

**Community Plan  
For  
Toronto's Aboriginal  
Community**

**Aboriginal Labour Force Development  
Circle**

**&**

**Miziwe Biik Aboriginal Employment and  
Training**

167 Gerrard Street East  
Toronto, Ontario  
M5A 2E4

Telephone: 416.925.1331  
Facsimile: 416.925.3868

**September 3, 2003/ Revised: June 3, 2004**

## Table of Contents

		Page
	Executive Summary	4 - 7
	Acknowledgements	8
<b>1.0</b>	<b>Introduction</b>	
1.1	Background	9 - 10
1.2	Goals of the Community Plan	11
1.2.1	Goals	12
<b>2.0</b>	<b>Geographic Area</b>	
2.1	Community Name	13
2.2	Geographic Boundaries	13
2.3	Cities, Communities & Municipalities	13
2.4	Total Community Population	14
<b>3.0</b>	<b>Objectives</b>	
3.1	NHI Objectives	15
3.2	Toronto Aboriginal Community Objectives	16 - 17
<b>4.0</b>	<b>Community Plan Development &amp; Implementation</b>	
4.1	Organization Involvement	18 – 19
4.2	Role in Plan Development	20 – 21
4.2.1	Organizations Serving Youth	22
4.3	Plan Implementation	23
4.3.1	Proposed Delivery Model	23 - 24
4.3.2	Organizational Chart	25
4.3.2.1	Community Entity	25
4.3.2.2	Program Administrator	25
4.3.3	Approving & Recommending Projects	26
4.3.4	The Appeal Process	26
4.3.5	Conflict of Interest	27
4.3.5.1	Procedure	28
4.4	Organizations Involvement in Implementation	29 - 31
4.4.1	Youth Organizations Involved in Implementation	32
4.4.2	Role In Community	32
<b>5.0</b>	<b>Assets &amp; Gaps</b>	
5.1	Summary of Gaps & Estimated Requirements	33
5.2	Community Research and Analysis of Gaps	34
5.3	Time Frame	35

<b>6.0</b>	<b>Priorities</b>	
6.1	Toronto Urban Aboriginal Community Priorities	36 - 37
<b>7.0</b>	<b>Supports to Sustainability</b>	
7.1	Partnership Strategy	38 - 39
7.2	Potential New Partnerships	40
7.3	Private Sector Involvement	40
7.4	Priority Partnerships	41
7.4.1	Ontario First Nations Limited Partnership	42
7.5	Community Capacity	43
7.6	Areas of Initial Action to Support Sustainability	44
<b>8.0</b>	<b>Evaluation Strategy</b>	
8.1	Expected Outcomes	46
8.2	Target	46
<b>9.0</b>	<b>Communication Strategy</b>	
9.1	External Communication	48
9.2	City of Toronto Community Planning Process	48
<b>10.0</b>	<b>Community's Financial Contribution</b>	
10.1	Urban Aboriginal Homelessness	49 - 50

## **Appendices**

Appendix 1	Aboriginal Labour Force Development Circle (ALFDC) Board of Directors
Appendix 2	Map of Greater Toronto Area
Appendix 3	Invitation List for First Consultation – August 19, 2003
Appendix 3.1	Participants for April 19, 2004 Consultations
Appendix 3.2	Participants for April 23, 2004 Consultations
Appendix 3.3	Participants for April 27, 2004 Community Meeting
Appendix 4	ALFDC Organizational Chart
Appendix 5	Miziwe Biik / UAH Review Committee Organizational Chart
Appendix 6	Miziwe Biik List of Board of Directors
Appendix 7	Approval Process Flow Chart
Appendix 8	Overview of UAH Funded Projects (Phase One – 2000/03)
Appendix 9	Letter from Native Men's Residence dated May 3, 2004
Appendix 10	Letter from Nishnawbe Homes dated May 3, 2004

## **Executive Summary**

The Toronto Aboriginal Community is pleased to forward our Community Plan to the National Secretariat on Homelessness (“NSH”) of Human Resources and Skills Development Canada (“HRSDC”). The Community Plan is a grassroots method to addressing the needs of the Aboriginal Homeless Population utilizing a Continuum of Supports Approach and Community-Based Interventions. The Urban Aboriginal Homelessness (“UAH”) Program dovetails with the Aboriginal Community’s Overall Holistic Community Plan to Address Broader Homelessness Issues.

The Community Plan identifies Programming and Service Gaps, Community Objectives, Priorities and Proposed Activities to meet the needs of the Toronto Aboriginal Homeless Population. The Population is estimated at Twenty-Eight Thousand (28,000)<sup>1</sup> individuals by Community Service Agencies.

The Toronto Urban Aboriginal Community Plan involves a cross-section of Aboriginal specific and youth-based organizations that are responsible for local development and implementation.

The Proposed Delivery Model is a Community Entity Model. The ALFDC will be the Community Entity.

The ALFDC is an Incorporated Organization that will be responsible for the “Implementation” of The Toronto Urban Aboriginal Community Plan. The Community Entity will be Responsible for Project Selection, Contracting and Monitoring.

Miziwe Biik Aboriginal Employment & Training (“Miziwe Biik”) will be the Program Administrator. Miziwe Biik will operate under a contract with the Aboriginal Labour Force Development Circle (“ALFDC”).

---

<sup>1</sup> Report of the Mayor’s Homelessness Action Task Force; 2001. Ch 3. pp. 64, #46.

## **Aboriginal Labour Force Development Circle**

The Role of the ALFDC includes:

1. The ALFDC and its Board of Directors (Appendix 1) is responsible for the UAH Contribution Agreement (“Agreement”). The ALFDC will implement the community plan as the Sponsor Agency within the definition of Community Entity under the NHI 2003-2006 with HRSDC. The ALFDC will provide Financial Contributions to Proposals that address the UAH Community Plan. The Proposals will reflect the NHI 2003-2006 Objectives. Finally, the Proposals will further the UAH Objectives of Toronto. The UAH Objectives are dictated by the NSH. The ALFDC will fulfill the Agreement in accordance with NHI’s Terms and Conditions and Community Priorities Outlined in the Community Plan;
2. The ALFDC will ensure the creation of the Urban Aboriginal Homelessness Review Committee;
3. The ALFDC is responsible for the Management and Administration of the Overall UAH Allocation as Outlined in the Agreement;
4. The ALFDC shall provide Technical Assistance to Miziwe Biik and the Toronto Urban Aboriginal Community through the ALFDC Support Unit;
5. The ALFDC shall ensure that Linkages with HRSDC are maintained for Programs, Budgets, Policies or Other Information that could impact its role as Community Entity. The ALFDC shall Ensure the implementation of the Toronto UAH Community Plan in accordance with the Terms and Conditions outlined in the Agreement;
6. The ALFDC is responsible for the Community Plan Update in Consultation with the Community;

7. The ALFDC is responsible for completing and submitting the Results Reporting Templates, in accordance with the Terms and Conditions outlined in the Agreement; and
8. The ALFDC will provide copies of all documents expressly named in the Contribution Agreement.

