

This is **Exhibit " A "** to the Affidavit
of **Anne Scotton** sworn before me at
Thunder Bay on
the 12 day of February, **2020**.

Jennifer Anne Genereux-Gernat
A Commissioner for taking Affidavits

Jennifer Anne Genereux-Gernat, a Commissioner, etc.,
Province of Ontario, for the Government of Canada,
Department of Indian Affairs and Northern Development.
Expires April 24, 2020.

Anne Scotton, Regional Director General, Ontario Region



ANNE SCOTTON is Regional Director General, Ontario Region, for Indigenous Services Canada. She is now guiding the region to focus on Indigenous community-centred work and support to partners and clients in 133 First Nations, from the Manitoba border to James Bay in the North and from the Ontario border with the U.S. in the South.

Ms. Scotton held the position of Chief Audit and Evaluation Executive at the Department of Indian and Northern Affairs from 2007 to 2017. She was responsible for internal audit; liaison with the Office of the Auditor General; evaluation, performance measurement and review; as well as corporate risk and investigation services.

Earlier in her career, Ms. Scotton worked as Director General, Strategic Planning and Federal-Provincial Relations for Canadian Heritage, then at the Privy Council Office in Cabinet Operations and, in Intergovernmental Affairs as Director General Strategic Policy and Research.

Ms. Scotton served her community as a member of the Board and then President, Children's Aid Society of Ottawa-Carleton, Trustee and Chair of the Management Committee, Ottawa Board of Education and President of the Glebe Community Association. She is Vice President of the Board of The Glebe Centre, a long-term care facility.

Ms. Scotton holds a BA Honours, Political Science and an M.A. in Canadian Studies and is a Certified Risk Management Assurance certificate holder (CRMA).

Born in Ottawa, Anne likes to spend time with her daughter, a coach and riding instructor and her son, now living in Kelowna where he skis and takes time out to work at the YMCA and as a personal trainer.

This is **Exhibit " B "** to the Affidavit
of **Anne Scotton** sworn before me at
Thunder Bay on
the 12th day of February, **2020**.

Jennifer Anne Genereux-Gernat
A Commissioner for taking Affidavits

Jennifer Anne Genereux-Gernat, a Commissioner, etc.,
Province of Ontario, for the Government of Canada,
Department of Indian Affairs and Northern Development.
Expires April 24, 2020.

FAX

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Date: Jan 15, 2018

Total Number of Pages (Including Cover): 8

ANTHONY: Enclosed is the signed Engagement Letter. Note that I have changed the date for the budget on P5 to Jan. 19, 2018.

Tom

Please note: This is a confidential transmission intended only for the person to whom it is addressed. If you have received this fax in error, please advise us and destroy the material received.

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January 12, 2018

Engagement Letter

Overview

This engagement letter outlines the scope and direction for Phase II of the Remoteness Quotient Research Project ("RQ Project"). The key outcome of Phase II of the RQ Project will be the development of a remoteness coefficient that can be readily applied to funding for child and family services. The expectation is that, at the completion of Phase II, Nishnawbe Aski Nation ("NAN") and the Government's Department of Indigenous Services Canada ("DISC")¹ will be provided with a research paper and the underlying data (i.e., detailed information on formulas and calculations) on a remoteness coefficient, and a recommendation for a remoteness quotient. NAN will share the Phase II report and supporting information with DISC.

This letter contains: a summary of Phase I; a review of the original scope for Phase II; and, a detailed outline of the revised scope for Phase II.

Phase I of the Remoteness Quotient Project

The Phase I Report of the RQ Project was filed with the Canadian Human Rights Tribunal ("Tribunal") on September 8, 2017. Phase I of the RQ Project updated the Barnes Management Group Inc.'s December 2006 report, titled "Northern Remoteness: Study and Analysis of Child Welfare Funding Model Implications on Two First Nations Agencies" (2006) ("the Barnes Report"). The Phase I RQ Report explains that to determine the immediate relief funding needs of NAN child and family services agencies, a calculation was done of the expenditures in 5 categories, which was measured against provincial averages using 2016-2017 financial data. These categories were: 1) Salaries & Benefits; 2) Travel Costs; 3) Boarding Expenses; 4) Service Expenses, and; 5) Infrastructure.

Phase II: Original Scope

The overarching scope of the RQ Project is described in paragraph 4 of the RQ Table Terms of Reference (reproduced below for your information). The third bulleted point is specific to the original scope of Phase II: specifically, that Phase II would involve a further update to the Barnes Report using recently released data from the 2016 census.

Scope

NAN and Canada will engage in collaborative discussions with respect to the child welfare funding deficiencies identified by the CHRT regarding remoteness as they impact NAN. Any additional

¹ On August 28, 2017, the Prime Minister announced the creation of two ministries, and the intention to create two new departments: Indigenous Services Canada and Crown-Indigenous Relations and Northern Affairs Canada. This transformation will take time and includes engagement with Indigenous peoples and others.

child welfare issues that are jointly identified by NAN and Canada and agreed to may be addressed. Specific topics that are within the scope of the Table include:

- *Collection and analysis of empirical data from all relevant sources to inform remoteness funding for Indigenous child welfare;*
- *An immediate update to the Barnes Report using data from the 2006 census and 2011 national household survey;*
- *A further update to the Barnes Report using data from the 2016 census;*
- *The design and implementation of a direct survey of First Nations in northern Ontario with respect to community needs and infrastructure as it relates to child welfare;*
- *Development and implementation of a new funding formula to address geographical remoteness;*
- *The unique history, culture, and socioeconomic circumstances of NAN communities;*
- *The unique challenges faced by Indigenous child welfare agencies in the North, including infrastructure and human resources deficits;*
- *Implementation of evidence-driven measures to ensure stable and equitable remoteness funding for Indigenous child welfare in the short, medium, and long term;*
- *Ongoing monitoring and evaluation of remoteness funding models to measure effectiveness; and*
- *Any other issues related to remoteness funding, the findings of the CHRT, and as agreed upon by NAN and Canada.*

Phase II: Revised Scope

Overview

The parties to the RQ Table, NAN and DISC, have agreed that the scope of Phase II of the RQ Project will go beyond updating the Barnes Report using 2016 Census data released in October 2017. While Phase II is still expected to provide an update of Phase I results, using newly released 2016 Census data, Phase II will also focus on the development of a remoteness coefficient for the purpose of recommending a remoteness quotient. It will also involve working with the Government of Ontario to review and validate the financial information, formula work and assumptions associated with the research.

The remoteness coefficient research for Phase II should:

- draw on various data sources, including those outlined in the Phase I proposal, including but not limited to: needs assessments completed by the three agencies, recent Census data, recent Indian Registry System data, DISC/Statistics Canada's 2017 study on remoteness, Wen:De Reports, Ontario's KPMG study, if available, and Ontario's existing funding model;
- identify and explain the aspects of remoteness that affect program and service delivery costs;
- provide the definition of remoteness that is guiding the study, drawing on existing research (e.g. DISC/Statistics Canada's recent study as a framework, Accessibility/Remoteness Index of Australia (ARIA)). This definition should not exclusively focus on expenditures

and should consider geography and/or location (e.g., closest service centre, accessibility, travel time, road access);

- develop a remoteness coefficient, and include detailed information about how calculations related to this coefficient were formulated, including underlying costing assumptions and formula work. This will be provided as either part of the research paper, as an appendix to the research paper, or as an electronic spreadsheet. This is required to support transparency and the ability to review/validate the data, as well as replicate and apply the remoteness coefficient to obtain the remoteness quotient.
- apply this remoteness coefficient to produce a remoteness quotient for Northern Ontario and include all detailed information about how the calculations are done; and,
- explain whether this remoteness coefficient could be applied nationally and, if not, explain what would be required to make the remoteness coefficient applicable across Canada.

In summary, the researchers will produce a research paper on the development of a remoteness coefficient and quotient that includes detailed information on the calculations, costing assumptions and formula underlying the research.

Definition of Terms

For clarity, a **remoteness coefficient** is a variable that would be applied to child and family services funding for agencies to determine the amount of additional funding that would be required to provide the same standard of service in a remote community, when compared to non-remote communities in Ontario. When the remoteness coefficient is applied to child welfare funding allocations, the resulting figure from this calculation is called the **remoteness quotient**. In other words, the remoteness coefficient is the essential building block towards producing a remoteness quotient.

Concept of Remoteness

The concept of 'remoteness' is based on variable access to services necessary for the healthy functioning and well-being of a community. Only part of this definition concerns physical proximity. There are other factors that affect remoteness including: cost; availability; the impact of climate/weather on service delivery; and general accessibility due to travel infrastructure (existence and/or reliance or absence of roads and/or ice-roads).

'Remoteness', for the purpose of the RQ Project, will focus exclusively on the mandate of child and family services. However, the researchers may set out ways to address in future research that elevated service pressures are put on child and family service agencies to be "catch all" service providers beyond their mandate (e.g. healthcare, childcare, family well-being, social support, education, policing, etc.). Phase II must build on this concept and clearly define remoteness (as per the overview above).

A. Department of Indigenous Services Canada's Identified program costs affected by remoteness:

DISC has produced a draft list of costing variables affected by geographic remoteness to be considered in the analysis. The variables include, but are not limited to:

1. **Human Resources:** this variable includes: salary costs, benefits, professional development, overtime, recruitment, cost of living, staff retention, housing/accommodations for staff, moving costs, staff safety, and travel per diems;
2. **Capital Costs:** this variable includes: maintenance of infrastructure, utilities upkeep, renovations, up-front costs for infrastructure, IT needs, information management, reliable and adequate internet access, computers and IT servicing;
3. **Travel:** this variable includes: vehicles and maintenance of vehicles, safety needs (i.e., car seats for infants), fuel/mileage, air travel, accommodations;
4. **Child Maintenance:** this variable includes: boarding rates; transporting children, professional services;
5. **Board Governance:** this variable includes travel and accommodations, per diems, additional honorariums for Elders;
6. **Legal Costs:** legal services related to agency business, cases presented by legal representatives for child protection, travel for court hearing proceedings.
7. **Insurance costs:** This item includes liability insurance, fire insurance, theft insurance.

B. NAN Identified Services

NAN has identified a list of services affected by remoteness, as follows:

1. **Placements for Children:** including: Community housing infrastructure (i.e. Foster care,
2. **Group homes, Outside Paid Resources (OPRs)** [sometimes referred to as Outside Paid Institutions], transitional care for children aged 16-21, emergency placements, temporary placements, associated travel expenses;
3. **Social Services:** including: access to Ontario Disability Support Program (ODSP) offices and assessments to facilitate transition of children in care to ODSP, childcare costs;
4. **Prevention & Intervention services:** including: parenting programs, sexual assault and abuse prevention, prevention/intervention services for youth involved in youth justice system;
5. **Agency Staff:** including: recruitment, training, retention, accommodations, travel
6. **Curriculum development:** including: culturally appropriate training materials;
7. **Police/Safety services:** including: underfunding of policing services leading to increased costs to child and family service agencies (i.e. investigations, temporary housing for police, police requests for CASS workers to obtain information for police);
8. **Healthcare:** including: behavioral, psychological and mental health services; respite services; addictions services; specialist's services; special needs services; medical assessments to obtain specialists/special needs services; primary health care; homecare; rehabilitation services; transportation costs for treatment outside of community; costs for accompanying attendant to travel with persons with disabilities;
9. **Access Visits**

- 10. **Capital Infrastructure:** including: maintenance, renovations, new infrastructure, transportation of materials and workers;
- 11. **Travel:** including: staff travel, travel for children in care, access visits, travel related to court attendance, escorts/attendants;
- 12. **Cost of living:** including: food, fuel, heat and hydro, housing.
- 13. **Legal:** including: child welfare court hearing, services for youth involved in youth justice system.

The Parties expect that Phase II will develop a remoteness coefficient, informed by the above identified costing variables and services.

Timeline

Interim Report

An interim report will be completed by April 13, 2018.

The interim report will, at very least:

- Provide an update on the work achieved to date;
- Discuss the historic use of the Casino Rama Formula ("CRF");
- The use of the CRF for the distribution of immediate relief funding flowing from the Canadian Human Rights Tribunal's orders;
- Reference to NAN's position on the continued use of the CRF and the aim to have the RQ replace the CRF allotment for remoteness;
- Indicate that the remoteness coefficient will be used to obtain a remoteness quotient for the purpose of acting as an alternative to the 10% remoteness factor used in the CRF.

Final Report

The final report will be completed by June 15, 2018.

Workplan and Budget

A proposal for Phase II will be submitted with a work plan and budget for review and approval by January 12, 2018.

J.A.W.

Composition of RQ Research Team

The composition of the RQ research team will include a range of credentials and expertise in economics, social sciences/geography (including in the subject matter of remoteness), and statistical analysis. The RQ research team will be built to meet the composition requirements set out above. For clarity, the RQ Research Team will continue to work under the guidance of the RQ Experts, Dr. Tom Wilson and Mr. Barnes.

Confidentiality Agreement

As the development of the RQ Research Project continues, there will be increasing pressures on all parties to share developments and outcomes related to this work. All parties and members of

the RQ research team must agree to maintain the highest standards of confidentiality related to this project. In particular, you are each required to agree to maintain confidentiality in accordance with the eight (8) points below.

1. I understand that during the course of my duties with the RQ Research Project, I will gain knowledge of, or have access to, information relating to the RQ Research Project, as well as the business and affairs of Nishnawbe Aski Nation ("NAN") ("RQ Information"). The RQ Information, regardless of the form in which it is recorded, transmitted, observed or expressed, or to which it may be converted or transcribed, shall include, without limitation, written and electronically stored or accessible information and data, and includes the name and identities of all such clients and third parties.
2. I acknowledge that all RQ Information is strictly confidential and I agree that I shall not reveal to any person or entity, or use any RQ Information at any time, except as expressly directed in writing by a representative of NAN, or as may be required by law.
3. I acknowledge and agree that my obligation of confidentiality under paragraph 2 is of indefinite duration and that I will never disclose any RQ Information to any person or entity, except as expressly directed by NAN, or as may be required by law.
4. I undertake and agree that RQ Information will not be distributed, altered, copied, interfered with or destroyed, except in accordance with the instructions of NAN.
5. I agree to use extreme caution with, and take all steps to safeguard, the confidentiality of any part of the RQ Information that may come into my possession at any time or in any place, and in particular when using any type of electronic device or when performing my duties.
6. I understand and agree that compliance with this agreement is a condition of my engagement with NAN on the RQ Research Project and that failure to comply strictly with each term of this agreement may result in the termination without notice of my engagement with NAN.
7. I agree that if I am compelled by law to disclose RQ Information as contemplated in this Engagement Letter, I shall co-operate with NAN in order to prevent or minimize such disclosure, and I acknowledge that NAN waives compliance with this agreement to the extent that such disclosure cannot be prevented or minimized. I further agree that I will only disclose that portion of the RQ Information that I am compelled to disclose and that I will exercise all reasonable efforts to seek reliable assurances that such portion of the RQ Information will be accorded confidential treatment.
8. This Agreement shall be governed by and construed in accordance with the laws of Ontario and the laws of Canada applicable therein.

The covenants in this agreement are separate and severable, and unenforceability of any specific covenant shall not affect the provisions of any other covenant. Moreover, if any court determines that the restrictions as set forth herein are unreasonable, then it is the intention of the parties that such restrictions be enforced to the fullest extent which the court deems reasonable, and the agreement shall thereby be reformed.

Signed at Toronto, in the Province of Ontario on

Jan. 12, 2018
(DATE)

T. A. Wilson

Dr. Tom Wilson
Senior Advisor to Barnes Management Group

Jan. 15, 2018

Audrey Lacey
Witness

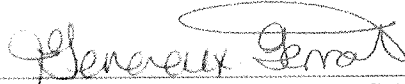
Jan. 15, 2018

David Barnes

David Barnes, President | Principal Investigator
Barnes Management Group

A. Jaga
Witness

This is **Exhibit "C"** to the Affidavit
of **Anne Scotton** sworn before me at
Thunder Bay on
the 12th day of February, **2020**.



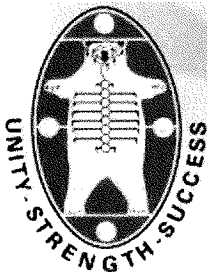
A Commissioner for taking Affidavits

Jennifer Anne Genereux-Gemat, a Commissioner, etc.,
Province of Ontario, for the Government of Canada,
Department of Indian Affairs and Northern Development.
Expires April 24, 2020.

PHASE II

Remoteness Quotient Research Project

A Proposal for the Nishnawbe Aski Nation



Nishnawbe Aski Nation

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Barnes Management Group Inc.

76 Victor Avenue

Toronto, ON M4K 1A8



January 19, 2018

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Introduction

Barnes Management Group (BMG) is pleased to participate in Phase II of the Remoteness Quotient Research Project (“RQ Project”) and collaborate with Nishnawbe Aski Nation (“NAN”) and the Government’s Department of Indigenous Services Canada (“DISC”). The January 12th, 2018 Engagement Letter expects that BMG will deliver at the end of Phase II a “research paper and the underlying data (i.e., detailed information on formulas and calculations) on a remoteness coefficient, and a recommendation for a remoteness quotient.”

It is important to note at the outset, that the BMG will develop a remoteness quotient (and provide all detailed information and calculations) to describe the relative remoteness of the Indigenous child and family welfare agencies from a child welfare point of view. A remoteness quotient will be arrived at for each agency. The research paper will provide the basis to determine the level of funding required to adequately address the needs of child and welfare agencies in the remote areas of Northern Ontario. An interim report is expected by April 13, 2018, and the final report is due on June 15, 2018.

Research Direction

NAN and DISC have specified that the remoteness coefficient research for Phase II should:

- draw on various data sources, including those outlined in the Phase 1 proposal, including but not limited to: needs assessments completed by the three agencies, recent Census data, recent Indian Registry System data, DISC/Statistics Canada’s 2017 study on remoteness, Wen: De Reports, Ontario’s KPMG study, if available, and Ontario’s existing funding model;
- identify and explain the aspects of remoteness that affect program and service delivery costs;
- provide the definition of remoteness, from *a child welfare point of view*, that is guiding the study, drawing on existing research (e.g. DISC/Statistics Canada’s recent study as a framework, Accessibility/Remoteness Index of Australia (ARIA)). This definition should not exclusively focus on expenditures and should consider geography and/or location (e.g., closest service centre, accessibility, travel time, road access);
- develop remoteness coefficients, and include detailed information about how calculations related to these coefficients were formulated, including underlying costing assumptions and formula work. This will be provided as either part of the research paper, as an appendix to the research paper, or as an electronic spreadsheet. This is required to support transparency and the ability to review/validate the data, as well as replicate and apply the remoteness coefficient to obtain the *child welfare remoteness quotient*; and
- explain whether this approach to calculate the *child welfare remoteness quotient* could be applied nationally and, if not; explain what would be required to make the approach to calculation of the remoteness quotient applicable across Canada.

Program Costs and Services Affected by Remoteness:

DISC and NAN have provided a draft list of cost variables and the factors driving those costs:

- **Human Resources:** this variable includes: salary costs, benefits, professional development, overtime, recruitment, cost of living, staff retention, housing/accommodations for staff, moving costs, staff safety, and travel per diems;
- **Capital Costs:** this variable includes: maintenance of infrastructure, utilities upkeep, renovations, up-front costs for infrastructure, IT needs, information management, reliable and adequate internet access, computers and IT servicing;
- **Travel:** this variable includes: vehicles and maintenance of vehicles, safety needs (i.e., car seats for infants), fuel/mileage, air travel, accommodations;
- **Child Maintenance:** this variable includes: boarding rates; transporting children, professional services;
- **Board Governance:** this variable includes travel and accommodations, per diems, additional honorariums for Elders;
- **Legal Costs:** legal services related to agency business, cases presented by legal representatives for child protection, travel for court hearing proceedings.
- **Insurance costs:** This item includes liability insurance, fire insurance, theft insurance.
- **Placements for Children:** including: Community housing infrastructure (i.e. Foster care, Group homes, Outside Paid Resources (OPRs) [sometimes referred to as Outside Paid Institutions], transitional care for children aged 16-21, emergency placements, temporary placements, associated travel expenses;
- **Social Services:** including: access to Ontario Disability Support Program (ODSP) offices and assessments to facilitate transition of children in care to ODSP, childcare costs;
- **Prevention & Intervention services:** including: parenting programs, sexual assault and abuse prevention, prevention/intervention services for youth involved in youth justice system;
- **Agency Staff:** including: recruitment, training, retention, accommodations, travel;
- **Curriculum development:** including: culturally appropriate training materials;
- **Police/Safety services:** including: underfunding of policing services leading to increased costs to child and family service agencies (i.e. investigations, temporary housing for police, police requests for CASs workers to obtain information for police);
- **Healthcare:** including: behavioral, psychological and mental health services; respite services; addictions services; specialist's services; special needs services; medical assessments to obtain specialists/special needs services; primary health care; homecare; rehabilitation services; transportation costs for treatment outside of community; costs for accompanying attendant to travel with persons with disabilities;

- **Access Visits**
- **Capital Infrastructure:** including: maintenance, renovations, new infrastructure, transportation of materials and workers;
- **Travel:** including: staff travel, travel for children in care, access visits, travel related to court attendance, escorts/attendants;
- **Cost of living:** including: food, fuel, heat and hydro, housing.
- **Legal:** including: child welfare court hearing, services for youth involved in youth justice system

In addition, NAN has requested that the RQ Research Team undertake an analysis of the Casino Rama Funding formula ("CRF"), and that the Interim Report at the very least:

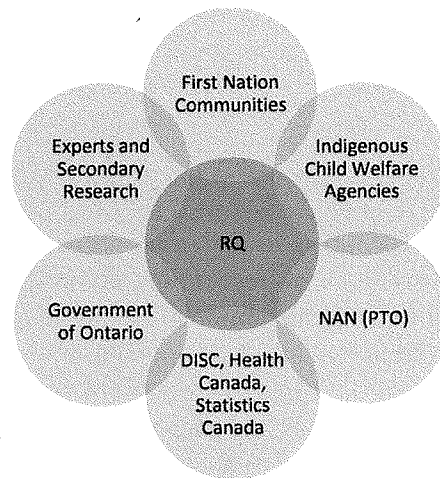
- Provide an update on the work achieved to date;
- Discuss the historic use of the Casino Rama Formula ("CRF");
- Discuss the use of the CRF for the distribution of immediate relief funding flowing from the Canadian Human Rights Tribunal's orders;
- Make reference to NAN's position on the continued use of the CRF and the aim to have the RQ replace the CRF allotment for remoteness;
- Indicate that the remoteness coefficient will be used to obtain a remoteness quotient for the purpose of acting as an alternative to the 10% remoteness factor used in the CRF.

The Remoteness Quotient

Indigenous child and family services in Northern Ontario can be understood as a network of communities, child welfare agencies, health service providers, researchers and government organizations. To appropriately structure a needs-based model, extensive engagement and consultations would need to occur with all the stakeholders identified. This point is made clearly in the Engagement Letter under Scope where reference is made to “the design and implementation of a direct survey of First Nations in Northern Ontario with respect to community needs and infrastructure as it relates to child welfare.”

- First Nations
 - Community Voices
 - Leadership
- Indigenous Agencies
 - Agency Workers
 - Management
 - Collaborative Partner
- Community resources
 - Researchers / Learners
- NAN
 - Regional Leadership
 - Research
 - Collaborative Partner
 - Casino Rama Funding
- Governments
 - Federal
 - Provincial
 - Collaborative Partner
- Researcher/Experts
 - Remoteness

○ Child Welfare



Methodology:

The remoteness coefficients and child welfare remoteness quotient in the final report will be arrived at through the application and assessment of geographic remoteness and environmental indices, mapping and geographical analysis, Statistics Canada accessibility measures and other Indigenous socio-economic data from government and academic sources, and through ongoing data collection and the incorporation of First Nations' community input. Unlike the 2017 Phase 1 report, this research study will build a needs based model that estimates the amount of resources needed to deliver child and family services in Northern

Ontario equivalent to non-remote communities in Ontario. The best way to illustrate how remoteness coefficients lead to a remoteness quotient is through the following table:

Agency	Community	Service	Current # 'Cases'	Current \$/Case	Current Total \$	Need # 'Cases'	Required \$/Case	Required \$	Provincial Standardized Case Load	Provincial Standard \$/Case	Standardized Cost	Remoteness Coefficient
A1	C1	a	x	x	x	y	y	y	z	z	z	RC
		b	x	x	x	y	y	y	z	z	z	RC
		c	x	x	x	y	y	y	z	z	z	RC
	C2	a	x	x	x	y	y	y	z	z	z	RC
		b	x	x	x	y	y	y	z	z	z	RC
		c	x	x	x	y	y	y	z	z	z	RC
	C3	a	x	x	x	y	y	y	z	z	z	RC
		b	x	x	x	y	y	y	z	z	z	RC
		c	x	x	x	y	y	y	z	z	z	RC
			Total Current Expenditure		\$XXX	Total Required Expenditure		\$YYY	Total Standardized Expenditure		\$ZZZ	RQ

For each agency (A1 in the table), there are several communities (C1, C2, C3 in the table) for which it is responsible to provide child welfare services (a, b, c in the table). These services will be aligned with the program costs and services outlined in the Engagement Letter to the extent possible. Currently, there are a given number of 'cases'¹ handled in each community for each service, with an associated current expenditure. The total expenditure of all services across all communities yields the total agency expenditure. These columns are highlighted in the pink region.

However, by completing a full survey of needs and costs of services (which would include contributions from geographic location, modes of transport, accessibility to services, etc.), we would obtain a better estimate of the required expenditures to provide comparable levels of service relative to other agencies. (The appropriate comparator to define the comparable level of service, for example southern agencies, the provincial average for all indigenous and non-indigenous agencies, or non-aboriginal agencies will be determined during the course of the research).

The ratio of costs per case between the required expenditures and the comparator agencies is defined as the remoteness coefficients. That is, the ratio describes how much more expensive it is to provide the same level of service in each community relative to the reference agencies and take into account factors unique to more geographically remote communities.

The child welfare remoteness quotient is the result of applying the remoteness coefficients to a standardized agency (the details of the standardization method will be determined during the course of research). Note that in order to calculate the child welfare remoteness coefficient,

¹ 'Cases' is used in a general sense in that it may vary depending upon the service provided. For example, it could be 'care-days' for one type of service, or kilometers travelled for a different service.

extensive data collection is required to identify the needs and costs of child welfare services across each community.

For the interim report, to be completed by April 13th the table will be collapsed to the agency level, and the needed demand for services, and estimated costs will be provided by the agencies. Members of the RQ research team will work closely with agency staff to obtain this data. This analysis will provide an initial estimate of the remoteness coefficients, and child welfare remoteness coefficient for each agency while more detailed data collection is ongoing. As requested, the interim report will develop a remoteness coefficient as an alternative to the remoteness coefficient in the Casino Rama Formula.

Developing remoteness coefficients comes with limitations in using them as a singular numerical scalar to adjust for the incremental costs of remoteness across Northern Ontario let alone the country. The RQ research team will arrive at remoteness quotients for each of the Northern Ontario Indigenous child welfare agencies based on a standardization of factors as noted in the Engagement Letter. The resulting remoteness quotient is not a ratio to be used across regions/provinces/territories although the methodology used can be repeated in other jurisdictions. Each jurisdiction or region has its own organizational uniqueness in terms of the child and family sector that would lend to different remoteness coefficient values and hence different remoteness quotient ratios. It cannot be a uniform ratio to be applied nationally for remote communities.

The research study will also demonstrate that this methodology cannot support a reallocation of current funding as per the existing Ontario funding model for child welfare. The research will not identify which resources within the Ontario child and family service funding envelope need to be taken from the south in order to service the north.

