

Clan Mothers Healing Village

Corporate Profile



CLAN MOTHERS
HEALING VILLAGE

Indigenous-led-solutions



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INTRODUCTION

The Time For Change is Now

Indigenous communities have been traumatized by the ongoing systemic violence against women and children. They are victims of sexual exploitation, sex trafficking, racism and unconscionable levels of domestic violence.

Clan Mothers believes that healing is only possible when we return to our Indigenous models and methodologies of healing. The success of Clan Mothers work over the years has inspired us to expand our reach and capacity to bring substantive change and hope to our communities.

With decades of experience working with thousands of women and girls, Clan Mothers envisioned a village that would bring healing through collaboration and an understanding of the needs that are overlooked by western styles of healing. Our collective intelligence will guide the change we need to move forward.

“Clan Mothers recognizes that healing and education must first begin within the heart, before the mind, while the current healing system seeks to heal the mind first. As sexual exploitation and trafficking continue to be social injustices experienced by Indigenous women, it is time for a paradigm shift. New treatment models which incorporate Indigenous methodologies need to be explored, and it is the goal of Clan Mothers to revisit the longstanding Indigenous matrilineal model of healing.”

Jamie Goulet, Co-Founder Clan Mothers Healing Village



THE NEED

The Current Situation in Society

Sexual exploitation and trafficking of Indigenous women and children

Studies indicate that, in certain parts of the country and particularly Western Canada, the majority of children involved in the sex trade are Aboriginal. According to the Native Women's Association of Canada (NWAC), 90% of street-involved sexually exploited youth in some Canadian cities are of Aboriginal ancestry. Among this group, Aboriginal girls between 15 and 18 years of age are overrepresented.

Research shows the root causes of over-representation of the female Indigenous population stems from deep-rooted socioeconomic causes, including (Native Women's Association of Canada, 2014):

- Impact of colonialism on Indigenous societies
- Legacies of the residential schools and their multi-generational effects
- Violence
- Poverty
- Childhood abuse
- Homelessness
- Race and gender-based discrimination
- Lack of education
- Migration
- Substance addictions

These factors create a complex environment and intrinsic vulnerabilities for many Indigenous women and girls. Many of these barriers put women in isolated conditions, which continue the ongoing cycles of poverty and abuse.



“Sexual exploitation and trafficking continue to be social injustices experienced by Indigenous women. New treatment models which incorporate Indigenous methodologies need to be explored, and it is the goal of Clan Mothers to revisit the longstanding Indigenous matrilineal model of healing”.

In a 2014 report prepared by the Native Women's Association of Canada, recommendations aimed at ending sex trafficking and exploitation were summarized into four major categories:

1. National Initiatives – Expansive approaches and policies that are preventative and seek to end sexual exploitation from trafficking.
2. Education – Research supports the concept that providing awareness of issues and risks through open discussions and education reduces rates of women and girls at risk of exploitation. As well, providing a deep cultural connection and a space, which is safe and non-judgmental also supports potential victims.
3. Legal and Judicial – Changes in legislation and harsher punishment for those charged in relation to these crimes.
4. Social Support Programs – Developing programs that meet the unique demands of vulnerable women and girls.

The demand for training and education related to a vast array of Indigenous reconciliation issues is rapidly increasing because of important and recent activities including the:

- National Inquiry on Murdered and Missing Indigenous Women and Girls
- Truth and Reconciliation Commission Recommendations
- United Nations Declaration on the Rights of Indigenous People (UNDRIP)
- Tracia's Trust: Manitoba's Exploitation Strategy
- Manitoba's Advocate for Children and Youth Report on Tina Fontaine
- Commission of Inquiry into the Circumstances Surrounding the Death of Phoenix Sinclair
- Report of the National Task Force on Sex Trafficking of Women and Girls in Canada ("No More")

Indigenous women and children in Canada continue to suffer from human rights violations by perpetrators of sexual exploitation and sex trafficking.





THE OPPORTUNITY

Clan Mothers Healing Village

Clan Mothers is committed to the creation of a contemporary, sustainable Healing Village guided by a Grandmother Elders Council. Our Healing Village will provide mid-term to long-term support to women who have been severely violated and continue to heal from intergenerational trauma, sexual violence, sexual exploitation and sex trafficking.

Current rehabilitation practices are not working. Many focus on the wrong elements or put the focus in the wrong order. The demand for training and education related to a vast array of Indigenous reconciliation is rapidly increasing because of important elements including the current national inquiry on Murdered and Missing Indigenous Women and Girls and the United Nations Declaration on the Rights of Indigenous People.

Clan Mothers recognizes the opportunity to better educate people on Indigenous and Women's issues locally, nationally and internationally – and to better serve the victims of sexual abuse and trafficking, using Indigenous holistic methodologies.

Clan Mothers land-based healing village will include restorative cultural identity therapies inclusive of spiritual healing ceremonies in a community living environment, while encouraging individual empowerment through sustainable solutions and educational training programs.

Our original governance systems were matrilineal in nature; directed by Grandmother Councils and Clan Mother Systems. Diversity and inclusion are concepts that have dominated Indigenous approaches for centuries. Today, Clan Mothers Healing Village provides an opportunity for Indigenous women to take back their rightful and natural roles as leaders, and enables them to take on some of the biggest challenges facing humanity today.



The Healing Village concept is unique in this country because no other organization is addressing this need using a matrilineal focus, community living and a commitment to use Indigenous holistic healing methodologies with social innovation.

We are able to meet these needs because our programs and services have been created through a philosophy called "Lived-Experience-Leadership" – a process that has enabled us to draw on the input and guidance of leaders throughout Canada who have experienced these issues, and have developed proven solutions in their own communities.