### **Miziwe Biik Aboriginal Employment and Training**

The Role of the Toronto Urban Aboriginal Community Designated Local Delivery Agency, Miziwe Biik includes:

1. Miziwe Biik will be responsible for completing the Activities described in the Schedules to the Agreement with Care, Diligence, Skill and Efficiency in compliance under an Operating Contract with the ALFDC;
2. Miziwe Biik shall maintain all Records in a manner consistent with Generally Accepted Accounting Principles and Generally Accepted Auditing Practices;
3. Miziwe Biik shall adhere to the Terms and Conditions of the Agreement according to the Operating Contract with the ALFDC;
4. Miziwe Biik will ensure that Program Criteria is consistent with the Toronto Aboriginal Community Plan and the Objectives of the National Homelessness Initiative (“NHI”) 2003 – 2006; and
5. Miziwe Biik will ensure Proper Program Approval, Evaluation and Monitoring Methods are Implemented.

Miziwe Biik is the entity that will ensure that the Community Plan is promoted to the Aboriginal Agencies, Aboriginal Homeless Population, City of Toronto and HRSDC Officials and related Service Agencies.

The Community Plan will be a Comprehensive Long-Term Strategic Plan as developed by the ALFDC in Consultation with members of the Community.

The ALFDC will ensure that the Broader Community is Involved and Informed with the Implementation of the Community Plan. Decisions will be made through an on-going Community Consultation Process Implemented by the ALFDC.

The Community Plan for the Toronto Aboriginal Community is an Evolving Document changing over time to respond to changing community needs. The Community Plan will respond to the Needs of the Homelessness Population with Realistic Solutions, Practical Programs and Community-Based Interventions in a Holistic Community Approach.

## **Acknowledgments**

Toronto's Aboriginal Community Plan represents the collaborative efforts of Aboriginal Service Delivery Agencies Providing a Continuum of Supports, Programs and Services to the Aboriginal At-Risk and Homeless Population in the City of Toronto.

Miziwe Biik Aboriginal Employment and Training ("Miziwe Biik") would like to acknowledge the time and effort individuals have devoted in Implementing Appropriate Programs and Services for our People. Your tireless contributions have not gone unnoticed. Thank you for taking time from your work to participate in these Planning Sessions.

On behalf of Miziwe Biik and the Aboriginal Labour Force Development Circle ("ALFDC") we thank our Main Partner and Project Sponsor, Human Resources Skills Development Canada ("HRSDC") for allowing us to administer the Urban Aboriginal Homelessness Program.

We look forward to a mutually rewarding relationship with HRSDC for the NHI 2003 - 2006.

## **1.0 Introduction**

### **1.1 Background**

Homelessness remains a National Priority. The National Homelessness Initiative 2003-2006 (“NHI”) will assist Communities to develop the Tools to Plan and Implement Local Strategies to reduce Homelessness.

Through the NHI, the Government of Canada will help reduce homelessness by providing Funding over Three (3) Fiscal Years from 2003 - 2004 to 2005 – 2006. The NHI includes the following Components:

1. Supporting Communities Partnership Initiative (“SCPI”);
2. Urban Aboriginal Homelessness (“UAH”);
3. Regional Homelessness Fund (“RHF”);
4. National Research Program (“NRP”);
5. Homeless Individuals and Families Information System (“HIFIS”);and
6. Surplus Federal Real Property for Homelessness Initiative (“SFRPHI”).

In the Most Recent Federal Budget, the Government of Canada announced it would invest Four Hundred Five Million Dollars (\$405,000,000.00) over Three (3) Years. The Notional Budget Allocation for the UAH Program is Forty-Five Million Dollars (\$45,000,000.00).

There are Two (2) Objectives of the NHI. They are:

1. To Develop a Comprehensive Continuum of Supports to Help Homeless Canadians move out of the Cycle of Homelessness and Prevent those At-Risk from Falling into Homelessness by Providing Communities with the Tools to Develop a Range of Interventions to Stabilize the Living Arrangements of Homeless Individuals and Families; Encouraging Self-Sufficiency where possible; and Prevent those At-Risk from Falling into Homelessness; and
2. To Ensure Sustainable Capacity of Communities to Address Homelessness by Enhancing Community Leadership and Broadening Ownership, by the Public, Non-Profit and Private Sectors, on the Issue of Homelessness in Canada.

## **1.2 Goals of the Community Plan**

To be Eligible for Funding under the UAH Program, Communities must Reassess their Original Plans and Update their Community Plan based on Today's Current Situation.

The Revised Community Plan must include Nine (9) Elements:

1. Geographic Area;
2. Objectives;
3. Community Plan Development Process;
4. Assets and Gaps;
5. Priorities;
6. Sustainability, Capacity & Partnerships;
7. Evaluation Strategy;
8. Communication Strategy; and
9. Community's Contribution.

### **1.2.1 Goals**

The goal of this Community Plan is to provide a Means to continue to assess the Needs, Services provided and Gaps in Services to the Homeless or those At-Risk of becoming Homeless. The Community Plan will ensure relevant Programs and Services are Continued to realistically meet the Needs of those who require them. The Community Plan is a Community-Based Holistic Approach to Homelessness that encompasses Broader Issues.

Another Goal is to ensure a Continuum of Complementary Supports and Services are implemented in the Toronto Aboriginal Community to assist in alleviating Homelessness.

The Community Plan also provides a means for The Urban Aboriginal Community of Toronto to promote a coordinated community-based process of identifying assets and needs. The Community will use an Asset-Based Community Development approach to Build Complimentary Measures to Plan and Organize Programs and Services. The Programs and Services will meet the Needs of the Homeless Population.

## **2.0 Geographic Area**

### **2.1 Community Name**

The Community Plan will provide the Roadmap for Servicing the Needs of the Toronto Aboriginal Community, which has an Estimated Population of Seventy Thousand (70,000)<sup>2</sup>. The Population is based on Service Rates Identified by Toronto's Leading Social Service Organizations.

In the Alternative, Statistics Canada, states that the Toronto Aboriginal Population is Twenty-Four Thousand Nine Hundred Ten (24,910)<sup>3</sup>. However, Statistics Canada states that the Information is based on those who reported being Aboriginal and took part in the Survey.

### **2.2 Geographic Boundaries**

The Geographic Boundaries have not changed from the Original Community Plan. The Core of Our Services and Programs are provided in the City of Toronto. On Occasion the Community has Funded Proposals in the Broader Greater Toronto Area ("GTA").