As suggested in this workplan, it is imperative to establish an RQ Advisory Committee collaborate with the RQ Research Team to finalize the components of the workplan to review findings, and consider data requests. The Committee should also assist with reaching a consensus on project methodologies and resolving operational issues if they should arise during the course of the project. In addition, the proposed RQ Advisory Committee should also allow for direct participation of Health Canada and Statistics Canada staff when requested by the RQ Research Team.

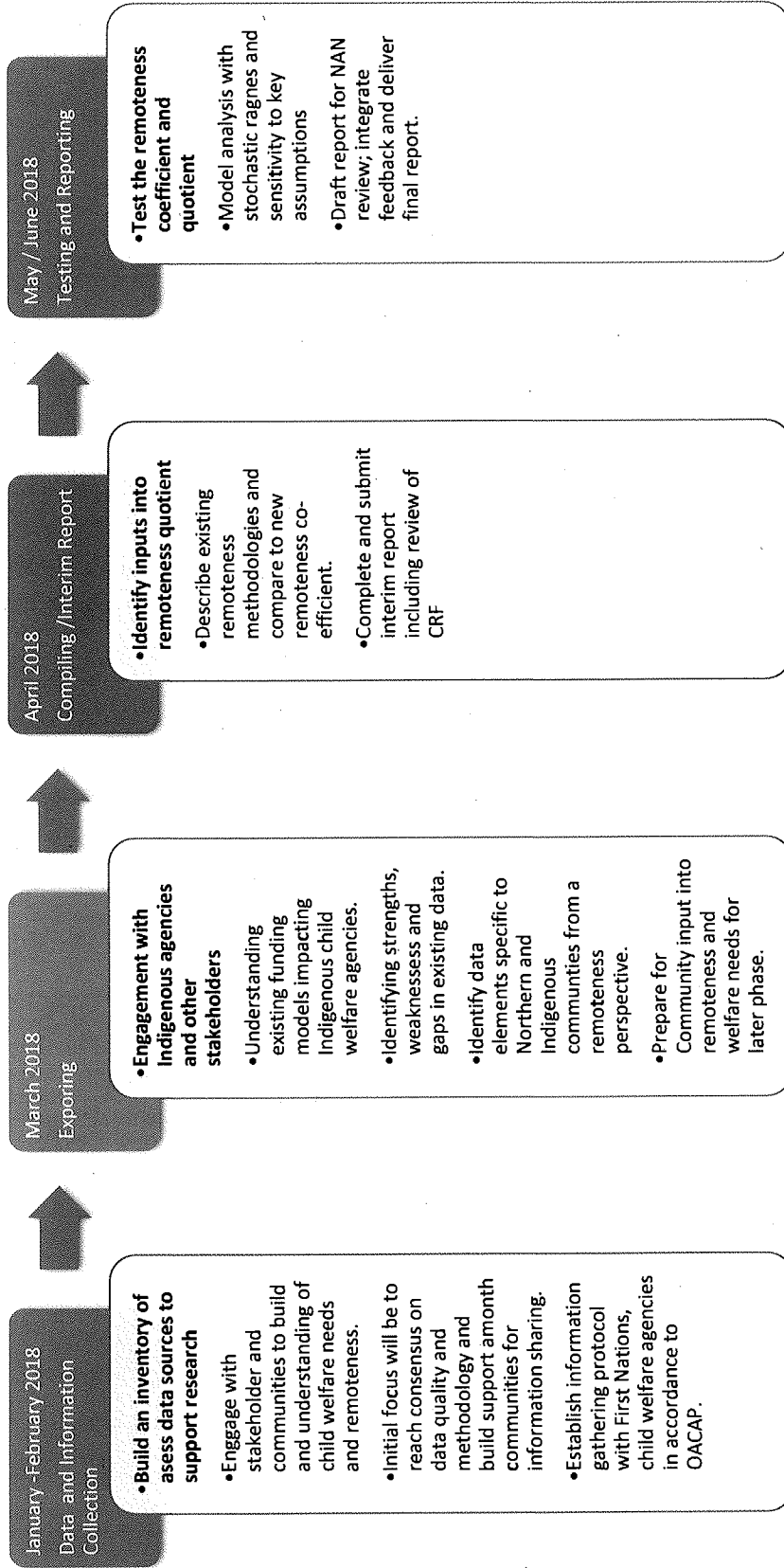
Additional information requests to support the research:

- Immediate access to the Government of Ontario's KPMG report cited in the Engagement Letter. Access to this report is critical in determining any future changes to the child welfare funding relationship between the Government of Ontario and the Federal Government.

- Request Statistics Canada to update the Community Well-Being (CWB) index using the newly released 2016 Census data and to provide the RQ Research Team a 2016 Community Well-Being index at no cost. The Index provides a means to examine the well-being of individual Canadian communities through various indicators of socio-economic well-being and can be used to compare well-being across First Nations and Inuit communities with well-being in non-Aboriginal communities over time. The data requests from Statistics Canada will need to be received by May 15th to be included in the final report . BMG may request other data sets at our first meeting. Request DISC and NAN to begin to collect data on federal expenditures and/or transfer payments to the NAN First Nation communities that support or compliment the delivery of child and welfare services in the following categories: Health, Education, Housing and Policing Services.
- 2017 third quarter financials from all Ontario child and welfare agencies.
- OACAS Provincial comparisons for 2016-2017.
- A current description of the Ontario funding model.

Phase II Workplan Summary for Interim and Final Report

(See Appendix A for details)



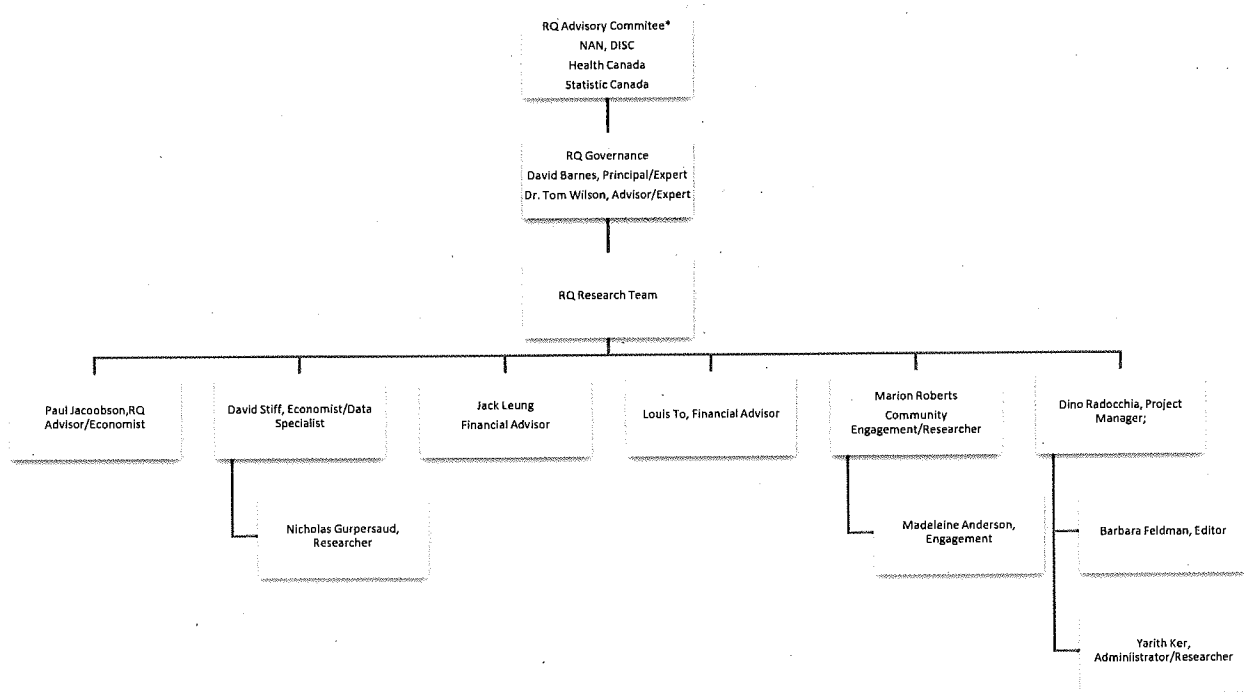
Project Timeline

	Jan	Feb	Mar	Apr	May	June
8 Weeks						
1. Project Initiation and Planning						
Kick-off meeting with RQ Advisory Committee						
Review and confirm approach & work plan and timelines						
Identify relevant documents and dataset to be reviewed and prepare dataset						
Co-develop with IAN a community engagement plan						
Confirm project plan with the Advisory Committee						
Deliverables: Confirmation of project goals and timelines, work plan; reporting frequency; engagement plan; document list.						
2. Research and Data Review/Analysis						
Step 1: Data Sources Review/Analysis (delivery of interim report will rely on initial reviews and assessment; ongoing data review process for final report)						
<ul style="list-style-type: none"> Identify strengths, weaknesses and gaps of identified data sources in the phase 1 Review recent 2016 Census Data, Indian Registry System Data, DISC/Statistic Canada's 2017 study on Remoteness Review Wen: De Reports, Ontario's KPMG study and Ontario's existing funding model Identify potential for expansion of data capture specific to northern indigenous communities (integrate with stakeholder engagement) Assess opportunities for alternative data capture (integrate with stakeholder engagement) Casino Rama Formula documentation Results summary, key findings 						

	Jan	Feb	Mar	Apr	May	June
	1	15	1	15	1	15
Step 2: Ministry/Agency Documents Review/Analysis						
<ul style="list-style-type: none"> Review current internal documents (Service and Financial Documents) of 3 NAN agencies (Tikimagan Child and Family Services, Payukotayno James and Hudson's Bay Child and Family Services, and Kuwaminano Child and Family Services): <ul style="list-style-type: none"> Assessment, Investigations and protection Services Expenditures Ongoing Services / Support Services Expenditures Non-Residential Client Service Expenditure Children in Care and Support Services Foster Care Service Expenditure Residential Client Service Expenditures Society and Other Care (Group) Expenditures Casino Rama Formula documentation Other identified service/financial documents Results summary, key findings 						
Deliverables: Completed Data Sources and Relevant Agency's Internal Documents Review and Analysis						
3. Agency and Community Engagement (Interviews, focus groups, survey) - Internal and Final Report						
<ul style="list-style-type: none"> Determine best approach to engage epistemic communities (interviews, focus groups, survey) - engagement map Engage the 3 Indigenous agencies on estimated resources needs; conduct data collection, synthesis and analysis Planning for Indigenous communities' input and feedback (April/May 2018) Conduct data collection, synthesis and analysis 						

	Jan	Feb	Mar	Apr	May	June
	1	15	1	15	1	15
Bi-weekly						
Determine best approach to engage epistemic communities (interviews, focus groups, survey) - engagement map						
Engage the communities on needs; conduct data collection, synthesis and analysis						
Planning for Indigenous communities' input and feedback						
Conduct data collection, synthesis and analysis						
Results summary, key findings						
Deliverables: Community input and Need Variables Analysis						
5. Co-efficient Development and Application						
Remoteness Coefficient Inputs						
• Develop Remoteness Coefficients for Interim Report						
• Revise and update Remoteness Coefficients for Final Report						
• Presentation of Interim Report to RQ Advisory Committee						
Deliverables: Draft report on co-efficients						
6. Draft Final RO and Presentation						
Deliverables: Draft final report on remoteness quotient						

Project Governance



RQ Advisory Committee Members:

- **DISC:**
 - Margaret Buist (Director General, Children and Families Branch)
 - Sabrina Kabir (Policy Analyst)
 - Salena Brickey (Manager, Children and Families Directorate)
 - Constance Marlatt (Department of Justice Counsel)
 - Micheal O’Byrne (Counsel for DISC)
- **NAN:**
 - Travis Boissoneau
 - Bobby Narcisse
 - Counsel: Falconers Associates

RQ Research Team – Phase II Interim Report (Full Résumés in Appendix B)

Paul M. Jacobson, RQ Advisor

Paul M. Jacobson is the owner of Jacobson Consulting Inc. Paul Jacobson has over 35 years of experience as a consultant. Jacobson Consulting was founded by Paul Jacobson in 1992, after 20 years of experience with Informetrica Limited in Ottawa, to provide consulting services to business and government. Areas of emphasis have included labour economics, industrial studies, health economics, model building and forecasting. Paul has a Master of Economics from Queen's University (1973) and a B.A., Economics from McMaster University (1971). In February 1993, Paul commenced private practice as principal of Jacobson Consulting Inc. and between May 1973 to January 1993, he was a senior consultant at Informetrica Limited. At Informetrica, Mr. Jacobson's responsibilities included the management of consulting activities, various forecasting services and model development. His positions included:

- Director, Research Projects Group
- Chief, Regional Industrial Analysis Group
- Chief, Quantitative Applications Group

David Stiff, Data Specialist/Economist

David is a Director at the Canadian Centre for Economic Analysis with 15 years' experience in research and numerical modelling. After completing his PhD in computational physics at Queen's University in Kingston, he held a post-doctoral research fellowship at the Max Planck Institute for Nuclear Physics in Germany before returning to Canada to take up his current position at CANCEA.

Since 2006, David has been the lead in the development of mathematical models and agent based microsimulation for economic analysis and health evaluation studies. David is also the lead architect behind the design of *Prosperity at Risk*. His most recent experience includes the development of mathematical models for the construction of an infrastructure evaluation framework that has been applied to both Canada and Ontario. Through advanced macroeconomic modeling, this framework has allowed decision makers to assess the impact of infrastructure policy upon the future productivity and competitiveness of the Ontario economy. David has also developed demographic models that have been used by the Region of Peel, Toronto Community Housing Corporation, and the Toronto District School Board.

Jack Leung, Financial Advisor

Jack specializes in commercial structuring, business and financial modelling, project finance, and value creation. His experience extends across the full investment cycle—from strategy, origination and due diligence; to deal structuring and value creation. As an adviser to investors

and operators, Jack has completed assignments across a wide array of industries, including capital projects and infrastructure, entertainment, financial services, government services, manufacturing, power and utilities, real estate, and transportation and logistics. At the London School of Economics (LSE), Jack is studying international corporate and commercial law through the Executive Master of Laws program. Jack holds a Bachelor of Commerce with Honours from the University of British Columbia. Jack is a Chartered Financial Analyst (CFA) charterholder and a certified Project Management Professional (PMP).

Nicholas Gurpersaud, Economist/Researcher

Nicholas brings more than 5 years of academic experience in the field of economics, performing in depth analysis using both analytic and econometric methods. As a consultant, he has worked within the financial industry applying econometric methods and performing economic analysis. Nicholas has experience consulting to large and small-scale projects focused in many disciplines including financial and social services. He utilizes a variety of economic methodologies that are customized to the client he is engaged with in order to provide the most comprehensive analysis. Nicholas holds a Masters of Economics.

Marion Roberts, Engagement/Researcher

Marion brings over thirty years' experience in Child Welfare. She has held senior management positions in both small and large child welfare organizations. For the past 10 years, as a consultant, Marion has engaged with First Nation communities and partnered with Aboriginal child welfare organizations in the area of capacity development. In this role, she both supported and facilitated the development of clinically based services, as well as leading a process of engaging child welfare and mental health services to plan effectively as partners in service delivery. In addition, she was a member of a project team that developed a Customary Care Process Guide for the Province of Ontario.

For ten years, Marion also worked as a clinical investigator for the Office of the Children's lawyer.

Madeleine Anderson, Engagement

Madeleine Anderson brings to this project 17 years in the social and health services sectors. She began her career working as a program manager in the Violence against Women sector, starting off in direct service and eventually managing the Mental Health, Women and Violence, Senior Home Support, Resource and Referral and the Youth Programs. She has an extensive background in program evaluation and project management.

As a consultant, Madeleine has lead numerous facilitation, training, program evaluation and program reviews for a wide range of clients including Child Welfare agencies, Hospitals, First

Nation communities and both the provincial and federal government, Tungasuvvingat Inuit in Ottawa, and the Southern Authority First Nations Network of Care (Manitoba)

Louis To, Financial Advisor

Louis To brings more than 38 years of financial experience in managing the second largest child welfare agency in Ontario; and providing audit, accounting and management consulting services with one of the Big Four CPA firms. As the Director of Finance, Administration and Information Technology of a \$100 million child welfare agency, he was involved in all facets of the operation, covering such broad areas as Board visioning, strategic planning, management of financial services, budgeting, technology direction, financial and case management system design, property management, funding negotiation with senior Ministry officials, enterprise risk management program and union negotiation.

While working at the child welfare sector, he was very active provincially at the Ontario Association of Children's Aid Societies. He sat on many committees, including the Funding Advisory Committee and the Accountability and Outcome Committee. These key committees were responsible for providing advice to senior Ministry officials and the Child Welfare Sustainability Commission on policy matters such as Funding Formula, outcome measures and key performance indicators.

In 2012, the Ministry introduced a new funding formula, no deficit legislation, an Accountability Agreement, and reduced the funding envelop for child welfare sector. This major change in funding approach resulted in a reduction of \$10 million in funding over a four-year period for Catholic Children's Aid Society. As part of the Executive Team, Louis played a key role in the creation of a Sustainability Plan which brought a balanced budget to the agency. Over the past several years, he was a subject matter expert on the financial system design group that helped the Ministry shape the design of the Child Protection Information Network (CPIN), a \$180 million Ministry project to bring a single information system for child welfare.

While working in child welfare, he served for more than 10 years on the Board of Directors of Aisling Discoveries Child and Family Centre, in the capacity as Treasurer and President of the Board. While acting as President, he was instrumental in the merger of two children mental health centres, streamlining children mental health services to families in Scarborough. His extensive child welfare experience is supplemented by 12 years of auditing, accounting and management consulting experience with one of the largest CA firms in the country, providing financial services to a wide variety of industries, from entrepreneurs to publicly-traded companies.

Barb Feldman, Editor

Proactive and meticulous editor, writer, researcher, and critical thinker; delivers engaging and audience-appropriate material for non-profits, governments, business and the general public;

proven expertise in making complex concepts accessible to non-specialist readers.

Dino Radocchia, Project Manager

Dino's expertise is in program delivery in the areas economic development, Indigenous community capacity building and infrastructure investment through his 26 years with the Province of Ontario. Dino has assisted First Nations by aligning their objectives with provincial and federal funding programs, regulatory frameworks and innovative partnerships with industry and community groups. As a seasoned policy formulator and negotiator, Dino has forged partnerships between the various levels of government to deliver funding across sectors. He has also worked at federal government level focusing in First Nation audits and the delivery of National Research Council programs. Dino was the project manager for the Phase 1 update to the Barnes 2006 Remoteness Report and his experience in project and program delivery is based on his senior advisory and managerial positions in the ministries of: Finance, Municipal Affairs and Housing; Aboriginal Affairs; Economic Development, Employment and Infrastructure; Energy; and Agriculture, Food and Rural Affairs.

Yarith Ker, Project Administrator/Researcher

Yarith currently holds a position as management consultant as well as managing director role in technology and innovation at Barnes Management Consulting Group in providing environmental scan, research, analysis, project management, and support for project delivery to clients in the public agency and child welfare sector. Yarith has numerous years of experience in financial accounting, financial analysis, business development, marketing, business analysis & IT, and project management. Graduated from Concordia University in Montreal, Quebec specializing in Finance, Yarith has worked with financial institutions in the area of data & financial analysis and financial reporting.

Appendix A: Project Workplan

This detailed work plan identifies the initial RQ information and data sets to be used in the development of remoteness coefficients and key activities and milestone dates that will guide the RQ Research Team effort.

Agencies subject to the review: Tikinagan Child and Family Services, Payukotayno James and Hudson's Bay Child and Family Services, and Kuuwanimano Child and Family Services.

Month Ending	Jan	Feb	Mar	Apr	May	June
I. Project Initiation and Planning						
Establish RQ Advisory Committee – (DISC, NAN, HC, Stats Canada)						
Review and confirm work plan and timelines						
Review the list and types of documents required from DISC, NAN, Government of Ontario, and others						
Initiate dataset development						
Develop terms of reference with NAN for co-development of the consultation framework with First Nations						
Determine need for travel – frequency, location, and participants						
Discuss methodologies and data requirements						
Deliverables: Confirmation of data sets and methodologies; RQ Advisory Committee role and overall work plan						
II. Research and Data Review/Analysis						
<i>Initiate analytic framework and allocate support roles</i>						
Step 1: Data Sources Review/Analysis						
Statistics Canada:						
2016 Census						

Month Ending	Jan	Feb	Mar	Apr	May	June
2011 National Household Survey						
(1) Wen:De - "We are Coming to the Light of Day (2005)						
(2) Wen:De - The Journey Continues (2005)						
Indian Registration System (IRS)						
Treaty Annuity List						
MCYS Report: KPMG's Review of Child Welfare Funding						
Band Classification Manual /Remoteness Index (BCM)						
Indian Registration System (IRS) of NAN agencies: 0-18 Population						
DISC/Statistics Canada's 2017 study on remoteness						
Fact sheet on differences between Indian Registry System and National Household Education and Remoteness Funding						
Treasury Board Policy and National Joint Council on Isolated Posts Allowance						
National Joint Council						
Isolated Posts and Government Housing Directive: https://www.njc-cnm.gc.ca/directive/d4/en						
Treasury Board						
Isolated Posts and Government Housing: https://www.canada.ca/en/treasury-board-secretariat/services/terms-statistics-canada-and-the-isolated-posts-fuel-and-utilities-index-allowance-system:						
https://www.canada.ca/en/treasury-board-secretariat/services/terms-conditions-employment/statistics-canada-health-canada-salary-and-allowances-for-nurses:						
https://www.canada.ca/en/health-canada/services/nursing-careers/apply-now-nursing-jobs/salary-allowances.html						
Community Well Being Index						
CWB Index - http://www.aadnc-aandc.gc.ca/eng/1100100016579/1100100016580						
Ontario CWB Index http://www.aadnc-aandc.gc.ca/eng/1421431618058/1421431680235						
First Nations Profiles						
Interactive Map - http://cipbn-fnpim.aadnc-aandc.gc.ca/index-eng.html						

Month Ending	Jan	Feb	Mar	Apr	May	June
Individual Profiles - http://fnp-ppn.aandc-aandc.gc.ca/fnp/Main/index.aspx?lang=eng						
Cost Reference Manual from 2005						
Payukotayno 2007-08 to 2016-17 Audited Financial Statements and Quarterly Reports for 2017						
http://www.blakout.ca/documents/casfinancials/2007-08/Payukotayno%20AFS%2007-08.pdf						
http://www.blakout.ca/documents/casfinancials/2008-09/Payukotayno%20AFS%2008-09.pdf						
http://www.blakout.ca/documents/casfinancials/2009-10/2009-10-AFS-Payo.pdf						
http://www.blakout.ca/documents/casfinancials/2010-11/2010-11-AFS-Tikinagan.pdf						
Tikinagan 2007-08 to 2016-17 Audited Financial Statements and Quarterly Reports for 2017						
http://www.blakout.ca/documents/casfinancials/2007-08/Tikinagan%20AFS%2007-08.pdf						
http://www.blakout.ca/documents/casfinancials/2008-09/Tikinagan%20AFS%2008-09.pdf						
http://www.blakout.ca/documents/casfinancials/2009-10/2009-10-AFS-Tikinagan.pdf						
Kunuwaimano Audited Financial Statements and Quarterly Reports for 2017						
Principles on Remote Service Delivery with Indigenous peoples in Australia and the Australian Government						
CMHC provided the On-Reserve Housing Conditions Online Appendix Tables.						
https://www.cmhc-schl.gc.ca/en/hoficincl/observer/observer_043.cfm						
Health Canada 2007 report on a Needs-Based Funding Model that was prepared for an AFN-HC task group, which						
Fact sheet on the Casino Rama formula in Ontario, which includes a calculation for remoteness						
Band Support Funding formula page https://www.aadnc-aandc.gc.ca/eng/1100100013828/1100100013833#chp18						
Current Child Welfare Funding Model – Data Allocation; 2013-14 to 2016-17; for all 3 agencies						
Child Welfare Funding Model – Ontario schematic						
NAN Unemployment Rates NHS 2011 FOR 22 NAN communities						
Bands by Indigenous Identity Groups, NHS 2011 for 41 NAN communities						
Business Registry and CDs						
Agency organizational needs assessment submitted to DISC						
Review of other secondary and primary information						

Month Ending	Jan	Feb	Mar	Apr	May	June
Deliverables: Completed Data Source assessment and analysis of relevant agency's internal documents						
III. NAN Communities co-development, engagement and input						
RQ Research Team and NAN to develop community engagement materials						
Prepare for community input and feedback phase						
IV. Co-efficient Development and Application						
Deliverables: Remoteness co-efficient impact on allocations						
IV. Draft RQ Interim and Final Report and Presentation to RQ Advisory Committee						
Finalize Remoteness Quotient Interim report and Presentation to NAN and DISC						
Final Report to NAN and DISC						
Deliverables: Interim Barnes Report for Phase II and Final Phase II Report						

Appendix B: Stakeholder Engagement List

Stakeholders	
Ontario Government	
	Province of Ontario: Ministry of Children and Youth Services; Ministry of Health and Long-term Care
Kunuwanimano Child & Family Services:	
	<ul style="list-style-type: none"> • Executive Director: Jennifer Cool • Director of Finance: Lisa Guacci
	Beaverhouse First Nations
	Brunswick House First Nations
	Chapleau Cree First Nations
	Chapleau/Ojibwe First Nations
	Constance Lake First Nations
	Hornepayne First Nations
	Matachewan First Nations
	Mattagamí First Nations
	Missanabie Cree First Nations
	Wahgoshig First Nations
	Taykwa Tagamou Nation
Payukotayno James and Hudson Bay Family Services:	
	<ul style="list-style-type: none"> • Executive Director: Charlene Reuben • Director of Finance: Leona Jefferies
	Moosonee Attawapiskat First Nation
	Kashechewan First Nation

Stakeholders	
Moose Factory	
Moose Cree First Nation	
Moosonee (development Area Board)	
Peawanuck	
Weenusk First Nation	
Tikinagan Child and Family Services:	
• Executive Director: Thelma Moore	
• Director of Finance: Arlene McCendon	
Aroland	
Bearskin	
Cat Lake	
Deer Lake	
Eabametoong	
Fort Severn	
Kasabonika Lake	
Keewaywin	
Kingfisher Lake	
Koocheching	
Kitchenuhmaykoosib Inninuwit	
Lac Seul	
MacDowell Lake	
Marten Falls	
Mishkeegogamang	
Muskrat Dam Lake	
Neskantaga	

Stakeholders	
	Nibinamik
	North Spirit Lake
	Pickle Lake
	Pikangikum
	Poplar Hill
	Sachigo Lake
	Sandy Lake
	Saugeen
	Slate Falls
	Wapekeka
	Wawakapewin
	Webequie
	Wunnumin

Appendix C: RQ Research Team Resumes

PAUL M. JACOBSON

Health and Social Services Projects

In 2006, Mr. Jacobson completed studies on chronic disease issues for Health Canada. He led a study on Aboriginal chronic care approaches focusing on approaches tried in other jurisdictions including the US, Australia and New Zealand. He authored a study dealing specifically with Aboriginal diabetes for Health Canada.

In 2007, Mr. Jacobson completed a study for Alberta Health and Wellness on measuring healthcare productivity. In 2007, Mr. Jacobson completed a study of the EI Illness benefit for HRSDC involving WES and Survey of Labour Income Dynamics (SLID) data. In 2008, Mr. Jacobson prepared a report on the feasibility of evaluating a Chronic Obstructive Pulmonary Disease (COPD) program for the North of 60.