The process is much more than the Healing Village. In fact, the project will include two separate and distinct units:

1. Clan Mothers Healing Village – will provide healing and restorative programs for at-risk Indigenous women.
2. Clan Mothers Social Enterprises – will identify, develop and deliver a series of revenue-generating products and services, to support the operation of the Village, inclusive of training and education for the participants (both financially and programmatically).

Today, we are witness to an incredible time of resurgence worldwide, as Indigenous women take back their rightful and natural roles as leaders, tackling some of the biggest challenges facing humanity.

From environmental issues to human trafficking and sex slavery, Indigenous women are reclaiming their strength through an inherent original design in a modern world, by developing holistic solutions. By creating this Healing Village, we fully intend to support and help replicate this model for Indigenous communities across the country.

THE VISION

Clan Mothers Healing Village

“The heart and spirit of the Village is the resurgence of using Indigenous methodologies and world views to heal the most important beings in communities across Canada, the mothers and daughters of the next generation.”

Elder Mae Louise Campbell, Co-founder, Clan Mothers Healing Village

What we are Building

The focus, structure and programming enable Clan Mothers Healing Village to ensure that we are providing Indigenous-led Solutions that have been created through our Lived-Experience-Leadership process.

Clan Mothers Healing Village is an Indigenous model of healing and education focused on the restoration of our communities based on the matrilineal values and principles of our original self-governance systems.

The Healing Village will provide mid-term to long-term support to women who have been victims of multi-generational systemic trauma, sexual violence, sexual exploitation and sex trafficking as they begin their healing journey.

What we will focus on:

1. Providing a nurturing cultural living community and land-based healing environment for sexually exploited women and girls.
2. Developing collaborative, innovative social enterprises that will sustain, educate, train and help our women take back the identity of who they really are for a healthy future.
3. Creating a knowledge centre that will offer education programs through partnerships with Indigenous and non-Indigenous experts.

What we believe in:

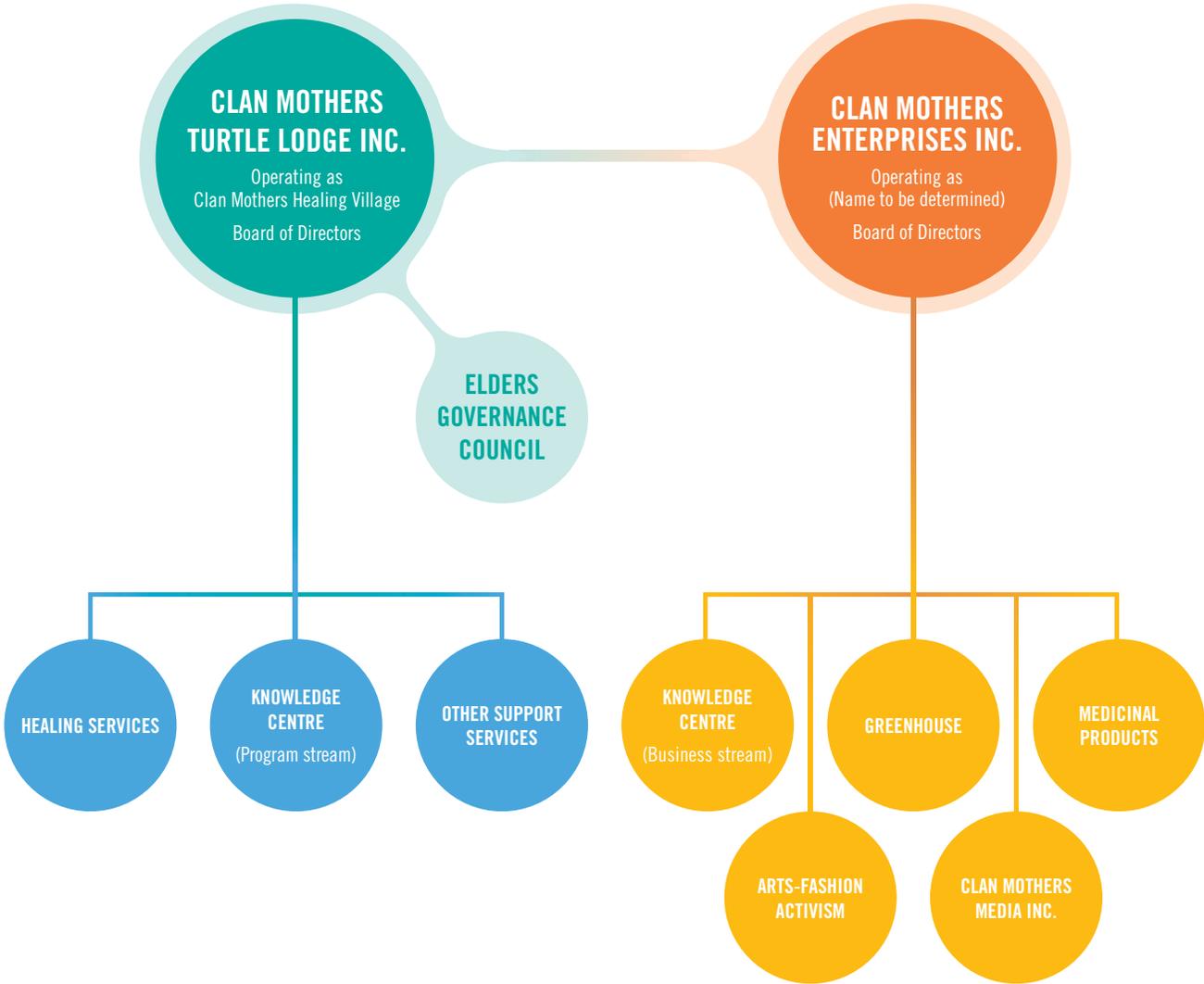
1. Indigenous Women having a choice to access their journey to personal healing in a culturally designed, land-based environment with access to a wide array of holistic services.
2. The integration of Indigenous world views into service practice. The model is inspired by 25 years of spiritual mentorship, designed to offer wellness through an Indigenous paradigm. As a result, Clan Mothers thrives on supporting the development of culturally driven services for Indigenous women.
3. Personal transformation for creating sustainable change. We move forward knowing we can achieve better outcomes for the next generation of Indigenous children. A collective process through educational awareness can advance the much-needed paradigm shift when working with Indigenous people.
4. Empowering Indigenous Nations to champion their own membership. Clan Mothers seeks to support the Indigenous development of sacred responsibility in caring for each other. Indigenous worldviews will evolve into more effective service standards.