Specific Geographic boundaries include Highway 427 to the West, North to Steeles Avenue, East to Markham Road and South to the Lake.

### **2.3 Cities, Communities & Municipalities**

We have attached a Map as Appendix 2 to identify Areas to be covered by our Community Plan.

---

<sup>2</sup> Report of the Mayor's Homelessness Action Task Force; 2001. Ch 3. pp. 64. #46.

<sup>3</sup> 2001 Aboriginal Peoples Survey Community Profiles, Adult Highlights and Themes for Toronto, Ontario; 2001, p. 2.

## **2.4 Total Community Population**

The Total Aboriginal Population in the City of Toronto is estimated at Seventy-Thousand (70,000). Approximately Forty Percent (40%) of the Overall Total Aboriginal Population (i.e. Twenty-Eight Thousand [28,000]) is Identified as At-Risk, Absolute Homeless or who have Inadequate Housing.<sup>4</sup> There has been a Consistent Increase in the Homeless Population since 1992.

---

<sup>4</sup> Report of the Mayor's Homelessness Action Task Force; 2001. Ch 3. pp. 64. #46.

### **3.0 Objectives**

#### **3.1 NHI Objectives**

1. To Develop a Comprehensive Continuum of Supports to Help Homeless Canadians move out of the Cycle of Homelessness and Prevent those At-Risk from falling into Homelessness by providing Communities with the Tools to Develop a Range of Interventions to Stabilize the Living Arrangements of Homeless Individuals and Families – Encouraging Self-Sufficiency where possible and Prevent those At-Risk from falling into Homelessness.
2. To Ensure Sustainable Capacity of Communities to Address Homelessness by Enhancing Community Leadership and Broadening Ownership, by the Public, Non-Profit and Private Sectors, on the Issue of Homelessness in Canada.
3. The Continuum of Supports Approach Builds on Existing Programs and Work already Underway within the Community. The Approach Facilitates the Coordination of Services. Services include:
  - a. Prevention and Outreach;
  - b. Shelters and Housing;
  - c. Support Services;
  - d. Health Care; and
  - e. Skills Development
4. A Continuum of Supports Approach Promotes a Coordinated Community-Based Process of Identifying Assets and Needs. The Community of Supports uses an Asset-Based Community Development Approach to Build Complimentary Measures to Address the Needs. The Continuum of Supports is Intended to Focus Communities on Developing a Comprehensive and Long-Term Strategy to Reduce Homelessness. The Goal is to Assist People who are Homeless to Move to Self-Sufficiency.

### **3.2 Toronto Aboriginal Community Objectives**

The ALFDC held Consultations with the Toronto Urban Aboriginal Community. The First Consultation occurred on August 19, 2003 at Miziwe Biik. The Second Consultation occurred on April 19, 2004 at Native Men's Residence. The Third Consultation occurred on April 23, 2004 at Council Fire. These meetings were facilitated by Marlene Finn Associates and were a part of the Urban Aboriginal Strategy community consultations on homelessness. The Meeting confirmed the Priorities discussed on August 19, 2003. Please find attached as Appendix 3.2 a copy of the List of Participants present April 23, 2004.

Finally, a meeting with Representatives from HRSDC was held on April 27, 2004 at Native Men's Residence. Frances Sanderson facilitated the meeting. The meetings' purpose was to determine the Community Entity. Please find attached as Appendix 3.3 a copy of the List of Participants April 27, 2004.

During the Consultations the Toronto Urban Aboriginal Community created the Following Objectives:

1. To Provide a Continuum of Enhanced or New Support Services such as Food Banks, Emergency Assistance, Street Patrol, Cultural or Life Skills with a Long-Term Strategy for Homelessness.
2. To Offer On-going Support and Interventions for Youth Projects including Counseling, Outreach, Life Skills, Cultural Programming, Skills Development, as well as Referrals to Appropriate Services within the City of Toronto.
3. To Construct Three Hundred (300) Supportive Housing Units for Families in the City of Toronto.
4. To Continue to Teach Self-Care, Cultural Programming and Personal Life Skills to Empower Individuals.

5. To Construct a Harm Reduction/Detoxification Centre for Aboriginal Men in the City of Toronto within the Parameters of the Toronto Aboriginal Community's Overall Holistic Community Plan to Address Broader Homelessness Issues.
6. To offer Supportive Intervention Programs and a Long-Term Strategy correlated to meet the Needs of the Aboriginal Homeless Population. This programming will Aid the Aboriginal Homeless Individual Achieve Greater Self-Sufficiency. This will Reduce the Necessity of Homelessness Programming.

## 4.0 Community Plan Development & Implementation

### 4.1 Organizational Involvement

The ALFDC hired an External Consultant to Maintain the Appearance of Impartiality. Mr. Kevin Sandy, the Consultant, assisted with the Development of the Community Plan.

Prior to Tuesday, August 19, 2003, the ALFDC, invited Community Members to Participate in the Updating of the Community Plan.

Miziwe Biik provided a Location, Facilitated and Ensured Community Involvement in the Process. The ALFDC ensured that a Wide-Spread Advertising Campaign Invited All Members of the Toronto Aboriginal Community.

The following table identifies the organization, individual and type of agency involved in updating the Community Plan.

Lance Triskle, Executive Director of the ALFDC attended the Community Planning Session. Lance Triskle was present to assist with addressing any concerns of the Community.

<b>Name of Individual</b>	<b>Organization</b>	<b>Type of Agency/Represent</b>
Harvey Manning	Tumivut Youth Shelter	Youth – Inuit
Greg Rogers	Na-Me-Res	Male
Vivian MacNeil	Anishnawbe Health	All Population Segments
Charlene Tehkummah	Aboriginal Legal Services of Toronto	Families, Single Parent, Youth, Homeless
Doug Anderson	Centre for Indigenous Sovereignty	Advocacy and Planning
Heather McLean	Metis Nation of Ontario	Metis – All Age Groups
Vaughn Monague	Spirit of the People	All – Age – 21 +
Larry Frost	Spirit of the People	All – Age – 21 + - Emergency

Name of Individual	Organization	Type of Agency/Represent
		Funds
Ginny Boissoneau	Native Women's Resource Centre	Women & Children; Male Program – 16 +
Steve Teekens	Native Child & Family Services Youth Program	Youth – 16-29 – young men
Shirley Lovett	Native Canadian Centre	All Ages – Infant – Seniors – Youth – 12-18
Nancy Martin	Miziwe Biik Aboriginal Employment & Training	Program Administration/ Delivery Agent
Frances Sanderson	Nishnawbe Homes	Single Individuals – 18+
Diane Marce	Marce Productions	Private Sector
Lance Triskle	ALFDC	Community Entity

## 4.2 Role in Plan Development

On August 19, 2003, Members of the Community attended a Meeting to Provide Input on Updating the Community Plan. A Community Invitation was Mass-Faxed to Agencies in the Aboriginal Community(Appendix 3). The ALFDC did not provide information through any additional media due to the tight time frames required to prevent undue Hardship to the Homelessness Community.