In 2008, Mr. Jacobson completed a literature and data review on chronic disease and disability trends for a consortium of rehabilitation hospitals in Toronto. This paper explicitly looked at chronic disease, injury and key disease trends for the Toronto area that would impact the demand for rehabilitation services.

In 2009, the major LHIN strategic study, by JCI, was utilized as input to the Integrated Health Services Plan. It highlighted key service trends in TC LHIN and identified strategic issues for the LHIN including the high patient inflows. Planning and funding challenges as well as issues of equity and accountability were also studied in the report. In addition, TC LHIN commissioned JCI to prepare a paper summarizing some European trends in integrated health care to inform discussions within the LHIN about integrated care and care management. As well as the projects outlined above, during 2009, Mr. Jacobson, as a subcontractor to Informetrica Limited, created an economic cost projection model for diabetes mellitus. Mr. Jacobson later developed an updated model incorporating additional diseases and presented the results in one of the sessions in the 2010 CAHSPR conference in Toronto.

In 2010, Mr. Jacobson collaborated with Informetrica Limited to develop a funding model for the Child Welfare Sector in Ontario. In 2012, Mr. Jacobson was the lead author on a study of interprofessional teams in primary care. This material is available on the CHSRF web site.² In 2014 and 2017, Mr. Jacobson developed employment and wage indicators for the Canadian Federation of Nursing Unions.

In 2017, Mr. Jacobson was part of a team lead by KPMG that worked on recommendations for child welfare funding models for Ontario. In the same year, Mr. Jacobson completed a project for the Assembly of First Nations on the funding requirements for First Nations post-secondary education. Earlier health care projects include reviews of health care funding and sustainability for provincial governments, value for money studies for a provincial government, reviews of chronic disease

² <http://www.cfhi-fcass.ca/PublicationsAndResources/ResearchReports/ArticleView/12-06-27/0f362096-8b8e-4f67-b2c0-65f6e95b2bdf.aspx>

management issues and other strategic questions for a major complex continuing care facility in Toronto.

Industrial and Labour Market Experience

Mr. Jacobson has substantial experience with the preparation of industry studies. Assignments relative to various industry studies, particularly the distributive trades and manufacturing, for Industry Canada, HRSDC and the Retail Council were undertaken since the inception of the firm. Specific details of these projects are available on request. Many of the industrial studies involve specific consideration of the strengths, weakness, opportunities or threats faced by the sector. These studies dominantly focus on labour-related issues.

In 2005, Mr. Jacobson completed a study on the structure of the retail sector that incorporated Labour Force Survey (LFS) analysis as well as Workplace and Employee Survey (WES) data. The latter study is available on Industry Canada's web site. In 2005-8, Mr. Jacobson was involved in several studies for Industry Canada looking at the role of specific service-sector occupations in the industrial structure of Canada and the U.S. as well as purchased services in a number of countries. The initial study focused on the broad range of service inputs to manufacturing.

In 2007, Mr. Jacobson finished work with Industry Canada on a study of the industrial design function in the economy. In 2007, Mr. Jacobson completed a study of the EI illness benefit for HRSDC involving WES and Survey of Labour Income Dynamics (SLID) data.

In 2008, Mr. Jacobson completed data studies for the Retail Council of Canada and also developed a methodology for estimating the contribution of aboriginal workers to GDP for Indian and Northern Affairs Canada.

In 2009, Mr. Jacobson completed a study on knowledge-intensive activities in Canadian industries for Industry Canada. For HRSDC and the Retail Council in 2009, in conjunction with the Innovative Research Group, Mr. Jacobson completed a study on the workplace environment for retail. Mr. Jacobson continues to provide statistical support and data products for the Retail Council. In 2010-11, this included continued supply of the statistical publication Retail Fast Facts as well development of detailed provincial statistical material. . In 2013, Mr. Jacobson produced an extensive catalogue of internal reports incorporating labour market material as well as industrial detail using special tabulations from the Labour Force Survey as well as special JCI analysis using the LFS microdata files. This project also included a detailed input-output model study focusing on the employment impacts of retail purchases. The analysis for the Retail Council continues monthly based on a substantial R infrastructure developed by Mr. Jacobson in 2016 and ongoing.

Publications

Mr. Jacobson has published two articles on health care policy and insurance in Policy Options (August 2004, September 2005). Links to this material are on the JCI web site. The web site also contains recent reports prepared for the Toronto Central LHIN, and for the Retail Council.

In August 2012, Mr. Jacobson presented a detailed study on wage inequality for the CAFE Moneco-Econtro policy conference. Links to this material are available on the CAFE web site.

Areas of Expertise

Planning and Policy Analysis

Many of Mr. Jacobson's assignments have been directed at specific policies. For example, in 2006, Mr. Jacobson analyses policy issues with respect to income replacement for long-term illness for HRSDC. In 2010, Mr. Jacobson analyzed the economic impact of a specific program for Indian and Northern Affairs. These studies all required the preparation of specific reports and presentation material. In 2007, Mr. Jacobson prepared a study of the measurement of health care productivity for the Alberta government and the results were presented at a seminar in Edmonton in 2008. In 2009, many of Mr. Jacobson's assignments were focussed on health care including a strategic planning report for the Toronto Central Local Health Integration network. In 2010, the policy studies included work on a funding model for child welfare in Ontario and the economic analysis of the residential schools settlement.

Research

Mr. Jacobson's principal focus as a consultant has been on the delivery of specific research to support policy development and strategic planning. Recent analysis has focused on two areas, health care and labour. In 2007, Mr. Jacobson prepared a study of the measurement of health care productivity for the Alberta government and the results were presented at a seminar in Edmonton in 2008. In 2008, Mr. Jacobson prepared a research report for the complex care hospitals in Toronto related to the requirements for the complex and rehabilitation care in Ontario. As noted above, Mr. Jacobson has undertaken methodological research on the estimation of the contribution to GDP of aboriginal workers as well as a number of detailed studies of the role that key service activities and occupations play in the Canadian economy. The latter work was undertaken for Industry Canada.

In August of 2012, Mr. Jacobson presented a paper on wage inequality at the CAGE Monco-Econtro conference.

Over the years, Mr. Jacobson has created many statistical studies and presentations for the Retail Council of Canada. Mr. Jacobson also prepared research on the structure of retail labour markets in specific areas for a large legal firm and appeared numerous times as an expert witness in legal proceedings associated with that material.

Other research clients have included Citizenship and Immigration Canada, Health Canada as well as industrial clients such as INTERAC and the Offord Group.

All of these studies require a substantial knowledge of both statistical data and presentation. Mr. Jacobson regularly processes very large databases using various relational database systems as well as statistical software. Mr. Jacobson maintains current copies of a number of large Statistics Canada datasets including the major population surveys (SLID, CCHS, NPHS, GSS). Mr. Jacobson regularly commissions highly-detailed special tabulations from Statistics Canada, other government agencies as well as the authorities in other countries.

Forecasting

At Informetrica Limited for the first 20 years of his career, Mr. Jacobson led the development of the

major forecasting models. He has undertaken numerous employment forecasting studies, many for the Canadian Occupational Projection system (COPS) work at HRDC and its successor departments. Some years ago, Mr. Jacobson completed a review of employment forecasting approaches for COPS. Recent forecasting experience includes the development of an economic cost of diabetes model and forecast for the Canadian Diabetes Association as a subcontractor to Informetrica Limited in 2009. This model focused on the costs to society and to the health care system of diabetes and its associated co-morbidities. Mr. Jacobson developed a substantial revision of this model with an expanded treatment of co-morbidities and social costs. The results of this work were presented as conference paper at the recent Canadian Association for Health Services and Policy Research (CAHSPR) conference in Toronto in May 2010. Mr. Jacobson also prepared an economic forecasting study of a major aboriginal grant program using the Informetrica econometric model (TIM) as well as detailed Census tables. Mr. Jacobson also utilizes the multi- country forecasting model from Oxford Economics and works as a sales consultant to them.

Strategic Planning

Strategic planning requires a good environmental scan along with a thorough analysis of issues. Many of Mr. Jacobson's studies have been specifically oriented to strategic planning. Specifically, the work on chronic disease, integrated care and the strategic white paper prepared for the Toronto Central LHIN contains very significant environmental scan components incorporating detailed literature and data reviews to identify key issues for the client. This study also required detailed interviews with senior executives in the health care sector in Toronto.

Selected Recent Project Summary

Selected projects are outlined below with references available on request. Details of other projects listed in Mr. Jacobson's CV are available on request.

Selected Projects for Paul Jacobson	
Organization	Description
KPMG - 2017	Review of Child Welfare Funding Model
AFN - 2017	Funding Requirements for First Nations post-secondary education
PCS/MOI 2013	Local Infrastructure Requirements
Industry Canada - 2006	Services and Manufacturing
Industry Canada - 2006	The Logistics Role in the Canadian Economy
Industry Canada - 2007	Design Sector in the Canadian Economy
Industry Canada - 2009	The Role of Knowledge-Intensive Business Services As an Input to Other Sectors
Retail Council of Canada 2005 and ongoing	The Structure of Retail Trade in Canada in 2005 and ongoing statistical and data presentations
Retail Council/HRSDC - 2009	Retail Sector Statistical Overview – prepared as part of a broader situational overview with the Innovative Research Group
Commission for the Promotion of Sustainable Child Welfare - 2010	A Funding Model For Child Welfare – prepared in conjunction with Informetrica Limited
Indian and Northern Affairs - 2010	Indian Residential Schools Settlement Agreement: Economic Impact
Toronto Central LHIN 2009	Integrated Care Notes; A Discussion Document using European Examples to Inform Thinking on Integrated Care and Care Management - available on JCI web site A paper summarizing some European trends in integrated health care to inform discussions within the LHIN about integrated care and care management
Toronto Central LHIN 2009	Strategy White Paper – available on JCI web site The paper, a major LHIN strategic study, was utilized as input to the Integrated Health Services Plan. It highlighted key service trends in TC LHIN and identified strategic issues for the LHIN including the high patient inflows. Planning and funding challenges as well as issues of equity and accountability were also studied in the report.
Informetrica Limited for the Canadian Diabetic Association -2009	Economic Costs of Diabetes – A model was developed which forecast incidence and prevalence of diabetes and associated economic costs.

Selected Projects for Paul Jacobson	
Organization	Description
Toronto Rehab Hospitals - 2008	Rehabilitation and Complex Continuing Care - available on JCI web site This paper was a literature and data review on chronic disease and disability trends for a consortium of rehabilitation hospitals in Toronto. This paper explicitly looked at chronic disease, injury and key disease trends for the Toronto area that would impact the demand for rehabilitation services
Alberta Health and Wellness – 2007	The study <i>Opportunities and Issues with Measuring Healthcare Performance and Productivity</i> focussed on the measurement of government productivity in the national accounts but also reviewed general performance measurement of government activities at the aggregate level.
Health Canada – Aboriginal Projects - 2006	JCI led a study entitled <i>Chronic Disease Prevention: A Review of the Effectiveness Literature</i> and sole authored a study entitled <i>Expanding the Understanding of the Impacts of Aboriginal Diabetes Prevention Activities</i> .
Health Canada 2008	Feasibility of Cost-Benefit Analysis of the Respiratory Health Framework in North of 60 Canada
Retail Council/HRSDC - 2009	Retail Sector Statistical Overview – prepared as part of a broader situational overview with the Innovative Research Group
HRSDC - 2006	An Analysis of the Relationship between Employment Insurance Illness Benefits and the Private Sector Options
Indian and Northern Affairs – Canada, 2008	A Methodology for Estimating the GDP Contributed By Aboriginal Workers in the Labour Force
Support to Strategic Planning – Bridgepoint Health (2004, 2005 and 2006)	This is an ongoing project to provide literature and trend analysis about processes, procedures and care trends relevant to Bridgepoint Health. Issues addressed have centered on Chronic Disease Management but have also covered quality and other issues.
Health Care Human Resource Modeling and Data Summary – prepared for Health Canada (ARAD) 2002	A review of employment forecasting data and literature relevant to health care human resource modeling.
Value-For-Money Review- Ontario Government 2001-2	participation in a comprehensive program review of Ontario government healthcare activities

Education

Paul M. Jacobson, a consulting economist with more than 30 years experience in economics, econometrics and information processing

- M.A., Economics, Queen's University (1973)
- B.A., Economics, McMaster University (1971)

Areas of Practice

Health Economics

Industry analysis and models

Demographics

Social and health policy analysis and modelling

Econometric and Statistical Analysis

Regional Analysis

Policy and Program Evaluation

Value-For-Money Audits

Labour economics

Policy analysis

Financial Modelling and Analysis

Forecasting

Software and Database Development

Taxation and General Government Policy

Input-output analysis

Dr. DAVID STIFF

Overview

David is a Director at the Canadian Centre for Economic Analysis with 15 years' experience in research and numerical modelling. After completing his PhD in computational physics at Queen's University in Kingston, he held a post-doctoral research fellowship at the Max Planck Institute for Nuclear Physics in Germany before returning to Canada to take up his current position at CANCEA.

Since 2006, David has been the lead in the development of mathematical models and agent based microsimulation for economic analysis and health evaluation studies. David is also the lead architect behind the design of *Prosperity at Risk*. His most recent experience includes the development of mathematical models for the construction of an infrastructure evaluation framework that has been applied to both Canada and Ontario. Through advanced macroeconomic modeling, this framework has allowed decision makers to assess the impact of infrastructure policy upon the future productivity and competitiveness of the Ontario economy. David has also developed demographic models that have been used by the Region of Peel, Toronto Community Housing Corporation, and the Toronto District School Board.

Education

2007	Postdoctoral Fellow	Max Planck Institute for Nuclear Physics, Heidelberg, Germany
2003	Ph.D.	Doctorate in Physics, Queen's University, Kingston, Canada
1998	B.Eng.	Bachelor of Engineering Physics with Distinction, McMaster University, Hamilton, Canada

Work Experience

2011-Current	Director, Applied Research, Canadian Centre for Economic Analysis, Toronto, Canada
2008-2010	Manager, Applied Research, RiskAnalytica, Toronto, Canada

Projects, Presentations, and Publications:

D. Stiff; P. Smetanin. Ontario Infrastructure Investment: Federal and Provincial Risks & Rewards. Canadian Centre for Economic Analysis, 2016

P. Smetanin; D. Stiff. Investing in Ontario's Public Infrastructure: A Prosperity at Risk Perspective, with an analysis of the Greater Toronto and Hamilton Area. The Canadian Centre for Economic Analysis, 2015.

P. Smetanin; D. Stiff. Population and Job Growth Planning: Places to Grow and socioeconomic considerations. The Canadian Centre for Economic Analysis, 2015

P. Smetanin; D. Stiff; P. Kobak; I. Moca; B. Miloucheva. Region of Peel Growth Analysis to 2041: Costs, Benefits, 2015

P. Smetanin; D. Stiff; B. Miloucheva Investing in the GTHA's Infrastructure for Economic Growth and Prosperity, 2015

P. Smetanin; D. Stiff; B. Miloucheva. Investing in the GTHA's ICI Infrastructure, 2015

P. Smetanin; D. Stiff; I. Moca. Socio-Economic Analysis: Value of Toronto Community Housing's 10 year Investment Plan.

Smetanin, P., Stiff, D., and Kobak, P., Ontario Infrastructure Investment: Federal and Provincial Risks & Rewards. The Canadian Centre for Economic Analysis, 2014.

Smetanin, P., Stiff, D., and Katsivo, L. Region of Peel Economic Study: Water and Wastewater Infrastructure Investment Beyond 2031. The Canadian Centre for Economic Analysis, 2014

Stiff, D; Smetanin, P.; McNeil, Douglas (2011) Public Infrastructure Investment in Ontario: The Economic Importance of Staying the Course. An Independent Study Commissioned by Residential and Civil Construction Alliance of Ontario.

Stiff, D; Smetanin, P. (2010) Public Infrastructure Underinvestment: The Risk to Canada's Economic Growth. An Independent Study Commissioned by Residential and Civil Construction Alliance of Ontario.

Smetanin, P., Stiff, D., Briante, C., Adair, C.E., Ahmad, S. and Khan, M. The Life and Economic Impact of Major Mental Illnesses in Canada: 2011 to 2041. RiskAnalytica, on behalf of the Mental Health Commission of Canada 2011.

Smetanin, P., Kobak, P., Briante, C., Stiff, D., Sherman, G., and Ahmad, S. Life and Economic Burden of Arthritis in Canada 2010 to 2040. RiskAnalytica, on behalf of the Alliance for a Canadian Arthritis Program 2011.

Smetanin, P; Stiff, D; Kumar, A; Boivin, G; Oxford, J. (2010) Economic Evaluation of pandemic H1N1 interventions in Canada. In press.

Stiff, D; Boivin, G; Smetanin, P. (2010) Economic Cost-effectiveness models of pandemic antiviral strategies by modelling antiviral resistance. In press.

Copeland, W. Adair, C. Smetanin, P. Stiff, D. Briante, C. Colman, I. Fergusson, D. Horwood, J. Poulton, R. Costello, J. Angold, A. Diagnostic Transitions from Childhood to Adolescence to Early Adulthood. The Journal of Child Psychology and Psychiatry. 2013

Stiff, D; Smetanin, P. (2013) Dynamic Efficiency and Precision Medicine. In press.

Scott B. Patten; Elizabeth Lin; Patricia J. Martens; David Stiff; Paul Smetanin; Carol E. Adair. Synthesis through Simulation: Insights on the Epidemiology of Mood and Anxiety Disorders in Canada. Canadian Journal of Psychiatry. 2012

Stiff, D; Kumar, A; Kissoon, N; Fowler, R; Jouvett, P; Skippen, P; Smetanin, P; Kesselman, M; Veroukis, S. (2010) Potential pediatric intensive care unit demand/capacity mismatch due to novel pH1N1 in Canada. *Pediatr Crit Care Med* 2011 Vol. 12, No. 1.

Smetanin, P; Stiff, D; Kumar, A; Kobak, P; Zarychanski, R; Simonsen, N; Plummer, F. (2009) Potential intensive care unit ventilator demand/capacity mismatch due to novel swine-origin H1N1 in Canada. *Canadian Journal of Infectious Diseases and Medical Microbiology* Vol. 20, No. 4 Winter 2009.

Smetanin, P; Kobak, P; Briante, C; Stiff, D; Sherman, G; Ahmad, S. (2009) Rising Tide: The Economic Impact of Dementia in Canada 2008 to 2038.
http://www.alzheimer.ca/docs/RisingTide/Rising%20Tide_Full%20Report_Eng_FINAL_Secured%20version.pdf

Smetanin, P; Kobak, P; Stiff, D; Sherman, G; Briante, C. (2009) Contrast of Prophylactically Protecting Canadian Health Care Workers and Emergency Service Providers: A Moderate Canadian Pandemic Mathematical Assessment. Longwoods Publishing.
http://www.longwoods.com/articles/images/Prophylactically_Protecting_Can_Healthcare_Workers_Emergency_Service_Providers_ExecSummMay09.pdf

Smetanin, P; Stiff, D. (2009) Potential Canadian Absenteeism due to the 2009 H1N1 Influenza Virus. *Canadian Benefits and Compensation Digest*. Vol. 27, No. 6. December 2009.

JACK LEUNG

Project Development Experience – Real Estate and Accommodation

- Columbus Tower and St. Mary's Elementary School Redevelopment (2016 – present). Jack was the relationship and engagement manager of the KPMG financial advisory team to advise St. Mary's Parish on the redevelopment of Columbus Tower and St. Mary's Elementary School—a unique private-sector land value capture initiative in Vancouver. Jack (i) led the development of the financial model to calculate the Parish's financing and fundraising requirements; (ii) analyzed the Parish's future cash flows and profitability under a range of potential deal structures; and (iii) presented the financial results to the Parish's project leadership.
- Runnymede Healthcare Centre: Community Health and Primary Care Facility Development (2017 – present). Jack was the lead member of the KPMG financial advisory team to advise Runnymede Healthcare Centre on the acquisition of a property to support the development of a new community health and primary care facility. Jack managed all work streams, including: (i) leading the development of a financial model; and (ii) analyzing the future cash flows under a range of potential project options.
- Toronto Residential Real Estate Development (2017). Jack was the lead member of the KPMG financial advisory team to advise an established Canadian real estate developer on the construction of two residential towers in Toronto. Jack managed all work streams, including: (i) leading the development of a financial model; and (ii) analyzing the developer's future cash flows and profitability under a range of potential deal structures, including the addition of a joint venture partner.
- St. George's School Campus Redevelopment (2016 – 2017). Jack was the engagement manager of the KPMG financial advisory team to advise St. George's School on its campus redevelopment plan in Vancouver. Jack (i) led the development of the financial model to calculate the School's financing requirements; (ii) analyzed the School's maximum debt capacity and authorized debt limit in preparation for negotiations with lenders; and (iii) developed a high-level dashboard to facilitate strategic discussions for non-financial members of the School's governance board.
- Sinclair Centre Redevelopment (2015 – 2016). Jack was the engagement manager of the KPMG team to advise Public Services and Procurement Canada on the redevelopment of Sinclair Centre—a government-owned complex of four heritage buildings in Vancouver's central business district. Jack (i) developed an innovative proprietary space supply-demand reconciliation model, which assigns occupants to available spaces, to assess up to 720 permutations of six project options; (ii) developed the financial model to assess project options; and (iii) validated the client's commercial and financial assumptions, including market demand and rental rates.
- West Vancouver Police Services and Municipal Hall (2015). Jack was the lead member of the KPMG team to validate the District of West Vancouver's funding solution for the Police Services and Municipal Hall—the District's most significant infrastructure investment by capital cost to date. Jack (i) created a shadow financial model to analyze the project's impact to the District's future cash flows and financial statements; (ii) reviewed the borrowing terms of the Municipal Finance Authority of British Columbia; and (iii) wrote the validation report to the Chief Administrative Officer.

- Site C Clean Energy Project Worker Accommodation (2015). Jack was a core member of the KPMG team to support BC Hydro and Partnerships BC in the procurement of a C\$470 million temporary construction camp for the Site C Clean Energy Project. Jack (i) reviewed the RFP submissions for compliance, including examining five proponent teams' corporate structures, financial capacities and distributions of design-build obligations; (ii) reviewed the proponent teams' financial models; and (iii) developed BC Hydro's definitive records for the evaluation process.
- Alberta Northern Hub Laboratory and Services – Northern Hub (2014). Alberta Health Services (AHS) had planned a hub-and-spoke model for clinical laboratory services—the Northern Hub was intended to be the first of two hubs in Alberta. Jack was a core member of the PwC team to support AHS in the procurement of a service provider for 15 years. Jack (i) reviewed the RFP submissions for compliance, including examining the three proponent teams' corporate structures and financial capacities; (ii) facilitated consensus evaluation meetings; and (iii) developed AHS's definitive records, including cost models, for the evaluation process.
- Penticton Regional Hospital Patient Care Tower (2013). Jack was a member of the PwC team to support Interior Health Authority and Partnerships BC in developing the business case for the DBFM procurement of the C\$325 million Patient Care Tower. Jack validated of Partnerships BC's financial model.

Relevant Project Experience

- South Australia Land Services Concession: Bid Development (2017). Jack was a core member of the KPMG team to support a leading global Canadian registry and information services provider in developing its bid for the 40-year concession of the Government of South Australia's land registry and valuation services. Jack managed multiple work streams, including: (i) coordinating the client through the bid development process; and (ii) designing the post-transaction integration plan—a bid submission requirement—for the transfer of assets, employees and operations, including shared services and contracted services.
- Business Solutions SaaS Company: Commercial Due Diligence (2016). Jack was a core member of the KPMG team to advise a major Canadian group benefits broker and advisor on the standalone economics and synergy opportunities of a business solutions software-as-a-service (SaaS) company. Jack managed multiple work streams, including: (i) validating the target's profitability assertions by analyzing lead conversion; customer upgrade, downgrade, attrition and return patterns; and usage behaviour; (ii) analyzing cross-selling opportunities; (iii) defining and assessing the industry's value chain, competitive landscape and convergence; and (iv) preparing the commercial due diligence report for the client's Chief Executive Officer.
- Brazilian Renewable Energy Portfolio: Operating Model Options (2017). A Canadian pension fund formed a joint venture with a major Brazilian energy company to own and further develop a portfolio of over ten wind farms in Brazil. Jack was a member of the KPMG team to review and design alternative post-transaction operating model options for the Canadian pension fund. Jack was responsible for multiple work streams, including: (i) reviewing the operating model option that was proposed by the client's joint venture partner; (ii) reviewing the operating model options that were developed by the preceding KPMG team; and (iii) preparing the final report for the client's Senior Principal.

- North American Automotive Components Manufacturer: Business Restructuring (2016). Jack was a core member of the KPMG team to develop a plan to restructure one of North America's largest full-line manufacturer of automotive and agricultural tillage components. Jack managed all work streams, including: (i) leading management interviews to inquire commercial and operational contexts; (ii) reconciling cross-departmental data sets to analyze the client's operational performance; (iii) validating performance improvement hypotheses with respect to strategic sourcing, labour efficiency, inventory distribution, manufacturing wastage and product pricing; and (iv) preparing the turnaround plan for the client's Chief Restructuring Officer.
- Global Renewable Energy Portfolio: Operating Model Options (2016). A major exchange-listed oil and gas company in North America was interested in acquiring a global renewable energy portfolio with 300 MW of operating capacity and 2,900 MW of capacity in construction/development. Jack was a core member of the KPMG team to develop a set of operating model options to profitably integrate the portfolio to the client's existing network. Jack was involved in all work streams, including: (i) designing operating model options and assessing associated high-level risks; (ii) overseeing the calculation of current-state organizational and financial baselines, ongoing future-state costs and one-time implementation costs; and (iii) preparing the report for the client's acting Vice President.
- Canadian Venue Operator and Entertainment Manager: Business Transformation (2015 – 2016). Jack was a lead member of the KPMG team to advise and support a major Canadian venue operator and entertainment manager on business transformation issues. KPMG's engagement was extended twice because Jack's work was well received by the client's senior leadership, including the Chief Executive Officer, Chief Financial Officer and General Counsel.
- Contract Lifecycle Management (2016). Jack was the lead member of the KPMG team to review contract lifecycle management processes. Jack managed all work streams, including: (i) reviewing policies and procedure instructions; (ii) leading management interviews to inquire commercial and operational contexts; (iii) outlining process baselines, and identifying deviations, risks and optimization opportunities; and (iv) preparing the report for the Chief Executive Officer and Internal Audit Manager.
- Operating Model Options (2016). Jack was a lead member of the KPMG team to develop operating model options as the client considered business scope reductions. Jack was responsible for all work streams, including: (i) leading management interviews to inquire commercial and operational contexts; (ii) designing operating model options and assessing associated high-level risks; (iii) overseeing the calculation of current-state organizational and financial baselines, ongoing future-state costs and one-time implementation costs; and (iv) preparing the report and working session for the client's Board of Directors.
- Strategic Sourcing (2015). Jack was the lead member of the KPMG team to identify and implement cost optimization opportunities through the re-structuring and re-tendering of procurement contracts. Jack managed all work streams, including: (i) leading management interviews to inquire commercial and operational contexts; (ii) reviewing the commercial terms of existing procurement contracts; (iii) aggregating and analyzing data to assess the client's operational performance and requirements; (iv) designing procurement strategies and preparing vendor communication templates; and (v) evaluating vendor responses and advising on the adequacy of savings.

