



UAKN

Urban Aboriginal
Knowledge Network

rcdu

Réseau de connaissances des
Autochtones en milieu urbain

***Urban Aboriginal Knowledge Network's (UAKN)
National Project:***

***Phase 1: The Urban Aboriginal Service Delivery Landscape:
Themes, Trends, Gaps and Prospects***

Final Report

National Overview

**Prepared by:
UAKN Secretariat
March 31, 2015**

Table of Contents

1	Executive Summary	3
2	List of Figures	4
3	Introduction.....	6
4	Key Findings.....	7
5	Indigenous Research Frameworks, Methods and Collaborative Approaches	8
6	Study Areas: Findings and Results	13
	A. Urban Aboriginal Populations and Communities: Characteristics, State, and Implications for Urban Aboriginal Service Delivery Policy and Initiatives.....	13
	B. The Inventory of Urban Aboriginal Organizations and Services for Canada and Regions	18
	C. Identifying and Determining Service Priority Areas and Gaps.....	37
	D. Sustaining / Extending / Improving Urban Aboriginal Service Delivery	42
7	Conclusion	53

1 Executive Summary

This report represents the first phase of the Urban Aboriginal Knowledge Network's National Project on The Urban Aboriginal Service Delivery Landscape. Phase 2 of the study, led by each of the UAKN's four regional research centres, will involve a more in-depth study in the regions, including interviews and community perspectives from the ground. In terms of community-based values, the inventory and theme framework for the Phase 1 project was developed from the perspective of Indigenous-based research frameworks and paradigms. Phase 1 of the project presented here addressed four key areas including:

- Development of a national inventory of urban Aboriginal services and their organizations across regions;
- Implications of urban Aboriginal population and community characteristics for service delivery;
- Determination of service priority areas and gaps; and,
- Promising Practices in the sustainability and improvement of urban Aboriginal service delivery:

Findings from each of these areas will serve to inform Phase II of the project on a number of fronts in terms of providing:

- An assessment of the national inventory to date including results, limitations and the identification of areas requiring further development;
- Highlights on key policy and programming priority areas and gaps for urban Aboriginal programs and services based on implications of urban Aboriginal population and community characteristics;
- Findings from various approaches and studies undertaken across regions by Aboriginal organizations and communities in determining service priority areas and gaps; and,
- Identification and examples of different aspects of 'promising practices' employed by Friendship Centres and other Aboriginal organization across regions.

It is clear from the research that Aboriginal organizations, particularly Friendship Centres, are delivering a large and diverse array of services to the urban Aboriginal community. Notably, even though Friendship Centres represent the smallest number of urban organizations delivering services to Aboriginal peoples, they continue to account for the greatest share of the urban Aboriginal services offered. Despite this reality, current scholarship reveals that there remains large service delivery gaps for urban Aboriginal communities. This study's findings suggest directions for further lines of inquiry, highlighting the necessity of the involvement of urban Aboriginal organizations in this future research. In order to meet the challenges of service delivery in the current landscape, urban Aboriginal organizations have developed innovative practices that integrate Aboriginal values and holistic approaches, while creating strong partnerships with other organizations. Evidence from this research indicates the centrality of urban Aboriginal organizations to the urban Aboriginal community. Not only are they key for service delivery but they continue to be the cultural cornerstones of these vibrant and growing communities.

2 List of Figures

Figure 1: New Journeys Total Urban Organizations Providing Urban Aboriginal Services by Program Service Types: Comparison between Original (2013) and Reclassified (2015) Counts of Total Urban Organizations (N=4,097) due to Reclassification of Services 21

Figure 2: New Journeys Total Urban Aboriginal Services Provided by Program Service Types: Comparison between Original (2013) and Reclassified (2015) Counts of Total Services (N=6,396) due to Reclassification of Services 21

Figure 3: New Journeys: Ratio of number of Program Services to Number of Organizations by Organization Type, for All Services, Canada 23

Figure 4: New Journeys: Distribution of Urban Organizations providing Urban Aboriginal services by Aboriginal and non-Aboriginal composition, Canada 24

Figure 5: Distribution of Urban Aboriginal Organizations and Total (Aboriginal and non-Aboriginal) Organizations by UAKN Regions, and the North 25

Figure 6: Distribution of Urban Aboriginal Organizations and Urban Aboriginal Population (2001) by Selected Provinces and Regions 26

Figure 7: Percentage Distribution of Urban Aboriginal Organizations and Urban Aboriginal Population (2001) for a Set of 10 Selected Cities 27

Figure 8: New Journeys: Percentages of Urban Aboriginal organizations and All Urban Organizations providing Services to Aboriginal Peoples in Urban Areas, by Program Service Types, Canada 28