The Table illustrates the following:

- (a) The Organization;
- (b) The Role in Plan Development; and
- (c) The Extent of their Involvement in Community.

<b>Organization</b>	<b>Role in Plan Development</b>	<b>Extent of their Involvement</b>
Na-Me-Res	Needs Analysis for Men & Program Development	Grass Roots Delivery Agency – Support Facility
Anishnawbe Health	Needs Analysis, Health Advocacy, Program Development	Support Facility and Service
Aboriginal Legal Services of Toronto	Landlord Tenancy Rights, Outreach Workers	Support Service and Advocacy
Centre for Indigenous Sovereignty	Research and Analysis of Homelessness Issues	Advocacy and Planning; Publications
Metis Nation of Ontario	Plan, and Implement Training Initiatives	Homeless Support Service
Spirit of the People	Administer Emergency Funds in Community	Support Service for Individuals in Winter
Native Women’s Resource Centre	Needs Analysis, Planning and Implementation	Support Facility and Service
Native Canadian Centre	Program and Services – Outreach, Education, Etc.	Community Support Facility and Service

<b>Organization</b>	<b>Role in Plan Development</b>	<b>Extent of their Involvement</b>
Miziwe Biik Aboriginal Employment and Training	Coordinator; Program Administrator for UAH	Delivery Agent for UAH Programming
Nishnawbe Homes	Needs Identification – Single, Welfare, Street	Housing for Single
Marce Productions	Needs & Solutions	Private sector
ALFDC	Community Entity	Technical Support, Facilitated Community Consultations

#### 4.2.1 Organizations Serving Youth

The ALFDC ensured that all voices were heard during the Planning Process. We invited Organizations who serve Homeless Youth to ensure that our Community Plan included an overall strategy to address Homelessness in the Toronto Urban Aboriginal Community.

The table depicts the following:

- (a) Organization Serving Youth Clients;
- (b) Identifies their Role in Plan Development; and
- (c) The Extent of their Involvement.

<b>Organization</b>	<b>Role in Plan Development</b>	<b>Extent of their Involvement</b>
Tumivut Youth Shelter	Needs Analysis/Priorities; Program/Service Implementation for Youth	Support Facility and Service – Community
Native Child & Family Services Youth Program	Programming & Services for Youth – Transitional Housing, Outreach, Alternative High School – GED;	Shelter Facility and Support Service

### **4.3 Plan Implementation**

#### **4.3.1 Proposed Delivery Model**

The Toronto Aboriginal Community desires to use a Community Entity Model where the ALFDC is the designated Community Entity to enter into an Agreement with HRSDC.

The Toronto Urban Aboriginal Community is Responsible for the Creation of the Community Plan.

The ALFDC is Responsible for Ensuring that the UAH Community Plan is Implemented. The ALFDC will Ensure Transparent and Inclusive Decision-Making Processes with Community Partners. The ALFDC will maintain On-Going Consultation with the Toronto Urban Aboriginal Community.

The ALFDC will Establish a Transparent Process to Implement the Toronto UAH Community Plan. The Process will Incorporate On-Going Community Involvement with Decision-Making Processes.

The Process will include the Development of a UAH Review Committee. The Committee will have Final Approval of Proposal Recommendations Received from Miziwe Biik, the Program Administrator.

The ALFDC will Ensure that All Proposals Recommended for Approval Meet the NHI and Toronto Urban Aboriginal Homelessness Community Priorities and Objectives. Most Importantly, the ALFDC will Ensure that Proposals are Activities Eligible for Funding under the NHI.

The ALFDC will Ensure that the Implementation Process allows the Toronto Urban Aboriginal Community the Opportunity to Provide On-Going Input into the changing priorities of the Expanding, Evolving and Living Document known as the Toronto UAH Community Plan. The ALFDC will further ensure broad community consultation in the annual review and update of the Toronto UAH community plan.

The ALFDC will ensure an Annual Community Forum. The Forum will provide an opportunity for the Community to Evaluate the Homelessness Program. The Community will also provide input into future priorities and requirements.

Miziwe Biik continues as the Program Administrator. It will facilitate the Request for Proposal (“RFP”) Application Process from Local Community Organizations. The Decisions are made by the Duly Elected Members of the Aboriginal Community of Toronto.

Miziwe Biik will Provide Program Administration on behalf of the ALFDC in the Toronto Community.

## **4.3.2. Organizational Chart**

### **4.3.2.1 Community Entity**

The ALFDC Organizational Chart is Required as the Community Entity Responsible for Implementing the Community Plan and Administering the Contribution Agreement with HRSDC. The Organizational Chart is attached as Appendix 4 and as outlined on page 29, in section 4.4. A list of Directors is attached as Appendix 1.

### **4.3.2.2. Program Administrator**

Miziwe Biik draws its Board of Directors from the Greater Toronto Aboriginal community (Appendix 6). Members are elected from the Greater Toronto Community through an Open Forum held during Miziwe Biik's AGM. Miziwe Biik's Organizational Chart and Governing Structure are attached as Appendix 5. The Chart clearly defines Roles and Responsibilities, and Lines of Authority. It Identifies Staff who Host Information Sessions and Forward RFP Information Kits. Finally, the Appendices describe the Application Review Process.

### **4.3.3 Approving & Recommending Projects**

The ALFDC will Establish a UAH Review Committee. The Committee will have Final Approval of Proposal Recommendations Received from Miziwe Biik, the Program Administrator.

The ALFDC will Ensure that All Proposals Recommended for Approval meet the NHI and Toronto UAH Community Priorities and Objectives. All Proposals must be Activities Eligible for Funding under the NHI.

Miziwe Biik will Ensure the Proposals Recommended for Approval meet the NHI Objectives and the Priorities in the UAH Community Plan.

The Project Officer and Executive Director will Review and Recommend UAH Projects based on the Priorities of the Community Plan In consultation with the Aboriginal Community.

### **4.3.4 The Appeal Process**

All unsuccessful proposals are entitled to appeal the decision of the Urban Aboriginal Homelessness Review Committee. The sponsor agency must submit a letter to the ALFDC. The letter must outline concerns regarding their unsuccessful proposal.

The ALFDC will respond in writing to the sponsor agency within 10 business days of the receipt of correspondence.

The ALFDC Board of Directors will have absolute discretion to resolve outstanding issues. The ALFDC will ensure procedural fairness and proper administration of justice during the Appeal Process. The ALFDC Board of Directors will provide a written response to the appeal.

