



**ABORIGINAL STANDING COMMITTEE**

*on housing and homelessness*

*STRATEGIC PLAN*  
*FOR THE*  
*ABORIGINAL STANDING COMMITTEE*  
*ON HOUSING AND HOMELESSNESS*  
*(ASCHH)*  
*2011 - 2014*



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## ABORIGINAL STANDING COMMITTEE

*on housing and homelessness*

### **Aboriginal Standing Committee on Housing and Homelessness (ASCHH)**

#### **History \***

In January 1996, a forum on homelessness in Calgary was held to discuss the realities of homelessness. From this forum, an Ad Hoc Steering Committee on Homelessness was created, along with an Aboriginal subcommittee, to develop an action plan to address the issues of homelessness in Calgary. The Aboriginal subcommittee evolved into “Open Doors for Aboriginal People” and was responsible for investigating and evaluating Aboriginal homeless peoples’ experiences. This resulted in the release of Street Speaks (1996) documenting the experiences, barriers, concerns, and recommended solutions for Aboriginal homeless people.

Open Doors for Aboriginal People identified recurring issues for Aboriginal homelessness in Calgary, such as the marginalized position of Aboriginal people as the result of historical policies and acts of racism that lead to loss of identity, culture, economic independence, and control which further compromised and threatened the health and well-being of Aboriginal peoples and their right to enjoy their lives as physical, intellectual, emotional, and spiritual human beings. Other issues identified were lack of affordable and appropriate housing, addictions, mental health issues, racism, social isolation, and migration from reserves without adequate support and resource systems. Along with the issues, some strategies, such as the need for more addictions treatment beds, specialized shelter facilities, and outreach and housing advocacy workers, were identified.

In November 1999, interested Aboriginal community members and service providers held a meeting to begin forming a community based response to Aboriginal homelessness, under the auspices of the Calgary Homeless Foundation. Opening Doors for Aboriginal People evolved to The Aboriginal Standing Committee on Housing and Homelessness (ASCHH) and has been formally recognized by the Calgary Homeless Foundation and Human Resources Development of Canada as the community entity that is best positioned and prepared to address the issues of Aboriginal homelessness in Calgary. Membership is open to all Aboriginal community members and organizations as well as non Aboriginal organizations that are committed to enhancing, improving, and supporting health and wellness, and the rights of urban Aboriginal peoples\*.

According to the Calgary Homeless Foundation’s “Emerging Trends,” January 2009’s Vulnerability Index of those persons who are homeless and have certain conditions are at a very high risk for dying 22% were self-declared First Nations and 9% were Metis. While only 2% of Calgary’s population is Aboriginal, more than 36% of the homeless population is Aboriginal. The Aboriginal Standing Committee on Housing and Homelessness is committed to reducing these numbers by seeking solutions for urban Aboriginal peoples in Calgary through research,

information sharing, outreach, capacity building, and supporting urban Aboriginal-based programs and projects.

\* Summarized from “Strategic Direction, Draft 4 Report” by G. Calliou

## **STRATEGIC PLAN WORKSHOP SUMMARY**

The current focus of the Aboriginal Standing Committee on Housing and Homelessness (ASCHH) is to implement the goals and objectives of the Strategic Planning workshop held February 25 – 27, 2011, at Nakoda Lodge. This document, the Strategic Plan for the Aboriginal Standing Committee on Housing and Homelessness 2011, replaces the former Strategic Plan written in 2009, and will provide guidance for ASCHH’s work until 2014. The Strategic Plan process and report was facilitated by Wolf Spirit Services Inc. The final report was reviewed, edited, and approved by the Co-Chairs and members of the Aboriginal Standing Committee on Housing and Homelessness.

On February 25, 2011, ASCHH members gathered to reflect and discuss from where ASCHH originated, and in which direction it is headed. Following are the summarized comments from the participants on ASCHH’s history, accomplishments to date, and ASCHH’s role in housing and homelessness in the Calgary Aboriginal community.

The Aboriginal Standing Committee on Housing and Homelessness was formed to bring a voice to urban Aboriginal peoples who are experiencing, or who are at risk for, homelessness. Going forward, committee members suggested prevention as a part of the plan to end homelessness, as well as providing culturally sensitive programs and support. Cultural awareness, at different levels of government; educational institutions; the penal system; agencies that work with Aboriginal peoples; and society at large, is an important component to ending Aboriginal homelessness. The final statement in going forward is “to be heard with action!”