- PPP Canada: Models and Applications of Land Value Capture (2015 – 2016). Jack was the lead member of the KPMG team to assist PPP Canada in developing a land value capture (LVC) framework for public transit projects. Jack managed all work streams, including: (i) planning the research methodology to analyze LVC models that had been implemented in reference jurisdictions; (ii) analyzing the commercial terms of reference LVC transactions; (iii) analyzing risk transfer issues that were inherent in the use of LVC; (iv) analyzing conducive factors for successful LVC implementation; and (v) preparing the final report for the Vice President of Investments.
- Town of Drayton Valley: Grant Application Support (2014 – 2015). Jack was the lead member of the KPMG team to review and write the Town of Drayton Valley's grant application for provincial funding to build new water and wastewater treatment facilities. Jack managed all work streams during the first engagement phase, including: (i) forecasting the town's debt capacity under a range of provincial funding scenarios; and (ii) reviewing the town's draft grant application. Jack's work was well received by the town's Chief Administrative Officer—resulting in an engagement extension to fully re-write the town's grant application.

Teaching Experience

- KPMG Canada: Advanced General Modeling (2017). Jack was a lead instructor to deliver a two-day advanced general modelling course for KPMG Canada's Deal Advisory practice. Jack delivered the full curriculum, including (i) application of KPMG standards and risk management; (ii) explanation of Microsoft Excel functions and formulas; and (iii) best practices for financial modelling; and (iv) case studies and practice examples.
- Public Services and Procurement Canada: Introduction to Financial Modelling (2014 – 2015). Jack was a lead instructor to develop and deliver a three-day financial modelling course for the Accommodation and Portfolio Management group within Public Services and Procurement Canada. Jack designed and delivered the curriculum for two of three course days, including (i) review of financial concepts; (ii) explanation of Microsoft Excel functions and formulas; and (iii) best practices for financial modelling and practice examples.

NICHOIAS GURPERSAUD

SUMMARY OF STRENGTHS

Strategic and Rational Thinking

- Robust background in econometric and statistical data analysis
- Adept at valuation techniques; understanding of various asset pricing model derivations
- Academic excellence in economics and finance

Communication

- Ample experience with technical economic research, writing and presentations
- Demonstrated discretion, confidentiality and professionalism in a financial setting
- Proven ability to work well as part of a team in a competitive format

Technology

- Proficient using MSWord, Excel, PowerPoint
- Rigorous course experience using STATA, GTAP and SAS, capable of advanced programming including SQL
- Established experience using the accounting software Quickbooks
- Enjoy manipulating, managing and interpreting data sets; performing econometric analysis

EDUCATION

- 2016-2017 **MA Economics**
University of Toronto
GPA: 3.46/4.0
Areas of focus include Empirical Economics and Advanced Economic Theory:
Macro and Micro Economic Theory, Macro Policy Analysis and Forecasting, Social Economics
- 2012-2016 **Bachelor of Arts, Honours, International Economics and Finance Major, Accounting Minor**
Ryerson University
GPA: 4.0/4.33
Concentration in Economic Theory and Finance with excellence in:
Macroeconomic Theory, Microeconomic Theory, Econometrics, Investment Analysis, Derivatives
- 2012-2016 **Dean's Honours List**
Awards: Department of Economics Excellence Scholarship, Department of Economics Best Performance Scholarship, Ryerson University Entrance Scholarship

PROFESSIONAL EXPERIENCE

- 2017-present **Associate Risk Consultant, The Financial Risk Group, Cary, NC**
- Complete the NEET (New Employee Education Program) provided by FRG to prepare for a career in the Financial Industry utilizing SAS software
 - Use the SAS platform to write and debug programs used for stress testing
 - Research risk topics and build risk solutions for clients
- 2016-2017 **Teaching Assistant, University of Toronto, Toronto, ON**
- Led weekly tutorials of 50+ students combining traditional elements such as blackboard problem solving and class discussions
 - Held office hours to assist students and explain economic concepts

PROFESSIONAL EXPERIENCE (CONTINUED)

- 2015-2016 **Bookkeeper/Accounting Assistant, The Senac Group, Scarborough, ON**
- Completed bookkeeping duties for various companies including the posting of journal entries, completion of bank reconciliations, and creation of financial statements through the accounting software Quickbooks.
 - Setup and analyzed financial statements in order to give advice to clients for making precise and informed decisions for the day-to-day and long term operations of their business.
 - Filed taxes for both business and personal clients understanding what can be claimed, the role of taxes and the implications it has on decision making.
- 2012-2015 **Customer Representative, Scotiabank, Ajax, ON**
- Contributed to the overall success of the branch by meeting negotiated service goals through responding to customer requests while also acting on opportunities for investments, credit and lending products.
 - Provided prompt, accurate and professional customer service with a high level of attention to detail, in order to meet customer's day to day transactional needs and answer general inquiries.

ADDITIONAL ACHIEVEMENTS

- 2017 SAS Certified Advanced Programmer
2017 SAS Certified Base Programmer
2016 Bank of Canada – Governor's Challenge Competition – Participant

BARB FELDMAN

EDITING

Canadian Council for Public-Private Partnerships (editing, incidental writing)

- Position paper: *First Nations P3s: Where Are They?*
- Three Case Studies: *CCPPP's 2015 Award-Winners*
- Three Case Studies: *CCPPP's 2014 Award-Winners*
- Three Case Studies: *CCPPP's 2013 Award-Winners*
- Summary of proceedings: 20th Annual National Conference, "*The Power in Partnership*"
- Three Case Studies: *CCPPP's 2012 Award-Winners*
- Three Case Studies: *CCPPP's 2011 Award-Winners*
- Breaking New Ground: *P3 Hospitals in Canada*
- Public-Private Partnerships: *A Guide for Municipalities*

Institute of Public Administration of Canada (writing, editing, proofreading) Conference program schedules, guides, speakers' notes, short speaker biographies

IPAC Series in Public Management and Governance, University of Toronto Press

- *Off and Running: Canadian Government Transitions*, David Zussman (2012);
Deputy Ministers in Canada, Jacques Bourgault, ed. (2013)

LeaderCity Canada (editing, writing)

- "Doing it Right at the Wallace McCain Institute: *Developing entrepreneurial leaders in the Greater Atlantic area*"; "*Free the Children and Me to We: Inspiring the collective leadership potential of young people around the world*"

MaRS Market Intelligence (editing, writing)

- "Critical Factors and Opportunities in Solar Power Electronics"; "Mod Media Moguls"; "Client Venture Templates"; "Ontario Utilities and the Smart Grid"; press releases

Ontario Ministry of Transportation

- *High Speed Rail in Ontario* (<http://www.mto.gov.on.ca/english/publications/high-speed-rail-in-ontario-final-report/pdfs/high-speed-rail-in-ontario-final-report.pdf>)

Ontario Public Health Association

- Position paper: *Informed Decision-Making and Infant Feeding*

WRITING

Canada's History

- "Pipe Line from Canada": Niagara bagpipe maker's innovations update an ancient craft

Couchiching Institute on Public Affairs

Summary reports of four-day events, including abstracts of keynote speeches and panel discussions, for Industry Canada, Heritage Canada and Aboriginal Affairs and Northern Development Canada:

- *From the Ground Up: Civic Engagement in Our Time; The Global Financial Crisis: Watershed Moment or Wasted Opportunity?; The Global Politics of Food; The Power of Knowledge: The New Global Currency*

Edible Toronto

- "Cutting the Mustard": Canadian gourmet food market entrepreneurs; "Nuts in Niagara": scientific curiosity fuels orchardist Ernie Grimo's passion for nut trees

Hobby Farms

- "Choosing Nut Trees for your Hobby Farm": cover story

Lester Publications

Articles for regional, agriculture and heavy-construction industry magazines

Communicator, Groundbreaker, Northern Experience, PileDriver, Piling Canada, and Think BIG:

Features:

- "Growing Forward 2: Farm-industry responses to government policy changes"; "CAFA: Current, Connected & Certified"; "CIGI: Creating Opportunities for Canada's Field Crops"; "BRIC Reports: Agriculture in India"; "Is There a Place in P3s for Small Contractors?"; "What's New in Heavy-Construction Equipment"; "Saskatchewan Heavy Construction Association Economic Impact Analysis"; "Flooding: 'Hundred-year' floods more frequent across Canada"; "Excedrin Headache: When the noisy neighbour is you"; "Youth in Pile Driving: Attracting young people to the construction trades"

Personal profiles:

- Dawn Tattle; John Fleming, Kevin Lone, Jamie Plesh, Christina Creaser, Bob Brode

Profiles of companies and associations:

- Naosap Harvest; Canadian Association of Farm Advisors; Canadian International Grains Institute; BioTalent Canada; GeoSolv; Anchor Shoring and Caissons; John's Electric; ASL Paving; ROC Equipment; Meever USA; Liebherr; HoistCam; Guardian

Traffic Services; Groundwerks Soil Solutions; GEMTEC; Johnston Construction; Crux Subsurface; Hasse Contracting; Alcom Electronic Communications; Wayne's Backhoe Service; Universal Engineering Sciences; Force; Helical Piling; Anchor Shoring

Project profiles:

- "Plastics from Potatoes"; "Paving the Way for Growth"; "EllisDon *Uprising: Harnessing the Power of the Idea Generation*"; "Careers in Construction Website Relaunch"; "Deh Cho Bridge"; "Helping to Build Bridges to Prosperity"

Maytree Foundation, *DiverseCity onBoard* narratives:

5,000-word profiles of community organizations and the steps they took to diversify their boards: Centennial College; Dixon Hall; Family Service Toronto; Harbourfront Centre; North York Seniors Centre; United Way Toronto; Women's College Hospital; YMCA

***Mortgage Journal* (Naylor Publishing)**

- "BYOD: *when employees bring their own laptops, tablets, and smartphones to work*"

REM (Real Estate Magazine)

- "Dave Koszegi's Tiny House on Wheels"; "Belluz Realty Becomes RE/MAX Generations"

Research, Innovation, Commercialization (RIC) Centre

- "Peel Startup Weekend": 700-word article for *Mississauga Business Times*

***Small Biz Advisor* online magazine (Rogers Publishing)**

- "Expanding into International Markets"; "Succession Planning"; "Long Term Care Insurance"; "Benefit Plans: *From Optional to Mandatory*"; "Preparing for Biologics"

***Yahoo Finance* online blog**

- "Banking on Immigrants for Growth"; "Do You Need Tenant Insurance?"; "Restaurant Fails"; "How Small Businesses Are Critical to the Recovery of Rural Towns"

EDUCATION & PROFESSIONAL DEVELOPMENT

Editors' Association of Canada, 2009–present

- APA Style; Copy Editing; Editing PDFs On-Screen with Adobe Acrobat; Stylistic Editing; Substantive Editing

Humber College, 2005–2006

- Arts Administration/Cultural Management Certificate (Postgraduate)

Ryerson University Continuing Education

- Copy Editing; Creative Writing; Radio Documentary

Brock University Continuing Education

- Canadian Culture; Youth Culture; Theories of the Visible, Creative Writing

University of Toronto, 1967–1974

- Bachelor of Arts; School of Architecture (2 years)

DINO RADOCCIA

SELECTED PROJECT EXPERIENCE

Barnes Management Group: Completed strategic, organizational reviews for child welfare and health agencies; co-authored report for the Canadian Human Rights Tribunal on Indigenous child welfare funding; conduct consultations in the North for a health data platform on behalf of Health Science North Research Institute.

Department of Indigenous Services: Coordinate financial and accountability reviews of Ontario's First Nations.

Federal Economic Development Agency for Southern Ontario: Oversee Contact Centre operations for Canada's National Research Council's Industrial Assistance Research Program designed to assist firms develop technologies and commercialize them for the global marketplace.

Family and Children's Services of Lanark, Leeds and Grenville: Conducted an organizational review of agency.

University of Ontario Institute of Technology: Developed project proposal for facility expansion.

Muskrat Dam First Nation: Developed project proposal for funding under the Aboriginal Economic Development Fund.

Positive Living Niagara: Strategic Plan review with agency and stakeholders

Red Rock Indian Band: Evaluate feasibility study to support further investments in First Nations skills training.

Northwestern Ontario Broadband Expansion Initiative: Lead project team on behalf of the Province to implement Ontario's largest investment in northern broadband infrastructure in partnership with 22 NAN communities and Bell Alliant.

Canada-Ontario Affordable Housing Homeownership and Northern Repair Programs: Lead the design and implementation of affordable housing initiatives in partnership with not-for-profit housing providers and municipalities.

Affordable Housing Energy Efficiency Program: Coordinated efforts with the Ontario Power Authority and Natural Resource Canada to develop programs encouraging the use of energy-efficient products in the construction of affordable housing.

Building Broadband in Rural and Northern Ontario: Worked with Internet Service Providers to address broadband service gaps.

Building Canada Fund and Infrastructure Stimulus Fund: Coordinated Provincial and Federal investments in Ontario's municipalities and not-for-profit organizations to address infrastructure gaps and job creation.

Energy Competition: Developed policies and regulations that introduced competition in the electricity field and enabled local utility participation in the electricity distribution sector.

Cultural Renaissance: Lead a team in building up Ontario's tourism and cultural agencies including transformational investments in the Art Gallery of Ontario, Royal Ontario Museum, National Ballet School, Royal Conservatory of Music, the Canadian Opera Company, and cultural assets across the province.

Operational Reviews: Conduct an operational and structural review of the Liquor Control Board of Ontario and the Ontario Lottery and Gaming Corporation on behalf of the Ministry of Finance resulting in fiscal savings and efficiencies.

Regulatory Initiatives: Lead policy reviews to support regulatory changes to the *Ontario Securities Act* and other financial services legislation.

PROFESSIONAL EXPERIENCE

2017	Barnes Management Group Inc. – Associate
2015 - 2016	Department of Indigenous Services – Funding Officer, and Federal Economic Development Agency for Southern Ontario – Project Manager
2014	Ministry of Economic Development, Employment and Infrastructure –Manager
2013	Ministry of Aboriginal Affairs –Senior Advisor
2008 –2012	Ministry of Agriculture, Food and Rural Affairs –Manager
2005 –2008	Ministry of Municipal Affairs and Housing–Manager
2002 –2005	Ministry of Public Infrastructure and Renewal–Senior Advisor
1988 –2002	Ministry of Finance, Ministry of Energy – Advisor

PROFESSIONAL ASSOCIATIONS

Member, Board of Directors, Rural Institute of Ontario
Member of Community Investment Committee, United Way of York Region – 2013-2017
Member of Finance and Fund-Raising Committee, Frontiers Foundation – 2012-2014
Member of Artscape Launchpad Steering Committee, Artscape – 2013-2014

EDUCATION

First Nations Information Governance Centre, Certificate for OCAP: Ownership, Control, Access and Possession, 2017
Schulich School of Business, Masters Certificate in Municipal Leadership – 2011
Norman Patterson School of International Affairs, Master of Arts – 1985
York University, Honours Bachelor of Arts – 1983

PUBLICATIONS AND SPEAKING EVENTS

NAFTA and Financial Services, A Provincial Perspective, Canadian Financial Services ALERT, 1992. Several publications for the Canadian Center for International and Strategic Studies on energy trade and book critiques for the Canadian Defence Quarterly.

Government speaker at various national government and industry conferences on various topics including P3 Structuring Agreements and Financing, Affordable Home Ownership; Housing in the North, Risk Analysis and Accountability for Government Funding Programs, and Energy and Environmental Solutions.

LOUIS TO

SELECTED PROJECT EXPERIENCE

Protection Information Network (CPIN) - Over the past several years, he was a subject matter expert on the financial system design group that helped the Ministry shape the design of the CPIN, a \$180 million Ministry project to bring a single information system for child welfare.

Catholic Children's Aid Society of Toronto - Louis was responsible for the analysis and forecasting of service statistics, trends and financial data. He was responsible for the preparation of Ministry Quarterly Reports. As a Director of Finance, for Catholic Children's Aid Society of Toronto from 1987- 2014, Louis was responsible for the provision of leadership, direction and expertise to the organization, in the areas of financial planning, information technology, property management, office administration and control of assets. Managed the finances of a \$100 million operation, through 500 employees and 7 branch locations, with direct responsibility for 45 staff.

Ontario Association of Children's Aid Societies (OACAS) - While working at the child welfare sector, he was very active provincially at the OACAS. He sat on many committees, including the following:

- OACAS Funding Advisory Committee
- OACAS Accountability and Outcome Committee
- OACAS Workload Measurement Committee
- Funding Formula Advisory Committee for Child Welfare Sustainability Commission

Native Child and Family Services - Louis was involved in the divestment of native services in Toronto to the Native Child and Family Services, resulting in case transfers and funding reallocation. In 2015, Louis assisted Native Child and Family Services of Toronto in a financial review of the agency and made a number of recommendations to strengthen its financial capacities.

Aisling Discoveries Child and Family Centre - While acting as President of the Board of Directors, Louis was instrumental in the merger of two children mental health centres, streamlining children mental health services to families in Scarborough.

Turning Point Youth Services and Central Toronto Youth Services – Financial due diligence review and feasibility study of potential merger of the two children mental health organizations.

Northumberland Community Counselling Services – conducted an operational review with financial focus

Mary Centre of Toronto – Strategic Planning for this developmental services agency
Native Child and Family Services of Toronto – Financial Review

PROFESSIONAL EXPERIENCE

Ontario Association of Children's Aid Societies

- Funding Advisory Committee

- Accountability and Outcome Committee
- Funding Formula Advisory Committee to Child Welfare Sustainability Commission
- Financial System Subject Matter Expert Committee Child Protection Information Network CPIN
- Single Information System Committee
- Procurement Directive Committee
- RESP Advisory Committee to Ministry

Education Committee of Chartered Accountants Institute

President and Treasurer, Board of Directors, Aisling Discoveries Child and Family Centre

EDUCATION

Chartered Accountant (1978)

Certified Management Consultant

Bachelor of Business Administration

Bachelor of Science (Mathematics)

Schulich School Of Business – Operational Risk Management program

MARION ROBERTS, HBSW MSW

Marion brings over thirty years experience in Child Welfare. She has held senior management positions in both small and large child welfare organizations. For the past 10 years, as a consultant, Marion has engaged with First Nation communities and partnered with Aboriginal child welfare organizations in the area of capacity development. In this role, she both supported and facilitated the development of clinically based services, as well as leading a process of engaging child welfare and mental health services to plan effectively as partners in service delivery. In addition, she was a member of a project team that developed a Customary Care Process Guide for the Province of Ontario.

For ten years, Marion also worked as a clinical investigator for the Office of the Children’s lawyer.

PROFESSIONAL EXPERIENCE

1976 -2000 – Sudbury Children’s Aid Society: worked in and supervised all aspects of child welfare services. Ten years in senior management as Director of Services and Planning. Worked extensively with First Nation communities in the development and planning of services within the communities. Developed a model of service for delivery of services to Urban First Nations.

2000-2006 – Ottawa Children’s Aid Society: Director of Child Protection Services with oversight of Intake, On-Going Protection, Child Access Program and Prevention Programs. Developed a model of Clinical Supervision for Social Work Supervisors.

Co-Led a team of Directors of Services from across Ontario in the research, design and development of a Model of Differential Response for Child Welfare in Ontario.

Co-Led a team of Directors of Services from across Ontario in the research, design and development of a Model of Clinically Managed Access.

Served as Chair of the Provincial Committee of Child Welfare Directors of Service for two years and represented Directors of Service on the Executive Committee of the Ontario Association of Children’s Aid Societies.

2007-2012 – Worked as a clinical investigator with the Ontario Office of the Children’s Lawyer in high conflict situations involving children and youth in custody and access disputes.

2007- Present- Child Welfare Consultant associated with Barnes Management Consulting Group:

PROJECT DEVELOPMENT AND MANAGEMENT

Tikinagan Child and Family Services 2007

Situated in North Western Ontario Tikinagan is an Aboriginal Child Welfare Agency providing services to 30 remote First Nations Communities.

Focused on the design and development of data gathering tools to assess the communities perception of the child protection and children services provided by Tikinagan, identification of gaps in service and areas for strengthening service delivery.

Primary areas under review and analysis included an assessment of the delivery of customary care services, legal services, supports to care providers, presence in the communities and overall satisfaction with child protection and child care services.

Methods of data gathering included conducting focus groups, questionnaires directed to protection clients, customary care providers, community collaterals and board of directors, as well as managers and front line staff.

Project Outcome:

The results were prepared in a formal report and presented to the staff and the Board of Directors.

Kunuwanimano Family Services 2008-2009

Situated in Northern Ontario, Kunuwanimano is a pre-mandated child welfare and prevention agency serving a number of First Nation Communities.

Developed a process for the organization to develop capacity towards designation. Included the writing of agency service policies and procedures; the development of an organizational design that included the development of a model of child protection services that was focused on bicultural practice as well as being community based. This project included on-going training on board governance, development of a model of governance and a board manual.

Additionally, community consultations were facilitated in 11 First Nation Communities. Community questionnaires were developed and recipients of service as well as community collaterals were interviewed regarding the development of child protection, customary care and prevention and early intervention programs.

Project Outcome:

Developed a Community Based Child Welfare Model of Service Delivery

Completed all agency policy and procedures related to service delivery and in compliance with Ministry legislation, regulations and policy directives

Completed Board Training on Governance and Accountability and created a board manual

Led the Board of Directors in the development of their Mission, Vision, Service Philosophy

Completed an analysis of the service gaps and needs in each of the 11 First Nations

Payukotayno James and Hudson's Bay Family Services 2010-2012

Payukotayno is located at the tip of Hudson's Bay; it is an Aboriginal agency and delivers child welfare and children's treatment and prevention services to Moosonee, Moose Factory and the Coastal Communities along James Bay.

Developed a course of action to strengthen the organization. This required the development of an audit process tool for business analysis to assess all areas of child welfare service delivery. This resulted in the development of a new agency mission, vision and philosophy of service, and strategic priorities in each of the foundational areas of governance, leadership, and organizational design. Utilizing a collaborative approach with the agency a new model of service was designed that is community based and focuses on permanency for children and includes processes for ADR, Customary Care and case management. A new model of management and decision-making process was designed. Greater integration of service streams and programs resulted. An analysis and review of the Board of Directors training and development needs was undertaken and a plan for training was developed.

Project Outcomes:

New agency Mission, Vision and Values developed

Strategic Priorities and Strategic Plan developed

Analysis of Board Training needs

Developed new model of service

Introduced new model of management and decision making

Completed a service audit identifying areas for improving services

Ministry of Children and Youth Services 2011-2012

Working as part of a project team under the guidance of a project steering committee developed a Practice Guide to Principles, Processes and Best Practice regarding Formal Customary Care for First Nations Children and Youth. The purpose of the Guide is to broaden child welfare practitioners understanding of the concept and practice of Customary Care, its importance to First Nation people and the ways in which Customary Care Benefits First Nation children and youth requiring placement with alternative caregiver's due to child protection concerns.

The development of the guide involved extensive consultations with First Nations across the province of Ontario, including Chiefs and Council Members, Band Representatives and Elders; both mainstream and Aboriginal Child Welfare agencies, pre-mandated agencies; lawyers representing Children's Aid Societies, Lawyers representing First Nation children and families; Family Court Judiciary, the Ontario Office of the Children's Lawyer.

Project Outcome:

The development of a Best Practice Guide for Customary Care

EDUCATION

Masters Degree in Social Work

Honours Bachelor's Degree in Social Work

Professional Affiliations

Ontario Association of Professional Social Workers

MADELEINE ANDERSON

Organizational Development

- Strategic planning processes, project planning, work plan development, human resource planning, and policy development
- Management support and program development services in a variety of organizational contexts
- Research on current trends, best practices, and policy and innovative service solutions (areas of formal research including child welfare, family violence, racism and anti-oppression, homelessness, risk reduction, service collaboration, cultural accessibility of services, mediation and conflict resolution and change management)
- Conflict resolution policies and processes

Service System Planning and Development

- Design of tools and processes to facilitate equitable access to services using Implementation Science
- Development of collaborative service networks and cross-functional initiatives
- Cross-functional partnership and service protocol development
- Holistic feasibility studies, risk assessments, and contingency planning exercises
- Successful funding proposals

Program Evaluation and Review

- Program evaluation planning and implementation in a wide variety of different programs and settings
- Operational reviews in a variety of First Nations Child Welfare settings
- Research and protocol development
- Qualitative and quantitative data gathering and analysis

Facilitation and Training

- Facilitating groups including focus groups, small informal team processes and large stakeholder consultations in a wide variety of cultural and linguistic contexts
- Training on topics such as evaluation, team development, change management, resolving differences, team building, community governance and service collaboration

Project Management

- Project Management of small, medium and large projects on a local, national and international level
- Use of Microsoft Project software to manage large scale projects

Additional skills

- Experience working in a variety of different contexts including urban Inuit Communities, remote First Nations Communities and rural East Africa
- Demonstrated ability to learn quickly and adapt to different organizational cultures and contexts
- Demonstrated ability to analyze and synthesize a high volume of data and information
- Highly adaptable team player with excellent interpersonal skills, organized and self-directed
- Excellent analytical and reporting skills (including MS Office and a variety of project management software)
- Excellent time management and organizational skills to prioritize multiple projects, meet deadlines and work independently in both a home office and traditional office setting
- Fluently bilingual (English/French)

EDUCATION

<i>Graduate Certificate in Program Evaluation</i>	<i>University of Ottawa, Ottawa</i>
<i>ON</i>	<i>2013</i>
<i>Masters Degree in Project Management</i>	<i>University of Quebec, Hull,</i>
<i>QC</i>	<i>2003</i>
<i>Bachelor Degree in Psychology</i>	<i>Carleton University,</i>
<i>Ottawa,</i>	<i>1989</i>

RELEVANT WORK EXPERIENCE/PROFESSIONAL AFFILIATIONS

Associate	Current
Barnes Management Group (BMG)	
Program Consultant (Regional Evaluation Coordinator)	March 2015 – March 2017
Centre for Addiction and Mental Health, Ottawa, ON	

I worked as a member of several multi-disciplinary Teams where I supported the development and implementation of evaluation plans and measures for a series of programs serving at risk youth with complex needs.

Affiliate Researcher

Centre for Research on Educational and Community Services (CRECS), March 2014 - March 2015

CRECS collaborates on research and evaluation initiatives within the educational, social service, and community health sectors.

Research Co-ordinator

Centre for Research on Educational and Community Services, University of Ottawa, ON.

April 2012 – Dec. 2013

As the coordinator of a large-scale research and evaluation project on housing homeless families who have complex needs and/or are frequent users of the family shelter system in Ottawa I am actively involved in all aspects of the evaluation including project planning, partnership development, protocol development, data gathering, data analysis, best practice research and report writing.

Senior Associate, 2001 - present

Balla Consulting Group (BCG), Ottawa, ON

Balla Consulting Group (www.ballaconsulting.ca) is a consulting firm specializing in social and health services. We have managed projects across the country in a variety of language and cultural environments.

Program Manager, 1998 - 2001

Gloucester Centre for Community Resources (Eastern Ottawa Community Resource Centre, Ottawa, ON)

During my time at Gloucester I worked in direct services for a year in the Violence Against Women, and then managed the Mental Health, Women and Violence, Senior Home Support, Resource and Referral, and Youth programs.