The Approval Process is attached as Appendix 7.

#### **4.3.5 Conflict of Interest**

Personal and Community Activities are often Intertwined. Conflicting Interests are a normal part of Community Life. Members of the Board of Directors and Staff of the ALFDC and the Urban Aboriginal Homelessness Review Committee are expected to reveal any personal relationships, business or other interests they have which could influence their judgements or the Decision.

Additionally, Staff Members of the ALFDC are expected to reveal any relationships or interest they have which could influence their personal judgements and undermine the integrity and reputation of the ALFDC.

Even if there is no actual conflict of interest, any perceived conflict of interest should be declared in order to prevent misunderstandings.

Conflict of Interest occurs where a person has, or is perceived to have, a divided loyalty. A Conflict of Interest may arise at any time.

A Direct Conflict of Interest occurs when a person stands to directly benefit from a decision they are in a position to influence or in which their ability to act fairly, impartially and without bias is limited.

An Indirect Conflict of Interest occurs when a person stands to indirectly benefit from a decision they are in a position to influence or in which their ability to act fairly, impartially and without bias is limited.

Perceived Conflict of Interest occurs when there is the potential cause to debate about whether a Conflict of Interest is present. The Conflicts may include financial or other interests.

Individuals may not knowingly take advantage of, or benefit from, information that is obtained in undertaking their responsibilities and that is not generally available to the public.

#### **4.3.5.1 Procedure**

If an individual thinks they may have a conflict of Interest, it must be brought to the attention of the Chairperson of the Board or the Chairperson of the UAH Review Committee.

The onus is on the individual to determine whether there may be a Conflict of Interest. Once the Individual has declared a Conflict of Interest, they should withdraw from the decision process with respect to the matter under discussion or from the situation which led to the conflict.

When in doubt as to whether or not a Conflict of Interest may exist, then it is best to declare a potential conflict of interest and ask for a decision to be made and recorded.

All discussions and/or decisions related to direct, indirect or perceived Conflict of Interest must be recorded in the Minutes of the Meeting.

#### 4.4 Organizations Involved In Implementation

The table below illustrates the Aboriginal Organizations Involved in the Implementation of the Community Plan, including the Name of Authorizing Officer and their Role:

Name of Individual	Organization Represented	Anticipated Role in Implementation
Lance Triskle	ALFDC	<p>Community Entity Contribution Agreement with HRSDC;</p> <p>Manages and Administers the agreement and the UAH Contribution;</p> <p>Submit Monthly Expenditure Claims and Project Reports;</p> <p>Develops the Workplan and the Expenditure Plan for the NHI 2003-2006;</p> <p>Completes Evaluation of UAH within the Fiscal Year 2005-2006;</p> <p>Develops the Community Plan and Ensures On-Going Community Consultation and Involvement with Decision-Making Processes;</p> <p>Develops the Toronto Urban Aboriginal Review Committee;</p> <p>The Toronto Urban Aboriginal Review and Committee will include:</p> <p>The ALFDC Chairperson or designate;</p> <p>The ALFDC Executive Director; and</p> <p>Three (3) Community Members;</p> <p>Ensures that All Projects Recommended for Approval Meet the NHI and Toronto UAH Community Plan Objectives;</p> <p>Facilitates Broad Community Consultation to Update Community Plan Annually;</p> <p>Provides Annual Financial Audit;</p>

<b>Name of Individual</b>	<b>Organization Represented</b>	<b>Anticipated Role in Implementation</b>
		<p>Reports for the UAH Contribution;  Implementation of Community Plan;  Provides Results Accountability Criteria and Targets Achieved;  Provides HRDSC with Operating Contract with Program Administrator for the ALFDC</p>
Nancy Martin	Miziwe Biik	<p>Contract with ALFDC as Program Administrator;  Project Management and Timely Reporting  Financial Monitoring;  Work Plan &amp; Expenditure Plan;  Evaluation</p>
Jennifer Abbott	Miziwe Biik	<p>Announce Request For Proposal;  Forward Application Packages &amp; Guidelines;  Proposal Review, Summary &amp; Proposal Recommendations to Toronto UAH Review Committee;  Contract with Organizations;  Project Management;  Results Reporting Template</p>
Toronto UAH Community Review Committee	<p>Cross Section of Community Members/Partners Working to Alleviate Homelessness  The Committee Members will be selected based upon their Impartiality, Expertise and Experience with Evaluating Proposals</p>	<p>Final Approval on UAH Proposals Recommended by the Program Administrator;  Ensures that Community Consultations are On-Going and Priorities Identified under the Toronto UAH Community Plan Meet the Needs Identified by the Toronto Urban Aboriginal Community;  The Committee will be Struck Ad Hoc to evaluate proposals when necessary</p>

<b>Name of Individual</b>	<b>Organization Represented</b>	<b>Anticipated Role in Implementation</b>
Community Service Organizations and or Private Sector Organizations	Community Organizations or Private Sector	Develop Proposals; Implement & Evaluation of Projects

#### **4.4.1 Youth Organizations Involved In Implementation**

The following Youth Organizations are involved in the Implementation of the Community Plan:

- Tumivut Youth Shelter
- Native Child & Family Services Youth Program
- Council Fire Youth Program
- Native Canadian Centre of Toronto

#### **4.4.2 Role in Community**

The Role of the Youth Organizations is Ensuring Adequate Accessibility to Programs and Services benefiting the Aboriginal Youth Population. The Organizations Develop Community-Based Initiatives including:

1. Family and Youth Healing;
2. Drop-In Services;
3. Recreational Programming;
4. Summer Camps;
5. Shelter Programs for Youth over the Age of Sixteen (16);
6. Life Skills; and
7. Counseling Services.

The Organizations Develop Proposals based on Existing and Future Needs. Finally, they provide Project Submissions to Miziwe Biik for Consideration.

## 5.0 Assets & Gaps

Prior to the Community Planning Exercise, we conducted a Comparative Gap Analysis relative to the Original Community Plan. We have Highlighted Specific Accomplishments, attached as Appendix 8.

Specific Key Findings are Listed in the Accompanying Table and Describes where applicable the Type of Support and Area of Intervention – Emergency, Transitional, Supportive or Preventative.