Figure 9: New Journeys: Percentage Distributions of Total Services provided by Urban Aboriginal organizations and All (Aboriginal and non-Aboriginal) Organizations across Program Service Types, Canada 29

Figure 10: New Journeys: Percentage Distributions of Total Services provided by Friendship Centres and Other Urban Aboriginal Organizations across Program Service Types, Canada 30

Figure 11: New Journeys: Regional distributions of ‘Employment or Training’ Program Services (N=370) and All Services (N=6,396) by Organization Type, Canada 32

Figure 12: New Journeys: Percent of Employment or Training Services Classified According to 211 Income Support and Employment’ Levels for: ‘Employment Preparation’ Service Categories’, Canada 32

Figure 13: New Journeys: Percent of Employment or Training Services Classified According to 211 Income Support and Employment’ Levels for: Other Job and Employment Related Service categories, Canada..... 33

Figure 14: New Journeys: Percent of Employment or Training Services Classified According to Selected 211 Taxonomy Target Groups, Canada 34

Urban Aboriginal Knowledge Network's (UAKN) National Project: The Urban Aboriginal Service Delivery Landscape: Themes, Trends, Gaps and Prospects

3 Introduction

The purpose of this final report is to present the findings and results of Phase 1 of the UAKN national study on *The Urban Aboriginal Service Delivery Landscape*.

The inventory and theme framework for the presentation of the project's research findings was developed from the perspective of Indigenous-based research frameworks and paradigms. The project comprises four major study areas which reflect the same overall philosophy and themes of the study. More specifically, each study component employs this Indigenous-based inventory and theme framework, in combination with document and literature search activities and database analyses, to explore the project's six research questions associated with assessing the themes, trends, gaps and prospects of urban Aboriginal service delivery. Each study area in this project also considers aspects related to economic participation.

The National overview and Regional Summary report is comprised of three major sections. It begins with Indigenous research paradigms and methods used in developing the inventory and theme framework. The second section provides a discussion on the inventory of urban Aboriginal organizations and services with respect to the two major sources used for this study: the NAFC's New Journeys database on urban Aboriginal organizations and services in 119 communities; and the 211 Website Directories. The third part of this report presents findings and results for each of the four study areas:

- A. Urban Aboriginal populations and Communities;
- B. Inventory of Urban Aboriginal Organizations and their Service Characteristics by the Four UAKN Regions (Western, Prairie, Central & Atlantic) and Canada;
- C. Determining Service Priority Areas and Gaps; and
- D. Sustaining / Extending / Improving Urban Aboriginal Service Delivery and 'Promising Practices'.

4 Key Findings

- Of the 4,100 Aboriginal and non-Aboriginal organizations and their 6,400 services in Canada, **Aboriginal organizations make up about 11% of all urban organizations, split into just under 3% for Friendship Centres (FC's) and 8.5% for other Aboriginal organizations.** Non-Aboriginal organizations, numbering about 3,600, make up the majority of urban organizations at 89%.
- On average, **Friendship Centres provide 12 services per centre**, whereas other Aboriginal organizations provide about 2 services; and non-Aboriginal organizations about one service.
- **A Friendship Centre offers, on average, about 1.3 services in the area of employment or training.**
- **While Friendship Centres represent 2.7%, of urban organizations, they account for a disproportionately greater share of the urban Aboriginal services and programs offered at 21%.**
- The regional distribution of the urban Aboriginal organizations (including Friendship Centres) compares very closely with that of the urban Aboriginal population. Both **urban Aboriginal organizations and populations are largely concentrated in the Western provinces combined, at 60% and 65% respectively**, followed by about a quarter in Ontario.
- In terms of the distribution of urban Aboriginal services, the some 2,000 services delivered by Aboriginal organizations tend to be much more **concentrated in the 'Community Services' category at 40%**, compared to 14% of the nearly 6,400 urban services offered overall. Contrasts are more pronounced with Friendship Centres alone, with **over half (53%) of all FC services provided in the area of 'Community services'**.
- Friendship Centres contrast sharply with other urban Aboriginal organizations, posting significantly higher percentages offering services, across most Program Service Types. **For example, all 110 FCs provide community services as compared to 11% of the 349 other Aboriginal organizations. In other service areas, three out of four FCs provide services in the area of health, compared to 1 in 10 other Aboriginal organizations; similarly in employment, half of FCs offer services as opposed to 7% of other Aboriginal organizations.**
- Friendship Centres contrasted sharply with other urban Aboriginal organizations in the distribution of their services, particularly in their patterns of concentrations, **with just over half of FC services in the area of Community services, followed by Health, Culture, Education and Employment; these five service areas combined account for 91% of FC services.** While the services provided by other Aboriginal organizations services offered tend to be more evenly dispersed, nevertheless there were some concentrations. **Five service areas - Federal/provincial services (about one third), Community services, Housing, Legal services and Education, together represent about 70% of services provided by other urban Aboriginal organizations.**

