

Ottawa Aboriginal Coalition



"It is about relationships"
Elder Jim Albert

2016-2019 Strategic Plan

Spring 2016



Words before all others

We come together to offer our sacred prayers of acknowledgement
to the Creator.

We recognize the sacred responsibilities that are entrusted us in
serving our community.

We acknowledge and respect the Algonquin people, on whose traditional
territory the City of Ottawa is located



2016 -2019 Strategic Plan Ottawa Aboriginal Coalition

A. Introduction

“It is about relationships”

Elder Jim Albert

The Ottawa Aboriginal Coalition (OAC) recommits through this strategic plan to ensure that the urban Aboriginal people in Ottawa is well supported and have a sense of belonging in Ottawa that includes quality services provided by both Aboriginal organizations and non-Aboriginal organizations.

The 2016-2019 Strategic plan is based on:

- The Strategic Plan developed in 2011 as part of the work it was doing with the Urban Aboriginal Strategy’s Ottawa Steering Committee (UASOSC);
- the priorities identified by community members at the bi-annual OAC Community Gatherings; and
- the priorities identified by the Coalition members as they work each day to serve and support the Aboriginal community in Ottawa.


Language

The Coalition uses the term “Aboriginal” which is inclusive of First Nation, Inuit and Métis people. Increasingly the term “Indigenous” is used to reflect the same groups. We are respectful of whatever term an Indigenous person or organization uses to self-define.

The History of the Ottawa Aboriginal Coalition

“A group of people, groups, or countries who have joined together for a common purpose.” (definition of a Coalition in the Merriam-Webster dictionary)

The Ottawa Aboriginal Coalition was formally established in 2005, as an alliance of Aboriginal services organizations that provided front-line programs and services to Aboriginal people living in the National Capital Region (NRC). The original members of the Coalition were: Wabano Health Centre for Aboriginal Health, Gignul Housing, Odawa Friendship Centre, Minwaashin Lodge, Ottawa Inuit Children’s Centre, Tungasuvvingat Inuit and a Métis Community Representative.



The Coalition originally formed in 2001 as a means of presenting a unified voice with the City of Ottawa on behalf of the local Aboriginal community around the issue of homelessness. Between 2001 and 2005, with the leadership of Wabano Centre for Aboriginal Health, the Coalition worked together on a number of other issues that affected the Aboriginal community in Ottawa including the 20 year City plan and the investments that United Way provided to Aboriginal community service organizations.

Since its formation, the OAC has developed a partnership with the City of Ottawa; with the province of Ontario through the Ministry of Aboriginal Affairs; the United Way and School Boards in the Ottawa area. Since 2007 the Ottawa Aboriginal Coalition has had a funding relationship with Indigenous and Northern Affairs Canada (previously known as the Aboriginal Affairs and Northern Development or Indian and Northern Affairs Canada) through the Urban Aboriginal Strategy and with the Ministry of Aboriginal Affairs at the provincial level.

The OAC advocates at the community, municipal, provincial and federal levels and seeks to educate and raise awareness on Aboriginal issues and the unique circumstances of Ottawa area Aboriginal people and their interests.

B. OAC Core Concepts

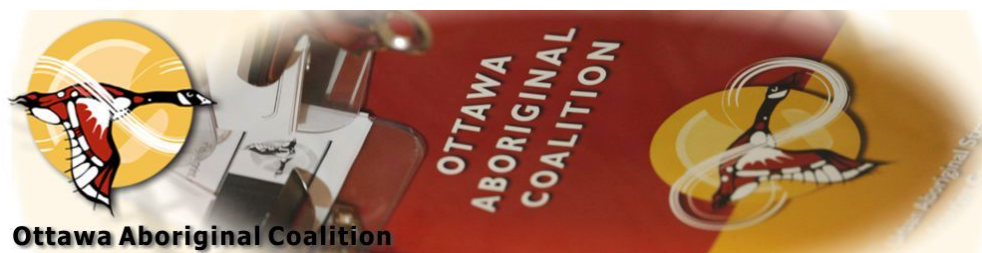
The members of the Ottawa Aboriginal Coalition recognize that we have a shared responsibility to participate in the building of the community that we want to live in. The Coalition is open to all Ottawa Aboriginal service organizations in Ottawa.

As a Coalition, the Executive Directors, come together and work for the collective benefit of the Aboriginal community and respond to the specific needs of the community.