The discussion on “how to end Aboriginal homelessness” included dialogue around the ‘Housing First’ model, and the need to change the way in which it is approached with respect to Aboriginal peoples. It was suggested that adoption of a “community/family” living environment rather than the typical “single family” housing would prove more successful, as that is traditionally how Aboriginal peoples live. Once again, cultural training and awareness was emphatically cited as being integral to housing solutions and success. Another key point of agreement in the discussion was the recommendation of development of Aboriginal models with more Aboriginal people working in agencies that provide services to Aboriginal peoples.

ASCHH is a long-standing Aboriginal committee dedicated to solutions. With the Aboriginal Community Liaison role in place, its history of commitment and funded project successes, its relationships with organizations such as the Calgary Urban Aboriginal Initiative (CUAI), Community Action Committee (CAC), Calgary Homeless Foundation (CHF), and its member agencies, ASCHH is in a strong position to move forward and continue to add to its long list of accomplishments.

On February 26, and 27, 2011, ASCHH members continued working together to develop a 3-year strategic plan (2011 – 2014) that included a SWOT analysis, developing a 3-year operational mission statement, goals, and objectives. The following conclusions and findings were adopted, and approved, by the members of the Aboriginal Standing Committee on Housing and Homelessness.

## SWOT Analysis

Strengths, Weaknesses, Opportunities, and Threats were identified by the participants to assist, and guide, them in the development of the strategic plan goals and objectives. The strengths and weaknesses reflected the current internal factors influencing the committee and its mission, while the weaknesses and opportunities in the areas of economics, politics, technology, and social issues reflected external influences. The following is a summary of the SWOT analysis discussion.

### Strengths

Strengths identified were the ASCHH membership, and its broad cross-sector representation, and representation from non-Aboriginal people; having passionate, long-standing members that include the co-chairs; a large strength, 13 years in the making, is that the committee now has a paid staff position. This position allows for time and resources to increase membership; to attend various meetings on behalf of ASCHH, to ensure a continued and visible presence; and to complete the varied tasks required by the committee. There is a spirit of collaboration among the different agencies in the housing and homelessness sector and ASCHH, where needed, could provide culturally relevant education and guidance to those agencies that work with Aboriginal peoples.

### Challenges

Challenges included maintaining professionalism at the administrative level (although with a paid staff position this should improve administrative services); funding inadequacies (although multi-year funding has been realized through 2014); a perception of a lack of inclusion in the Calgary Homeless Foundation's 10-year Plan To End Homelessness; the pressure for affordable housing, created by the Housing First model, supports moving beyond shelters, and, as such, will require ASCHH support and guidance to better assist Aboriginal peoples and create more community-focused housing, which will, in itself, will create additional resource challenges; a perceived lack of focus on prevention vs. Rapid Rehousing (or Housing First) in the homeless sector, coupled with rising unemployment in an unstable economy, creates a greater need for services and programs for housing and homelessness

### Opportunities

Opportunities included the changing political climate allowing ASCHH to make differences in the Aboriginal community with respect to having a stronger voice in advocating for those who are homeless, or at risk; the city-wide use of the HMIS system, which will allow for a more streamlined, collaborative communications effort by the homeless sector, which again, allows for ASCHH to provide assistance and guidance on a grander 'real-time' scale; and Aboriginal people are migrating to the city with little or no support or urban living experience or skills, and so by incorporating ASCHH's 2009-2011 operational mission statement "to empower urban Aboriginal peoples in Calgary through engagement, leadership, and sharing, by creating solutions to Aboriginal homelessness," the committee can lend its support to programs and projects to end Aboriginal homelessness and provide housing solutions that translates to ASCHH's vision statement "**Our people enjoy life in our homes.**"

### Threats

Threats included the advancement, and speed, of today's technology however, with education and training ASCHH can tap into this vast movement of information exchange with electronic publications and newsletters, especially the opportunity to publish success stories by Aboriginals about Aboriginals. The new website ([www.aschh.ca](http://www.aschh.ca)) will assist greatly.

## **VISION STATEMENT**

**OUR PEOPLE ENJOY LIFE IN OUR HOMES**

## **MISSION STATEMENT**

**CREATING SOLUTIONS TO ABORIGINAL HOMELESSNESS**

## **OPERATIONAL MISSION STATEMENT**

**TO EMPOWER URBAN ABORIGINAL PEOPLES IN CALGARY,  
THROUGH ENGAGEMENT, LEADERSHIP, AND SHARING, BY  
CREATING HOUSING AND HOMELESSNESS SOLUTIONS.**

## **VALUES\*\***

<i>Patience</i>
<i>Kindness</i>
<i>Respect</i>
<i>Action</i>
<i>Cultural Practice</i>
<i>Integrity</i>
<i>Leadership</i>
<i>Compassion</i>
<i>Openness</i>