The Management Plan

In addition to skilled and trained staff, the business will be guided by a series of very specific independent councils and committees:

1. Board of Directors
2. National Business Advisory Council
3. Elders Governance Council
4. Local Fundraising Committee
5. Other Councils and Committees
 - a. Lived-Experience Advisory Council – Sexual Exploitation and Trafficking
 - b. Risk Management Advisory Committee
 - c. Social Enterprise Business Advisory Committee
 - d. Capital Campaign Committee
 - e. Building Committee



Guiding Management Philosophy

Clan Mothers is committed to incorporating Indigenous principles and beliefs into all aspects of both the business and sustainability plan.

Each day our organization is guided by a deep respect for the Earth and the natural resources she provides us. This respect is integral to Indigenous beliefs and philosophies. Holistically and practically, the target is for operating a self-sustaining, net-zero model.

In addition to our own operational goals and objectives, Clan Mothers is very interested in exploring potential partnerships with outside manufacturers, suppliers, and contractors, who have proven experience in harnessing natural energy systems.

Over-arching Management Objectives:

- Triple bottom line – Environmental, social, economic, and cultural
- Voice of Indigenous women for ecological resilience and climate change action
- Preservation of the land, cultural identity, resources
- Food security within and beyond the community
- Independence (financially, physically, emotionally and sustainably)
- Monitoring localized changes in the area from traditional ecological/scientific knowledge of weather patterns, animals, berries, and insects in the area.
- Participation in nature versus separation from it
- Indigenous women's responsibilities: resources and biodiversity management, traditional medicinal knowledge, water management systems, custodianship of local seeds, agricultural and technological know-how (ancestral farming techniques), resilience, and ancestral legacy.



Management and Risk Assessment

In moving this project forward, we have developed a series of risk management plans based entirely on our research and needs. We understand the importance of working with experts on our development and intend to engage with those identified in the following fields – construction, communications, operational development, fiscal management, board development and training, charitable status, health and safety, human resources.

Clan Mothers is committed to incorporating Indigenous principles and beliefs into all aspects of both the business and sustainability plan.

Development Approach Summary – phases

The development of Clan Mothers and all of its related components will be done in a series of phases that recognize both the organization's available time and resources:

- a. Phase one (Revenue generation and planning) – We have created an overview, established relevant partnerships with key sector leaders, and acquired the necessary leadership skills to move the project forward. We are now in the process of acquiring the required project materials, and making first contacts with funding agencies and organizations, to identify specific needs when it comes to our funding requests.
- b. Phase two (Construction and capital campaign) – Our capital campaign will be launched in the Winter 2019, focused on accessing funds to enable us to break ground on construction. While the objective at this stage will be on building the facility, Clan Mothers will also seek to operate at least two social enterprise units – to test the viability and to generate additional revenue.
- c. Phase three (Launch) – Once construction is complete, Clan Mothers will unveil a plan for launching the program (provincially and nationally). Once operational, expenses and revenues will change, and this change is reflected in our five-year financial plan.
- d. Phase four (Program delivery) – Only after the launch will the full programming be in place for the Healing Village – adding another level of expenses. Additionally, a third social enterprise should be up and running by the time of launch and costs/revenues for this enterprise would also be included in the five-year financial plan.

The Healing Village will sign service agreements with the Government of Manitoba for intake of participants – effectively reducing the need to rely solely on social enterprise revenue.



We have created an overview, established relevant partnerships with key sector leaders, and acquired the necessary leadership skills to move the project forward.

What makes Clan Mothers different than what is already in the marketplace?

The creation of any business plan or feasibility study requires the analysis of need, the identification of a market, and a positioning analysis that assesses how this project will be different than others already in the market (or how this project will better address the needs of the specific market segment).

The need has been addressed at the start of this report, and additional information on the national crises facing at-risk Indigenous women can be provided on request.

The target audience is also very clear – at-risk Indigenous women and girls. A great deal of literature has been dedicated to outlining the crises this particular target audience is experiencing and has been experiencing historically. International, federal and provincial agencies have developed policies specific to this audience and have identified their needs.

What has not already been addressed, although alluded to in this report, is why the Clan Mothers concept is different than other solutions already in the marketplace.





While it is recognized that a number of shelters and safe homes for Indigenous women already exist across the country, Clan Mothers is proposing much more than a safe house concept.