In our work we respect:

- the cultural diversity of the community which is made up of First Nation, Inuit and Métis people; and
- the mandates of each organization.

As members of the Coalition we recognize that when we work together, our collective voice is stronger and one of our primary tools of work is through the building and maintaining of relationships and partnerships.



C. The Membership of the Ottawa Aboriginal Coalition

The current membership of the Ottawa Aboriginal Coalition is shown in the diagram below.

Ottawa Aboriginal Coalition Membership

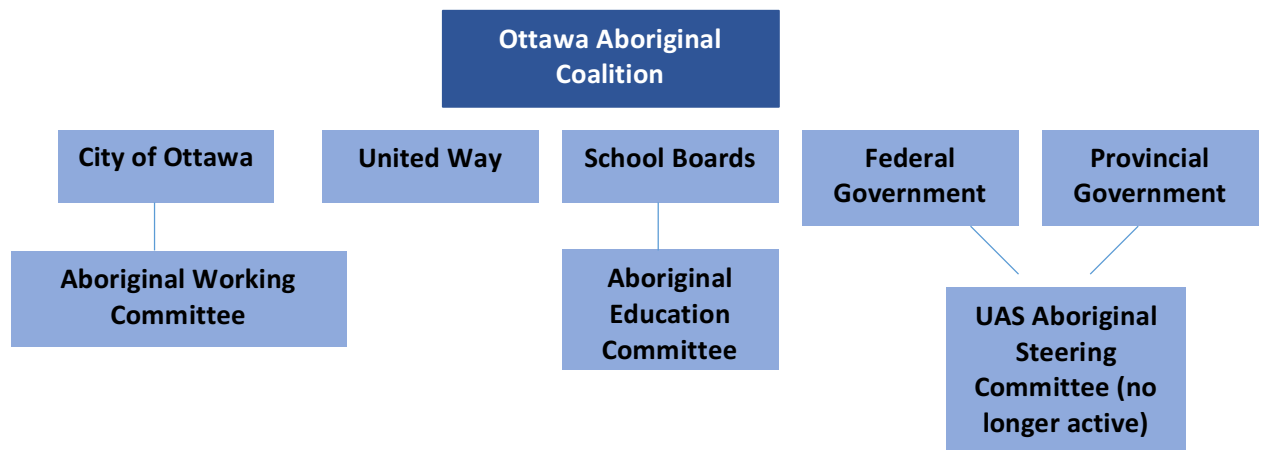


D. It is All About Relationships

The OAC has focused on establishing and maintaining strong and respectful relationships between the Aboriginal community and different levels of government, non-Aboriginal service organizations and amongst the Aboriginal organizations. For success to be realized in achieving any of our strategic goals, we recognize that the community will need to work together. How we work together to achieve common goals is critical.

The OAC Relationship Streams

Since its formation, the OAC has developed a partnership with the City of Ottawa; with the province of Ontario through the Ministry of Aboriginal Affairs; and a funding relationship with Aboriginal Affairs and Northern Development Canada (formerly Indian and Northern Affairs Canada) through the Urban Aboriginal Strategy. New relationships are developed through the work and priorities of the OAC.



We want everyone who works with the Ottawa Aboriginal Coalition to have an understanding of their importance to supporting the Aboriginal community.

Some highlights of the work that OAC has done in relationship with others over the last few years includes:

1. Completion of the City of Ottawa impact assessment of the Aboriginal Working Committee that assessed the relationship established by the OAC and the City of Ottawa to achieve specific outcomes including the development of a city wide joint work plan to recognize and better serve the Aboriginal community.
2. Establishment of the Aboriginal Education Committee with a number of Ottawa school boards including Ottawa District School Board and the Ottawa Catholic School Board



that focused on increasing cultural awareness of teachers and professional staff, increasing the visibility of Aboriginal students and issues in the school system, including raising the students knowledge about residential schools.

3. Working with the National Gallery of Canada and the United Way, developed youth camps and other community initiatives to connect the international art exhibit Sakahàn with local Aboriginal community members.



"The youth program was fantastic!

This is the best audience for this exhibition as getting youth involved in creativity will not only allow for informing & empowering their perspectives & voice but also allows for these creative conversations to grow from within our own communities!"