<i>Harmony</i>
<i>Honesty</i>
<i>Sharing</i>
<i>Honour</i>
<i>Consensus</i>
<i>Understanding</i>
<i>Commitment</i>
<i>Awareness</i>
<i>Gentleness</i>

<i>Hope</i>
<i>Trust</i>
<i>Humour</i>
<i>Spirituality</i>
<i>Community</i>
<i>Support</i>
<i>Inclusiveness</i>
<i>Balance</i>

\*\*Taken from the 2003-2006 ASCHH Strategic Plan

## **GOALS**

- 1. To develop a five-year plan to end Aboriginal homelessness.**
- 2. To review ASCHH's existing governance structure and explore options.**
- 3. To provide leadership and actively advocate with a strong voice on urban Aboriginal housing and homelessness.**
- 4. To develop a strategy to access and increase funding for Aboriginal homelessness.**

## **Objectives**

### **Goal 1**

To develop a five-year plan to end Aboriginal homelessness.

- 1.1 Research and review similar plans, such as Youth's 5-year plan, and other municipal city plans.
- 1.2 Appoint subcommittee to work on plan.
- 1.3 Develop budget to develop 5-year plan.
- 1.4 Engage community for input by hosting focus groups and sharing circles.
- 1.5 Draft plan to present to committee members, sectors.
- 1.6 Complete and submit 5-year plan to interested stakeholders.

### **Goal 2**

To review ASCHH's existing governance structure and explore options.

- 2.1 Review existing Terms of References and governance structure.
- 2.2 Explore other models of governance.
- 2.3 Review roles & responsibilities of Housing Advocate position.
- 2.4 Present findings to ASCHH.

### **Goal 3**

To provide leadership and actively advocate with a strong voice on urban Aboriginal housing and homelessness.

- 3.1 To expand existing communication/awareness plan.
- 3.2 To build positive relationships with Treaty Seven and other Aboriginal organizations.
- 3.3 Host an Aboriginal Housing conference in Calgary.

### **Goal 4**

To develop a strategy to access and increase funding for Aboriginal homelessness.

- 4.1 Set up funding subcommittee.
- 4.2 Review current budget.
- 4.3 Hire a Fund Development Officer.
- 4.4 Develop a short and long term plan for fundraising.

**Aboriginal Standing Committee on Homelessness and Housing  
(ASCHH)  
Strategic/Work Plan  
2011- 2014**

**1. To develop a five-year plan to end Aboriginal homelessness. There were more data filled in at the Strategic Planning session, but we can put this in for a subcommittee to work on for presentation to the committee**

<b>Objectives</b>	<b>Resources / Work Plan</b> ❖ Human ❖ Funding ❖ Skills ❖ Partnerships ❖ In Kind	<b>Person(s) Responsible</b> ❖ Person(s) ❖ Committees ❖ Outsources ❖ Partners	<b>Timelines/Due Dates</b> 3 months to 3 years	<b>Progress/Outcomes</b> ❖ Outputs ❖ Completion Dates ❖ Milestones ❖ Measuring Tools
1 Research & review similar plans, such as Youth's 5-year plan, and other municipal city plans.	Library Previous research	Housing Advocate		
2 Appoint subcommittee to work on plan.		ASCHH members		
3 Develop budget to develop 5-year plan.		Subcommittee		
4 Engage community for input by hosting focus groups and sharing circles.				
5 Draft plan to present to committee members, sectors.				
6 Complete and submit 5-year plan to interested stakeholders.				

**2. To review ASCHH's existing governance structure and explore options.**

<b>Objectives</b>	<b>Resources</b>	<b>Person(s) Responsible</b>	<b>Timelines/Due Dates</b>	<b>Progress/Outcomes</b> ❖ Outputs ❖ Completion Dates ❖ Milestones ❖ Measuring Tools
1 Review existing Terms of Reference and governance structure.	ASCHH CUAI CHF	ASCHH		
2 Explore other models of governance.	ASCHH CUAI, CHF	ASCHH		
3 Review roles & responsibilities of Housing	ASCHH CUAI	ASCHH		

Advocate position.	CHF			
4 Present findings to ASCHH.	ASCHH	ASCHH		

**3. To provide leadership and actively advocate with a strong voice on urban Aboriginal housing and homelessness.**

Objectives	Resources	Person(s) Responsible	Timelines/Due Dates	Progress/Outcomes <ul style="list-style-type: none"> <li>❖ Outputs</li> <li>❖ Completion Dates</li> <li>❖ Milestones</li> <li>❖ Measuring Tools</li> </ul>
1 To expand existing communication/awareness plan.				News letters Twitter Canvass for subcommittee
2 To build positive relationships with Treaty Seven and other Aboriginal organizations.				Official invite to the table
3 Host an Aboriginal Housing Conference in Calgary.				Feb 2012