<b>Assets</b>	<b>Gaps</b>	<b>Areas of Intervention</b>
Human Resources – Cultural Knowledge, Teachings & Heritage	Trained & Qualified Mental Health & Addictions Workers	Supportive & Preventative
Integrated Community-Based Programming	Transitional Housing for Men	Transitional – Moving Toward Independent Care
Aboriginal Partnerships	Strengthen Partnerships with Agencies – Mental Health, Addictions & Detox	Supportive & Preventative
Adaptable Community-Based Programs & Services – Homeless	Supportive Housing for Aboriginal Seniors	Supportive - Housing or Units
Training, Educated Front-Line Workers with Relevant Life Experience – Streets	Community Life-Skills Program	Preventative

## 5.1 Summary of Gaps & Estimated Requirements

Based on the Information Identified in the Assets and Gaps Analysis, the Community Agencies Identified the Gaps in the City of Toronto. The Community Specifically Focused on the following Gaps in Service required by the Aboriginal Homeless Population:

1. Number of Beds;

2. Shelter Facilities;
3. Support Facilities; and
4. Services.

The Profile Serves as Baseline Data for which the Toronto Aboriginal Community may Evaluate Progress.


Summary of Gaps	Estimated Number Required
Transitional Beds	150
Sheltering Facilities	150 – Harm Reduction/Detox Centre; 75 – Transitional; 125 – Youth Male and Female
Support Facilities	12 Support Facilities – Increase the Number of Service Providers in the Community by 1 annually
Support Services	Services to Support 28,000 Homeless Individuals (Estimated)

## 5.2 Community Research and Analysis of Gaps

During the Discussions and Consultation for the Community Plan, Community Leaders estimated the needs of the Community. However, after Additional Research and Analysis Two (2) Community Leaders provided Empirical Data on the Needs of Homeless People.

First, Native Men’s Residence stated that there should be Three Hundred and Forty-Nine (349) additional Beds for Aboriginal Homeless People in the City of Toronto (Appendix 8). Native Men’s Residence took a Global Approach to the Needs of the Aboriginal Community. Native Men’s Residence compared the Number of Beds in the Aboriginal Community with the Number Homeless Aboriginal People in the City of Toronto.

In the alternative, Nishnawbe Homes Inc. has stated that over Two Hundred and Sixty-Two (262) People require Beds Nightly (Appendix 9). Nishnawbe Homes reviewed its Current Waiting Lists for Suitable Housing. Nishnawbe Homes focused on the Clients they have been forced to turn away. Client Needs are overwhelming the Resources Currently Available.

Native Men's Residence and Nishnawbe Homes provide different Data Sets to illustrate the dire need for additional Beds for the Aboriginal Homeless People in the City of Toronto. However, the Data points to a  Conclusion. There is a great need for additional Beds!

### **5.3 Time Frame**

All Activity including Beds, Sheltering and Support Facilities, as well as Support Services will be Completed by March 31, 2006.

## 6.0 Priorities

### 6.1 Toronto Urban Aboriginal Community Priorities

Based on a Review of Assets and Gaps, the Toronto Urban Aboriginal Community has identified and classified the Community Priorities. The Priorities are Realistic and Measurable Objectives to be completed by March 31, 2006.

The Priorities Reflect a Continuum of Supports. They Build upon Existing Organizational Infrastructure, through the Expansion of Programs and Services. Importantly the Continuum of Supports Addresses the Essential Objective of Sustainability beyond March 31, 2006.

The following Chart Illustrates:

1. Priorities;
2. Related Activities;
3. Community Objectives; and
4. Expected Outcomes.

A Notional Allocation has been identified for each of the Priority Areas.

<b>Community Priority</b>	<b>Related Activities</b>	<b>Community Objective(s)</b>	<b>Expected Outcomes</b>
Enhancement of Projects, Programs & Services Initiated during Phase 1	Food banks, Vouchers, Street Patrol, Life Skills, & Referrals	Continuum of Emergency Related Supports	Ongoing Interventions for At-Risk and Absolute Homeless
Community Life Skills Interventions	Cultural Programming – Life Skills, Outreach & Counseling to	Ongoing Support & Interventions for Youth Projects	Expansion of Youth Shelters – Programs & Services

<b>Community Priority</b>	<b>Related Activities</b>	<b>Community Objective(s)</b>	<b>Expected Outcomes</b>
	Prevent Homelessness		
Integrated Community Program – Develop Base Knowledge of Mental Health Area	Training Program Developed for Community Members	Train Mental Health/Addiction Workers	Qualified Mental Health/Addiction Workers
Transitional Housing Development – Independent Care	Feasibility Study – Development, Financial & Management Plan	Construction of a Harm Reduction Centre for Aboriginal Men	Operating and Functional Program/Service Implemented
Human Resource Plan for Homeless Population – Skills Development	Assess Labour Market Needs & Conduct Economic Analysis - Identify	Long-Term Strategy – Homeless Population	Skills Development for Homeless

A further Objective is to Create Projects and Partnerships to Enhance Services and Facilities for Homeless People. Coordinated Response and Partnerships are Required between Aboriginal and Non-Aboriginal Community Groups.

For example there is a Partnership between Community Information Toronto, Native Men’s Residence and Anishnawbe Health. We intend to explore additional partnerships.

We anticipate the following UAH Resource Allocations:

1. Twenty-Five Percent (25%) to Emergency Interventions;
2. Twenty-Five Percent (25%) to Transitional Interventions;
3. Twenty-Five Percent (25%) to Supportive Interventions; and
4. Twenty-Five Percent (25%) to Preventative Interventions.

## **7.0 Supports to Sustainability**

The Supports to Sustainability are Critical Elements of the Community Plan. The Funding for the UAH Program is Not Intended to Provide Financial Support After March 31, 2006. Therefore, Community Initiatives must be Sustainable after the Funding Period.

Partnership Development and Community Capacity Building will Ensure Sustainable Capacity to Address Homelessness. It is an Essential Item to Achieve an Objective of the NHI.

Based on our Consultation the Community Organizations have Identified Existing Partnerships and Related Activities that could be expanded. Additionally, there are Potential New Partnerships Outside of the Traditional Relationships.

### **7.1 Partnerships Strategy**

The Table below Illustrates Existing Partnerships at the Community and Project Level. The Partnerships have Enhanced Local Development. Pending Activities have been articulated that we Anticipate will Enhance Partnerships. Organizations have a Long-Standing Track Record in the Community of Providing Essential Services and Programs to the Homeless Population.

The Organizations Highlighted have a Shared Authority and Responsibility, Joint Investment of Resources including Human Resources and Financial Acumen. They have taken the Initiative themselves to Implement Homelessness Programming at the Local Level. The Organizations are the Most Cost-Efficient Service Delivery Agencies in the City of Toronto. They have proven programs that work! The Agencies Represent a Few of the Countless Partnerships. The Partnerships Cover a Broad Spectrum from the Earliest Stages (i.e. Planning and Organization) through to Implementation.