- Sakahan artist Nicholas Gaiants

4. Showcased the Ottawa Aboriginal community as part of the 2015 Canadian Little League Championships where Elders and youth opened the tournament.
5. Developed a vision of an urban Aboriginal vision for education within the school system and for Early Childhood Development (0-6)

The Reconciliation Relationship

The release of the final report from the Truth and Reconciliation Commission in December 2015 called on all Canadians, Aboriginal and non-Aboriginal to implement the 94 Calls to Action. The OAC is committed to contributing to reconciliation and honouring the survivors of residential school. As part of our work we will review the Calls to Action in the context of an urban environment and incorporate the reconciliation relationship into all of our work.

The OAC Model for Building Relationships

The Ottawa Aboriginal has developed a relationship model when working with non-Aboriginal partners in the area of mental health that we have used in other areas of our work. It was first presented as part of an Aboriginal Mental Health conference at City Hall organized by

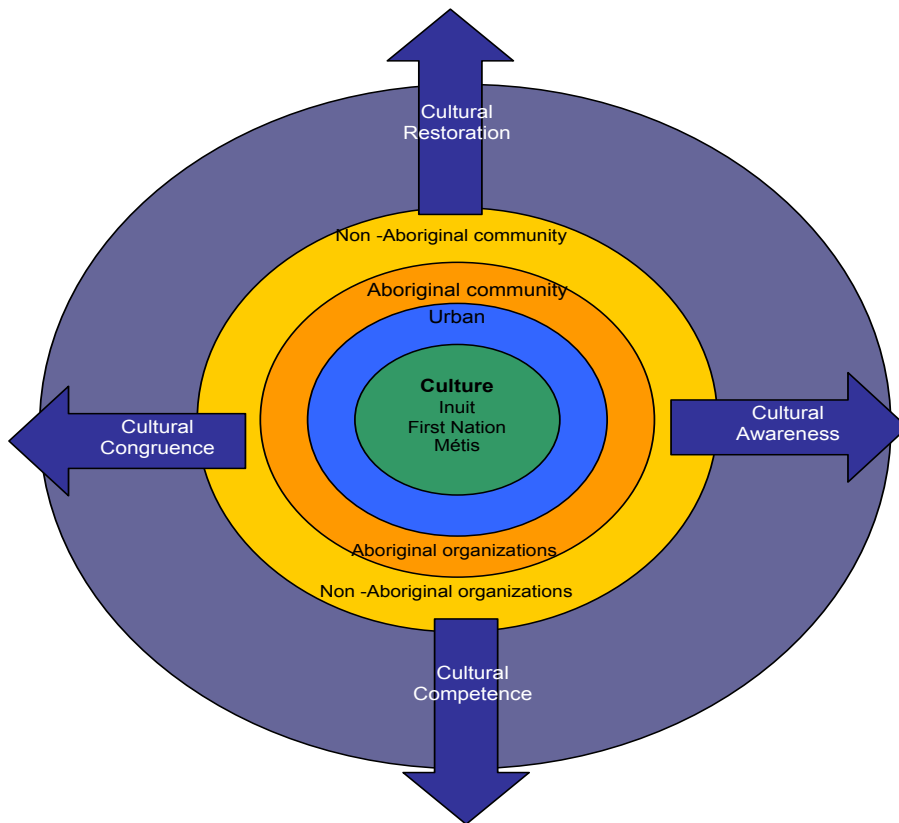
Minwaashin Lodge. This model recognizes that for reconciliation relationships to be established there is a foundation that is built not only on western knowledge but also indigenous knowledge. There are specific outcomes for each direction:

Cultural Awareness: We increase the number of mainstream service providers that have a greater knowledge about the Aboriginal community in Ottawa and have increased their confidence in working with Aboriginal people.

Cultural Competence: Mainstream organizations have examined their own internal practices and made changes to ensure that Aboriginal community members access the services and experience a culturally safe and positive experience. In some cases that means transforming the programs that an organization provides to the community.

Cultural Congruence: The OAC are looking for outcomes that indicate that we know how to work with each other and have culturally competent practices. Outcomes include the number of joint programs and services that we provide and which, of these programs, are developed and run based on Indigenous knowledge.

Cultural Reclamation: One key outcome is the number of stand-alone Aboriginal programs, services and organizations that are developed and operated based on Indigenous knowledge and led by Aboriginal people.