**4 To develop a strategy to access and increase funding for Aboriginal homelessness.**

Objectives	Resources	Person(s) Responsible	Timelines/Due Dates 3 months to 3 years	Progress/Outcomes <ul style="list-style-type: none"> <li>❖ Outputs</li> <li>❖ Completion Dates</li> <li>❖ Milestones</li> <li>❖ Measuring Tools</li> </ul>
4.1 Set up Funding subcommittee.	Committee members			
4.2 Review current budget.	CHF budget	Co-Chairs		
4.3 Hire a Fund Development Officer.	Subcommittee	Hiring Committee Co-Chairs		
4.4 Develop short and long term plan for fundraising.	Fund Development Officer; Housing Advocate, ASCHH members	Co-Chairs		Silent Auction Casino

# Appendix A

## Terms of Reference

### MEMBERSHIP

#### Individual

- All self-identified members of the Aboriginal community of Calgary and area may join the Committee

#### Organizations

- Any organization that provides demonstrated services to Aboriginal people may have representation on the Committee
- Any Aboriginal or non-Aboriginal organizations that are committed to enhancing, improving, and supporting health and wellness, and the rights of urban Aboriginal peoples including, but not limited to, homelessness and housing issues may have representation on the committee

### EXPECTATIONS

- Attendance at a minimum of 7 out of 10 regularly convened meetings, by the member or designate, is required for participation in proposal ranking and other voting
- Members are encouraged to participate in the activities of one Sub-Committee at a minimum of every second year
- While individuals may attend under the auspices of an organization, he or she must base his or her decision-making on the best interest of the community as a whole and in light of the Strategic Plan of the Committee and the Calgary Homeless Foundation's 10-Year-plan

### CONFLICT OF INTEREST GUIDELINES

- Committee members must abstain from any and all voting when there is a project put forward by the organization with which they work, or for any with which they have participated in its development

### GOVERNANCE

- The Committee will identify, through biennial nomination, a Co-Chair
- The Chair and Co-Chair will be responsible for setting the agenda, and facilitation of meetings and information dissemination, unless otherwise delegated
- The Chair and Co-chair will be the liaison to the Calgary Action Committee (CAC), and the and the Staff, and Board of Directors of the Calgary Homeless Foundation (CHF), unless otherwise delegated
- Decision-making will be by majority vote premised on an inclusive process that ensures all are able to express thoughts, opinions and concerns in a safe and respectful environment
- Discussions should be held in consortium before any voting takes place, so all may have an opportunity to ask questions or express concerns
  1. Refer to objective 2.1 – Review Terms of Reference

## Appendix B

### ASCHH 2011 Committee Member List

<b>Committee Member</b>	<b>Organization</b>	<b>Member since?</b>
Joan Wilson	Community Futures Treaty Seven	1999
Eve MacMillan	Native Addictions Service Society	1999
Ron MacMillan	Oxford House Foundation	1999
Sky Blue Morin	Métis Calgary Family Services	1999
Kathy Christiansen	Alpha House	2001
Scott Calling Last/Roger Graham	Alberta Health Services, Elbow Healing Lodge	2004
Christy Morgan/Monique Kimber	Calgary Urban Aboriginal Initiatives	2004
Christine Joseph	Elder	2009
Pamela McGladdery	URSA	2009
Crystal Llewellyn	URSA	2009
Doug Hauser	URSA	2009
Walter Twiddy	NeighbourLink	2009
Rita Haddad	Red Cross	2009
Carol Mason	Aboriginal Friendship Centre	2009
Nelly Oelke	Community Member	2009
Wanda Gilbert	CUPS Health Centre	2009
David Turner	Community Member	2009
Tracey Twitney	Oxford House Foundation of Canada	2009
Anne Zacharias/Lorie Legge	Service Canada	
Arnold Jerry	Treaty 7 Management Corporation	
Ashley Martineau	McMan Family Services	
Billie Thurston, PhD	University of Calgary	
Bonnie Malach/Rion Sillito	Homeless Awareness Calgary	2010
Brad Fisher/Sydney Gill/Lowa Beebe	Aboriginal Friendship Centre	2010
Cheryl Crowchief	Aboriginal Friendship Centre	2011
Clinton Turning Robe	Community Member	2011
	Calgary Aboriginal Urban Affairs Committee (CAUAC)	2010
Cristi Birch	(CAUAC)	
Darlene Petrie	McMan Family Services	
Evans Big Crow/Kevin Littlelight	Tsui T'ina Administration	2010
Francesca Mancini	Elizabeth Fry Society	2011
Frankie Evans	Calgary John Howard Society	2010
Gloria Contois	Calgary Metis Centre Society	2010
Yvette Rasmussen	Inn From the Cold	2010
Jean Dubé	Red Cross	2011
Jennifer Martinuk	Inn From the Cold	2011