Violence Against counsellor, 1994-1998

Gloucester Centre for Community Resources (Eastern Ottawa Community Resource Centre, Ottawa, ON)

Women's Shelter Worker

1990-1997

Maison Vallée Gatineau, Chelsea, QC

Access and Custody Group Facilitator

1990-1993

*Regional Coordinating Committee to End Violence Against Women,
Ottawa, ON*

Service and system planning project clients include:

- MCSS /MCYS

- Les Services aux enfants et adultes de Prescott-Russell / Prescott-Russell (Ontario)
- Interval House of Ottawa (Ottawa)
- Southeast Centre for a Healthy Community (Ottawa)
- Nishnawbe Aski Nation
- Ottawa Community Support Coalition (Ottawa)
- Citizen Advocacy (Ottawa)
- Champlain Community Support Network (Ottawa and area)
- Rural Ottawa South Support Services for Seniors (Ottawa)
- Southeast Child and Family Services (Winnipeg and Pauingassi, Manitoba) University of Ottawa (Ottawa)
- Southern Authority First Nations Network of Care (Manitoba)
- Tungasuvvingat Inuit (Ottawa)
- Ontario Shores Centre for Mental Health Services (Whitby)
- Champlain Local Health Integration Network (Eastern Ontario)
- Corrections Canada (Ottawa)
- Maama Watali (Luweero, Uganda and Ottawa)
- Canada Border Services Agency (Ottawa)
- Canadian Mental Health Association (Ottawa)
- Royal Ottawa Healthcare Group (Ottawa, Ontario)
- Somerset West Community Health Centre (Ottawa)
- Centertown Community Health Centre (Ottawa)
- Western Ottawa Community Resource Centre (Ottawa)
- Tamir Foundation (Ottawa)
- Early Years Centres Ottawa and Renfrew Nippissing (Ottawa and Renfrew County)
- Ministry of Health and Long Term Care, Eastern Regional Office (Ottawa)

MEMBERSHIPS

Active member of Canadian Evaluation Society, CES Professional Designation in progress.

YARITH KER B.com, Finance

SELECTED PROJECT EXPERIENCE

Ontario Association of Children's Aid Society– Currently providing data collection, research and analysis supports to project team for Northern Framework Study, a framework for the development of a Northern Strategy for Service Delivery, in the area of financial and statistical data analysis.

Children's Aid Society of District Thunder Bay– Currently providing online survey data collection supports to project team for strategic planning project in the area of electronic survey design and data results quality.

Health Science North Research Institute– Currently providing research supports to project team for Population Health EcoSystem for Ontario's Northern and Indigenous communities project.

Nishnawbe Aski Nation– Provided statistical data collection, research and analysis supports to project team for Northern Remoteness Study Phase I in the area of financial and data analysis.

Blue Hills Child and Family– Provided online survey data collection supports to project team for strategic planning project in the area of electronic survey design and data results quality.

York Region Children's Aid society – Conducted environmental scan of community services, focus group, and key informant interviews including agency staff, senior management, Board of Directors, Ministry Staff, and community services.

Northumberland Community Counselling Centre – Conducted the community impact survey analysis of the operational review project to observe the stakeholder engagement responds related the level of satisfaction and awareness from the community partners.

Payukotayno: James and Hudson Bay Family Services – Conducted the analysis on the recruitment and retention data set to provide the result in understanding current and emerging themes, general areas of progress and improvement for the future human resource planning.

Radius Child and Youth Services – Conducted the analysis on employee engagement survey for employee satisfaction in change management and identified common themes by looking at change management key drivers.

The Canadian Association of Social Workers (CASW)– Developed online survey for a research project that guide CASW in developing future advocacy, responding to the media, and making recommendations for better outcomes for social workers in child welfare and for children, youth and families.

Chatham-Kent Children' Services– Provided online survey data collection supports for Pilot Mental Health Intake Process Survey.

Central Toronto Youth Services– Provided project supports and online survey data collection and development for strategic planning project.

Halton Family Services – Involved in a team project in developing communications, marketing, public and media relations strategy for Halton Family Services aimed at increasing awareness, public education and funds.

Community Living Toronto –Developed and collected online survey data for strategic planning project.

Mary Centre Family Services –Developed and collected online survey data for strategic planning project.

Community Living Toronto –Developed and collected online survey data for strategic planning project.

Positive Living Niagara–Conducted part of environmental scan of internal document review for strategic planning project.

Sudbury CAS Executive Recruitment – Conducted reference check for executive recruitment project.

City of Toronto Urban Planners AGM – Provided project team supports for one-day Open Space Technology event for 350 City of Toronto Planners.

Perimeter Financial Corporation – Performed analysis work of data reconciliation, and code verification to ensure dataflow integrity between the custodian investment portfolio and internal investment portfolio system. Liaised internally with managers and directors of business units in operations, technology and project implementations and externally with software vendors and clients during the corporate restructuring

RBC Global Services –Performed fund valuation and reporting of assigned Domestic and Global investment fund clients’ accounts within stated deadlines adhering to the terms of GAAP, Income Tax Act, Trust Agreement/Prospectus and Internal policies and procedures and ensuring optimal client service

PROFESSIONAL EXPERIENCE

2015 – Present	Barnes Management Group Inc. – <i>Director/Management Consultant, Technology and Innovation</i>
2014 – 2015	Lough Barnes Consulting Group Inc. – <i>Management Consultant</i>
2009 – 2013	Oriental Pearls Productions Inc. – <i>Project Manager/Co-Producer</i>
2006 – 2009	Perimeter Financial Corporation – <i>Operation Business Analyst</i>
2005 – 2006	RBC Global Services – <i>Investment Fund Accountant</i>
2004 – 2005	Lim Ngnounly Accounting Firm – <i>Financial Accountant</i>

EDUCATION

Project Management Institute (working towards PMP designation)
Concordia University, Montreal, Quebec – Bachelor of Commerce, Finance, 2004

This is **Exhibit " D "** to the Affidavit
of **Anne Scotton** sworn before me at
Thunder Bay on
the 12th day of February, **2020**.

Jennifer Anne Genereux-Gernat
A Commissioner for taking Affidavits

Jennifer Anne Genereux-Gernat, a Commissioner, etc.,
Province of Ontario, for the Government of Canada,
Department of Indian Affairs and Northern Development.
Expires April 24, 2020.

Hi Molly

Thanks...yes, I can explicitly address this.

MC

Martin Cooke PhD
Associate Professor
Department of Sociology and Legal Studies
School of Public Health and Health Systems
University of Waterloo
519-888-4567 x36585



I am a member of Heterodox Academy. All members of Heterodox Academy have endorsed this statement: "I believe that university life requires that people with diverse viewpoints and perspectives encounter each other in an environment where they feel free to speak up and challenge each other. I am concerned that many academic fields and universities currently lack sufficient viewpoint diversity—particularly political diversity. I will support viewpoint diversity in my academic field, my university, my department, and my classroom."

<https://heterodoxacademy.org>

From: Molly Churchill <mollyc@falconers.ca>

Date: Friday, November 9, 2018 at 11:50 AM

To: Martin Cooke <cooke@uwaterloo.ca>

Cc: Julian Falconer <julianf@falconers.ca>, Martin Cooke <drmjcooke@sympatico.ca>, Odi Dashesambuu <odid@falconers.ca>

Subject: Re: Potential review of work on remoteness coefficients

Dear Marty,

Julian Falconer was trying to reach you earlier about clarifying one thing. He noted that the project scope you drafted does not explicitly refer to this instruction in my email sent the evening of November 7th that we are looking for an assessment of whether BMG has "accomplished what is set out in the Engagement Letter in a credible way". Please confirm that you understand this is part of the exercise.

Regards,

Molly

From: mollyc@falconers.ca

Sent: November 8, 2018 1:14 PM

To: cooke@uwaterloo.ca

Cc: julianf@falcons.ca; drmjcooke@sympatico.ca

Subject: Re: Potential review of work on remoteness coefficients

Dear Dr. Cooke,

Thank you for your prompt reply and proposal. I have reviewed your proposal and CV with Julian Falconer, and we would like to engage you to conduct the review.

Please confirm acceptance of this offer at your earliest convenience. We would be happy to connect by phone if that would be helpful.

Regards,

Molly

PROPOSAL SENT BY DR. COOKE ON NOV 8, 2018:

Project scope

This project will be a third-party review of the report by Barnes Management Group, in which a remoteness coefficient in relation to the provision of child and family services is developed for the Nishnawbe Aski Nation. The review will focus on the statistical and methodological aspects of the work. In particular, the review will address the following questions.

- Is the remoteness coefficient well-justified, in terms of traditional measures of reliability and validity?
- Are the data used to construct the remoteness coefficient and related remoteness quotient appropriate, and the best currently available?
- Are the techniques used to develop the measures appropriate?
- Are the measures well suited to the particular context for which they are proposed, accounting for remoteness in cost of provision of child and family services in Ontario.

Methods

The project will consist of a review of the November 7 2018 Barnes report (131 pp), with particular attention to the calculation and application of the remoteness coefficient. The main deliverable will be a short assessment report indicating with an overall assessment of the Barnes report, with recommendations for improvement, as appropriate. These results will first be communicated in a teleconference, before the development of the assessment report.

From: Molly Churchill

Sent: Wednesday, November 7, 2018 6:36 PM

To: drmjcooke@sympatico.ca

Cc: Julian Falconer <julianf@falcons.ca>

Subject: RE: Time sensitive - Potential review of work on remoteness in relation to First Nations child welfare funding

Hello Dr. Cooke,

Thank you for phoning to discuss the possibility of us engaging you to conduct a third party review of the work provided to us by the Barnes Management Group. I should specify that BMG is aware that a third party will be conducting a peer review of their work, as this is part of the work plan we developed with them.

As promised, I am attaching, confidentially, the report that we received from BMG today. The report is lengthy, but much of it provides background context that would not be necessary for a review of their statistical methods and analysis. I am also attaching the Engagement Letter that sets out the expectations for their work. This latest report falls under "Phase II" as set out in the Engagement Letter.

As I explained, we are looking for a peer review of their work. Basically, is their work statistically sound?; have they accomplished what is set out in the Engagement Letter in a credible way?

This is Exhibit " E " to the Affidavit
of Anne Scotton sworn before me at
Thunder Bay on
the 12th day of February, 2020.



A Commissioner for taking Affidavits

Jennifer Anne Genereux-Gemat, a Commissioner, etc.,
Province of Ontario, for the Government of Canada,
Department of Indian Affairs and Northern Development.
Expires April 24, 2020.

Scollan, Tina (AADNC/AANDC)

From: Buist, Margaret (AADNC/AANDC)
Sent: October-24-18 4:09 PM
To: 'Amanda LaBorde'; 'Bobby Narcisse'; 'tboissoneau@nan.on.ca'; 'Julian Falconer'; 'Molly Churchill'; 'nhansen@nan.on.ca'
Cc: Gasca2, Daniela (AADNC/AANDC); Scotton, Anne (AADNC/AANDC); O'Byrne, Michael (AADNC/AANDC); Thai, Catherine (AADNC/AANDC); Buist, Margaret (AADNC/AANDC); O'Byrne, Michael (AADNC/AANDC); Steeves, Josephine (AADNC/AANDC); 'constance.marlatt@justice.gc.ca'; Nafziger, Lisa (AADNC/AANDC); 'Lucia.Cha@justice.gc.ca'; Kabir, Sabrina (AADNC/AANDC); Brickey, Salena (AADNC/AANDC)
Subject: RE: Revised Document on Phase II Remoteness Quotient
Attachments: _REMOTENESS_-_NAN_-_BMG_CONCEPT_PAPER_ON_REMOTEN....docx

Hello,

Please see our comments attached on the document the experts have drafted.

We have ongoing concerns with the approach the researchers have developed. There is a fundamental problem in how the researchers have conceptualized and calculated remoteness.

1. Remoteness is geographical in nature. That is, it should take geographic factors into account, and it should be expressed in units that say something about the relative geographies along the scale of that measure (like, how does 1.2 compare to 1.7, etc). Currently, the concept of remoteness explained by the researchers is not geographic, it is a ratio of the costs of providing services versus a reference category, and they are assuming (without testing) that these cost differentials are due only to remoteness.
2. The choice of comparing to non-First Nation populations in urban centres mixes the effects of two variables: the effect of being remote, and the effect of being a First Nation community. How will the researchers know if remoteness is driving cost differentials, or whether it's different needs and sociodemographic profiles of First Nations communities?

We can discuss this and the other issues I have raised previously on our next call (please see email below on the list of items). We need to schedule this call as soon as possible.

Thank you
Margaret

Margaret Buist
Sous-ministre adjointe par inté./ A/Assistant Deputy Minister
Secteur des programmes et des partenariats en matière d'éducation et de développement social/
Education and Social Development Programs and Partnerships Sector
Services aux Autochtones Canada / Indigenous Services Canada
10 Wellington, 23e étage / 23rd Floor
Pièce 2347 / Room 2347
Gatineau, Quebec K1A 0H4

From: Buist, Margaret (AADNC/AANDC)

Sent: Wednesday, October 17, 2018 3:39 PM

To: Amanda LaBorde; Bobby Narcisse; tboissoneau@nan.on.ca; Julian Falconer; Molly Churchill; nhansen@nan.on.ca

Cc: Buist, Margaret (AADNC/AANDC); O'Byrne, Michael (AADNC/AANDC); Scotton, Anne (AADNC/AANDC); Thai, Catherine (AADNC/AANDC); Steeves, Josephine (AADNC/AANDC); Gasca2, Daniela (AADNC/AANDC); constance.marlatt@justice.gc.ca; Nafziger, Lisa (AADNC/AANDC); Lucia.Cha@justice.gc.ca; Kabir, Sabrina (AADNC/AANDC)

Subject: RQ Next Steps

Hello –

While we schedule a meeting, I wanted to lay out some options for you to consider for the researchers to help guide their work and ensure we get a satisfactory end result.

- **Ontario** - we can facilitate by providing a contact for the researchers to gather information. Ontario is the holder of the data and therefore needs to be involved for validating the data and Ontario-related information (e.g. descriptions on the Ontario 65 Agreement). Also BMG's timelines should acknowledge that it is critical to have Ontario's review and information so that must be built into the timelines.
- **General direction for BMG** - fully cite all data and findings on which they rely so as to ensure we can do a third-party review. As well, a terminology section would be most helpful to ensure a "meeting of the minds" about key terms
- **IFSD** – we can facilitate a meeting for the researchers to meet and touch base on their respective work. How this work will be integrated and a discussion on timelines can also be discussed at the next CCCW with AFN and Caring Society (as they are driving the work on IFSD). Canada will be reporting back to the Tribunal this fall on IFSD's work (like we did on October 11). IFSD is supposed to be completed Phase 3 (cost analysis by agency) by November 2 and Phase 4 (final report) by November 15, so it is important that BMG meet with IFSD as soon as possible.
- **Third-party review** – One option could be to use an expert from Trent University that will be reviewing New Fiscal Relationship's remoteness formula and research. Given the work that person is already doing for ISC it may be quicker for us to hire that person for NAN's RQ report. Another option could be to use professors (experts external to government) that ISC has on standing offer (there are a couple that have qualified backgrounds and could conduct a third party review). There are experts from Waterloo, University of Victoria, and Ottawa U (setting up a contract can take a few weeks). These are likely the most efficient options from our end, unless NAN has an external expert identified. We would need to know quickly if you agree with this approach so that we can begin the process right away.

Lastly, attached to this email is the remoteness research developed by the New Fiscal Relationship team here at ISC. This was presented to AFN recently and other areas of the Department have been using it as part of their costing models' research. I am sharing this with you in advance and will share it with the researchers as well.

Let's discuss as soon as possible.

Thank you,
Margaret

From: Molly Churchill [<mailto:mollyc@falconers.ca>]

Sent: Thursday, October 18, 2018 10:53 PM

To: Buist, Margaret (AADNC/AANDC); O'Byrne, Michael (AADNC/AANDC); Scotton, Anne (AADNC/AANDC); Thai, Catherine (AADNC/AANDC); Steeves, Josephine (AADNC/AANDC); Gasca2, Daniela (AADNC/AANDC); constance.marlatt@justice.gc.ca; Nafziger, Lisa (AADNC/AANDC); Lucia.Cha@justice.gc.ca; Kabir, Sabrina

(AADNC/AANDC)

Cc: Julian Falconer

Subject: Fw: Revised Document on Phase II Remoteness Quotient

Hello Margaret et al.,

Please find in attachment the document the experts sent to NAN earlier today on their concept of remoteness.

Regards,

Molly

Mary (Molly) Churchill | Associate |

www.falconers.ca

Main Office

10 Alcorn Avenue, Suite 204

Toronto, ON M4V 3A9

T: 416-964-0495 ext 235 | F: 416-929-8179

Northern Office

104 Syndicate Avenue North, Suite 200

Thunder Bay, ON P7C 3V7

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This e-mail is confidential and is intended only for the addressee. Disclosure of this e-mail to anyone other than the intended addressee does not constitute waiver of solicitor-client privilege. If you have received this email in error please notify my office and fully delete this message.

Phase II Remoteness Quotient

Definition of Remoteness:

"Remoteness" is a geographical measure that measures the availability and cost of resources relative to urban centres such as Toronto. The operational definition of remoteness for the purpose of the Child Welfare Remoteness Quotient encompasses a location's distance from a major urban centre with full services, the level of available services, and the costs associated with the climate and isolation of a location. The definition includes the StatsCan Remoteness Index which is a measure based on travel costs to population centres of various sizes and the size of population centre a proxy for services – scaled to range from 0 to 1.

The StatsCan definition based on travel costs is a good starting point and is part of the remoteness definition that will be expanded and made operational in the Final Report to capture: the varying costs of Child Welfare's various service components¹ and the efficiency of scale to provide service (i.e. small communities still have greater overhead relative compared to larger communities). The definition is such as to demonstrate that the shares of the budget allocated to Child Welfare components will vary with geographic remoteness.

The operational definition is mathematically expressed through the BMG Remoteness Index which is the basis for the remoteness coefficients and remoteness quotients.

BMG Remoteness Index: Aims to provide a better measure of remoteness in the context of Child Welfare, and in particular in relation to estimate costs to provide services based on StatsCan Remoteness Index, but adjusted for distribution of services and their relative costs.

In the context of providing funding for child welfare services, remoteness must encompass not only the geographic proximity to centers of service, but also the relative change of service requirements resulting from geographic location.

For example, if the unit costs to provide boarding services relative to the reference communities is greater than that indicated by the StatsCan Remoteness Index, and agencies spend a large fraction of their entire budget on boarding costs, this should be reflected in the BMG Child Welfare Remoteness Index. In particular, for community k , and if the CW services fall into N categories,

$$RI_k^{BMG} = \sum_s f_s(RI_k^{SC}) \times RI_k^{SC}$$

where $f_s(RI_k^{SC})$ is the adjustment coefficient for service s , based on the StatsCan Remoteness Index. The coefficients are estimated using data from the NAN communities, but one estimated could be applied elsewhere (with appropriate caveats). Note that if the unit costs of services scale with the StatsCan Remoteness Index, then $f_s(RI_k^{SC}) = 1$ and the StatsCan index is retrieved.

¹ High level components of Child Welfare services include: Non-Residential Direct Services, Residential Direct Services, Permanency Services, Travel, and Infrastructure and Administration

Comment [ISC1]: All capitalized phrases should be defined here and cited where necessary. Once a term is defined it should be used the same way each time – (e.g. below we also have "BMG Remoteness Index" and "BMG Child Welfare Remoteness Index", are these two different things? This should be able to act as a stand-alone document, properly cited with clearly defined terms used consistently.

Comment [ISC2]: This is not technically a geographic measure, but rather a measure of cost differentials for remote communities. Clearly geography is a factor in increased costs, but the remoteness quotient here does not measure geographic concepts.

Comment [ISC3]:
1) What constitutes major? Thunder Bay? Timmins? Or Toronto – London? Does major = "full services"? What does that entail? Or is population size a proxy for "full services" ...

Comment [ISC4]: These 3 elements ...
1. Distance to services
2. Availability of local services
3. Cost premiums to deliver services locally ...

Comment [ISC5]: Yes, however this is a relative index, and therefore can't be used in an equation to express meaningful quantities of difference between communities. The ...

Comment [ISC6]: If a service costs more in a remote community, how will you know if this is due to lower efficiencies of scale, or due to some other factor? This is one of the ...

Comment [ISC7]: Clearly this is a known fact, but it is not yet known what factors drive the cost premiums in remote communities (and in what proportion). Our SRSD directorate here ...

Comment [ISC8]: IFSD presented on their findings that while geographic remoteness increases costs, lack of road access increases costs substantially more (based on their ...

Comment [ISC9]: Where is this a quote from? This should be cited.

Comment [ISC10]: The StatCan/INAC remoteness index is a general index not specific to any service. However, the StatCan report showed a high correlation to the ...

Comment [ISC11]: How is f_s calculated?

Comment [ISC12]: What data and measures? A valid model will need a valid measure of "estimated costs to provide services".

Remoteness Coefficient

The cost to provide one unit of "Child Welfare Service" in a community can be decomposed into two parts:

- A base reference unit cost
- An additional increase in the unit cost due to remoteness (as defined above), quantified by the remoteness coefficient

Note that this does not include any direct measure of demand for services in the community.

In particular,

$$\text{Cost of unit service} = \text{ReferenceUnitCost} \times (1 + \text{RemotenessCoefficient})$$

Since the Remoteness Index ranges from 0 to 1, it cannot be used directly as the remoteness coefficient. Instead, a linear² relationship is assumed and with correlation parameters based on NAN data. Once the parameters are determined, a remoteness coefficient could be calculated for any community.

The "Reference" point will be urban non-First Nation child welfare agencies in Ontario.

BMG Remoteness Coefficients take into account the impact of remoteness on unit costs of providing different child welfare services. These costs are derived from a "bottom-up" approach based on information obtained from NAN communities and NAN Agencies.

However, this methodology can be applied to other Indigenous communities in Ontario, and extended to Indigenous communities in other provinces and in the Territories.

Remoteness Quotient

The remoteness quotient is the factor of additional funds relative to a reference estimate to the cost of providing services, remote agencies require due to remoteness. Specifically,

$$\text{RemotenessQuotient} = ((1 + \text{RemotenessCoefficient}) * (\text{ActualDemand}) / (\text{ReferenceDemand})) - 1$$

$$\text{AdditionalFunding} = \text{ReferenceUnitCosts} * \text{ReferenceDemand} * \text{RemotenessQuotient}$$

The RQ and additional funding will be calculated for the 3 NAN agencies

The RQ could be calculated for other agencies across Canada based on the above formula and given reference demand, reference unit costs, and actual (or estimated) demand in other agencies.

Comment [ISC13]: Is the cost of unit service still based on the templates that were filled out by agencies from BMG's Draft RQ final report? We are still not clear on what direction was given to the agencies for filling out the templates (e.g. some agencies may be filling out incremental needs while another may have asked for much broader needs) and how valid those measures are?

Comment [ISC14]: Between the Remoteness Coefficient and the cost of unit service?

Comment [ISC15]: Data and methods need to be more adequately reported.

Comment [ISC16]: This will confound the estimation of "remoteness" as the primary driver of cost increases. As the BMG report points out, there are socioeconomic differences between non-First-Nation communities that could cause differences in the costs of delivering child welfare services. An appropriate analytic model will compare remote vs. non-remote FN communities with similar attributes.

Comment [ISC17]: Are we still working in the realm of provincial averages or will the reference point be one non-First Nations urban agency.

Comment [ISC18]: What is the data that the researchers are using? Is it directly from the Prov of Ontario? Publicly available data?

Comment [ISC19]: What, precisely, does this mean? The reporting of data sources and the variables measured is not transparent here. Also recommend removing "bottom-up" – would be more accurate to say "reported needs from NAN agencies"

Comment [ISC20]: The report has not articulated a methodology. The reader still does not know what method the report intends to apply to other communities, and whether or not it's valid.

Comment [ISC21]: First Nation or Indigenous?

Comment [ISC22]: This needs to be simplified, hard to follow.

Comment [ISC23]: The equations don't seem to make sense.

1. In the second equation, the "reference unit costs" and "reference demand" are ...

Comment [ISC24]: Should it be specified here FN agencies?

² To be confirmed in the analysis. An alternative non-linear model could be used if required

Phase II Remoteness Quotient

Definition of Remoteness:

“Remoteness” is a geographical measure that measures the availability and cost of resources relative to urban centres such as Toronto. The operational definition of remoteness for the purpose of the Child Welfare Remoteness Quotient encompasses a location’s distance from a major urban centre with full services, the level of available services, and the costs associated with the climate and isolation of a location. The definition includes the StatsCan Remoteness Index which is a measure based on travel costs to population centres of various sizes and the size of population centre a proxy for services – scaled to range from 0 to 1.

The StatsCan definition based on travel costs is a good starting point and is part of the remoteness definition that will be expanded and made operational in the Final Report to capture: the varying costs of Child Welfare’s various service components¹ and the efficiency of scale to provide service (i.e. small communities still have greater overhead relative compared to larger communities). The definition is such as to demonstrate that the shares of the budget allocated to Child Welfare components will vary with geographic remoteness.

The operational definition is mathematically expressed through the BMG Remoteness Index which is the basis for the remoteness coefficients and remoteness quotients.

BMG Remoteness Index: Aims to provide a better measure of remoteness in the context of Child Welfare, and in particular in relation to estimate costs to provide services based on StatsCan Remoteness Index, but adjusted for distribution of services and their relative costs.

*In the context of providing funding for child welfare services, **remoteness** must encompass not only the geographic proximity to centers of service, but also the relative change of service requirements resulting from geographic location.*

For example, if the unit costs to provide boarding services relative to the reference communities is greater than that indicated by the StatsCan Remoteness Index, and agencies spend a large fraction of their entire budget on boarding costs, this should be reflected in the BMG Child Welfare Remoteness Index. In particular, for community k , and if the CW services fall into N categories,

$$RI_k^{BMG} = \sum_s f_s(RI_k^{SC}) \times RI_k^{SC}$$

where $f_s(RI_k^{SC})$ is the adjustment coefficient for service s , based on the StatsCan Remoteness Index. The coefficients are estimated using data from the NAN communities, but one estimated could be applied elsewhere (with appropriate caveats). Note that if the unit costs of services scale with the StatsCan Remoteness Index, then $f_s(RI_k^{SC}) = 1$ and the StatsCan index is retrieved.

¹ High level components of Child Welfare services include: Non-Residential Direct Services, Residential Direct Services, Permanency Services, Travel, and Infrastructure and Administration

Remoteness Coefficient

The cost to provide one unit of "Child Welfare Service" in a community can be decomposed into two parts:

- A base reference unit cost
- An additional increase in the unit cost due to remoteness (as defined above), quantified by the remoteness coefficient

Note that this does not include any direct measure of demand for services in the community.

In particular,

$$\text{Cost of unit service} = \text{ReferenceUnitCost} \times (1 + \text{RemotenessCoefficient})$$

Since the Remoteness Index ranges from 0 to 1, it cannot be used directly as the remoteness coefficient. Instead, a linear² relationship is assumed and with correlation parameters based on NAN data. Once the parameters are determined, a remoteness coefficient could be calculated for any community.

The "Reference" point will be urban non-First Nation child welfare agencies in Ontario.

BMG Remoteness Coefficients take into account the impact of remoteness on unit costs of providing different child welfare services. These costs are derived from a "bottom-up" approach based on information obtained from NAN communities and NAN Agencies.

However, this methodology can be applied to other Indigenous communities in Ontario, and extended to Indigenous communities in other provinces and in the Territories.

Remoteness Quotient

The remoteness quotient is the factor of additional funds relative to a reference estimate to the cost of providing services, remote agencies require due to remoteness. Specifically,

$$\text{RemotenessQuotient} = ((1 + \text{RemotenessCoefficient}) * (\text{ActualDemand}) / (\text{ReferenceDemand})) - 1$$

$$\text{AdditionalFunding} = \text{ReferenceUnitCosts} * \text{ReferenceDemand} * \text{RemotenessQuotient}$$

The RQ and additional funding will be calculated for the 3 NAN agencies

The RQ could be calculated for other agencies across Canada based on the above formula and given reference demand, reference unit costs, and actual (or estimated) demand in other agencies.

² To be confirmed in the analysis. An alternative non-linear model could be used if required

- 1) What constitutes major? Thunder Bay? Timmins? Or Toronto – London? Does major = “full services”? What does that entail? Or is population size a proxy for “full services”
- 2) How does this relate to urban non-First Nation child welfare agencies? Is this the same concept addressed here?

These 3 elements ...