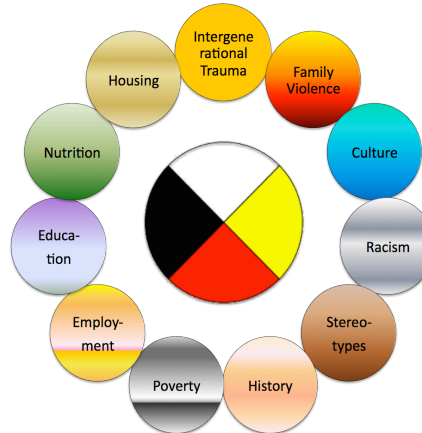


E. OAC Planning Approach

There are two models that inform the work of the Ottawa Aboriginal Coalition when planning: the social determinants of health and the life cycle wheel. As part of this strategic plan, the OAC is building on the work that we do with the City of Ottawa to ensure that we have key performance indicators that reflect a collective impact approach.

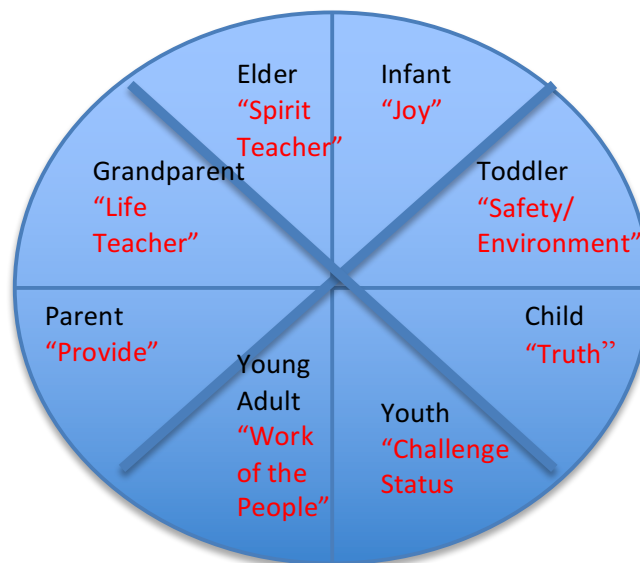
Social Determinants of Health and Wellbeing

Many of the issues that need to be addressed in the Aboriginal community are interconnected. Health concerns are directly related to the quality of housing. Mental health issues are related to intergenerational trauma, colonization and the legacy of residential schools. The OAC responds to the priority areas for the community while recognizing that all of the issues are interconnected.



Life Cycle Wheel

Using the Aboriginal Healing and Wellness Life Cycle Wheel, the Ottawa Aboriginal Coalition recognizes that each stage of life requires specific supports to respond to their unique needs.





Measuring a Collective Impact Approach

The Ottawa Aboriginal Coalition works in collaboration with many partners including the City of Ottawa. As part of that partnership, and using a collective impact approach, the OAC has been recognized as a backbone organization. The work done through the city is built upon a strategic framework with four identified priorities. The Working Committee is currently developing key performance indicators for each area. The Ottawa Aboriginal Coalition will take that knowledge and develop key performance indicators for our full strategic plan.

F. The Ottawa Urban Aboriginal Community

Indigenous and Northern Affairs Canada reports that the Aboriginal population of the Ottawa area, according to the 2011 census is 30,570, or 2.5% of the area's total population (1,215,730 residents). The breakdown of Aboriginal population by identification is as follows:

Ottawa has the largest Inuit population outside of Northern Canada. Although the 2011 Census data reported 860 Inuit living in Ottawa at that time, Inuit organizations in the city believe that that number is much closer to 2,000, with an additional transient population adding to that total. According to data from Statistics Canada, the Inuit population in Ontario increased by 65% from 2006 to 2011, most of them in urban centres. (Ministry of Aboriginal Affairs, undated, and Statistics Canada, 2011).

The Métis population in Ontario is growing much faster than the other two Aboriginal peoples, not because of birth rates, but because an increasing number of Métis are reclaiming their heritage and their identity.

Based on 2011 Census figures, the Aboriginal population in Canada is estimated to almost double by 2036 (Indigenous and Northern Affairs Canada, 2011). These rates far exceed the growth estimated for the Canadian population as a whole. According to 2011 Census data, off-reserve Aboriginal people constitute the fastest growing segment of Canadian society. In 2011, 56% of Aboriginal people lived in urban areas, up from 49% in 1996.