The Healing Village concept is unique because no other organization is addressing this need using the following:

1. A matrilineal focus
2. A focus on community living and healing
3. A commitment to use Indigenous holistic healing methods
4. A commitment to remaining inclusive in all programs
5. A focus on a self-sustaining environment using social innovation and social enterprise
6. A needed change to transform internal policies and governance using Indigenous methodology

Due in no small part to the depth and breadth of the programming, and the return to culturally holistic sensitive solutions to healing, Clan Mothers will offer a much better solution for institutional and governmental organizations seeking to place women.

Finally, the focus on social innovation through the development of social enterprise business units provides a significant differentiation for the program. While living in the community, the women take part in the business units – in essence benefiting from their work. The women gain useful skills that can be used in their communities and in society as a whole.

Following the success that the group has had in the past, Clan Mothers has developed a broader range solution to increase its capacity for outreach and healing within Indigenous communities. By creating this Healing Village, we fully intend to support and help replicate this model for Indigenous communities across the country.

Initial research shows that no other organization is offering healing services in this format. And no other organization is offering this broad range of healing services – from safety to healing to learning to real life solutions.

The concept works. It is relevant to this century. It is supported by the Indigenous community. And it is being created and managed by the Indigenous community.

Indigenous-led-solutions to create personal transformation for sustainable change

Building the Village

Clan Mothers Healing Village will be located on a parcel of land just outside the city of Winnipeg, Manitoba. The land has been donated to Clan Mothers Healing Village.

The site is comprised of a mix of wooded lands; native grasses and natural water sites making it ideally suited to host outdoors activities and programming elements also extracting Indigenous medicines from this organic site.

Clan Mothers will develop the site with the ability to operate off the grid and generate its own utilities, including power, heat and wastewater filtration. The site will also incorporate solar powered energy, geothermal heating and wastewater biofiltration systems.

The outdoor space is integral to the healing and educational aspects of Clan Mothers proposed programming and the entire site is inherently important to the holistic healing process.

In preparation for the development of the Healing Village, our team has created a concept drawing of the elements that are being considered for the facility.

Clan Mothers Healing Village Artist's Rendition

- A** Knowledge Centre
- B** Central Courtyard
- C** Outdoor Kitchen and Garden
- D** Lodge Keeper
- E** Housing
- F** Year-round Yurts
- G** Healing Rooms
- H** Small Ceremony Circle



Business structures

CLAN MOTHERS TURTLE LODGE INC.

Operating as
Clan Mothers Healing Village
Board of Directors

CLAN MOTHERS ENTERPRISES INC.

Operating as
(Name to be determined)
Board of Directors

Healing Village Services and Focus

Clan Mothers is focused on providing mid-term and long-term care to women who have been victims of sexual abuse, exploitation and sex trafficking.

The heart and spirit of Clan Mothers healing and knowledge concepts are the resurgence of using Indigenous methodologies and worldviews to heal the most important beings in communities across Canada – the mothers and daughters of the next generation.

The guiding principle of all day-to-day operations, including our programming and our staffing, will be one of diversity and inclusion. All who need help and support will be welcome in the Village, regardless of race, religion, or sexual orientation.

Staffing will be based on the ideology of Lived-Experience-Leadership. Diversity will be evident in staffing – a process that we believe will lead to alternative and innovative ideas – as the Healing Village continues to look to the future for change.

All of this will be set in a secluded, culturally inspired and supportive environment that is based on Indigenous matrilineal knowledge principles and governance systems of the original peoples of Canada.

“The outdoor elements of nature are integral to the site’s primary function, that is where the healing happens.”

*Jamie Goulet,
Co-Founder Clan Mothers
Healing Village*





To fulfill its vision, Clan Mothers will operate a clean-energy sustainable village that will:

1. Provide a culturally inspired and nurturing land-based healing environment for sexually exploited women by offering intensive programming that will include Indigenous methodologies for healing the effects of multi-generational systemic trauma. Education, training and job opportunities go hand in hand with this holistic model.
2. Develop a collaborative, innovative social enterprise process within the Village that will help to sustain, educate, train and prepare our women for a healthy future.
3. Create a Knowledge Centre that will deliver and facilitate programs, training, and curriculum through partnerships with experts in these areas:
 - The impacts of sexual exploitation and sex trafficking through an Indigenous lens for service providers working in social services, justice, education and medical services.
 - Provide an educational and training piece on the alternative leading-edge clean energy and distribution systems to be installed at Clan Mothers facilities.
 - Host a series of annual events and conferences – on sexual exploitation and trafficking issues affecting Indigenous women locally, nationally and internationally.



Clan Mothers is committed to the creation of a contemporary, sustainable, self-governed Healing Village and Knowledge Centre based on Indigenous methodologies and worldviews. This place will provide a nurturing and healing environment for sexually exploited women and girls to begin their healing journey.

Social Enterprises

Social enterprises are those activities that “seek to achieve social, cultural or environmental aims through the sale of goods or services”. Although social enterprises may be for-profit or not-for-profit in nature, “the majority of net profits must be directed to social objectives with limited distribution to shareholders and owners”.