<b>Existing Partnership</b>	<b>Activities that will Enhance the Partnership</b>
Nishnawbe Homes & Na-Me-Res – Next Level of Housing	Community Capital Plan for Addressing Shortage of Housing Units in the City
Na-Me-Res & Anishnawbe Health Centre – Harm Reduction/Detox Centre	Pre-Development – Feasibility Study, Conceptual Drawings, Property Assessment & Zoning Accountabilities
Spirit of the People and Aboriginal Organizations – Information Sharing Data Base – Ongoing	Research and Data System Project
Aboriginal Community Partnerships & All Levels of Government – Focus on Aboriginal Issues – Treat Aboriginal Groups as Equal Partners in Process	Government Officials Need to Engage the Aboriginal Community as Equal Partners – Decision-Making, Funding Allocations, Program Direction & Input
Council Fire Cultural Centre & Street Help – Out of the Cold Programs, Emergency Care, Clothing & Food	Continuum of Basic Supports to Expand Program – Fall and Winter Months

There is a Need to Enhance Local Partnerships. Long-Term Partnership Development may be impeded by the limited time frames. Additionally, Limited Financial Resources are a barrier to Long-Term Enhanced Partnerships. Enhancing our Partnerships with all Levels of Government is a Priority.

The Community must Engage in Leveraging Financing from the SCPI and UAS process, through Partnership Contacts and Project Opportunities with the City of Toronto and the Urban Aboriginal Strategy where complementary homelessness activities are identified.

## 7.2 Potential New Partnerships

We have identified a List of Potential New Partnerships with Groups and Organizations who are not involved in the Development of the Toronto Aboriginal Community Plan. We aspire to forge New Relationships. Additional Partners will Enhance our Ability to achieve our Strategic Goals and Community Objectives.

Potential Partners	Specific Organization/Group
Municipal Government	City Hall – Mayor, City Councilors, Task Force – Shelter, Housing & Support
First Nation Government	Mississauga's of the New Credit First Nation (MNCFN) – Chief and Council – Specific Land Claims or Resources
Service Clubs	United Way
Faith Group/Church	Anglican Community of Toronto
Non-Profit/Non-Governmental Organizations	Hostels, Youth Shelters, Social Housing Agencies, School Boards
Foundations	Trillium, Laidlaw & Atkinson

## 7.3 Private Sector Involvement

The Toronto Aboriginal Community is aware that the City of Toronto has Identified Engaging the Private Sector to Address Homelessness as a priority. Based on Previous Experience, The Toronto Aboriginal Community has had very limited Success with Engaging the Private Sector. Nonetheless, Developing and Implementing a Private Sector Partnership Strategy is a Key Activity.

## 7.4 Priority Partnerships

The Community has Identified Priorities for Partnerships. The Partnerships could enhance the Community and Address Long-Term Gaps in Services. A List of the Partnerships is identified in the table below:

<b>New Partner – Sector Development</b>	<b>How they can enhance the community and address gaps?</b>
Municipal Government – City Hall	Strengthen relationship and partnership opportunities between the City of Toronto and UAH through discussions for a Percentage of SCPI Allocation for Administration by the Urban Aboriginal Community through Local Control and Delivery for Urban Aboriginal Homelessness Projects
First Nation – Mississauga’s of New Credit First Nation	Assist in creation of Urban Aboriginal Strategy – Historical Knowledge and Resource Accessibility
Service Club – United Way	Access to Resources and Support Agency to Identify Potential Community Partners to Address Gaps; Expand on Existing Relationships through Meetings and Community Events
Foundations – Trillium & Atkinson	Access to Community-Based Funding – Homelessness and Shelter Facilities; Miziwe Biik will continue On-going Relationship with The Trillium Foundation and other funding operations to assist with Homelessness Activities;
Other Federal Funders including Health Canada, CMHC, Urban Aboriginal Strategy	Community and Funding Partner – Specific Projects

#### **7.4.1 Ontario First Nations Limited Partnership**

The Mandate of the Ontario First Nations Limited Partnership (OFNLP) is:

“To monitor, receive, administer, invest and distribute the net revenues of Casino Rama, and to perform other related functions, on behalf of and for the benefit of all of the First Nations in Ontario and, in doing so, to exercise all powers in a reasonable and responsible manner.”

The Toronto Urban Aboriginal Community may be Entitled to Apply for Funding provided the Proposal meets one (1) of the Specific Uses.

The Toronto Urban Aboriginal Community will investigate the ability to apply for funding from the OFNLP.

The OFNLP Allocates Resources for Five (5) Specific Uses for First Nation communities:

1. Health;
2. Education;
3. Community Development;
4. Economic Development; and
5. Cultural Development.

Since many Off-Reserve Organizations provide Support and Services to First Nation Residents Living in the City, the Toronto Urban Aboriginal Community may approach the OFNLP for a Specific Project (i.e. Harm Reduction or Detoxification Centre for Aboriginal people). Support is required from all Chiefs in Ontario.

The Process is an External Process. The Community is investigating alternative sources of funding to ensure the Sustainability of Projects commenced during the 2003 – 2006 NHI.

## 7.5 Community Capacity

Developing Community Capacity is part of an On-going Process to Ensure Sustainable Projects, Strengthen Existing Infrastructure and Community Networks. Increased Capacity provides the opportunity for further Awareness of Homelessness in the City of Toronto.

We have Indicated Specific Community Capacity Building Areas for further development in the table, which follows:

<b>Areas of Community Capacity Building</b>	<b>Identified by Whom?</b>	<b>Activities to Develop Capacity Building</b>
Support Agencies to Continue to Develop Skills and Tools to Implement Projects	Toronto Aboriginal Community	Training for Proposal Writing Training on Methods of Sustainability
Further Develop Partnerships with all Levels of Government & Examine Innovative Funding Arrangements	Toronto Aboriginal Community – Urban Aboriginal Strategy	Enhance Existing Networks
Support Agencies to Partner with Other Community Groups to Address Gaps in the Community	Toronto Aboriginal Community	Invite Other Support Agencies to Aboriginal Annual Forum
Capital and Infrastructure Development for Expansion of Core Services	Toronto Aboriginal Community	Funding Projects of this Nature. Example: Tumivut offers shelter services along with on-site supportive interventions for residents.
Offer Continued Support, Education, Training and Life Skills for Youth Projects	Toronto Aboriginal Community	Linkages with Miziwe Biik and other Aboriginal Organizations

**7.6 Areas Of Initial Action to Support Sustainability**

<b>Priorities</b>	<b>Activities</b>
Continuum of Supports for Existing Programs & Services Initiated under UAH	Financial and Technical Support & Resource Development for Service Providers on the Front-Line – Streets, Agency Support, Partnerships
Ongoing Support for Youth Interventions – Counseling, Outreach, Cultural Programs, Training and Education	Resource Support and Capital Housing Projects for Youth – Acquire & Renovate 250 Beds
Harm Reduction Facility or Detoxification Hostel	Feasibility Study and Business Plan
Supportive Housing for Families – Life Skills, Self Care	Create 300 New Supportive Housing Units – Acquisition and Conversion

## **8.0 Evaluation Strategy**

The ALFDC will implement the Toronto Aboriginal Community Plan and Administer the UAH Initiative in Compliance with the Evaluation Clause outlined in the Agreement with HRSDC. The ALFDC will Monitor and Evaluate on the following Work Plan Data to be submitted for Each Fiscal Year:

1. Measurable Objectives;
2. Realistic Targets;
3. Expected Results; and
4. Expected Outcomes.

The NHI Intranet Website Identifies the Evaluation Framework as the Results Management and Accountability Framework (“RMAF”). The Results Accountability Criteria and Targets are further detailed in the Contribution Agreement between ALFDC and HRSDC. They are expected to be Expressed Numerically for:

1. Milestones to be Achieved for Each Fiscal Year with Specific Timelines;
2. Deliverables to be Met Each Fiscal Year to Address Priorities; and
3. Annual Reports will be Submitted Each Fiscal Year.