Ottawa and the National Capital Region have a lot to offer Aboriginal people. There are a large number of employers providing job opportunities, such as the federal government, Aboriginal organizations and other public and private sector employers. There are also colleges, universities, medical services and a broad range of other services available.

The urban Aboriginal population in Canada is very young. The median age of the Aboriginal population is 33.1. Approximately 45% of the local Aboriginal population is under the age of 29, with 20% of the total Aboriginal population below the age of 14. Roughly 47% are between the ages of 30-59, and the remaining 8% are 60 years or older. (Indigenous and Northern Affairs Canada, based on the 2011 National Household Survey (NHS) of Canada)

The median income for 2011 for Aboriginal households was \$58,184.00, \$8,428.00 less than the median income of \$66,612.00 for non-Aboriginal households. (AANDC, 2010)

Canada's urban Aboriginal population is also very mobile. One in four urban Aboriginal people were living in a different residence one year prior to the 2006 Census, by moving within the same city or moving from a different community, like a First Nation Reserve or another urban or rural area. This high rate of mobility creates some challenges for accessing and providing services, particularly services like education, employment training and housing. (AANDC, 2010)

G. Responding to Ottawa Aboriginal Community Needs

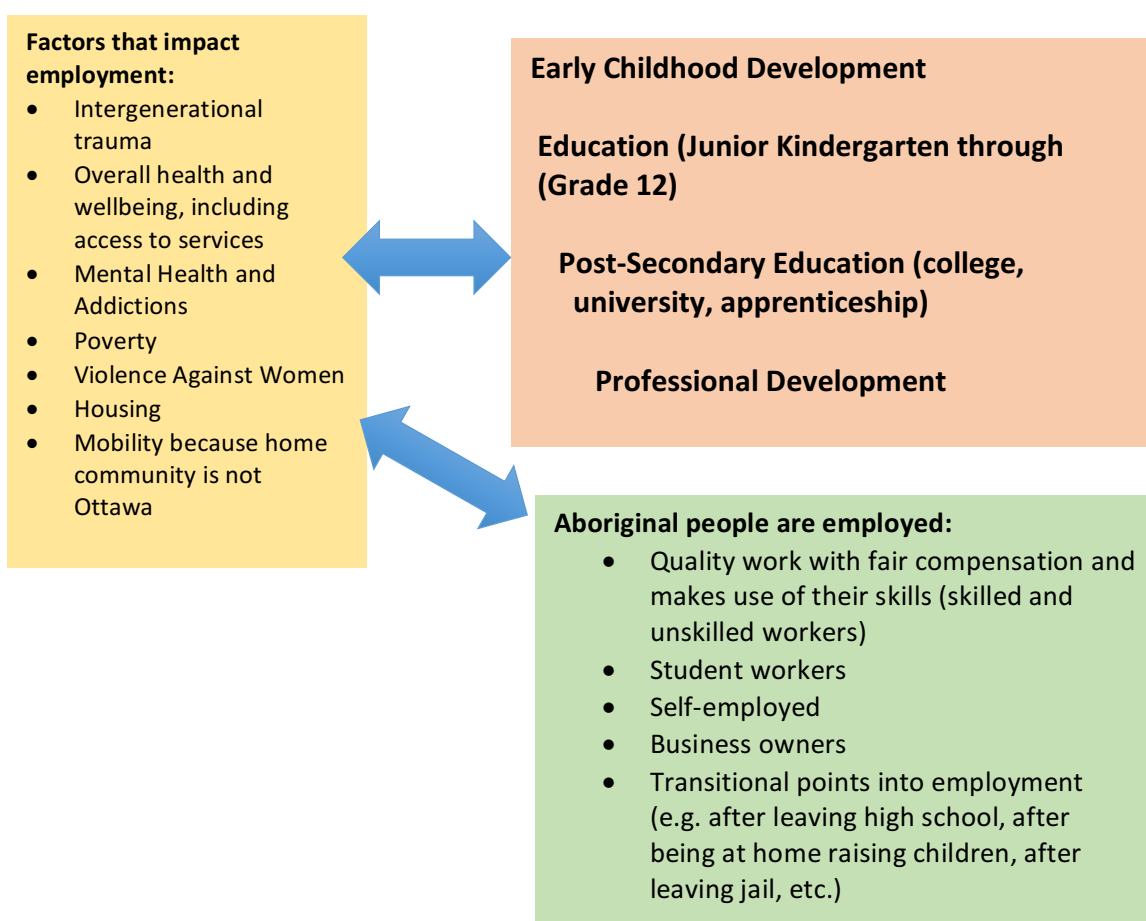
The Ottawa Aboriginal Coalition has consistently organized gatherings with the community to get their feedback and direction