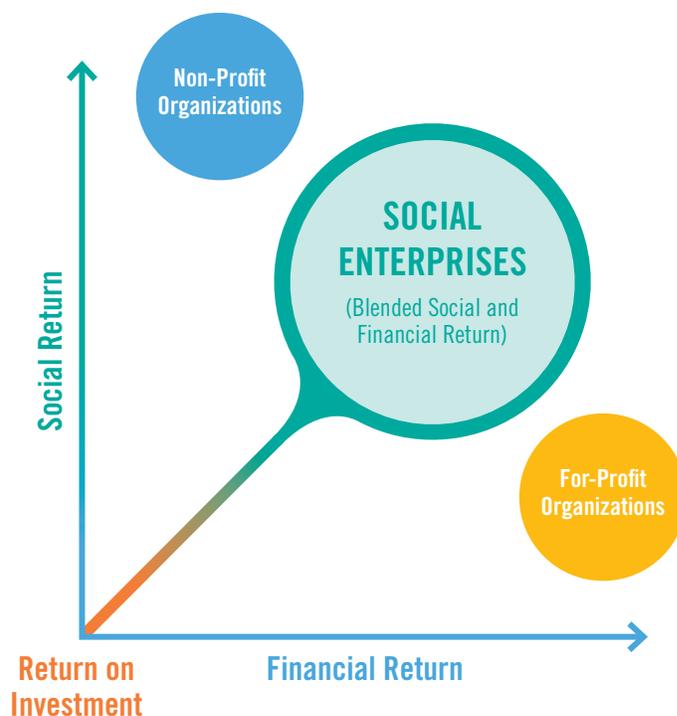
In its simplest form, social enterprise applies commercial strategies and creates revenue by selling a product or service with some market value. Even more important to Clan Mothers, is the fact that these own-sourced revenues ensure that the organization can provide the services and programming it believes are best suited to those in need, and not focus on providing services that are required as a part of a restrictive funding agreement.

Social enterprise is one of the most important elements of our business model. Because many organizations that assist women and girls in healing find themselves dependent on funding that can change with caprice, Clan Mothers has explored the benefits that can be derived from social enterprise.

Social enterprises will be created to support the Healing Village by producing own-sourced revenue. This revenue will make up a large proportion of revenue over time, and assist the Healing Village by increasing its financial independence from government funding.

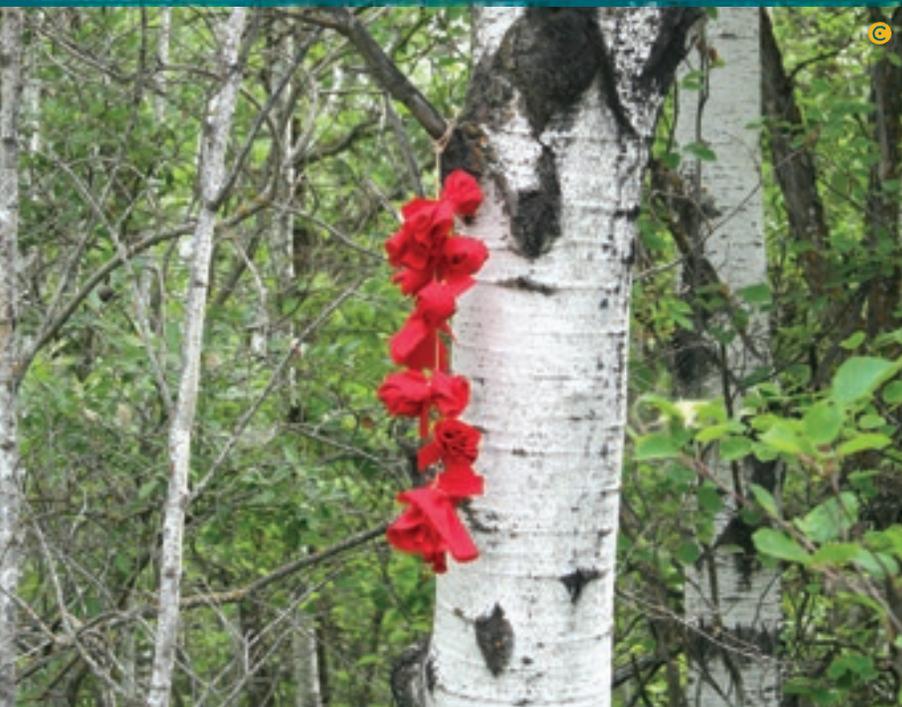
“In the progression of reconciliation and healing for Aboriginal people, social enterprise is a vital catalyst providing the means for self-determination and Aboriginal community development and sustainability. Every day Aboriginal organizations and communities are developing innovations that provide skills training, community resources, and essential services, as well as employment opportunities, through Aboriginal social enterprises.”

Leslie Varley, BC Association of Aboriginal Friendship Centres



At this point in the development process, Clan Mothers has considered a variety of business options that could be operated from within the social enterprise concept. While each of these revenue units will be developed separately, and they will only be launched when ready, these units will:

- Focus on returning profits to assist with covering operational costs
- Play a key role in training education and work opportunities for the women in the Village
- Provide the means for self-determination, community development and sustainability.



“People want to work with socially-minded businesses and it is exciting to see Aboriginal enterprises being showcased in this way. Social enterprise is a new name for a very old concept. First Nations people have always approached enterprise as a way to benefit community and family – it is a way of doing business that has strong roots in Indigenous tradition and culture.”

- Tonii Lerat, *Community Development Planner, Urban Matters*

By integrating social enterprise activities into Clan Mothers, the organization will be able to:

- Become self-sustaining through alternate income generation
- Reduce dependency on grants and government funding with an end goal of seeking no additional grant funding
- Reduce reporting requirements and time commitments for funders
- Enhance the capacity of individuals who participate and improve overall socio-economic environment for women involved



Overview of initial social enterprise business concepts:

1. Knowledge Centre

The Knowledge Centre will be an educational provider focused on disseminating information to other service providers as well as acting as a centralized hub for large spiritual and educational gatherings.

It will provide education and direction to groups working with women who have suffered sexual exploitation/trafficking including domestic violence and all abuses creating physical and emotional harm to their bodies, minds, and spirits. It will also provide educational services through Indigenous land-based programs.

These services will be provided on an ongoing basis so that service providers from across Canada and internationally can access education and training related to Indigenous healing modalities.