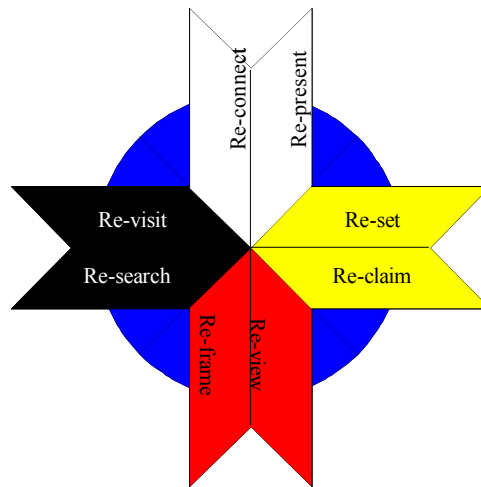
- Enhancing the programming focus on education, especially among children and youth, may be most the most critical requirement to strengthening community and economic participation. It is also well established that many other aspects of well-being, including employment, health, income, and housing, have clear links to educational achievement.
- A great deal of research has already been undertaken by the NAFC and academic scholars concerning the demographic, socio-economic and cultural characteristics and trends of urban Aboriginal populations and communities, and their implications for service needs, priorities and gaps. Numerous findings and recommendations are summarized in the broad areas of: Community well-being, regional differences and community characteristics; Life cycle / generational themes and Economic Development capacity.
- Aboriginal organizations have developed innovative practices to meet the challenges of urban Aboriginal service delivery. These selected 'promising practices', include service delivery strategies based on: Holistic Approaches; Partnerships; The Integration of Aboriginal values and cultures; and Wrap-around services.
- There are a number of future research directions to determine service area priorities. With an emphasis on economic participation, they include: Elements of economic participation and their differences across genders and age brackets; Urban communities and Geography; Economic Participation and the History of Aboriginal Organizations; Economic Participation and the Mobility and Migration of Urban Aboriginal Peoples; Impacts and Considerations in relation to Identity, Language and Culture; Awareness of programs; Improving Urban Aboriginal Economic Participation through support of families, as well as the individual; Enhancing Participation in the Economy through Cooperation, Collaboration and Partnerships; Exploring 'challenges and considerations' and 'promising practices and strategies'.

5 Indigenous Research Frameworks, Methods and Collaborative Approaches

An Indigenous research framework is one which incorporates Indigenous values and beliefs throughout the research project.¹ Adaptations of two sets of Indigenous research paradigms were considered in the development of this study's research framework. The first is the traditional Mi'gmaq eight-pointed star design which incorporates awareness of the importance of the natural life cycle in their research framework, with: infancy/early childhood represented by the East direction; youth by the South direction; adults by the West direction; and Elders by the North direction.²

¹ Lavallée, Lynn Frances. 2009. "Practical Application of an Indigenous Research Framework and Two Qualitative Indigenous Research Methods: Sharing Circles and Anishnaabe Symbol-Based Reflection" in *International Journal of Qualitative Methods*, 8(1), 2009: 23.

² Sarkar, Mela, Janine Metallic, Beverly Baker, Constance Lavoie, and Teresa Strong-Wilson. 2013. "Siawinnu'gina'masultinej: A Language Revitalization Initiative for Mi'gmaq in Listuguj, Canada," In M.J. Norris, E. Anonby, M-O. Junker, N. Ostler & D.



The second Indigenous research paradigm used by this research is the Medicine Wheel. This research paradigm has been used frequently over the past decade in areas such as housing, language, health and social work. The Ontario Federation of Indigenous Friendship Centres (OFIFC) notes, “[t]he Medicine Wheel is greatly valued by many First Nations as a holistic model for considering a variety of issues. The OFIFC has used the Medicine Wheel concept for several decades.”³ In the FASD Toolkit, this version of the Medicine Wheel consists of a four component ‘Vision-Relationship-Reason-Movement’ approach. The following description of its application describes the process used to address the issue holistically:

