Council Report	- The Council report includes details described in the above section along with any other relevant information that will facilitate the transitioning the ICWC project from CoE to the ICWC Governance and identifying the required funding for the Business Case to be released to the fiscal agent. The anticipated outcome is for Council to approve both tasks and release funding during Spring SCBA/SOBA.	CoE (in collaboration with ICWC Governance/fiscal agent)	
March - April, 2021	8. Create funding agreement for Business Case	- The ICWC fiscal agent will apply for a funding agreement with CoE that will specify the financial amount required to hire a project consultant to develop ICWC Business Case. The CoE Business Case and budget template shared with EPE may be used as a reference for this purpose.	ICWC fiscal agent and ICWC Governance	
	9. Release of funding to fiscal agent	Once funding agreement approved by CoE, Funding for the Business Case will be released to the ICWC fiscal agent.	CoE	
	10. Official project kickoff	Once the Project Consultant is hired and Business Case workplan is approved by the ICWC Governance it would seem appropriate to begin the work in a good way by hosting a ceremony as directed by the Indigenous Circle and/or governance entity	ICWC Governance	

<p>May 2021 - August 2021</p>	<p>11. Business Case Development</p> <p>12. 1st Draft Business Case Report is completed</p>	<p>Within this 4-5 month period the consultant is involved in developing the ICWC Business Case based on the elements contained within the workplan approved by the ICWC governance. Bi-weekly project check-ins with the consultant and ICWC governance, or an appointed working group, would be beneficial for reviewing progress relating to key Business Case workplan milestones.</p> <p>A rigorous Business Case is developed that clearly addresses all required project components including the building, operating, location, partnership governance model, and financial sustainability of the Centre. It is reviewed and approved by the ICWC governance entity and/or Indigenous Circle and subject to feedback from the Community Report Back event participants.</p>	<p>Project Consultant and ICWC Governance (working group?)</p> <p>Project Consultant and ICWC Governance</p>	
<p>September, 2021</p>	<p>13. Community Report Back</p> <p>14. Final draft of Business Case Report is completed</p> <p>15. Schedule meeting with City Council, and finalize Council report with ICWC Business Case Report</p>	<p>Present 1st draft of the Business Case to Indigenous Circle, and /or Elders, partners, and other community stakeholders for feedback to be incorporated into the final draft as deemed appropriate.</p> <p>Project Consultant presents final draft to ICWC governance for review and approval to proceed to City Council for its review and approval.</p> <p>- A meeting with City Council is to be scheduled prior to 2022 Budget for Council to review and approve the final ICWC Business Case Report . A report will be prepared by administration with this information which will include a specified funding request by the ICWC governance for the completion of the next project phases - Concept and Design.</p>	<p>Project Consultant and ICWC Governance</p> <p>Project Consultant and ICWC Governance</p> <p>CoE</p>	
<p>October 2021 - November 2021</p>	<p>16. Presentation of ICWC Business Case to City Council</p>	<p>- City Administration (with ICWC Governance) will present final Business Case to City Council.</p>	<p>CoE</p>	
<p>December, 2021</p>	<p>17. Fall Budget Deliberation</p> <p>18. Closing Ceremony</p>	<p>- Pending City Council decision of the ICWC Business Case, the project will transition to Fall Supplementary Operating Budget for final approval.</p> <p>- Closing ceremony to mark the conclusion of the conclusion of the Strategy phase and transition to the next project project phases will be coordinated by ICWC Governance as may be needed</p>	<p>City Council</p> <p>ICWC Governance</p>	



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Appendix 3: Budget

1. **Project Team**
2. **Governance Entity**
3. **Community Participation and Engagement**
4. **Business Case draft**
5. **Business Case Report Back**
6. **Business Case presented to City Council**

Item	Line of Sight to Deliverable	Details	Estimated Costs
Consultant/Project Management Team	2-6	\$100/hour x 2.5 hours/day x 5 days X 29 weeks (Mar - Sept)	\$34,375
Consultant/ICWC Governance/Legal entity	2,3,4	\$225/hour x 3 hours/day x 5 days X 6 weeks (March-April)	\$20,250
Consultant/Community Engagement Specialist	2,3,4,5	\$75/hour x 6 hours/day x 5 days X 29 weeks (March - Sept)	\$65,250
Consultant/Business Case	4,5,6	\$180/hour x 4.75 hours/day x 5 days X 12 weeks (Jul - Sept)	\$51,300
Honoraria	All	Elders - for providing guidance and ceremony where needed e.g. opening and closing phases of work, interim knowledge sharing: \$250 per Elders (2) x 4 events = \$2,000 ICWC working group community	\$10,000



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		members - involved in evaluating Business Case proposals, interviewing proponents, and selecting preferred proponent: \$1,000 per member X 5 members + = \$5,000 Gifts, tobacco, prints, additional lived experience honoraria = \$3000	
Community Report Back (online and offline per pandemic restrictions and availability)	5	Catering and other associated meeting costs = \$2,500	\$2,500
Administration fee	All	United Way 10% Administration fee	\$18,367
		Grand Total	\$202,042