1. Distance to services
2. Availability of local services
3. Cost premiums to deliver services locally

... seem reasonable. The challenge will be to operationalize these concepts and calculate an index from their measurement.

Yes, however this is a relative index, and therefore can't be used in an equation to express meaningful quantities of difference between communities. The ISC/CIRNAC Strategic Research and Statistics Directorate will be working with StatCan to research some potential adjustments to this index in its next iteration that might permit it to be validly used in calculations like these.

If a service costs more in a remote community, how will you know if this is due to lower efficiencies of scale, or due to some other factor? This is one of the unknowns in our own calculation of the remoteness index, which seems to be reflected as an unknown here also.

Clearly this is a known fact, but it is not yet known what factors drive the cost premiums in remote communities (and in what proportion). Our SRSD directorate here at ISC currently has a contract with StatCan to investigate this.

IFSD presented on their findings that while geographic remoteness increases costs, lack of road access increases costs substantially more (based on their economic analysis / agency data). How/would the this research consider factors like that (accessibility)?

The StatCan/INAC remoteness index is a general index not specific to any service. However, the StatCan report showed a high correlation to the accessibility of several specific services (e.g., health services = 0.93, social assistance = 0.84: reported on p.28 of the StatCan/INAC paper).

The equations don't seem to make sense.

1. In the second equation, the “reference unit costs” and “reference demand” are both equal to 1, so the “Additional Funding” just equals the RQ.

2. This equation ends up being:

$$RQ = (\text{actual cost} / \text{reference cost}) * (\text{actual demand} / \text{reference demand}) - 1.$$

However, the source data and measures of "Actual Demand" and "Reference Demand" are not articulated. A valid methodology will need to report some basic facts about the measures, which this report does not provide.

Scollan, Tina (AADNC/AANDC)

From: Buist, Margaret (AADNC/AANDC)
Sent: August-13-18 1:41 PM
To: 'Julian Falconer'; Travis Boissoneau (tboissoneau@nan.on.ca); Bobby Narcisse (bnarcisse@nan.on.ca)
Cc: anthonym@falconers.ca; Kabir, Sabrina (AADNC/AANDC); Thai, Catherine (AADNC/AANDC); O'Byrne, Michael (AADNC/AANDC); Hove, Johanna (AADNC/AANDC)
Subject: NAN RQ

Thank you for providing the first draft of the Final Report on the Remoteness Quotient paper. I am concerned that the experts have not provided us with what we need or asked for in the engagement letter. I have taken a few key passages from the engagement letter to demonstrate what we do not have from them. I am concerned because we are behind in getting the RQ done and need to report to the Tribunal in early September. I would be happy to meet at your earliest convenience to try to resolve this.

Below are the passages from the engagement letter for the experts from January 2018 that we feel have not been honoured.

Development and implementation of a new funding formula -

- **Page 2:** *"Phase II will also focus on the development of a remoteness coefficient for the purpose of recommending a remoteness quotient. It will also involve working with the Government of Ontario to review and validate the financial information, formula work, and assumptions associated with the research."*
 - **Definitions on Page 3:** *"For clarity a remoteness coefficient is a variable that would be applied to child and family services funding for agencies to determine the amount of additional funding that would be required to provide the same standard of service in a remote community, when compared to non-remote communities in Ontario."*
- **Page 3:** *"Develop a remoteness coefficient, and include detailed information about how calculations related to this coefficient were formulated, including underlying costing assumptions and formula work. This is required to support transparency and the ability to review/validate the data, as well as replicate and apply the remoteness coefficient to obtain the remoteness quotient."*
- **Page 3:** *"Apply this remoteness coefficient to produce a remoteness quotient for Northern Ontario and include all detailed information about how the calculations are done."*
- **Page 3:** *"Explain whether this remoteness coefficient could be applied nationally and, if not, explain what would be required to make the remoteness coefficient applicable across Canada."*

Definition of Remoteness -

- **Page 2-3:** *"provide the definition of remoteness that is guiding the study, drawing on existing research (e.g. DISC/Statistic Canada's recent study as a framework, ARIA). This definition should not exclusively focus on expenditures and should consider geography and/or location (e.g. closest service centre, accessibility, travel time, road access)."*
- **Page 3:** *"Remoteness, for the purposes of the RQ Project, will focus exclusively on the mandate of child and family services."*

Program Costs -

- **Page 3-5:** NAN and ISC's provided lists of program costs affected by remoteness. It is not clear how these variables have been considered in the formula provided by BMG.

I look forward to hearing from you.

Margaret Buist

Directrice Générale-Director General

Direction générale de l'Enfance et de la Famille/Children and Families Branch

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Margaret.Buist@canada.ca

Scollan, Tina (AADNC/AANDC)

From: Nafziger, Lisa (AADNC/AANDC)
Sent: July-04-18 11:08 AM
To: Connolly, Lisa (AADNC/AANDC)
Subject: Fw: Revised Interim Rport

For tracking

From: Buist, Margaret (AADNC/AANDC) <margaret.buist@canada.ca>
Sent: Wednesday, July 4, 2018 10:59 AM
To: Dino Radocchia; Bobby Narcisse; Travis Boissoneau (NAN); Julian Falconer; Anthony Morgan; Natalie Hansen
Cc: Tom Wilson; david barnes; Kabir, Sabrina (AADNC/AANDC); Buist, Margaret (AADNC/AANDC); Thai, Catherine (AADNC/AANDC); O'Byrne, Michael (AADNC/AANDC); Nafziger, Lisa (AADNC/AANDC)
Subject: RE: Revised Interim Rport

Good morning all,

Thank you very much for these changes to the Interim Report. The increased clarity on some aspects of the methodology used is helpful, and we look forward to reviewing the Final Report. We have a couple considerations and requests to make of the researchers for inclusion in the Final Report on the child welfare remoteness quotient. We would be happy to discuss these.

First, we notice that researchers have had difficulty getting in contact with the Province of Ontario, and in particular MCYS staff. Could the researchers please detail what steps they are taking to have the data verified?

Secondly, there are methodology issues that we would like clarified before the Final Report:

1. When agencies were surveyed (p. 57 of the revised Interim Report) to estimate their costs and needs, were they filling out the tables according to their current usage, or what they forecast they would need to offer a certain level of service? For example, if the agency currently has 3 social workers on staff, but would need 5 to offer a certain level of prevention and protection services, would the agency have put 3 or 5 in the table? Is this understanding consistent among the three agencies that filled out the tables?
2. Assuming agencies were directed to record their forecasted needs and not their current usage, who validated the data? In other words, was the community engaged in determining needs, or were these needs determined by agency staff?
3. If these were completed by agency staff, how were they instructed to determine the level of service needed? In other words, what methodology was used to inform their forecasted needs? Was this done in a consistent manner for all three agencies?
4. How will qualitative data (community engagements) be translated into a form useful for a quantitative formula? Was the qualitative data verified through the community engagement process, or was there a separate validation process conducted during the analysis?
5. Please make the link between the remoteness coefficient and the quotient more clear; in other words, explicitly state why the coefficient is needed to calculate the quotient, and how it contributes to the quotient (p. 38 of the revised Interim Report).
6. If the population under 20 is being used as a proxy for "total demand for service" (p. 61), please use "population under 20" as the operational language throughout the report to ensure clarity (as it assumes that everyone under 20 is seeking services). Given that the Canadian Human Rights Tribunal in their January 26, 2016 ruling, and Wen:De Report Two, both reject the use of population thresholds for benchmarking funding levels, why was this proxy used as opposed to actual population counts?

7. Seeing the formula itself is very helpful. To assist a layperson understanding, please input a plain language explanation of the formula. For example, what does each variable mean, and how does each variable contribute to the calculation?

Regards,
Margaret

Margaret Buist

Directrice Générale / Director General
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Fax: 819-934-4094

Courriel / Email
Margaret.Buist@canada.ca

From: Dino Radocchia [<mailto:dino.radocchia@barnesmanagementgroup.com>]

Sent: Friday, June 22, 2018 9:53 PM

To: Buist, Margaret (AADNC/AANDC); Kabir, Sabrina (AADNC/AANDC); O'Byrne, Michael (AADNC/AANDC); Thai, Catherine (AADNC/AANDC); Vinet, Jana (AADNC/AANDC); Lisa.Nafziga@canada.ca; Bobby Narcisse; Travis Boissoneau (NAN); Julian Falconer; Anthony Morgan; Natalie Hansen

Cc: Tom Wilson; david barnes

Subject: Fwd: Revised Interim Rport

Hello,

We have updated the May 30th version of the RQ Interim Report to incorporate responses to the questions posed on June 20th and June 1st. Also attached are the respective Qs and As that provide the page references.

We look forward to discussing these changes with you.

Regards
Dino

Scollan, Tina (AADNC/AANDC)

From: Nafziger, Lisa (AADNC/AANDC)
Sent: June-19-18 2:44 PM
To: Connolly, Lisa (AADNC/AANDC)
Subject: FW: Background from RQ Experts

For tracking

From: Buist, Margaret (AADNC/AANDC)
Sent: Tuesday, June 19, 2018 1:26 PM
To: Anthony Morgan; Julian Falconer
Cc: Thai, Catherine (AADNC/AANDC); Travis Boissoneau (NAN); Bobby Narcisse; O'Byrne, Michael (AADNC/AANDC); Karpinski, Maciej (AADNC/AANDC); Nafziger, Lisa (AADNC/AANDC); Kabir, Sabrina (AADNC/AANDC)
Subject: RE: Background from RQ Experts

Hello,

Thank you for providing the documents and spreadsheets with respect to the interim report. This has provided more context on the financial categories that were used for the analysis and a general understanding of why the Institute of Fiscal Studies and Democracy's work cannot be directly compared with the RQ work (specifically answering parts of question #1 and #6 of the questions I sent in writing on May 30). However, these documents and attachments do not answer the majority of the questions discussed at our meeting on May 17 and sent on May 30. We would like to see a revised report that takes these questions and observations into account. For example, although the interim paper refers to broader themes (e.g. education, employment), as well as the Statistics Canada Remoteness Index and isolated post allowances, none of these concepts seem to be reflected in the costing analysis based on the additional documents provided. The calculations in these templates seem to be rooted in averages of expenditure/costs analysis, similar to Phase I. As such, it is still difficult to understand the methodology.

In addition, we have some questions on the documents you/the researchers provided:

1. The formulas in the templates are embedded and are hard to follow. Is it possible to have a written explanation of the formulas and the equations that were used to develop the range of 1.86 to 2.25?
2. Can we also see the agency templates filled out by the three agencies?
3. How are the "needed" costs determined? How, if at all, do these costs factor in the socio-economic indicators identified in the paper? E.g. Tikinagan's current staff is 311 and the "needed" amount is 474; how was this determined?
4. How do these tables relate back to the Casino Rama formula for ratios for distribution to communities (the tables are for agencies), specifically to the ratio of 23-13-64?
5. Casino Rama is to distribute community funding for prevention, the analysis and costing sheets provided seem to be for all CFS delivery (protection, operational costs, and maintenance). Is this analysis appropriately translated for the interim report?
6. Will the agency financial information be validated by the Ontario government?
7. Is the intent for the socio-economic factors like education, housing, health and employment to determine a separate costing amount (e.g. cost for a health centre, need for more housing) or to

address the increased need for child and family services *because* of these socio-economic factors?
Should these variables be separate and apart from remoteness (e.g. a community wellness indicator
and a remoteness indicator)? How will the final report capture this?

We are looking forward to receiving the revised interim report as soon as possible. Also what is the plan now
for the final report? Do we need to set up a call to discuss?

Thanks,
Margaret

Margaret Buist

Directrice Générale / Director General
Direction Générale de l'Enfance et de la Famille / Children and Families Branch
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Courriel / Email
Margaret.Buist@canada.ca

From: Anthony Morgan [<mailto:AnthonyM@falconers.ca>]
Sent: Wednesday, May 30, 2018 6:45 PM
To: Buist, Margaret (AADNC/AANDC); Thai, Catherine (AADNC/AANDC)
Cc: Julian Falconer
Subject: Background from RQ Experts

Good evening Margaret,

Please find attached information about the methodology used by the RQ experts, as well as an attachment
with spreadsheets indicating the bases of their calculations.

Regards,

Anthony



Anthony N. Morgan, B.A (Hons.), LL. B., B. C. L.
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Scollan, Tina (AADNC/AANDC)

From: Nafziger, Lisa (AADNC/AANDC)
Sent: October-17-18 3:40 PM
To: Connolly, Lisa (AADNC/AANDC)
Subject: FW: RQ Next Steps
Attachments: New Fiscal Relationship - Remoteness Deck - presented to AFN.PPTX

From: Buist, Margaret (AADNC/AANDC)
Sent: Wednesday, October 17, 2018 3:39 PM
To: Amanda LaBorde; Bobby Narcisse; tboissoneau@nan.on.ca; Julian Falconer; Molly Churchill; nhansen@nan.on.ca
Cc: Buist, Margaret (AADNC/AANDC); O'Byrne, Michael (AADNC/AANDC); Scotton, Anne (AADNC/AANDC); Thai, Catherine (AADNC/AANDC); Steeves, Josephine (AADNC/AANDC); Gasca2, Daniela (AADNC/AANDC); constance.marlatt@justice.gc.ca; Nafziger, Lisa (AADNC/AANDC); Lucia.Cha@justice.gc.ca; Kabir, Sabrina (AADNC/AANDC)
Subject: RQ Next Steps

Hello –

While we schedule a meeting, I wanted to lay out some options for you to consider for the researchers to help guide their work and ensure we get a satisfactory end result.





- **Ontario** - we can facilitate by providing a contact for the researchers to gather information. Ontario is the holder of the data and therefore needs to be involved for validating the data and Ontario-related information (e.g. descriptions on the Ontario 65 Agreement). Also BMG's timelines should acknowledge that it is critical to have Ontario's review and information so that must be built into the timelines.
- **General direction for BMG** - fully cite all data and findings on which they rely so as to ensure we can do a third-party review. As well, a terminology section would be most helpful to ensure a "meeting of the minds" about key terms
- **IFSD** – we can facilitate a meeting for the researchers to meet and touch base on their respective work. How this work will be integrated and a discussion on timelines can also be discussed at the next CCCW with AFN and Caring Society (as they are driving the work on IFSD). Canada will be reporting back to the Tribunal this fall on IFSD's work (like we did on October 11). IFSD is supposed to be completed Phase 3 (cost analysis by agency) by November 2 and Phase 4 (final report) by November 15, so it is important that BMG meet with IFSD as soon as possible.
- **Third-party review** – One option could be to use an expert from Trent University that will be reviewing New Fiscal Relationship's remoteness formula and research. Given the work that person is already doing for ISC it may be quicker for us to hire that person for NAN's RQ report. Another option could be to use professors (experts external to government) that ISC has on standing offer (there are a couple that have qualified backgrounds and could conduct a third party review). There are experts from Waterloo, University of Victoria, and Ottawa U (setting up a contract can take a few weeks). These are likely the most efficient options from our end, unless NAN has an external expert identified. We would need to know quickly if you agree with this approach so that we can begin the process right away.

Lastly, attached to this email is the remoteness research developed by the New Fiscal Relationship team here at ISC. This was presented to AFN recently and other areas of the Department have been using it as part of their costing models' research. I am sharing this with you in advance and will share it with the researchers as well.

Let's discuss as soon as possible.

Thank you,
Margaret

Remoteness of First Nations Communities: Status Update of New Indicator and Adjustment Factors

    Update For ISC Programs

October, 2018





Issue Statement

- The Government of Canada has committed to co-developing a New Fiscal Relationship with Indigenous peoples based on sufficient resources, predictable funding, mutual accountability, and Indigenous-led programs and services supported by strong Indigenous institutions and governments.
- Remoteness is known to affect the buying power of communities that are not in proximity to a population center. Moreover, there is an observed correlation between a higher degree of remoteness (as measured by the Community Remoteness Index) and lower socio-economic outcomes (as measured by the Community Well Being Index).
- Indigenous Services Canada (ISC) needs to examine options to offset the impacts of remoteness for First Nations and provide a rationale for additional funding for remote communities and has tasked this to an internal working that includes members drawn from Central Agencies as well as the Assembly of First Nations (AFN).



Presentation Objective

- To provide the ISC internal Remoteness Working Group members a status update of work done since last meeting:
 - Development of guiding principles and scope of the working group;
 - Review of current ISC practices;
 - Review of best practices; and

- To discuss recommended approach moving forward for:
 - New remoteness measure;
 - New remoteness cost scaling methodology; and
 - Next steps.

Guiding Principles

The following principles will guide the development of a remoteness measurement and cost adjustment framework:

1. **Transparency** (the need for a fully documented approach including data sources, methodology, assumptions, ground rules) and a justification of any special considerations;
2. **Credibility** (an evidence based approach built on sound empirical data and incorporating best practices with credible organizations systematically gathering and analyzing data to develop and update indices);
3. **Consistency** to ensure that funding formulas of all federal funders are systematically and uniformly applied, ensuring equitable funding at the global, regional and recipient levels;
4. **Flexibility** to account for different implementation needs (program / block / grant level / future fiscal transfers) and special considerations;
5. **Co-development** (the importance of collaboration and transparency to ensure open and informed lines of communication with AFN rep, DoF, and programs); and
6. **Continuity of current funding** (the importance of maintaining continuity of current funding levels, unless otherwise adjusted upwards, until the socio-economic gaps of the community are eliminated).



Scope

- Only the remoteness aspect of sufficiency of funding for First Nations is being reviewed.
- Only direct costs of remoteness are being considered.
- Some of the other costs and impacts of remoteness will need to be addressed through program reform and/or other initiatives.
- Other First Nations (e.g. self-governing); other Indigenous groups (e.g. Inuit); and other organizations (e.g. agencies, tribal councils) though not part of the scope of this exercise, the results of this work can be leveraged for funding other programs

Direct Costs	Other Costs
<p>At a minimum, remoteness increases direct costs of services in First Nation communities, including:</p> <ul style="list-style-type: none"> • Operating costs (e.g. rent, utilities, insurance); • Travel costs; • Transportation and delivery costs (e.g. food, supplies, fuel); • Salaries and benefits (e.g. premiums to work in remote areas); • Construction costs (e.g. availability of materials and trades people); and, • Seasonality (e.g. short construction season, narrow windows to ship in material / truck over ice roads – all impacted by climate change). 	<p>Beyond an increase in certain operating costs, remoteness can create other significant challenges for First Nation communities:</p> <ul style="list-style-type: none"> • Limited or no access to certain services; • Limited access to markets; • Human capital challenges – hiring and retaining staff, meeting training needs; • Limited governance capacity; • Reduced useful life of infrastructure; • Limited economic development opportunities; and, • Inability to leverage economies of scale.

Overview of ISC Current Practices

- ISC factors remoteness adjustments into some program funding.

Program or Sub-Program	2017-18 Estimated Remoteness Adjustments
Social Development	\$39,281,605*
Infrastructure and Capacity	\$171,234,485*
Band Support Funding	\$29,813,673*
First Nations and Inuit Health	To Be Determined
Education	Out of Scope*
Block Funding	Not Available*
Total Identified	\$244,801,207

*Work continuing on validating and refining these estimates.

- Documentation is lacking to support existing remoteness scaling factors and varying approaches used by programs to adjust costs. Moreover, the current measure of remoteness (as well as the accompanying cost scaling factors) were developed decades ago and are in need of an update.
- A coherent and consistent departmental level approach is needed for assessing and adjusting costs for remoteness, in particular, where it may be negatively impacting the most disadvantaged communities.

Remoteness Measures: Best Practices

- As part of establishing a new framework, approaches to measuring remoteness and applying an associated cost adjustment factor in other jurisdictions have been researched and analyzed, in order to determine:
 - How these measures were devised;
 - How these measures are applied; and
 - Advantages and disadvantages associated with each approach.
- Some of the measures and approaches reviewed include:
 1. Community Remoteness Index - A Statistics Canada measure of remoteness and accessibility developed in partnership with ISC;
 2. Isolated Posts - Locations identified as isolated by the National Joint Council;
 3. Rural/Remote locations – used by the Ministry of Education in Ontario;
 4. Northern and Remote Communities – identified in analysis commissioned by the National Aboriginal Economic Development Board; and
 5. Accessibility / Remoteness Index of Australia (ARIA+) - used by the Government of Australia to identify remote locations.

Measuring Remoteness

Measure	Basis
1. Community Remoteness Index (Statistics Canada)	Developed for all communities in Canada and degree of remoteness based on incorporating proximity and mass into a gravity model index, where population size and travel time / costs within a commuting radius is used to produce a weighted score of relative remoteness for each community
2. Isolated Posts (National Joint Council)	Locations identified by the National Joint Council (NJC) and degree of isolation based on NJC assigning weights to various factors e.g. population size, climate, and accessibility (road access/ferry/rail/air)
3. Rural/Remote locations (Ontario Ministry of Education)	Different factors considered in assessing remoteness including distance to a board, distance to an urban centre, board enrolment numbers and school dispersion (distance between schools)
4. Northern and Remote Communities (National Aboriginal Economic Development Board)	Way line of latitude and topography used to identify remote communities with degree of remoteness based on characteristics of specific infrastructure e.g. airports, schools, hospitals, broadband
5. Accessibility/Remoteness Index of Australia (ARIA+)	Developed for all communities in Australia and degree of remoteness based on distance to communities of various sizes



Measuring Remoteness – Major Advantages

Measure

1. Community Remoteness Index (Statistics Canada)

Full Canadian coverage; index is a continuum; takes into account all population centres located within close proximity to the unit of observation; allows for comparison between road access and fly-in communities by normalising to costs of travel; **can be linked to other Stats Can data** (e.g. Community Well-Being index; National Household Survey; Aboriginal Peoples Survey; and, many other community-based (Census sub-division) indicators); scope for additional refinements to the measure

2. Isolated Posts (National Joint Council)

The criteria used to determine eligibility for the Environmental Allowance (i.e. what constitutes as an Isolated Post) incorporates widely accepted concepts in the determination of remoteness, such as, population size, climate, and accessibility (i.e. road access/no road access)

3. Rural/Remote locations (Ontario Ministry of Education)

The allocation is based on concepts that are observed in remoteness literature, such as distance to a board, distance to an urban centre, board enrolment and school dispersion

4. Northern and Remote Communities (National Aboriginal Economic Development Board)

The various data components required for index development are easily accessible and readily available

5. Accessibility / Remoteness Index of Australia (ARIA+)

The approach employed for the development of ARIA+ is simple, relatively stable over time, and based on concepts that are observed in remoteness literature, such as distance to population centers

Advantages



Measuring Remoteness – Major Disadvantages

Measure Disadvantages

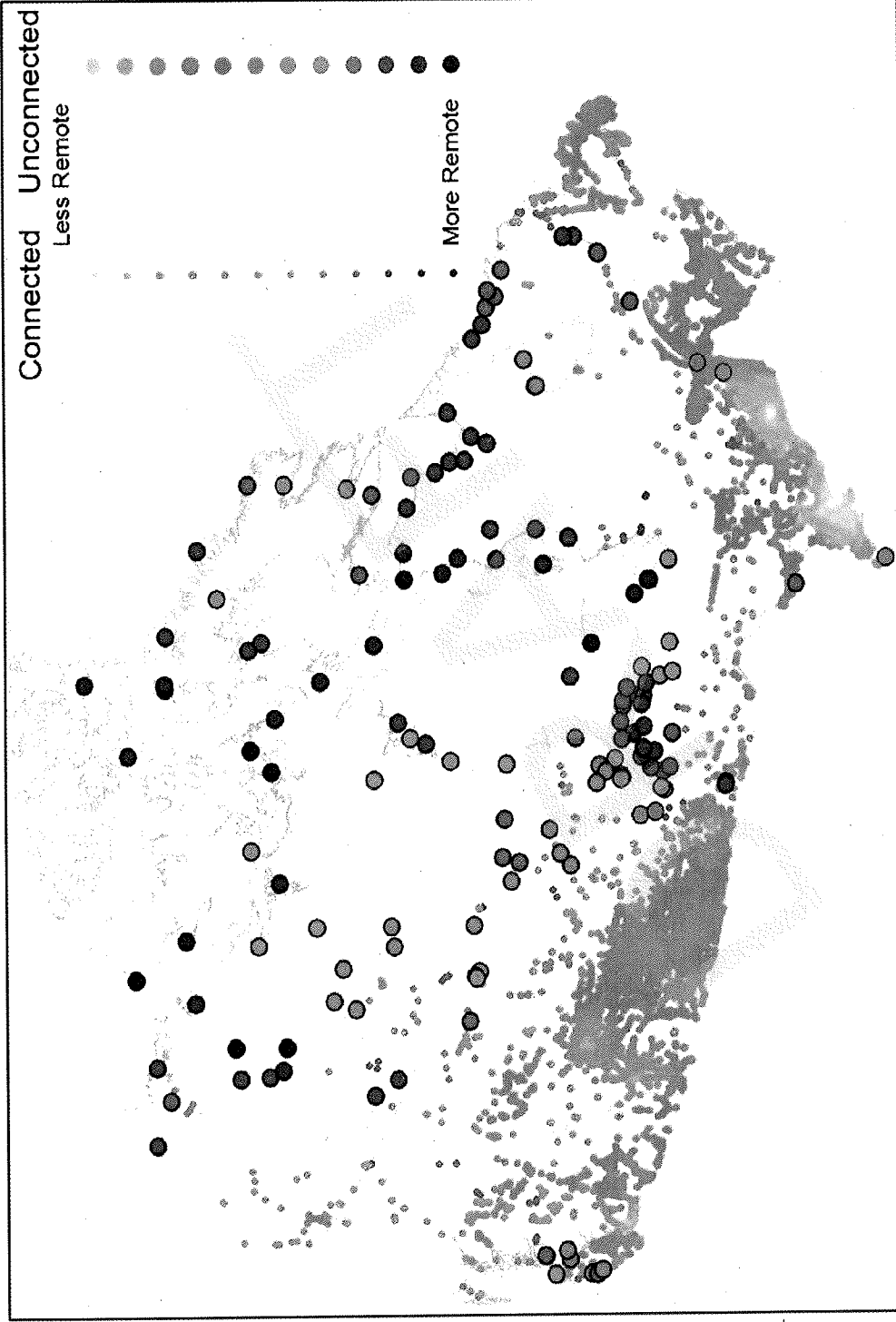
1. Community Remoteness Index (Statistics Canada)	Stakeholder consultations largely limited to ISC; concept difficult to understand; assumptions underpinning normalization of air vs. road costs could be challenged
2. Isolated Posts (National Joint Council)	No transparency on NJC process for identifying Isolated Posts or in weights assigned to characteristics in determining degree of isolation; formulated for compensation needs of federal government employees
3. Rural/Remote locations (Ontario Ministry of Education)	Basis for identification and factors for measuring rural/remoteness applicable to a very specific situation e.g. distance between schools, and cannot be genericized for other applications; challenging to find data to build index for other applications
4. Northern and Remote Communities (National Aboriginal Economic Development Board)	Conceptually not a measure of remoteness; identification of communities not standard; characteristics for measuring remoteness could be viewed as subjective; scoring of characteristics for measuring remoteness could be viewed as subjective; all criteria given equal weights without rationale
5. Accessibility / Remoteness Index of Australia (ARIA+)	Identifies distance to closest service centres only i.e. ignores presence of additional population centres; unclear on approach for fly-in communities

Recommended Remoteness Measure

✓ Community Remoteness Index (Statistics Canada)

- Incorporates best practices:
- Relevant to ISC application – Developed in close consultation with ISC Strategic Research Directorate and programs to address the specific measurement needs of ISC programs)
- Methodologically sound – applies widely accepted concept of gravity model, calculated via the summation of the sizes of population centres that can be reached by a community, divided by measure of proximity (travel costs) of each pop centre to the community, for all centres within 150 minutes from the community with a separate airfare factor for fly-in communities.
- Wide geographic coverage – Full Canadian coverage at detailed geographical scale – over 5000 census sub-divisions – can be leveraged for comparisons with non-First Nations communities.
- Continuous measure – every community has an exact value, all communities normalized to a measure between 0 (not remote) and 1 (most remote).
- Availability and access to data – the measure is readily available and easy to access and easily updated with each Census.