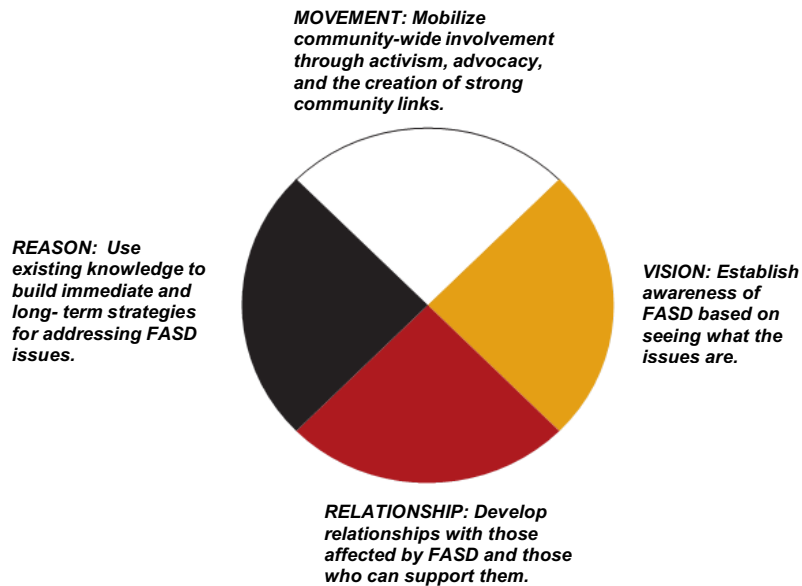
*...beginning in the east and moving clockwise through the south, west and north to address the issue holistically. East – Vision The Eastern Doorway houses the gift of Vision...you need to establish a strong vision, beginning with a basic awareness of what the broad issues are...[t]his basic awareness will give you the foundation for moving to the south, where...you can begin to develop relationship...[e]stablishing relationships means taking time to make connections...[t]his process of sharing will lead you to the west, where...you will use the gift of reason, based on existing knowledge...to develop strategies for dealing with the issue in your community...Once you have been able to tend to the first three directions, you will be in a good position to move — to take action and help mobilize the community...[y]our activism and advocacy in the community, and the links that will be created in this process, will lead back to the east, where the gift of vision will have been made stronger and more inclusive of the wider community.*⁴

Patrick, eds., *Endangered Languages Beyond Boundaries*. Proceedings of the 17th FEL Conference, 39-46. Ottawa, Canada, 1-4 October 2013. Bath, England: Foundation for Endangered Languages.

³ Ontario Federation of Indigenous Friendship Centres. 2008. *FASD Took Kit for Aboriginal Families*, Prepared by the Ontario Federation of Indigenous Friendship Centres, September 2005, Revised January 2008.

⁴ Ibid.

Community FASD Medicine Wheel



Both paradigms, the eight pointed star and the Medicine Wheel, are appropriate, given our focus on urban Aboriginal service delivery and organizations, including Friendship Centres, which involve addressing the needs of client target groups of children, youth, adults and Elders, within families and communities. Also, these paradigms provide strong foundations for the need to exploring service delivery priorities and gaps within urban Aboriginal communities.

Inventory and Theme Framework

The research themes employed for this study reflect the importance of the awareness of the natural life cycle with generational themes (Infancy/early childhood; Youth; Adults; and Elders), and associated with those, the importance of gender, family and communities. These themes are reflected in relation to the project's six research questions and focus on economic participation, and the presentation of results.

The 'Vision-Relationship-Reason-Movement' Medicine Wheel approach is explored in this study particularly in relation to addressing research concerning service priority areas and gaps, as well as sustaining and improving urban Aboriginal service delivery. For example, the 'Medicine Wheel' approach is helpful in developing a better understanding of the four stages or directions involved in exploring and addressing a variety of issues. In this project, it serves to demonstrate the major steps and considerations in addressing the issues.

Inventory Sources: Approach; Characteristics; Limitations and Recommendations

We begin with some background on the inventory of urban Aboriginal organizations and services, with respect to the two major sources used for this study: the NAFC *New Journeys* database on urban Aboriginal organizations and services; and the *211 Website* Directories.

The inventory of urban Aboriginal services and organizations, including approach and methodology was based largely on an analysis of the *New Journeys* database, given that it is

currently the most major and comprehensive source available within the time frame and scope of this study. In addition to the 211 Website scans, other sources and avenues of research included a search of organizational / government documents and literatures concerning Urban Aboriginal Service Delivery; and, a scan of Aboriginal organization websites; though not intended to be comprehensive but sources for updates and more recent / in-depth info on service organizations, activities and projects (e.g. economic development).

Results for the current inventory of urban Aboriginal services and organizations draw largely from the New Journeys database for analyses of characteristics (e.g. range and type of program services), framework themes and focus, for Canada and each of the four UAKN Regions, including provinces, territories and cities. Analyses highlighting those urban organizations and services which have the potential to *enhance the economic participation of urban Aboriginal people and / or to enhance innovative partnerships and the relationships between various stakeholders* also reference organization websites and literature searches as well as the database.