	Engaging with the community	Key priorities
2008/2009	<ul style="list-style-type: none"> Youth forum Aboriginal business forum Community forum (Planning, Reporting and Celebration) 	Youth, culture, language and arts; education, employment and economic development, housing and homeless, community building
2009/2010	<ul style="list-style-type: none"> Youth forum Aboriginal business forum Community forum (Planning, Reporting and Celebration) 	Employment and economic development, community building, Housing and homelessness
2010/2011	<ul style="list-style-type: none"> Youth forum Community forum (Reporting and Celebration) 	Community building
2011/2012	<ul style="list-style-type: none"> Community Forum focused on school based Education Youth forum Aboriginal business forum 	<ul style="list-style-type: none"> A more effective education system
2012/2013	<ul style="list-style-type: none"> Community Forum focused on Children (aged 0-6) needs Youth Employment forum Mental Health Conference School Board training and Elders and Youth Forum 	<ul style="list-style-type: none"> Increased services for Aboriginal children 0-6 CAS interventions with Aboriginal families
2013/2014	<ul style="list-style-type: none"> Community Forum focused on the youth program that was part of the International art exhibit, Sakahan Youth Employment forum 	
2014/2015	<ul style="list-style-type: none"> Two community forums 	<ul style="list-style-type: none"> Housing and Homelessness

H. A key priority for the OAC – responding to employment needs

The Ottawa Aboriginal Coalition applies a wholistic approach to increasing the number of Aboriginal people in the labour market and looks at three aspects of employment:

1. What are the educational and support needs of Aboriginal community members to achieve employment?
2. What are the barriers and factors that can impact their employment journey and employment experience?
3. What are the different types of employment opportunities that Aboriginal people are pursuing?



The full participation of Aboriginal people and communities in the economy require the OAC to continue to be focused on all aspects of the life cycle:

- a) Each Aboriginal person has the opportunity to develop a culturally based identity that instills pride and a sense of belonging and connection to the Aboriginal community and broader community.
- b) Educational readiness for all children.
 - a. (Healthy parenting, Early Childhood development)



- b. Cultural competency of the educational system to understand and respond to the legacy and other needs of Aboriginal children.
- c. Student success in all educational institutes.
- d. Education and learning cycles that support Aboriginal people. (e.g. if a person leaves education for a period of time, they are supported to re-enter at another time in their life)
- c) Employment, mentoring and apprenticeship programs for:
 - a. Aboriginal youth.
 - b. Aboriginal adults.
- d) Mental health programs and supports that an Aboriginal community member accesses is able to meet their cultural and mental health needs.
- e) Supports for Seniors and Elders in their specific role in the community.





H. Strategic Directions

Strategic Direction 1: To strengthen the **governance and administration** capacity of the Ottawa Aboriginal Coalition. **(Governance and Administration)**

- a) Goal – Be a leader on building urban aboriginal capacity, which includes **Urban Aboriginal Governance** as it continues to develop within Ottawa and within the province and federally.
- Chair leadership role provincially and federally
 - Participate in discussions about urban Aboriginal coalitions, including UAS constructs and other urban Aboriginal governance structures.
- b) Goal – Ensure that the **accountability framework** for the OAC includes meaningful community engagement and dynamic communication with the Aboriginal community and the general public
- Website
 - Community Gatherings twice a year
- c) Goal – Support the development of the **leadership and management skills** of Coalition members and their staff through:
- Algonquin College, or
 - Telfer Leadership Institute at Ottawa University
- d) Goal – Develop the capacity of the Coalition to work within and measure the work of the Coalition through a **collective impact framework**.
- Training for the OAC
 - Work with the City of Ottawa as the OAC is the backbone organization to the collective impact relationship.
- e) Goal – Ensure the **sustainability** of the Ottawa Aboriginal Coalition.