## 8.1 Expected Outcomes

The Community has Identified Long-Term Outcomes as opposed to Annual Priorities. The ALFDC will use the attached Framework for Measuring Long-Term Progress and the Success of the UAH Initiative in the City of Toronto.

The Community Plan for the Toronto Aboriginal Community is an Evolving Document that attempts to respond to the Needs of the Homelessness Population with Realistic Solutions, Practical Programs and Community-Based Interventions in a Holistic Community Approach.

The ALFDC will be able to demonstrate success of the UAH allocation delivered under the NHI 2003-2006.

## 8.2 Targets

The Toronto Urban Aboriginal Community has Set the Targets to be Achieved by March 31, 2006. The Chart Below Illustrates the Targets:

Requirements	Targets
Transitional Beds	150
Sheltering Facilities	150 Beds Daily for Harm Reduction/Detox Centre; 75 Beds Daily for Transitional Clients ; 125 Beds Daily for Youth Male and Female
Support Facilities	2 New Support Facilities to be created; Increase the Number of Staff for Service Providers in the Community 8;
Support Services	Provide Support Services to 2,800 Homeless Individuals

## 9.0 Communication Strategy

One of the Goals of the Communications Strategy is to Generate Awareness of the Plight of the Homeless. Effective Communication will Expand Local Media Coverage and Highlight Projects in the Aboriginal Community to Address Homelessness.

The Community Plan will be distributed to Various Organizations involved in Provision of Community-Based Programming and Services to the Aboriginal Absolute Homeless Population. Copies of the Community Plan will be shared with the City of Toronto – Shelter, Housing and Support Division, Municipal Representatives and Human Resource and Skills Development Canada.

An Annual Report and Evaluation Report of Approved and Completed Projects will be shared with relevant Government and the Toronto Urban Aboriginal Community Partners.

The Community will adhere to the Ontario Region and National Communications Protocol.

The ALFDC will ensure the Objectives, Corresponding Activities and Target Group for our Communication Strategy.

The Objectives, Corresponding Activities and Target Group for our Communication Strategy are Identified in the following table.

<b>Objectives</b>	<b>Corresponding Activities</b>	<b>Target Group</b>
Distribute RFP Process to Community Organizations	Announce RFP, Forward Applications & Guidelines to Organizations	Aboriginal and Non-Aboriginal Organizations
Distribute Community Plan to Community Partners	Approve in Principle and Forward to Government Departments	City of Toronto – Shelter, Housing & Support, MP's and MPP's

Objectives	Corresponding Activities	Target Group
Invite Mississauga's of New Credit First Nation – UAS Meeting – Sept. 10, 2003	Request Gord Peters, Centre For Indigenous Sovereignty to invite Chief Bryan LaForme	Mississauga's of New Credit First Nation – Alliance
Forward Letter to City Requesting \$50,000 for a Media Campaign on Homelessness	Draft and Forward Letter along with rationale to City of Toronto	Trish Keachie – City of Toronto
Develop Fundraising Venture Campaign to Address Sustainability	Identify Training Needs & Infrastructure Requirements	Toronto Aboriginal Community & Related Organizations

### 9.1 External communication

The ALFDC will ensure compliance with the Communications Protocol for the NHI 2003-2006, and as further defined in the ALFDC agreement with HRSDC.

The Community Plan, Approved Projects and Corresponding Evaluation Reports will be provided to all Levels of Government including Members of Parliament, Members of Provincial Parliament and Community Partners.

### 9.2 City of Toronto Community Planning Process

Participate with the City of Toronto SCPI Community Planning Process to ensure that the Community Plan Clearly Demonstrates the Inclusion of Aboriginal Representation. Identify the Efforts and Methodologies used to engage the Aboriginal Community.

Gaps will appear during the City of Toronto Community Planning Process. The Toronto Aboriginal Community will document and ensure that the Gaps are addressed in the Community Plan. The Community will also ensure that the City of Toronto Community Plan and SCPI Community Allocations are Reflective of the Estimated Percentage of Aboriginal Homeless Population.

## **10.0 Community's Financial Contribution**

### **10.1 Urban Aboriginal Homelessness**

The Objective of the Urban Aboriginal Homelessness Program is to Address the Needs of the Homeless Aboriginal Population. The Objective is achieved through Planning and Implementing Specific Strategies. The Efforts Facilitate the Development of Culturally Appropriate and Integrated Community-Based Programming and Services Designed to Adequately Address Aboriginal Needs.

UAH initiatives do not require Cost Matching with Other Partners, however, Cost Matching is Encouraged by all Sponsors. The Proposal will Identify any additional contributions from the Sponsor Agency. The Toronto Aboriginal Community recognizes that we can not possibly Finance all Project Requests. Thus, we encourage all

Sponsors to seek out a Variety of Funding Partners including:

1. Non-Profit Aboriginal Community-Based Organizations;
2. Non-Profit Non-Aboriginal Community-Based Organizations;
3. Foundations with Specialized Areas of Interest such as Homeless, Shelters, Men, Women, Youth, Children and Aboriginal;
4. Federal Government such as the Supporting Community Partnerships Initiative, Health Canada, Indian and Northern Affairs;
5. Provincial Funding Sources such as Ministry of Health, Ministry of Long Term Care;
6. Private Sector;
7. Value in Kind (VIK) i.e. What is the Organization Contributing to the Project; and

8. Equity Partners Providing Resources such as cash, capital, land, building or equipment.

The Total Annual Allocation the Toronto Aboriginal Community can anticipate under the UAH Initiative is Seven Hundred Fifty Thousand Dollars (\$750,000.00). It is Imperative for Agencies to Actively Seek Additional Funding Sponsors.

The ALFDC will Ensure that a Sustainability Plan is Identified within the Call for Proposals and Proposal Review Process.