The NAFC *New Journeys* Database provides an inventory of urban Aboriginal Services by bringing together in one place a listing of urban Aboriginal organizations, including Friendship Centres and non-Aboriginal organizations and the services they offer to urban Aboriginal peoples and communities. It contains a total of some 6,396 records, with about 4,097 different organizations with services distributed over some 1224 separate categories of program services.

Chart 1. INVENTORY OF URBAN ABORIGINAL ORGANIZATIONS & SERVICES: Characteristics, Data and Classification Activities and Analyses.		
Some Underlying Guiding Considerations:		
<ul style="list-style-type: none"> • Study Themes / Target Service Populations: Reflect considerations associated with: the natural life cycle / generations: infancy/early childhood; youth; adults; and Elders; gender; family and community • Study Research Questions: <ol style="list-style-type: none"> 1. What services are being provided by urban Aboriginal organizations? 2. What services are being provided by which urban Aboriginal service organizations? Who are the target service population? Are there gaps in services or target groups?; and, 3. Which of these services enhance economic participation of urban Aboriginal people? How? 		
A. Current Inventory with <i>New Journeys</i> 2013 Data Base Edited and Selectively Reclassified for Employment / Training Services For Analysis of Urban Aboriginal Services and Organizations, by Program Service Types, Canada and Regions		
NAFC <i>New Journey</i> Data Base of Urban Aboriginal Program Services & Organizations: Total Number of Records = 6,396		
Organizations (4097) and Type: <ul style="list-style-type: none"> • Friendship Centres (101) • Other Aboriginal Specific (357) • Non-Aboriginal (3,639) <i>Note: Information on organizations in NJ database was edited and corrected where feasible for obvious errors, spelling, duplicates, outdated addresses, etc.</i>	Program Services*: <ul style="list-style-type: none"> • Program Service Types (PST) 12-categories* • (Detailed) Program Services** <i>**Note: Currently 1,224 separate categories of 'Program Services'; analysis restricted to the 12-Category PST Classification</i>	4 Levels of Geography <ul style="list-style-type: none"> • Canada • UAKN Regions (4) • Provinces / Territories (13) • Communities / Cities (162)
Classifications of Services and Organizations related to urban Aboriginal 'Employment or Training		Analyses by Geography:
<ol style="list-style-type: none"> a. Reclassification of NJ Services and Organizations by Program Service Type Categories: additional revised Set of 12 Category Program Service Type b. Application of AIRS/211 LA County Taxonomy to Classifications of NJ Employment /Training related Services by employment subtopics, organization categories and target groups. : 		Cities, Prov. /Terr. Regions - separately or aggregated e.g. Province cities summed

Urban Organizations:	Urban Aboriginal Services	Report Tables for:
<p>a) PST: % Distributions by PST categories and Percentages offering Services in each PST category: See Section 2 on PST Reclassification and Analysis Results</p> <p>b) 211 Taxonomy Employment-related Organization Categories (examples from results):</p> <ul style="list-style-type: none"> • Aboriginal Friendship Centres • Comprehensive Job Assistance Centres • Job Search Resource Centres • Women's Support Groups; • Ethnocultural Multipurpose Centres 	<p>a) PST: % Distributions of Services across 12 PST categories: Section 2 PST Reclassification, Analysis</p> <p>b) 211 Taxonomy Employment-related Subtopic Categories (examples from results):</p> <ul style="list-style-type: none"> • Employment Preparation <ul style="list-style-type: none"> ○ Job search techniques ○ Resume preparation ○ Job interview training <p>b) 211 Taxonomy Target groups (examples):</p> <ul style="list-style-type: none"> • Young adults; youth • Women • Students and Graduates 	<ul style="list-style-type: none"> • Canada, Regions, Prov./Terr. & Cities • Regional summary packages, including Provinces & Selected Cities, with % shares and distributions by organization type (e.g. Friendship Centres)
<p>B. Apart from the New Journeys database, current inventory also includes other sources of information on urban Aboriginal organizations and services, from 211 website searches and a review of literature and documents.</p>		
<p>*12-Category Program Service Types Classification: Child Care; Community Services; Culture; Education; Emergency or Crisis; Employment or Training; Federal and Provincial Services; Financial Assistance; Health; Housing; Legal Services; Shelters & Food Banks</p>		
<p>Identification of Organizations and Services that enhance participation in the economy, innovative partnerships and the relationships between various stakeholders, for regions and selected cities across Canada: also relies on these other inventory-related sources including websites, literature and documents, as well as the New Journeys database.</p>		

6 Study Areas: Findings and Results

The four study areas for both Canada and the Region comprise the following four major sections and their subsections as follows:

- A. Urban Aboriginal populations and Communities: Characteristics, State, and Implications for Urban Aboriginal Service Delivery Policy and Initiatives: includes findings from selected literature on the situation urban Aboriginal populations and their communities, focusing on the implications for urban Aboriginal Service delivery, in relation to research themes of target groups, priorities and gaps and economic participation.
- B. The Inventory of Urban Aboriginal Organizations and Services for Canada and Regions: includes findings from *New Journeys* database, 211 Website Scan, Literature Searches and Highlighting Organizations / Services Enhancing Economic Participation
- C. Identifying and Determining Service Priority Areas and Gaps for Canada and Regions: involves a variety of inputs and approaches such as from Study Area A outlined above; Findings from Study Area B and other literature /document searches, Findings from UAS Studies on cities in the Regions where available; and Applications of Indigenous-research and collaborative approaches, such as the 'Medicine Wheel' and Sharing Circles to help determine issues and actions.
- D. Sustaining / Extending / Improving Urban Aboriginal Service Delivery: Some Considerations and Limitations: Promising Practices / Lessons Learned: includes Findings from Literature / Documents Searches, Findings from websites of Aboriginal specific organizations and Findings related to 'Enhancing Economic Participation'.

A. Urban Aboriginal Populations and Communities: Characteristics, State, and Implications for Urban Aboriginal Service Delivery Policy and Initiatives

This section addresses the considerations concerning the situation of urban Aboriginal populations and their communities, with a focus on the implications for urban Aboriginal Service delivery and research themes, highlighting aspects of economic participation.

Policy research on the urban Aboriginal situation reflect a variety of relevant areas which have implications for the service delivery landscape, such as: demographics; Aboriginal identity and ethnic mobility; historical patterns and trends in Aboriginal urbanization across Canada; socio-economics; education; employment; economic development; language and culture; health, housing; residential mobility and migration; location and geography, including regional and city-level perspectives where available.

Research findings can yield insight into better understanding, anticipating and determining the wide range of service delivery needs and priorities of Aboriginal client / target groups,

and their communities, across regions, provinces and communities / cities. For example, urban Aboriginal peoples and their communities differ significantly across Canada in their urban experiences and histories: some urban centres have been home to Aboriginal people for generations, while others are the destinations of recent migrants from reserve communities. Such differences can also raise considerations about connections to family and home on reserve, and the associated complex issues of jurisdiction in service delivery. Similarly, differences across urban Aboriginal communities, whether geographic, historical, demographic, socio-economic or cultural, can also have implications for economic development and the enhancement of participation.

For example, in terms of assessing priorities and gaps in service delivery, communities themselves represent an important dimension. The NAFC book *'Urban Aboriginal Communities in Canada'* explored the situation of urban Aboriginal peoples and their communities based on 2006 Census data on urban Aboriginal peoples in Friendship Centre Catchment areas. Themes addressed: "...demography, labour market activity, economic development opportunities, income, mobility, at-risk youth, community well-being, and language. Throughout the book ...the authors highlight the policy and programming implications of their findings."⁵

A related NAFC follow-up study with contributors to the book *'Urban Aboriginal Communities'* on the policy and program implications of NAFC research, demonstrated that these findings regarding the socio-economic, demographic and linguistic situation of Aboriginal peoples residing in Friendship Centre towns and cities have significant implications for NAFC policy and programming including urban Aboriginal service delivery.⁶ Contributors identified a number of key research themes as being significant including: Aboriginal – non-Aboriginal disparities and differences; regional differences; intra-Aboriginal differences; and variations by community characteristics (e.g. population size); and, age, gender and marital status. As well, a number of key policy and programming implications were highlighted, which are relevant to this current study:

*An overriding theme was the recognition of the need for effectively 'targeting policies and services to specific program areas, populations and regions'. Population characteristics (e.g. age, gender, marital and family status; Aboriginal identity) regional variations and community characteristics were defining considerations for determining the 'who' and 'where' of 'targeting policies and services', and appropriate policy and program supports and interventions. Authors singled out the overriding importance of education as a recurring program / service area, given its links with other dimensions of socio-economic, language / cultural and community well-being; and, the needs to link education with employment, and to provide supports and interventions for youth.*⁷

The following are some selected highlights drawn from this 2012 study and the various articles in the Dinsdale, White and Hanselmann book, about demographic, socio-economic and cultural

⁵ Dinsdale, White and Hanselmann, 2011: vii.

⁶ Norris, 2012.

⁷ Norris, 2012: v.

characteristics and trends of urban Aboriginal populations and communities, and their implications for urban Aboriginal service needs, priorities and gaps. Findings and implications presented here are from the chapter contributors and cover some key areas concerning Community well-being, regional differences and community characteristics; Life cycle / generational themes (Age, Gender, Marital and Family Status) and Economic Development capacity.