The Knowledge Centre will also host annual gatherings that will target four groups (these gatherings are designed to create a village-style connectedness through land-based Indigenous healing modalities, using different themes each year).

Revenue generation is expected to originate from multiple areas including: fees for educational sessions, fees for annual events, fees for rental space including food services and accommodations.



2. Indigenous Arts-Fashion Activism

The focus will be on creating effective campaigns and an economic base through the arts and fashion

industries. Trending contemporary movements through arts activism are one of the best ways to bring awareness to social injustices. The project will collaborate with designers, artists, and women leading to creating tailor-made products for resale – specifically to bring awareness to social injustices around sexual exploitation and trafficking of Indigenous women.

By producing socially engaged Arts-Fashion products Clan Mothers will raise awareness, trigger action, and foster greater support for human rights campaigns. In this way, the program will offer recovering women an opportunity to be involved in healing and benefit economically through this social enterprise business unit.

As part of the development process, Clan Mothers will develop partnerships and opportunities to work with local, national and international production houses to create products that raise money and awareness for the vision and purpose.

3. Business Training on TRC #92

In the last decade, government reports and inquiries have published a litany of recommendations on reconciliation, murdered and missing women and social injustice. While the reports provide the direction for change, they rarely provide the steps for implementation of that change.

In one specific instance, the Truth and Reconciliation Commission Report (Recommendation #92) calls on businesses to act but does not provide a roadmap, or a certification process.

Using our traditional teachings, guided by matrilineal thinking and leadership, Clan Mothers will create a certification process for businesses that will enable them to engage staff (at all levels) in the process. By following the curriculum we have developed, businesses will have the ability upon completion of the process, to indicate that they are “compliant with TRC #92”.

Revenue sources in this process will come from training sessions, speaking engagements and counseling businesses to develop appropriate internal operating mechanisms for their business.





4. Indigenous Medicinal Products

Clan Mothers will actively design, brand and market Indigenous medicinal products through a production facility. By emphasizing traditional healing methods, Clan Mothers provides a unique tie between product and purpose, and this works within a growing market segment in the pharmacy and natural healing retail sector. The key selling feature is that medicines will be derived and developed by Indigenous peoples of this land.

This social enterprise will enable women in the healing program to participate and learn business aspects that will support them on the journey once they leave. Once again, this social enterprise is not specific to the Clan Mothers facility, and a key goal will be to focus on producing/ distributing a few relevant medicinal products prior to the opening of the Centre.

5. Clan Mothers Media Inc.

Recognizing its current needs for materials that will help the organization deliver its story and its vision through social networking, Clan Mothers Media has been incorporated as a revenue-generating arm of the Clan Mothers Healing Village operation. In the initial stages, Clan Mothers Media has focused on producing social network marketing materials for the Clan Mothers Healing Village and for the social enterprise arm.

In addition to this, the media company will also seek to develop its own client base – focusing specifically on Indigenous projects. Clan Mothers sees three benefits arising from the development of this operational arm:

- An internal arm that will have the capacity to produce quality materials for Clan Mothers
- A social enterprise unit that will generate revenues from clients outside the operation
- Another source of work and skills training for the Healing Centre

Clan Mothers seeks to enrich the lives of its residents and provide food in a natural manner.





Next Step and Deliverables

Funding

With a capital campaign goal of an estimated \$25 million, Clan Mothers understands the need to generate annual revenue of no less than \$1.2 million to support the infrastructure needs of the operation.

While annual grants and institutional support can be expected to cover a portion of this annual budget, Clan Mothers recognizes that significant revenues will need to be generated every year to make the project sustainable.

In response, Clan Mothers has been developing a comprehensive and integrated revenue generation model focused on diversifying its income sources (with the intention of eventually distancing itself from the restrictions put upon organizations by certain elements of third-party funding).

The overriding focus on the funding model would be to generate sufficient funds on an annual basis to provide its services to women for no cost. The diversified revenue generation model includes:

- Investment and sustainability fund
- Program revenues
- Corporate sponsorships
- Foundations and grants
- Individual donations
- Fundraising
- Social enterprises

Investment and Sustainability

Clan Mothers will establish a separate account where specific funds are raised through various mechanisms such as planned giving, private donors and targeted fundraisers for example. Not unlike setting up a foundation, donations and contributions to this fund will be left in the account with the goal to accrue on the principal and use the interest at year-end for operating. High-interest savings accounts are on average offering a rate of 1.6 %. The goal would be to have the fund's principal increase over 15 years to \$10 million.

Fundraising, Foundations, and Grants

As with any non-profit charitable organization, a robust strategic plan for fundraising is being developed to support areas of interest for various foundations and private donations. A number of fundraising campaigns will be developed to target those interested in supporting various components of the organization. This includes a well-defined marketing plan that outlines all aspects of social media – with targeted messages for each campaign.

At this point, Clan Mothers has received a significant number of operational grants, as well as the donation of the land on which the Village will be built (a land package valued at \$900,000).



Corporate Sponsorship

Clan Mothers expects to be able to attract significant corporate sponsorship. The organization is incredibly well connected due to the involvement and substantial presence of significant individuals from the corporate and not-for-profit communities. Consequently, it is expected that Clan Mothers will be able to leverage its position in the market for funding support. It is also fully expected that Clan Mothers will be able to garner significant in-kind supports to assist with capital and operations.

It is important to note that Clan Mothers is looking to work with like-minded organizations that can provide funding or assistance to the organization while fully supporting Clan Mothers endeavours.