Statistics Canada's Remoteness Index



- The chart shows the remoteness of all communities (including First Nations) in Canada based on the cost of travel.
- The small dots represent communities that are connected by year-round access to the road network.
- The colouring represents the relative costs for each community to reach a population center normalized by population size of the commuting radius.
- As expected most remote communities are in Northern areas of the country.

Cost of Remoteness – Best Practices

- Costs are known to be higher in remote communities. An adjustment factor is needed that will provide appropriate scaling of costs related to the degree of remoteness of a community.
- As part of establishing a new framework, different methodologies for costs adjustments were reviewed to determine:
 - How these measures were devised;
 - How these measures are applied; and
 - Advantages and disadvantages associated with each approach.
- Some of the measures and approaches reviewed include:
 1. Isolated Posts Allowances as defined in the Isolated Posts and Government Directive Housing (National Joint Council);
 2. Ontario Ministry of Education costs adjustments for remote and rural locations.
 3. Government of Australia Commonwealth Grants Commission remoteness costs adjustment factors.
 4. Université Laval Nunavik 2016 Cost of Living Study

Note: The Community Remoteness Index (Stats Can) and Northern and Remote Communities Infrastructure Index (National Aboriginal Economic Development Board) do not have cost adjustment factors – only remoteness scores

Cost Adjustment Factors

Factor	Methodology
<p>1. Isolated Posts Allowances as defined in the Isolated Posts and Government Directive Housing (National Joint Council)</p>	<p>Survey of spending by residents / businesses in 300 locations forms basis of cost estimates; isolated posts costs compared to one of seven reference city costs (cities identified based on longitude / assumptions as location for sourcing goods / services) compiled for comparison</p>
<p>2. Ontario Ministry of Education costs adjustments for remote and rural locations</p>	<p>Various factors considered in determining funding including: board enrolment; board distance to a city with a population of at least 200,000; average daily enrolment of a school; school dispersion (schools that are at least 14km apart); and French language delivery in a minority setting</p>
<p>3. Government of Australia Commonwealth Grants Commission remoteness costs adjustment factors</p>	<p>Used to support of horizontal equalization transfers from the federal government to Australian States by measuring existing differences in funding education and policing services in more remote areas relative to the state average and scaling all other program funding by the average of these 2 factors</p>
<p>4. Université Laval Nunavik 2016 Cost of Living Scaling Factors</p>	<p>Spending by 448 private households in Nunavik forms the basis of cost estimate comparison factors relative to costs of similar goods and services in Quebec City</p>

Cost Adjustment Factors– Major Advantages

Measure	Advantages
1. Isolated Posts Allowances as defined in the Isolated Posts and Government Directive Housing (National Joint Council)	Credible independent source (Stats Can) with regular update cycle for factors; multiple costs factored (goods, services, fuel, utilities, shelter); combines environmental extremes and geographic isolation factors; data for about 300 locations
2. Ontario Ministry of Education costs adjustments for remote and rural locations	Transparent approach – calculation methodologies and funding calculations are updated annually and released publicly under regulations / legislation
3. Government of Australia Commonwealth Grants Commission remoteness costs adjustment factors	Credible independent source with regular update cycle for factors
4. Université Laval Nunavik 2016 Cost of Living Scaling Factors	Study and associated adjustment factors are specifically focused on and designed for Indigenous communities in isolated areas and encompasses regions where North West Company operates

Cost Adjustment Factors– Major Disadvantages

Measure	Disadvantages
1. Isolated Posts Allowances as defined in the Isolated Posts and Government Directive Housing (National Joint Council)	Allowances are based on the typical spending habits of civil servants, and may vary significantly from the typical spending habits of First Nations
2. Ontario Ministry of Education costs adjustments for remote and rural locations	Narrow focus – cannot be directly applied to other types of programs; criteria based on thresholds and difficult to apply to continuous measures; includes costs not directly related to remoteness
3. Government of Australia Commonwealth Grants Commission remoteness costs adjustment factors	Cost adjustment factors are applied based on the assumption that the level of service provided from State to State is comparable; reinforces existing differential in funding; requires normalised detailed historical financial data for each community
4. Université Laval Nunavik 2016 Cost of Living Scaling Factors	Focus group study limited to 2 areas, relevance of results to other communities and regions questionable without the addition of more areas

Recommended Cost Adjustment Factor

✓ Statistical Model based on Isolated Posts Allowances (National Joint Council) and Canada Post Shipping Rates

- ISC assessed various options for adjusting funding to account for remoteness and found strong correlations between remoteness and Statistics Canada's survey of cost of living in 300 isolated communities as well as with Canada Post shipping charges. Regression analysis was done to build a Remoteness Funding Adjustment Model that is:
 - Evidence based – survey information compiled by a credible agency applying widely accepted concepts; has
 - Wide geographic coverage – the model covers a wide areas of the country (approximately 300 Isolated Posts), allowing for the adjustment model to be leveraged in various contexts (including applying to non-First Nations communities); is
 - Available and accessible – data for the development of the model is published by Statistics Canada (and Canada Post) in an accessible format and regularly updated and does not require extensive data mining, processing or analysis for ISC; has
 - Clearly defined concepts – the criteria used to define costs are transparent and consistent over time for ease in application and updates; and is
 - Statistically sound – the model has been tested for statistical significance with high correlation coefficients.

Approach for ISC Going Forward

- Implementation of the new Statistics Canada Measure of Community Remoteness – this was developed specifically for the needs of the department and addresses the shortcomings of the index in use since the 1980s.
- Implementation of a set of new cost scaling factors – CFRDO is testing the validity of cost scaling factors based on Statistics Canada data for isolated posts, allowing for a cost adjustment factor for each First Nation based on the relative remoteness of the community.
- Analysis has been performed to estimate a functional relationship between remoteness and two cost factors to scale the labour and material share of base funding.

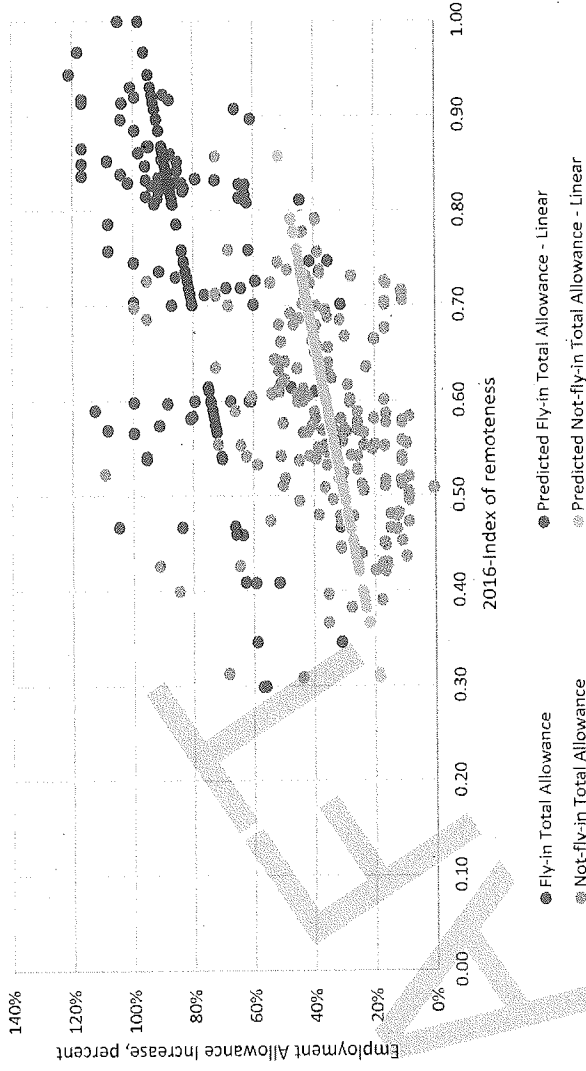
Correlation of Cost Differentials and Remoteness

- Best regression function fit – Linear with Fly-in dummy variable
- Isolated Posts cost allowances differentials correlated with remoteness, strong correlation (R² 59%; C.C. 77%).
- Factor1 = 0.60 * Remoteness Index + 0.38 * Fly-in Variable
- Shipping cost differentials introduced to provide indicator of non-labour related cost differentials related to remoteness, strong correlation (R²54%; C.C. 74%).
- Factor2 = 1.01 * Remoteness Index + 1.36 * Fly-in Variable
- To develop generic factor for all programs, weight of goods and services in GDP applied for a Weighted Factor (70%*Factor1 + 30%*Factor2)

Proposed Remoteness Cost Scaling Factors

Remoteness Index	Not-fly-in	Fly-In
0	0%	0%
0.30	22%	89%
0.40	29%	96%
0.60	43%	111%
0.80	58%	125%
1.00	72%	140%

Calculated and Predicted Employment Allowance Increase by Remoteness Index and Fly-in or Not-fly-in Access, Linear Function (Correlation coefficient 0.77)



- A First Nations location has base level funding of \$2 million. Its Remoteness Index is 0.8 and it is a Fly-in location.
- Factor1 = 0.60 * 0.80 + 0.38 * 1.00 = 86%
- Factor2 = 1.01 * 0.80 + 1.36 * 1.00 = 217%
- Cost Adjustment Factor = 0.7 * 86% + 0.3 * 217% = 125%
- Additional budget amount for remoteness = \$2 million * 125% = \$2.5 million to a total of \$4.5million.
- Note: remoteness of less than 0.30 does not have a cost scaling factor as NJC has no post with an observed remoteness of less than 0.30



Next Steps

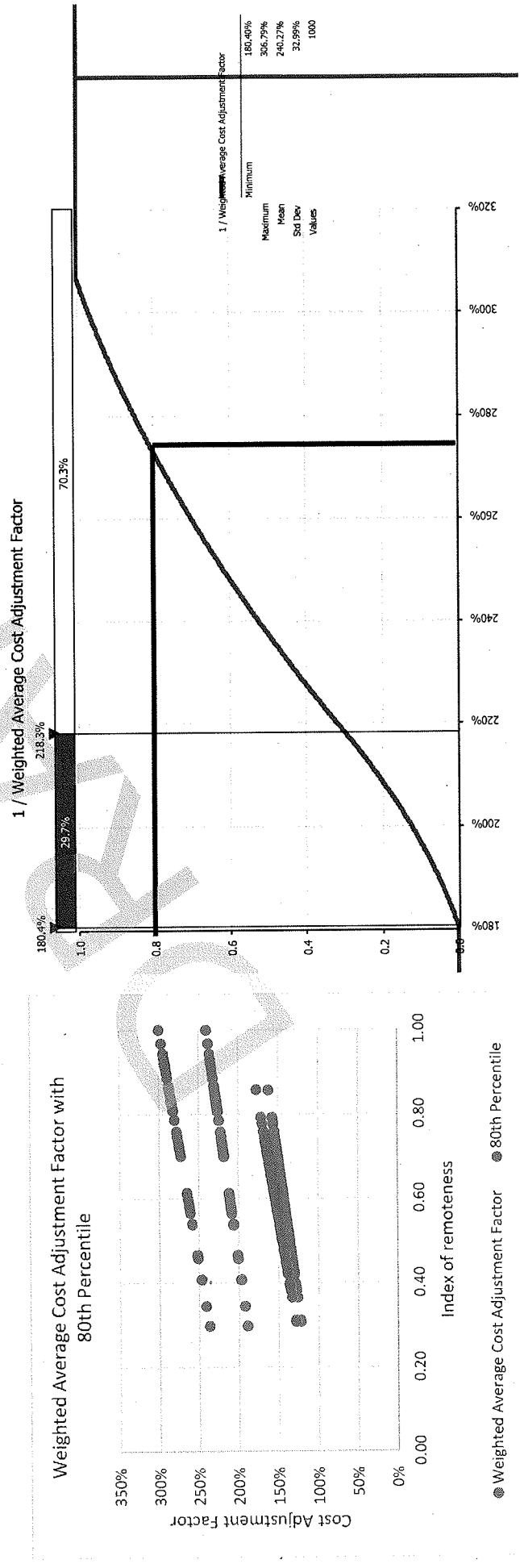
- Apply new methodology for existing programs
- Meet with programs to discuss and validate analysis and results
- Independent Third Party Assessment of New Measure and New Funding Adjustment Factors Engagement
 - Engagement
 - Central Agencies
 - AFN
 - ISC Regions / CIRNAC
 - Development of Implementation Plan

Questions?



Monte Carlo Simulation: Expected vs 80th Percentile

- Results for 278 Isolated Posts
- Example:
 - Fly-in location with remoteness index of 0.70 has an expected cost adjustment factor of 218% which increases by 25% to 273%
 - Not-fly-in location with remoteness index 0.59 has an expected cost adjustment factor of 142%, which increases by 5% to 153%



Scollan, Tina (AADNC/AANDC)

From: Nafziger, Lisa (AADNC/AANDC)
Sent: February-12-19 2:40 PM
To: Connolly, Lisa (AADNC/AANDC)
Subject: Fw: NAN RQ CHRT - App 1 comments
Attachments: ISC_COMMENTS_ON_APPENDIX_I_1965_AGREEMENT.DOCX

From: Johnston, Odette (AADNC/AANDC) <odette.johnston@canada.ca>
Sent: Tuesday, February 12, 2019 1:44 PM
To: mollyc@falconers.ca; Constance.Marlatt@justice.gc.ca; Thai, Catherine (AADNC/AANDC); O'Byrne, Michael (AADNC/AANDC)
Cc: Steeves, Josephine (AADNC/AANDC); Nafziger, Lisa (AADNC/AANDC)
Subject: NAN RQ CHRT - App 1 comments

Good afternoon,

As was discussed on our call, attached to this email are Canada's comments / corrections on Appendix I: The 1965 Welfare Agreement, included within the RQ Phase 2.

For this review:

- Canada has focused solely on factual and legal inaccuracies within the document and does not necessarily agree with the opinions stated in the document.
- Citations should be used for statements of fact.
- Canada has identified areas within the document that only Ontario could correct or adequately comment on (highlighted paragraphs).

As discussed previously, once NAN has a chance to review, we can send the relevant paragraphs to Ontario for validation.

In addition – as discussed, we have some of editorial comments about the Report in general, which it would be good if the researchers could address in the next draft:

- We still have trouble with clearly understanding the difference between the Remoteness Coefficient versus the RQ (e.g., what is a “scalar coefficient” – see page 28 and “geographic scalar” page 29). To assist outsiders, including the Tribunal, in understanding the report, a definitions section with proper citations would be helpful.
- Bottom of page 12 and top of 13. Reference to 1965 Agreement – reference should be to “reimbursement” not funding. Also – suggest removing the statement on the top of page 13 about the 1965 agreement being the only agreement. There are other agreements with other provinces (different from the 1965 agreement, but they exist).
- Bottom of page 27 – statement about FNs CAS being reliant only on province funding levels and approaches is not true anymore (with reimbursement on actuals) and the statement should be removed.

Finally, As with the material in the Appendix, the details in the report (i.e., page 27 and 28 about Ontario's funding approach) should be checked by Ontario.

Thank you,

Odette Johnston

APPENDIX I: THE 1965 WELFARE AGREEMENT

Child and Family Services – 1965 Agreement

The 1965 Agreement ("Agreement") is a bi-lateral inter-governmental agreement between Canada and Ontario. Because of the prominence of child welfare issues, there is a tendency by many parties to give little attention to the full scope of the Agreement, which is actually much broader than just child welfare/child and family services. It covers

- income maintenance/social assistance;
- child and family services;
- child care;
- assisted living; and
- homemaking.

Yet as it relates specifically to child welfare, the 65 Agreement is very narrow. It only deals with the federal obligation agreement to pay to reimburse Ontario approximately 93 per-cent of the cost of the care for registered (or entitled to be registered) status Indian First Nation (Indian) children, who reside on reserve, determined by the number of days in care provided to First Nations children in Ontario as a percentage of total child-in-care days for all children, plus the related boarding costs. Canada reimburses Ontario approximately 93 percent for an agency's cost, based on the number of days in care for registered or eligible to be registered First Nations children with reserve status, including boarding costs.

Canada (as represented by the Minister of Indian Affairs and Northern Development) and Ontario (as represented by the Minister of Community and Social Services) entered into an "Administrative Arrangement" that provides details around the process for reimbursement under the Agreement.

These funds, which are deposited to the Treasury provincial Consolidated Revenue fund and not to the responsible ministry directly nor to the Child Welfare Program, are not used by Ontario to decide funding levels for its First Nations Children's Aid Societies (FNCAS); it must be noted that the full costs of serving First Nations children are not reflected in the arrangement.

Comment [KY1]: The next two paragraph need to be reviewed by Ontario for accuracy.

Comment [KY2]: Is this a defined term in Ontario? Is that why its capitalized?

Comment [KY3]: Statement of fact, should be cited as to source.

Cost of Care – 1965 Agreement

There are a number of reasons for this why the full cost of care is not reflected in the Agreement:

- Children's Aid Societies have to sign an accountability agreement, one term of which is that they must operate within their budget allocations. Those budgeted funds include both prevention and protection activities.
- Residential costs represent a significant share of agency costs of serving children. But non-residential costs, which are not fundable-reimbursed under the Agreement, can be at least as

Comment [KY4]: We understand that if the agency goes over its budget, there is a process to be followed with the province. This whole section should be reviewed by Ontario. See 41 (4) of Child, Youth and Family Services Act, 2017, SO 2017, c 14, Sched. 1.

Comment [KY5]: What specific non-residential costs are being referenced here?

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large, indeed, whereas prevention and alternatives to in-care service should have priority, the focus only on in-care days creates a perverse incentive to admit children to care and to keep them longer.

Comment [KY6]: This sentence does not relate to the one before it.

- In-care costs, such as those for foster care, are funded in other regions of Canada based on actual expenditures; this is not the case in Ontario, because of the funding arrangements under the 1965 Agreement Indigenous Services Canada reimburses 93 percent of actuals claimed by Ontario based on the provincial funding model for CAS's and First Nation Child and Family Services Agencies/Societies;
- The current arrangement, based on a proportion of all registered First Nations children residing on reserve (or ordinarily resident on reserve) children-in-care days, fails to recognize that the actual cost, even for similar in-care arrangements, is significantly higher for First Nations children than for other children; and
- Since identifying a child as a registered First Nations child entails increased work but no increase in funding for non-Aboriginal agencies, there is a disincentive for them to do so, and many Children's Aid Societies (CASs) have historically underreported the numbers.

Comment [KY7]: Statement of fact, should be cited as to source.

Comment [KY8]: Statement of fact, should be cited as to source.

Child and Family Services - Other Federal Funds

In addition to reimbursements through the 1965 Agreement, Indigenous Services Canada also provides other sources of federal funding which support prevention, mental health, family preservation and community well-being. In Ontario these funds flow directly from Indigenous Services Canada to First Nations and include:

1. Prevention and Immediate Relief Funding

Budget 2016 and 2018 made prevention and immediate relief funding available within the First Nations Child and Family Services program. In Ontario, this funding flows directly from Indigenous Services Canada to Ontario First Nations.

Budget 2016 and Budget 2018 allocations for Ontario First Nations in Prevention and Immediate Relief Funding are as follows:

<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u>	<u>2019-2020</u>	<u>2020-2021</u>
\$5,833,524	\$9,118,337	\$34,188,693	\$22,286,186	\$15,901,511 and ongoing

2. Community Well-being and Jurisdictional Initiatives

Beginning 2018-2019, \$17,616,255 was dispersed to Ontario First Nations to support Community Well-being and Jurisdictional Initiatives in First Nations communities. It is anticipated that this funding may be available for 5 years.

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3. Jordan's Principle

In July 2016, Canada announced up to \$382.5 million in new funding and broadened the definition of Jordan's Principle. From July 2016 to November 30, 2018, there have been more than 177,000 requests for products, services and supports approved for First Nations children under Jordan's Principle. This includes mental health supports, medical equipment, speech therapy, educational supports, and more.

4. Canadian Human Right Tribunal Orders 2018

In addition to the funds above, in response to the most recent Canadian Human Rights Tribunal (CHRT) orders, Canada has been reimbursing actual costs as prescribed in the following orders:

- Order 427: "The Panel, pursuant to Section 53(2)(a) and (b) of the CHRA, orders Canada to fund Band Representative Services for Ontario First Nations, Tribal Councils or First Nations Child and Family Services Agencies at the actual cost of providing those services, retroactively to January 26, 2016 by February 15, 2018 or within 15 business days after receipt of the documentation of expenses and until such time as studies have been completed or until a further order of the Panel" (para 427).
- Order 411: "The Panel, pursuant to section 53(2)(a) of the CHRA, orders Canada to cease its discriminatory funding practice of not fully funding the costs of prevention/least disruptive measures, building repairs, intake and investigations and legal fees. In order to ensure proper data collection and to be responsive to the real needs of First Nations Children, the Panel orders Canada, to provide funding on actual costs for least disruptive measures/prevention, building repairs, intake and investigations and legal fees in child welfare to be reimbursed retroactive to January 26, 2016 by April 2, 2018" (para 411).
- Order 426: "The Panel, pursuant to Section 53(2)(a) and (b) of the CHRA, orders Canada to fund actual costs of mental health services to First Nations children and youth from Ontario, including as provided by First Nations, Tribal Councils, First Nations Child and Family Services Agencies, parents/guardians or other representative entities retroactively to January 26, 2016, by February 15, 2018, or within 15 business days after receipt of the documentation of expenses" (para 426).

The CHRT also ordered that Canada "develop an alternative system for funding child service purchase amounts for First Nations children and families on-reserve and in the Yukon based on actual needs" (para. 240, 416-417). The order also includes requirements related to data.

Child and Family Services provided by Ontario -- Outside of 1965 Agreement

In addition, Ontario also provides other sources of child welfare and community wellbeing funds for Indigenous families and communities (outside of its arrangements with Canada in regards the 1965 Agreement) For example, Ontario funds prevention programs for Ontario First Nations such as the Family Well-Being Program, Aboriginal Mental Health and Addictions Workers, among others.

Comment [KY9]: See chart provided by Ontario to the Technical Table for a list of services that Ontario funds outside the 1965 Agreement.

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The federal and provincial governments entered into Under the 1965 Agreement, without First Nations signatories, agreeing that Canada would agreed to reimburse Ontario for approximately 93 per-cent of eligible costs based on proportion-of-days-in-care of registered First Nation children, with reserve status for eligible services. Recognizing that Ontario's agencies would not have direct access to those funds, the federal government has also reimbursed provincial costs for certain targeted First Nations Indigenous prevention initiatives eligible for reimbursement through the 1965 Agreement on-reserve since 2007, approximately the 1970s, when its the federal prevention funding model was introduced. With no provincial formula for allocating prevention dollars, however, budgets have been established separately for each service provider and funded through annual service contracts with the Province.

Comment [KY10]: Recommend adding subheading: Issues with 1965 Agreement

For over a decade there have been increasing calls from Indigenous leaders and others to retire and replace the 1965 Agreement or, at the very least, to amend and update it, since the agreement failed to include First Nations signatories and so offends the principles of self-governance and government-to-government relationships; it does not include the costs of prevention services and other costs that are recognized as necessary, and it complicates the funding arrangements.

Comment [KY11]: We do not understand this sentence.

As noted previously, under the 1965 Agreement, Ontario's First Nations child welfare services agencies have been largely are dependent on the Province's funding policy, levels and approach. The current Ontario approach to allocation of child welfare funding was introduced in 2013-2014 in an effort to better align funding to the needs of children, youth and families. The Ministry has committed to ongoing adjustments to the model, as better data on socio-economic factors become available. In general, the funds are distributed to all CASs and First Nations NCFs on three bases: pre/post-formula adjustments (which account for about 20 per cent of the total distribution); socio-economic factors (40 per cent); and volume-based factors (40 per cent).

Comment [KY12]: Eligible prevention services are reimbursable under the 1965 Agreement.

Comment [KY13]: We are of the view that the next three paragraphs must be reviewed by Ontario for accuracy.

In principle, this approach to funding acknowledges that remoteness is a factor in costs for child and family services agencies; there are other factors built into the formula that, in theory, could benefit those served by remote First Nations agencies. However, the remoteness factor is very small (approximately two per cent of the funding available) and the activity- and volume-based factors reinforce historical funding patterns and inequities. For example, "children in care" has eight times the weight as "remoteness" does, and agencies are rewarded for opening and maintaining protection cases (40 per cent) rather than encouraging prevention and voluntary service (zero per cent—that is, nothing).

Comment [KY14]: We have a different understanding of this formula. We are of the view that this must be reviewed by Ontario for accuracy.

Comment [KY15]: We are of the view that this paragraph must be reviewed by Ontario for accuracy.

Comment [KY16]: We understand it is 5% of the funding available. We are of the view that this must be reviewed by Ontario for accuracy.

Comment [KY17]: We understand that agencies do receive prevention funds from Ontario. We are of the view that this must be reviewed by Ontario for accuracy.

Reallocation of resources across agencies was a goal and an intentional consequence of implementing the new Ontario approach to allocation, which now distributes funding from a single, total program budget, the size of which is set in advance each year by the government. To safeguard against any agency becoming destabilized due to large, rapid funding reductions, the Ministry established a two per cent maximum on year-over-year decreases in funding for any agency. However, it also set a corresponding two per cent cap on year-over-year increases and some agencies may require significantly more than two per cent increases to redress funding inequities or shortfalls. And because the total is fixed, any agency getting increased funding will be receiving dollars previously allocated to another agency or agencies.

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Since issuing its decision the Canadian Human Rights Tribunal (CHRT) has issued several non-compliance orders. In the most recent one, 2018 CHRT 4, the Tribunal ordered that Canada “fund at actual cost for prevention/least disruptive measures, legal fees, intake and investigation, and building repairs” (para. 39, 408–414). It also ordered that Canada “develop an alternative system for funding child service purchase amounts for First Nations children and families on reserve and in the Yukon based on actual needs” (para. 240, 416–417). The non-compliance order also includes requirements related to data

Comment [KY18]: Paragraph moved above to related paragraph on CHRT.

Comment [KY19]: Language moved to paragraph related to CHRT orders.

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collection, mental health, band representatives in Ontario, special consideration for small agencies and other matters. Ontario does not fund services on the basis of actual costs or needs, nor does its funding cover the other obligations noted above. In order for the Canadian government to comply with the CHRT orders, it appears that it will need to reconcile the federal and Ontario funding approaches and models, either by opening up or terminating the 65 Agreement.

Comment [KY20]: We understand that Ontario does provide funds in the area of child and youth mental health and possibly other areas listed above too. This statement should be confirmed directly with Ontario for accuracy.

In either case, since the intent of the CHRT decision and the related orders was to rectifying funding deficiencies, each community and agency serving First Nations children should be guaranteed are now receiving a greater aggregate level of funding than they receive now before the 2016 Decision. Depending on what additional increases there may be to federal and provincial funding—and the extent to which remoteness is recognized—Ontario’s approach, though inadequate, may provide greater funding for at least some Native and First Nations Child Family Services agencies and communities than would be the case with the federal base amount alone.

Comment [MC21]: This is outside the Consultant’s report mandate; these larger issues re the 1965 Agreement are being looked at by Technical table.

Comment [KY22]: This is outside the Consultant’s report mandate; these larger issues re the 1965 Agreement are being looked at by Technical table.