Community Well-being

Aboriginal-non-Aboriginal disparities were cited as one of the major patterns of significance arising from the 2006 Census-based findings on community well-being;⁸ education;⁹ economic development capacity;¹⁰ and low-income risk;¹¹ and the persistence of these disparities.

- While all areas of community well-being (education, labour force participation, employment, income and housing) require increased attention, Aboriginal/non-Aboriginal disparity was found to be the highest in relation to measures of income and education. ***Enhancing the programming focus on the latter factor of education, especially among children and youth may be most the most critical requirement, in that many other aspects of well-being including employment, income, and housing consumption have clear links to educational achievement.***
- Well-being among the Aboriginal population in major urban areas tends to be much higher than in smaller centres. This situation may suggest that there is merit in realigning the emphasis of FC supports and services to favour smaller centres, especially those in the Prairie region and northern territories.
- A consistent observation from the authors is that Aboriginal peoples in Friendship Centre communities in the West, particularly the Prairie region and the North, tend to experience the greatest socio-economic disadvantage as well as Aboriginal – non-Aboriginal disparities, compared to other regions of Canada. Regionally, those in the West have higher rates of poverty.
- Similarly, in the educational attainment of Aboriginal people, findings suggest that Aboriginal people in Eastern Canada and Quebec are most likely to have a Bachelor's degree than those in the Territories and Alberta. Education inequalities between Aboriginal and non-Aboriginal populations are greatest in the North and lowest in the Maritimes. Similarly, Aboriginal peoples in the West tend to have the highest rates of low-income while those in Atlantic Canada have the lowest.
- Community Well-Being results, in concert with earlier studies, suggest that Aboriginal / non-Aboriginal disparity in well-being in urban areas is pronounced and persistent, and unlikely to be reduced significantly in the short or medium terms. To the extent that

⁸ Clatworthy and Peters

⁹ Parriag and Chaulk

¹⁰ Spence, Wingert and White, 2011. 'The Economic Development Capacity of Urban Aboriginal People'

¹¹ Wright, Spence and White, 2011.

reductions in disparity depend on reducing the Aboriginal/non-Aboriginal education gap, sizable improvements may be inter-generational.

Life cycle / generational themes: Age, Gender, Marital and Family Status characteristics

Socio-economic outcomes of Aboriginal peoples in FC areas clearly vary by age, gender, marital and family status as demonstrated in findings for education¹² and low-income.¹³

- Aboriginal men have the lowest educational attainment in every age category compared to Aboriginal women and non-Aboriginal men.
- Aboriginal male singles parents have the lowest educational attainment of all family status categories, compared to Aboriginal female single parents and two-parent families. In general, Aboriginal people with spouses have higher levels of education than those without spouses.
- The risk of being low-income among Aboriginal peoples is stratified by age, education, gender, household structure, and region in ways that are generally similar to non-Aboriginal people. The young, old, women, and lone parent families face greater risks.

Economic Development Capacity

The links between the educational system and the labour force are important, since high levels of educational attainment appear to be linked to better labour market outcomes, and the connection between educational choices and matching the skills of workers to the demands of the labour market is essential. Services in areas with Aboriginal populations are critical to ensure that students pursue highly marketable careers and thereby be linked to the labour force.¹⁴ Results were based on an analysis of 2006 Census economic data on urban Aboriginal peoples in Friendship Center catchment areas, employing two complementary measures to study labour markets: industry classifications centering on the type of economic activities observed within the workplace; and occupations focussing on the kind of work individuals perform in their jobs. Results of this analysis are presented here from the Spence, Wingert and White study. They reveal a number of industry and occupation patterns.

- The reasons for lower levels of attainment are multiple and must be identified. Services to address the unique needs of males and females in a culturally appropriate manner will be imperative to close the Aboriginal/non-Aboriginal and gender gaps.
- An emphasis on educational initiatives at the community level towards increasing attainment is imperative. Support mechanisms must be in place to address the needs of Aboriginal youth in urban centres.

¹² Parriag and Chaulk

¹³ Wright, Spence and White, 2011.

¹⁴ Spence, Wingert and White, 2011.

- The development of social capital between Aboriginal and universal service providers is crucial to ensure that individuals do not fall between the cracks.
- Increasing educational attainment particularly at the university level will be necessary to take advantage of the growth in “good jobs” in future years. Interventions to address students’ needs are required at all levels of the educational system. At the high school level, programs such as the Alternative Education Secondary School Program in Ontario which provide services to students at high risk of dropping out have been quite successful. Also, Aboriginal drop-in centres can serve as supports for students at post-secondary institutions.
- Findings indicate a lack of occupational diversity. Aboriginal people are under represented among many of the high end industries and service occupations, including management; whereas there is distinct over representation in government jobs.