Program Revenues

Clan Mothers will provide restorative services to sexually exploited women and it is anticipated these services will be provided on a program cost basis that will help Clan Mothers cover a portion of the operating costs for providing those services. Clan Mothers anticipates that program offsets for participants will come from a variety of agencies and service purchase agreements.

The way in which this service is delivered will be unlike any other organization in Canada. As such, we anticipate that the demand for a unique solution that is relevant to the community will be high.

There will also be a significant focus on deriving additional revenue through a series of workshops and educational programming focused on educating a variety of people, institutions and agencies regarding Indigenous healing and remedial concepts so that others can incorporate natural, sustainable and maternal practices in their own services.

While the goal of the financial stability model is to eventually replace the program costs for services, to provide consistent programming and ongoing maintenance of the Village, it is clear that in the early stages, Clan Mothers must seek grants from public entities to be able to operate in the first ten years.

Social Enterprises

Alternate revenue generation options will be developed with the focus on generating as much revenue as possible to assist with covering operating costs for Clan Mothers operations.

Clan Mothers understands the need for the social enterprises arm of the organization to be managed separately from the healing component of the Village. The inherent skills, experiences and focus required to take small, yet promising business concepts from fledgling to burgeoning, is a very different one than the skill that is required to operate the healing component successfully. The social enterprise entities and the healing component will work in synergy but need to be managed and governed somewhat differently.

Marketing

In the effort to grow this project and move to the next level of development, Clan Mothers has an immediate need for marketing documents and presentation materials. As a result, while the organization will develop a broader-scope marketing plan in the future, Clan Mothers representatives have moved ahead with the development of a visual identity for the program arm of the project.

Marketing efforts are focused on generating the materials necessary to support the fundraising efforts – funder presentations, capital campaign, and individual donations efforts.

In the long run, Clan Mothers understands it will need to develop a complete brand strategy to help establish the organizational positioning, program hierarchy, style/tone and messaging. The final brand plan will also identify the relationship between the program and the social enterprise arms.

In the next two years, Clan Mothers will focus entirely on developing the programs, and raising the funds necessary to operate the project. In this regard, the marketing efforts will concentrate on generating the materials necessary to support the fundraising efforts – funder presentations, capital campaign, and individual donations efforts.

The second stage of this plan will focus on the creation and operation of a number of enterprises that will both support the work in the Healing Village, as well as generate unrestricted revenue to support the Village.

Significant work will need to be done in that phase conceiving and creating a secondary brand element for the enterprises side of the business. The enterprises brand will need to be reflective of a separate corporate entity and in some way, broader in scope than the Healing Village (but “related” to the main brand of the organization).

Operations

As has been outlined previously, initial estimates from the architect and the general contractor estimate the capital costs to build the Healing Village and Knowledge Centre at around \$25 million.

In the next two years, Clan Mothers will focus entirely on developing the programs, and raising the funds necessary to fund the project.

Marketing efforts are focused on generating the materials necessary to support the fundraising efforts – funder presentations, capital campaign, and individual donations efforts.





For more than 30 years, the Clan Mothers have been dealing with these issues in a very real way, and the plan to build the Healing Village is a tangible solution to many of the issues identified in these reports.

Short-term Operational Steps

We have identified a number of key steps that will need to be addressed to move the Village project forward in the next two years:

1. Establish the support infrastructure, which will include hiring key positions. Personnel will help establish the key physical requirements – setting up an office, accounting systems, and office supplies. They will also work on policies and procedures for the organization to meet all legal and legislative requirements.
2. Establish key advisory committees for risk management, capital campaign, and finance.
3. Finalize capital campaign budget.
4. Develop a comprehensive capital campaign strategy that will have defined benchmarks and a marketing strategy.
5. Establish two of the social enterprises as outlined in the feasibility study and be ready to launch in 2020.
6. Work with a consultant who will develop the program elements for the Healing Village and the women.
7. Continue to film the full-length documentary over the next year and a half. This will be funded through sources that have been identified by the director and his current team.

Key Personnel/Issues to Implement the Plan

- CEO/Executive director
- Administration assistant
- Campaign coordinator (term contract)

Key functions and initial focus:

- Develop all policies and procedures for board approval based on Imagine Canada's standards program
- Set up accounting/bookkeeping
- Board training
- Develop marketing/communication plan for the Village
- Develop the capital campaign strategy
- Continue to identify key strategic partners for additional committees as required
- Work with social enterprise experts to develop the relevant business plans
- Develop and implement board training and communication
- Develop marketing, public relations and communication plans





Responding with Real Solutions

In the last decade, federal and provincial bodies have conducted a series of inquiries, investigations and studies related to reconciliation, injustice, sexual trafficking and murdered and missing Indigenous women and girls.

While each of these bodies identified the need for solutions and action, they failed to identify responsibility and timeliness for the implementation of solutions to the problems that Indigenous women are facing in today's society.

What we now have are a number of well-intentioned reports with little direction on how to respond and no clear understanding of who needs to lead this change. In many categories, Clan Mothers Healing Village provides a response to these calls-to-action, outlining solutions that are inclusive of Indigenous women and girls as well as members of the 2SLGBTQIA communities.

Truth and Reconciliation Commission Calls to Action:

HEALTH AND WELLNESS

The Canadian health-care system to recognize the value of Aboriginal healing practices and use them in the treatment of Aboriginal patients in collaboration with Aboriginal healers and Elders where requested by Aboriginal patients.

- ▶ *Clan Mothers has used Indigenous healing practices for over 30 years and proposes to expand that availability through the development of this Village.*

JUSTICE

The federal government to eliminate barriers to the creation of additional aboriginal Healing lodges to work with the federal correction system. Additionally, that federal, provincial and territorial governments, in collaboration with Aboriginal people, create adequately funded and accessible Aboriginal-specific victim programs and services with appropriate evaluation mechanisms.