<b>Committee Member</b>	<b>Organization</b>	<b>Member since?</b>
Joanne Three Suns	Community Member	2010
Josie Nepinak/Marie Borynsky	Awotaan	2010
Karen Crowther	Keys to Recovery (FreshStart)	2010
Karen Orser/Michele Chiasson-Stuart	YWCA	2011
Nicole Tailfeathers/Larry Fedun	Calgary Mental Health Association	2010
Lisa Garrisen	The Alex, Homebase	2009
Lori Anne Houle/Mark Laycock/Richard Horvath	Métis Calgary Family Services	2010
Lorraine Hanley	Calgary Métis Seniors	2010
Marina Giacomini/Yvonne Henderson	Servants Anonymous	2011
Pamela Godin/Ralph Wilson	Calgary John Howard Society	2010
Rosie Many Grey Horses	Treaty 7 Urban Housing	2011
Sean French	CAC	2010
Stewart Breaker	Siksika Housing	2010
Sue Fortune	The Alex, Pathways to Housing	2011
Taide Crane/Yvonne Crane	Tsuu T'ina, Nihinas?agha (Our House)	2010

# Appendix C

## Aboriginal Sector Ranking Chart

**For use in ranking proposals providing services to Calgary Urban Aboriginal Peoples**

1) Explain how your proposal will address one or more root-causes of homelessness (200 words or less) or attach CUA/CHF Project Proposal Form

2) How will this proposal help the Aboriginal Standing Committee meet its goal of providing solutions to Aboriginal Homelessness (200 words or less) or attach CUA/CHF

3) Please rank as (1) low (2) medium, or (3) high. Add points column to determine ranking

4) If the category is not applicable to the type of proposal, please enter N/A

#	CRITERIA	POINTS	COMMENTS
1	Demonstrates cultural sensitivity, and competency, and inclusiveness <i>(Bonus: Actively employs Aboriginal Peoples in its programming)</i>		
2	Increases &/or sustains access to housing/shelter &/or transitional/low cost housing for Aboriginal peoples		
3	Responds to Aboriginal clients' needs in its design and in program delivery demonstrated by thorough statistical records		
4 a	Demonstrates through financial projections that, in the case of operating funds, the project will be sustainable		
4 b	Demonstrates responsible financial and legal accountability		
5	Demonstrates a collaborative approach and identifies, and involves, all stakeholders affected by the proposal		
6	Builds on/aligns with both ASCHH's strategic targets and with CHF's 10-Year-Plan		
7	Does not duplicate existing services; or demonstrates why duplication is needed; or maximizes use of existing programs and resources		
8	Addresses primarily Aboriginal chronic &/or episodic homelessness &/or 'at risk' populations		
9	Provides an evaluation plan for project outcomes		
10	Demonstrates a "best practices" approach in program		
11	Is realistic and within the capacity of the agency or partnership to carry out		
12	Funding secured by ASCHH is not sole funding		
	<b>Total Score</b>		

Additional Comments/Special Conditions: (eg. This proposal should be given priority in order to take advantage of an immediate land opportunity.)

Please Note:

- The Aboriginal Standing Committee on Housing and Homelessness (following an initial screening) will be requesting an approximately 10-minute presentation respecting each project followed by a Question & Answer period.
- The proposal should include formal financial statements from the most recent year, the most recent month of operations and a three-year projected budget.

**\*Applicants for funding are requested to refrain from ranking their own and other applicant proposals \***

## **Appendix D**

### **Recipients Supported to Date**

Native Addictions Services Society  
Sherriff King  
Métis Nation  
Oxford House Foundation of Canada  
Calgary Urban Projects Society  
Eagle Connections  
Elizabeth Fry Society of Calgary, Berkana House  
CUPS, One World  
John Howard Society, Raido House  
Métis Calgary Seniors  
YWCA, New Directions  
City of Calgary, Youth Employment Centre  
Calgary Dream Centre  
NeighbourLink  
URSA, Kootenay Lodge  
McMan Youth and Family Services  
Calgary Alpha House  
Fresh Start  
Mustard Seed  
Aboriginal Friendship Centre  
Métis Calgary Family Services, Rainbow Lodge