Strategic Direction 2: To continue to **build capacity** in the Aboriginal community to respond to the needs identified in the Community. **(Capacity Building)** and increase the **engagement** of the Aboriginal community to identify and participate in responding to the needs of the Aboriginal Community and to strengthen the relationships within the Aboriginal community. **(Community Engagement)**

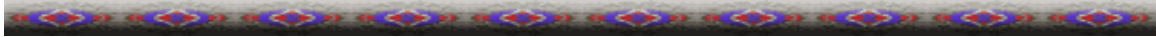
- a) Goal – **Housing/Homelessness Aboriginal needs** are responded to in Ottawa
- Continue to provide ongoing support to the City of Ottawa ACAB
 - Ongoing monitoring of Housing First and affordable initiatives.



- b) Goal – **Health needs** for Aboriginal people are responded to in Ottawa
 - Provide support in the establishment of the Ottawa Indigenous Health Strategy for Ottawa as a way to directly respond to the health needs of Aboriginal people in Ottawa.
- c) Goal - **Mental Health needs** for Aboriginal people are responded to in Ottawa
 - To continue to use and build on the Model of Cultural competency developed as part of the previous mental health
 - Ongoing relationships with mental health partners
- d) Goal – Respond to issues **as needs arise within the Aboriginal community** and respond to new initiatives that arise.

Strategic Direction 3: To continue to work with our established **partners** who are working with the Aboriginal community to respond to the needs identified in the Community. (**Partnership Development**)

- a) Goal - Through the Aboriginal Working Committee, continue to build on the strong working relationships at the **City of Ottawa** and the implementation of the annual joint work plan between the OAC and the City of Ottawa.
 - Annual work plan
 - Implement the evaluation recommendations.
 - Implement the results based accountability framework developed by the Aboriginal Working Committee.
- b) Goal – Work with the **school boards** through the OAC sub-committee to increase their ability to graduate Aboriginal students and to ensure that Aboriginal students have a successful learning experience.
 - The establishment and maintenance of an effective working relationship of the Aboriginal Education Committee
 - Ongoing support to the Aboriginal organizations doing Early Childhood Development.
- c) Goal – Amplify the Aboriginal voice within the **United Way** so that the United Way can better support the Aboriginal community
 - Ensure that the United Way continues to have an Aboriginal representative on the UW board of directors and maintain an ongoing relationship with the Aboriginal board member.
 - Support the United Way to increase investments for capacity building and programming in Aboriginal organizations.
- d) Goal – The work of the Ottawa Aboriginal Coalition continues to be supported under the **Ontario’s Urban Aboriginal Action Plan**.
- e) Goal – The work of the Ottawa Aboriginal Coalition continues to be supported under the **new federal Urban Aboriginal strategy program**.



- f) Goal – Continue to establish meaningful relationships with **community partners** in order to increase the capacity of the Ottawa community to respond to the needs of the Aboriginal community
- Ongoing working relationship with the Ottawa Police Services

Strategic Direction 4: To increase the **profile and contribution** of the Ottawa Aboriginal community to the wider Ottawa community.

- a) Goal – Increase the **profile and story** of the contribution of the Ottawa Aboriginal community
- History project through OFIFC
 - Participate in Ottawa 2017
 - Communication Plan: Many communication Tools in action. (Advertise all Aboriginal services, Website, Facebook, Education Campaign, Newsletter, pamphlets, videos on Youtube, Media Campaign, Kiosks at Events, ad on APTN, posters throughout the community, make tools available to the community)
 - Dynamic Website (track usage, interactive)
- b) Goal – Increase the understanding of the **role of Elders** in the community and ways of working with the Elders
- Elder’s Protocol
 - Elder’s list and profiles on the website
 - Elder Luncheons
- c) Goal – Increase **Aboriginal youth’s engagement** in the community.
- Youth Networking opportunity
 - Partnerships with Youth organizations
 - OAC Website have a element that is youth focused
 - Coordinate youth participating in Ottawa events under OAC banner.
 - Establish youth forums that focuses on art.
- d) Goal - Increase the profile and contribution of the **Aboriginal business community** in addressing Aboriginal community needs.
- Increase the number of Aboriginal businesses on the OAC website
 - Profile Aboriginal businesses to the broader community
 - Connect Aboriginal businesses to addressing key needs in the community, specifically connecting youth to apprenticeship and education opportunities.