- ▶ *Clan Mothers Healing Village is proposing to provide exactly what the TRC Calls to Action are recommending.*

RECONCILIATION

Church parties, and all other faith groups and interfaith social justice groups in Canada, respect Indigenous peoples' right to self determination in spiritual matters, including the right to practice, develop, and teach their own spiritual and religious traditions, customs, and ceremonies.

Further that church parties, in collaboration with Survivors and representatives of Aboriginal organizations, to establish permanent funding to Aboriginal people for Community-controlled healing/reconciliation projects.

- ▶ *Clan Mothers is a direct example of this Recommendation, as inter-faith organizations have gifted the parcel of land upon which the Village will be built.*

Murdered and Missing Indigenous Women and Girls Calls to Action:

HEALTH AND WELLNESS

1. All governments to provide adequate, stable, equitable, and ongoing funding for Indigenous-centred and community-based health and wellness services that are accessible and culturally appropriate, and meet the needs of individuals that have suffered from sexual violence, sexual exploitation and sex trafficking.
 2. All governments to fully support First Nations, Inuit, and Métis communities to call on Elders, Grandmothers, and other Knowledge Keepers to establish community-based trauma-informed programs for survivors of trauma and violence.
 3. Trauma and addictions treatment programs be paired with other essential services such as mental health services and sexual exploitation and trafficking services as they relate to each individual case of First Nations, Inuit, and Métis women, girls, and 2SLGBTQQIA people.
 4. All governments to provide continual and accessible healing programs for all children of these women and their families.
- *Clan Mothers is a culturally appropriate, community-based healing service that has been developed entirely by Elders and Knowledge Keepers to provide programs for Indigenous women and girls who are survivors of trauma and violence.*

HUMAN SECURITY

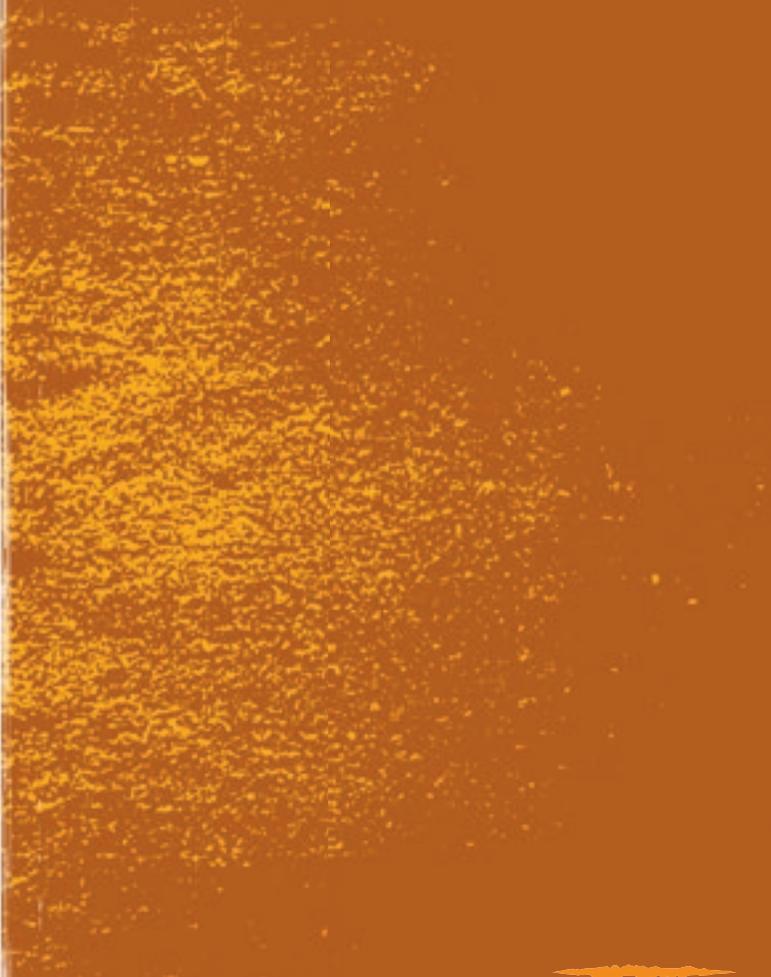
1. Governments must support and resource community-based solutions designed to improve social and economic security, as well as resources for educational, training, and employment opportunities for these groups. These programs must be available within all Indigenous communities.
- *Clan Mothers focus on integrating the people into social enterprise activities is a direct response to this call to action and will ensure that the victims have long-term sustainable skills.*
2. All governments to support programs and services for Indigenous women and girls in the sex industry to promote their safety and security. These programs must be designed and delivered in partnership with people who have lived-experience in the sex industry. We call for stable and long-term funding for these programs and services.
- *Clan Mothers Healing Village programming is being developed based on the principle of Lived-Experience-Leadership.*

WELLNESS SERVICE PROVISION

All governments and health service providers to recognize that Indigenous Peoples are the experts in caring for and healing themselves, and that health and wellness services are most effective when they are designed and delivered by the Indigenous Peoples they are supposed to serve, in a manner consistent with and grounded in the practices, world views, cultures, languages, and values of the communities they serve.

- *This is the very premise of the Clan Mothers Healing Village model.*





**It is the goal of Clan Mothers
to revisit the longstanding
Indigenous matrilineal
model of healing.**



CLAN MOTHERS
HEALING VILLAGE

Indigenous-led-solutions

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