APPENDIX I: THE 1965 WELFARE AGREEMENT

Child and Family Services – 1965 Agreement

The 1965 Agreement (“Agreement”) is a bi-lateral inter-governmental agreement between Canada and Ontario. Because of the prominence of child welfare issues, there is a tendency by many parties to give little attention to the full scope of the Agreement, which is actually much broader than just child welfare/child and family services. It covers

- income assistance;
- child and family services;
- child care;
- assisted living; and
- homemaking.

Yet as it relates specifically to child welfare, the 65 Agreement is very narrow. It only deals with the federal agreement to reimburse Ontario approximately 93 percent of the cost of the care for registered (or entitled to be registered) First Nation (Indian) children, who reside on reserve. Canada reimburses Ontario approximately 93 percent for an agency’s cost, based on the number of days in care for registered or eligible to be registered First Nations children with reserve status, including boarding costs.

Canada (as represented by the Minister of Indian Affairs and Northern Development) and Ontario (as represented by the Minister of Community and Social Services) entered into an “Administrative Arrangement” that provides details around the process for reimbursement under the Agreement.

These funds, which are deposited to the provincial Consolidated Revenue fund and not to the responsible ministry directly nor to the Child Welfare Program, are not used by Ontario to decide funding levels for its First Nations Children’s Aid Societies (FNCAS); it must be noted that the full costs of serving First Nations children are not reflected in the arrangement.

Cost of Care – 1965 Agreement

There are a number of reasons why the full cost of care is not reflected in the Agreement:

- Children’s Aid Societies have to sign an accountability agreement, one term of which is that they must operate within their budget allocations. Those budgeted funds include both prevention and protection activities.
- Residential costs represent a significant share of agency costs of serving children. But non-residential costs, which are not reimbursed under the Agreement, can be at least as large
- In-care costs, such as those for foster care, are funded in other regions of Canada based on actual expenditures; this is not the case in Ontario, Indigenous Services Canada reimburses 93 percent of actuals claimed by Ontario based on the provincial funding model for CAS’s and First Nation Child and Family Services Agencies/Societies;
- The current arrangement, based on a proportion of all registered First Nations children residing

on reserve (or ordinarily resident on reserve)-in-care days, fails to recognize that the actual cost, even for similar in-care arrangements, is significantly higher for First Nations children than for other children; and

- Since identifying a child as a registered First Nations child entails increased work but no increase in funding for non-Aboriginal agencies, there is a disincentive for them to do so, and many Children’s Aid Societies (CASs) have historically underreported the numbers.

Child and Family Services - Other Federal Funds

In addition to reimbursements through the 1965 Agreement, Indigenous Services Canada also provides other sources of federal funding which support prevention, mental health, family preservation and community well-being. In Ontario these funds flow directly from Indigenous Services Canada to First Nations and include:

1. Prevention and Immediate Relief Funding

Budget 2016 and 2018 made prevention and immediate relief funding available within the First Nations Child and Family Services program. In Ontario, this funding flows directly from Indigenous Services Canada to Ontario First Nations.

Budget 2016 and Budget 2018 allocations for Ontario First Nations in Prevention and Immediate Relief Funding are as follows:

2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
\$5,833,524	\$9,118,337	\$34,188,693	\$22,286,186	\$15,901,511 and ongoing

2. Community Well-being and Jurisdictional Initiatives

Beginning 2018-2019, \$17,616,255 was dispersed to Ontario First Nations to support Community Well-being and Jurisdiction Initiatives in First Nations communities. It is anticipated that this funding may be available for 5 years.

3. Jordan’s Principle

In July 2016, Canada announced up to \$382.5 million in new funding and broadened the definition of Jordan’s Principle. From July 2016 to November 30, 2018, there have been more than 177,000 requests for products, services and supports approved for First Nations children under Jordan’s Principle. This includes mental health supports, medical equipment, speech therapy, educational supports, and more.

4. Canadian Human Right Tribunal Orders 2018

In addition to the funds above, in response to the most recent Canadian Human Rights Tribunal (CHRT) orders, Canada has been reimbursing actual costs as prescribed in the following orders:

- *Order 427*: “The Panel, pursuant to Section 53(2)(a) and (b) of the CHRA, orders Canada to fund

Band Representative Services for Ontario First Nations, Tribal Councils or First Nations Child and Family Services Agencies at the actual cost of providing those services, retroactively to January 26, 2016 by February 15, 2018 or within 15 business days after receipt of the documentation of expenses and until such time as studies have been completed or until a further order of the Panel” (para 427).

- *Order 411*: “The Panel, pursuant to section 53(2)(a) of the CHRA, orders Canada to cease its discriminatory funding practice of not fully funding the costs of prevention/least disruptive measures, building repairs, intake and investigations and legal fees. In order to ensure proper data collection and to be responsive to the real needs of First Nations Children, the Panel orders Canada, to provide funding on actual costs for least disruptive measures/prevention, building repairs, intake and investigations and legal fees in child welfare to be reimbursed retroactive to January 26, 2016 by April 2, 2018” (para 411).
- *Order 426*: “The Panel, pursuant to Section 53(2)(a) and (b) of the CHRA, orders Canada to fund actual costs of mental health services to First Nations children and youth from Ontario, including as provided by First Nations, Tribal Councils, First Nations Child and Family Services Agencies, parents/guardians or other representative entities retroactively to January 26, 2016, by February 15, 2018, or within 15 business days after receipt of the documentation of expenses” (para 426).

The CHRT also ordered that Canada “develop an alternative system for funding child service purchase amounts for First Nations children and families on-reserve and in the Yukon based on actual needs” (para. 240, 416–417). The order also includes requirements related to data.

Child and Family Services provided by Ontario – Outside of 1965 Agreement

In addition, Ontario also provides other sources of child welfare and community wellbeing funds for Indigenous families and communities (outside of its arrangements with Canada in regards the 1965 Agreement). For example, Ontario funds prevention programs for Ontario First Nations such as the Family Well-Being Program, Aboriginal Mental Health and Addictions Workers, among others.

Under the 1965 Agreement, Canada agreed to reimburse Ontario for approximately 93 percent of eligible costs based on proportion-of-days-in-care of registered First Nation children, with reserve status for eligible services. The federal government has also reimbursed provincial costs for certain First Nations prevention initiatives eligible for reimbursement through the 1965 Agreement on-reserve since approximately the 1970s,, when the federal prevention funding model was introduced.

For over a decade there have been increasing calls from Indigenous leaders and others to retire and replace the 1965 Agreement or, at the very least, to amend and update it, since the agreement failed to include First Nations signatories and so offends the principles of self-governance and government-to-government relationships;

As noted previously, under the 1965 Agreement, Ontario’s First Nations child welfare agencies have been largely dependent on the Province’s funding policy, levels and approach. The current Ontario approach to

allocation of child welfare funding was introduced in 2013–2014 in an effort to better align funding to the needs of children, youth and families. The Ministry has committed to ongoing adjustments to the model, as better data on socio-economic factors become available. In general, the funds are distributed to all CASs and First Nations CFSs on three bases: pre/post-formula adjustments (which account for about 20 per cent of the total distribution); socio-economic factors (40 per cent); and volume-based factors (40 per cent).

In principle, this approach to funding acknowledges that remoteness is a factor in costs for child and family services agencies; there are other factors built into the formula that, in theory, could benefit those served by remote First Nations agencies. However, the remoteness factor is very small (approximately two per cent of the funding available) and the activity- and volume-based factors reinforce historical funding patterns and inequities. For example, “children in care” has eight times the weight as “remoteness” does, and agencies are rewarded for opening and maintaining protection cases (40 per cent) rather than encouraging prevention and voluntary service (zero per cent—that is, nothing).

Reallocation of resources across agencies was a goal and an intentional consequence of implementing the new Ontario approach to allocation, which now distributes funding from a single, total program budget, the size of which is set in advance each year by the government. To safeguard against any agency becoming destabilized due to large, rapid funding reductions, the Ministry established a two per cent maximum on year-over-year decreases in funding for any agency. However, it also set a corresponding two per cent cap on year-over-year increases and some agencies may require significantly more than two per cent increases to redress funding inequities or shortfalls. And because the total is fixed, any agency getting increased funding will be receiving dollars previously allocated to another agency or agencies.

In either case, since the intent of the CHRT decision and the related orders was to rectify funding deficiencies, each community and agency serving First Nations children are now receiving a greater aggregate level of funding than before the 2016 Decision. Depending on what additional increases there may be to federal and provincial funding—and the extent to which remoteness is recognized—Ontario’s approach, though inadequate, may provide greater funding for at least some First Nations Child Family Services agencies and communities than would be the case with the federal base amount alone.

This is **Exhibit " F "** to the Affidavit
of **Anne Scotton** sworn before me at
Thunder Bay on
the 12th day of February, **2020**.

Jennifer Anne Genereux-Gernat

A Commissioner for taking Affidavits

Jennifer Anne Genereux-Gernat, a Commissioner, etc.,
Province of Ontario, for the Government of Canada,
Department of Indian Affairs and Northern Development.
Expires April 24, 2020.

Scollan, Tina (AADNC/AANDC)

From: Nepton, Nathalie (AADNC/AANDC)
Sent: July-09-19 5:01 PM
To: tmeyer@nan.on.ca
Cc: bnarcisse@nan.on.ca; McLean, John (AADNC/AANDC); Wilkinson, Joanne (AADNC/AANDC)
Subject: Following-up
Attachments: ISC Comments on RQ - July 2019.docx

Hello Tobey,

Thank you for speaking with me last week regarding the Remoteness Quotient study.

Please find our comments on the report outlined in the attached document. As I mentioned in our discussion, an important element will be giving the Ontario government an opportunity to review the report. I will contact Bobby Narcisse to discuss the possibility of arranging a meeting with Ontario to facilitate their review of the report. Another important step will be the integration of the NAN RQ research into the work that other Parties are completing to inform the development of a national funding model - this includes the Ontario special study and the IFSD report. We would be happy to schedule a call with you or Bobby to discuss these issues and our other comments on the report.

I am looking forward to speaking with you and continuing what I understand has been a positive and collaborative working relationship. Please send me your team's availabilities and we can set up a call. Please let me know if you have any comments or questions in the meantime.

Regards,
Nathalie Nepton
Directrice Générale/Director General
Service à l'enfance et la famille/Child and Family Services
Services aux Autochtones Canada/Indigenous Services Canada

**Remoteness Quotient Study – Nishnawbe Aski Nations
ISC Comments – July 2, 2019**

ISC continues to have questions regarding the Remoteness Quotient work that has been completed with the Nishnawbe Aski Nation (NAN). These comments, which we had raised with NAN previously, including in October 2018 and on February 12, 2019, are focused solely on factual and legal inaccuracies within the document:

- In general, it is recommended that Ontario have an opportunity to validate the financial data, in addition to references to the 1965 Agreement (for example, page 27 and 28 includes details on Ontario's funding approach, which can only be appropriately validated by Ontario).
 - There may be additional points that ISC would like clarified after Ontario has an opportunity to review the report.
- Bottom of page 12 and top of 13. Reference to 1965 Agreement – reference should be to “reimbursement” not funding. Also – suggest removing the statement at the top of page 13 about the 1965 agreement being the only agreement. There are other agreements with other provinces.
- We have trouble clearly understanding the difference between the Remoteness Coefficient versus the RQ. In addition, there are technical terms throughout the report (e.g., “scalar coefficient” – see page 28 and “geographic scalar” page 29) that are not defined. Greater clarity in the report itself and the technical terms used may be critical to understanding, particularly for non-experts and the Tribunal. Therefore, we would suggest that at a minimum a definitions section with proper citations be added.
- Bottom of page 27 – the statement about First Nations Child and Family Services Agencies being reliant only on province funding levels and approaches is not accurate; we reimburse on actual costs for Agencies.
- As discussed, while the goal of the report was to better understand appropriate funding levels for CFS in the NAN region, the expectation was that this could then be a tool to guide levels for remote communities across the country. Currently, the report has a limited explanation provided on how the research could be applied across Canada. As a next step, I think it would be helpful to engage on what this could look like as well as to integrate the research that the Chiefs of Ontario and the Assembly of First Nations are completing regarding the 1965 Agreement and the development of a national funding model (Ontario Special Study and IFSD research). We are eager to find an approach and process that works for NAN and that provides the space to collaboratively address the concerns identified above.

This is **Exhibit " G "** to the Affidavit
of **Anne Scotton** sworn before me at
1 Thunder Bay on
the 12th day of February, **2020**.

Generaux Gernat

A Commissioner for taking Affidavits

Jennifer Anne Genereux-Gernat, a Commissioner, etc.,
Province of Ontario, for the Government of Canada,
Department of Indian Affairs and Northern Development
Expires April 24, 2020.

Scollan, Tina (AADNC/AANDC)

From: Tobey Meyer <tmeyer@nan.on.ca>
Sent: July-10-19 10:53 AM
To: Nepton, Nathalie (AADNC/AANDC)
Cc: Bobby Narcisse; Hayden, Jessica (AADNC/AANDC); McLean, John (AADNC/AANDC); Wilkinson, Joanne (AADNC/AANDC)
Subject: RE: Following-up

Thank you Nathalie. Responding to acknowledge receipt of the document. We will review and get back to the group soon.

Tobey

From: Nepton, Nathalie (AADNC/AANDC) <nathalie.nepton@canada.ca>
Sent: Tuesday, July 9, 2019 5:01 PM
To: Tobey Meyer <tmeyer@nan.on.ca>
Cc: Bobby Narcisse <bnarcisse@nan.on.ca>; McLean, John (AADNC/AANDC) <john.mclean@canada.ca>; Wilkinson, Joanne (AADNC/AANDC) <joanne.wilkinson@canada.ca>
Subject: Following-up

Hello Tobey,

Thank you for speaking with me last week regarding the Remoteness Quotient study.

Please find our comments on the report outlined in the attached document. As I mentioned in our discussion, an important element will be giving the Ontario government an opportunity to review the report. I will contact Bobby Narcisse to discuss the possibility of arranging a meeting with Ontario to facilitate their review of the report. Another important step will be the integration of the NAN RQ research into the work that other Parties are completing to inform the development of a national funding model - this includes the Ontario special study and the IFSD report. We would be happy to schedule a call with you or Bobby to discuss these issues and our other comments on the report.

I am looking forward to speaking with you and continuing what I understand has been a positive and collaborative working relationship. Please send me your team's availabilities and we can set up a call. Please let me know if you have any comments or questions in the meantime.

Regards,
Nathalie Nepton
Directrice Générale/Director General
Service à l'enfance et la famille/Child and Family Services
Services aux Autochtones Canada/Indigenous Services Canada

This is **Exhibit "H"** to the Affidavit
of **Anne Scotton** sworn before me at
Thunder Bay on
the 12th day of February, 2020.

Jennifer Anne Genereux-Gernat

A Commissioner for taking Affidavits

Jennifer Anne Genereux-Gernat, a Commissioner, etc.,
Province of Ontario, for the Government of Canada,
Department of Indian Affairs and Northern Development.
Expires April 24, 2020.

Scollan, Tina (AADNC/AANDC)

From: Nichole Kinzel <nkinzel@nan.ca>
Sent: January-30-20 1:38 PM
To: Thai, Catherine (AADNC/AANDC)
Cc: Bobby Narcisse; Molly Churchill
Subject: Bilateral Call Jan 31 Reschedule

SENT ON BEHALF OF BOBBY NARCISSE, DIRECTOR OF SOCIAL SERVICES

Dear Catherine,

I'm writing to ask if we can reschedule our call currently scheduled for this Friday at 10am. Would some time next week work for you, perhaps Thursday, February 6, 10 am? Unfortunately I've been scheduled into another meeting this Friday morning that I can't get out of.

I also wanted to follow-up in response to your suggestion that discussions regarding RQ be revived, with ISC Ontario Region taking the lead rather than Headquarters. I'll admit that the lack of engagement by ISC around RQ since March has been frustrating. We would certainly welcome this proposed arrangement of Ontario Region taking the lead for ISC if it helps move matters along --- so long as we're all on the same page that this arrangement won't be used by Canada to undermine the National RQ initiative that is currently the subject of the motion we filed late last year.

Sincerely,

Bobby

Nichole Kinzel | Social Services Policy Analyst | 807.625.4692

Nishnawbe Aski Nation

Office: 807.625.4692 | Fax: 807.623.7730 | Cell: 807.632.5881
100 Back Street Rd., Unit 200 | Thunder Bay, ON | P7J 1L2

Please be advised that my email has changed, kindly update in your contacts: nkinzel@nan.ca

This is **Exhibit " I "** to the Affidavit
of **Anne Scotton** sworn before me at
Thunder Bay on
the 12th day of February, 2020.

Jennifer Anne Gernat

A Commissioner for taking Affidavits

Jennifer Anne Gernat, a Commissioner, etc.,
Province of Ontario, for the Government of Canada,
Department of Indian Affairs and Northern Development
Expires April 24, 2020.

MEMORANDUM OF AGREEMENT RESPECTING WELFARE
PROGRAMS FOR INDIANS

BETWEEN:

ah
aym

THE GOVERNMENT OF CANADA, represented by the
Ministers of Northern Affairs and National Resources and
of National Health and Welfare, (hereinafter
called "Canada"):

OF THE FIRST PART

AND

THE GOVERNMENT OF THE PROVINCE OF ONTARIO
represented by the Minister of Public
Welfare for Ontario, (hereinafter called
"Ontario")

OF THE SECOND PART

WHEREAS the 1963 Federal-Provincial Conference, in
charting desirable long-range objectives and policies appli-
cable to the Indian people, determined that the principal
objective was the provision of provincial services and pro-
grams to Indians on the basis that needs in Indian Communi-
ties should be met according to standards applicable in other
communities;

AND WHEREAS Canada and Ontario in working
towards this objective desire to make available to the
Indians in the Province the full range of provincial welfare
programs;

NOW, THEREFORE, THIS AGREEMENT WITNESSETH that in
consideration of the premises and of the mutual covenants and
agreements herein contained the parties hereto hereby mutually
covenant and agree together as follows:

foregoing, includes any program listed in Schedule "A" hereto;

(f) "the Financial Assistance Component of the Aggregate Ontario Welfare Program"

means that part of that Aggregate Welfare Program that is concerned with the provision of direct or indirect financial assistance to persons eligible therefor and which, for the purposes of this Agreement, consists of any or all of the financial assistance programs set out in Schedule "B" hereto;

(g) "the Service Component of the Aggregate Ontario Welfare Program"

means that part of that Aggregate Welfare Program that is concerned with the provision of services to persons eligible therefor and which, for the purposes of this Agreement, consists of any or all of the services set out in Schedule "C" hereto;

(h) "year", unless the context otherwise indicates or requires, means any twelve-month period beginning the 1st day of April in any calendar year.

(2) Where an Indian with Reserve Status moves to and commences to live in a municipality in Ontario, he shall continue to be deemed as an Indian with Reserve Status, for the

purposes of this Agreement, until such time as he has actually lived for a period of twelve consecutive months in that municipality.

2. (1) Ontario undertakes during the term of this Agreement, and subject to (2), to extend the Aggregate Ontario Welfare Program to Indians with Reserve Status in the Province, it being understood that particular provincial welfare programs shall be extended to such degree and in such areas of the Province as may be prescribed from time to time in Schedule "D" hereto;
- (2) No provincial welfare program shall be extended to any Indian Band in the Province unless that Band has been consulted by Canada or jointly by Canada and by Ontario and has signified its concurrence;
- (3) It is mutually recognized by the parties hereto that Indians who do not have Reserve Status shall continue to be covered by provincial welfare programs on the same basis as other residents of the Province;
- (4) Ontario may fulfil its obligations under this clause directly by the extension of provincial welfare programs

to Indians with Reserve Status or indirectly through arrangements with municipal or private authorities or organizations.

3. (1) In this clause,

- (a) "the per capita cost of the Financial Assistance Component of the Aggregate Ontario Welfare Program provided to persons other than Indians with Reserve Status" means the total cost of that component provided to such persons in any year divided by the total number of persons other than Indians with Reserve Status in Ontario for that year;
- (b) "the total number of persons other than Indians with Reserve Status in Ontario" means the estimate made by the Dominion Bureau of Statistics of the population of the Province on the 1st day of June or nearest date thereto in any calendar year, less the total number of Indians with Reserve Status in the Province on that date;
- (c) "the per capita cost of the Financial Assistance Component of the Aggregate Ontario Welfare Program provided to Indians with Reserve Status

in Ontario" means the total cost of that component so provided, by Canada and by Ontario in any year, divided by the total number of Indians with Reserve Status in the Province for that year;

(d) "the total number of Indians with Reserve Status in the Province" means the total number of registered Indians in the Province as of the 1st day of June in any calendar year according to Indian Affairs Branch records, less the number of Indians so registered who are not Indians with Reserve Status.

(2) Canada agrees, upon and subject to the terms and conditions herein set forth, and upon receipt of a claim therefor in form and content satisfactory to Canada, within six months after the 31st day of March in each year or such greater period as may be agreed to in respect of that year by the Minister of National Health and Welfare,

(A) to make a contribution to Ontario in respect of the cost in that year of the Financial Assistance Component of the Aggregate Ontario Welfare Program provided to Indians with Reserve Status, by paying to Ontario in respect of that year a sum which bears the same ratio to the total cost to Ontario of

that component so provided, as

(a) the sum of

- (i) 50% of the per capita cost of the Financial Assistance Component of the Aggregate Ontario Welfare Program provided to persons other than Indians with Reserve Status, for that year,

and

- (ii) 100% of the amount by which the per capita cost of the Financial Assistance Component of the said welfare program provided to Indians with Reserve Status in the Province, for that year, exceeds the per capita cost of the Financial Assistance Component of the said welfare program provided to persons other than Indians with Reserve Status, for that year,

BEARS TO

- (b) the per capita cost of the Financial Assistance Component of the said welfare program provided to Indians with Reserve Status in the Province, for that year;

- (B) to make contributions each year to the Province in respect of the cost in that year of the Service Component of the Aggregate Ontario Welfare Program provided to Indians with Reserve Status by paying to Ontario in respect of that year a sum which bears the same ratio to the total cost incurred by Ontario of such component so provided as the contribution payable by Canada for that year pursuant to subparagraph (A) hereof bears to the total cost of the Financial Assistance Component of that program so provided to Indians with Reserve Status in that year.
- (3) Costs which may be included in determining the cost of the Financial Assistance and the Service Components of the welfare program provided to Indians with Reserve Status shall be the costs prescribed in Parts I and II respectively of Schedule "E" hereto.
4. (1) Canada further agrees, subject to paragraph (2) to pay to Ontario each year for the first five years during which this agreement is in effect, in addition to the amounts payable by Canada in each year under sub-paragraphs (A) and (B) of paragraph (2) of Clause 3, 90% of the capital costs and other costs incurred by Ontario and not included in the calculation of contributions under the said sub-paragraphs of extending the

Aggregate Ontario Welfare Program to
Indians with Reserve Status.

- (2) The costs referred to in paragraph (1) shall be costs in respect of capital projects which have been approved by Canada prior to the commencement thereof, and other costs, all as prescribed in Schedule "F" hereto, incurred by Ontario during the year.
 - (3) The provisions of this Clause 4 shall be subject to review upon the expiration of the five-year period referred to in paragraph (1) and may thereafter be amended or extended in such manner and for such period as may be mutually agreed upon between the parties hereto.
5. (1) Ontario may obtain an advance on account of contributions payable by Canada, in respect of any year, pursuant to Clause 3, hereof, by delivering to the Minister of National Health and Welfare, for each month during the year in respect of which an advance is requested, a statement in form and content satisfactory to Canada indicating,
- (a) the total payments made by Ontario during the month to which the statement relates in respect of the Financial Assistance Component of the Aggregate Ontario Welfare Program provided to Indians with Reserve Status,

- (b) the total payments made by Ontario during that month, in respect of the Financial Assistance Component of the Aggregate Ontario Welfare Program provided to persons other than Indians with Reserve Status, and
 - (c) an estimate of the total payments made by Ontario during that month in extending the Service Component of the Aggregate Ontario Welfare Program to Indians with Reserve Status.
- (2) (a) Upon receipt of such statement, Canada will pay to Ontario by way of an accountable advance in respect of the amount payable by Canada by way of contributions in respect of that year, pursuant to subparagraphs (A) and (B) of paragraph (2) of Clause 3., an amount equal to 90 percent of the recoverable portion of the aggregate of the amounts indicated by Ontario pursuant to subparagraphs (a) and (c) of paragraph (1);
- (b) "the recoverable portion of the aggregate of the amounts indicated by Ontario pursuant to subparagraphs (a) and (c) of paragraph (1)" means the amount estimated by Canada and bearing the same ratio to the aggregate of the amounts indicated by Ontario pursuant to subparagraphs (a) and (c) of paragraph (1)

as the contribution payable by Canada for that year pursuant to subparagraph (A) of paragraph (2) of Clause 3, bears to the total cost of the Financial Assistance Component of the Aggregate Ontario Welfare Program provided to Indians with Reserve Status in the Province in that year.

- (3) Canada agrees to pay to Ontario as soon as possible after the expiration of six months after the 31st of March in each year, a sum equal to the amount by which the total funds payable by Canada to Ontario in respect of that year, pursuant to Clause 3 hereof, exceeds the aggregate monthly advance made to Ontario during that year pursuant hereto; and Ontario agrees within the same period to repay to Canada any amount by which the aggregate of the monthly advances paid to Ontario during the year exceeds the amount payable by Canada to Ontario for that year pursuant to Clause 3 hereof.
6. (1) Claims made by Ontario in respect of annual contributions by Canada pursuant to subparagraphs (A) and (B) of paragraph (2) of Clause 3, or pursuant to Clause 4, shall be certified by a provincial auditor.
- (2) Ontario agrees
 - (a) to ensure the maintenance of its records and accounts and those of municipal and

private authorities and organizations, relating to the cost of fulfilling its obligation under this agreement, in a form satisfactory to Canada, and to provide for the reconciliation of amounts claimed, with provincial, public accounts;

(b) to provide for the examination, inspection and audit by the Government of Canada of such records and accounts, and

(c) to retain financial records and accounts for a period of seven years from the date on which claims based on them are submitted for payment.

7. The Schedules hereto may be amended from time to time by mutual agreement of the parties hereto as evidenced by paperwritings executed for this purpose by the Ministers of the Government of Canada and of Ontario who are responsible for the administration of this agreement or by persons authorized by such Ministers in writing to execute the same.

8. (1) This agreement shall become effective as of the 1st day of December, 1965, and shall terminate at the expiration of twelve full months following the date upon which written notice of the desire to terminate the agreement has been given by either party to the other party hereto.

ab
apm

(2) Notice hereunder may be given to Canada by delivering or mailing the same to the Minister of Northern Affairs and National Resources, Centennial Tower, Ottawa, Canada, or to the Minister of National Health and Welfare, Brooke Claxton Building, Ottawa, Canada, and may be given to Ontario by delivering or mailing the same to the Minister of Public Welfare at Toronto, Canada, or to such other places as Canada and Ontario may designate in writing from time to time.

ab
apm

IN WITNESS WHEREOF this Agreement has been signed on behalf of Canada by the Honourable Arthur Laing, Minister of Northern Affairs and National Resources of Canada, and by the Honourable Allan MacEachen, Minister of National Health and Welfare of Canada, this 19th day of May, 1966.

[Signature]
Witness

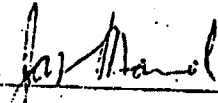
[Signature]
Minister of Northern Affairs and National Resources of Canada.

[Signature]
Witness


[Signature]
Minister of National Health and Welfare of Canada

IN WITNESS WHEREOF this Agreement has been signed

on behalf of Ontario by the Honourable Louis P. Cecile,
Minister of Public Welfare, this 10th day
of January, 1966.



Witness



Minister of Public Welfare