Industry

- In terms of upper tier industries among the Aboriginal population only 2.8% are in the professional, scientific and technical services and 1.6% in finance and insurance as compared to corresponding figures of 6.7% and 4.1% for the non-Aboriginal.
- Aboriginal peoples post a higher percentage in public administration than non-Aboriginal peoples, with about a 6% differential.
- Within government related industries of the upper tier industries Aboriginal peoples tend to occupy positions, including education, health care and social assistance, and public administration, at a figure 8% higher than the non-Aboriginal population
- For lower tier service industries, differences are insignificant as they comprise about 34% of all employment for both groups.
- Similarly the goods producing or primary industries comprise the same percent of employment, at 23% for both Aboriginal and non-Aboriginal peoples.
- Aboriginal peoples report higher levels in construction, mining and oil and gas extraction, and agriculture, forestry, fishing and hunting.
- Some of this segregation is likely due to the proximity of resources to Aboriginal people as well as the distance to large manufacturing plants in larger centres.

Occupation

- Non- Aboriginal peoples are more likely to be in high end occupations than the Aboriginal population: For example, 9.4% of non-Aboriginal peoples are managers compared to 6.0% of Aboriginal peoples. Similar trends are observed for occupations in the natural and applied sciences, as well as professional health occupations.

- Participation in professional health occupations is about the same for all Aboriginal identity groups, which is very low at 0.2% compared to 1.1% for non-Aboriginal groups.
- Aboriginal peoples are much more likely to be in primary occupations, as well as lower tier service jobs, such as sales/service, than the non-Aboriginal population, with the differentials in rates of 2.7 % and 5.3% respectively.
- Rates for clerical and administrative jobs are higher for the non-Aboriginal population at 15.5 percent compared to 13.1 percent for the Aboriginal population.
- The lack of occupational diversity in upper tier service jobs is somewhat of a threat to entrepreneurship and Aboriginal community sustainability.
- Links between Aboriginal people with high levels of human capital and private business must be forged in the labour market. As well, education and recruitment into a broader range of professional disciplines is required.
- Given the increasing demand for labour in the health sector, particularly professional health occupations, strategies must be developed to link individuals with institutions that provide the means to increase Aboriginal enrollment in such areas of study. Moreover, besides recruitment, efforts to ensure successful completion of these demanding programs will be required.
- Aboriginal peoples do not currently possess the human capital to flourish as the economy demands increasingly skilled labour. It is of the utmost importance that resources be made available for a range of programs and service delivery to maximize the socioeconomic outcomes of urban Aboriginal peoples.¹⁵

B. The Inventory of Urban Aboriginal Organizations and Services for Canada and Regions

1. Addressing Project Research Questions: Limitations of Inventory

As discussed in the theme framework this area of study on urban Aboriginal organizations and their service characteristics is intended to address three of the project's research questions in its approach:

1. *What services are being provided by urban Aboriginal organizations?;*
2. *What services are being provided by which urban Aboriginal service organizations? Who are the target service population? Are there gaps in services or target groups?; and,*
3. *Which of these services enhance economic participation of urban Aboriginal people? How?*

¹⁵ Spence, Wingert and White, 2011: 75-76.

Limitations of Sources

Regarding the application of the New Journeys database for inventory purposes, as well as the 211 Websites and the document / literature /website searches the New Journeys database provides an inventory of urban Aboriginal Services in one place some displaying over 6,400 services offered by nearly 4,100 urban organizations across Canada: Friendship Centres (110), other Aboriginal (349) and non-Aboriginal (3,638) organizations. Furthermore, in terms of geography, data can be aggregated from community / city level up, to provide inventory results at four levels: Canada; UAKN Regions (four plus North); Provinces and Territories; and Communities / Cities (165).

The current New Journeys database cannot be assumed to be a complete representation of all the urban Aboriginal organizations and services across Canada, as there are some indications of gaps and inaccuracies. As New Journeys is a 'living database', caution is advised in static interpretation, given that some observations could reflect artefacts of data entries and variations in coverage and classification of services. For example, some entries are inaccurate as they are out of date, have incorrect addresses, or no longer in existence.

Furthermore, classifications can be inconsistent and sometimes erroneous, with no standard references as guides. For this research, some edits and reclassification of the current New Journeys data in this project were undertaken but were limited and selective. A complete editing, update and reclassification, well beyond the scope of this project, would be advised as an important next step towards enhancing New Journeys.¹⁶

With respect to other Inventory sources, the 211 sources vary in their regional coverage and are not available for all regions or areas / cities of regions. Literature and document searches are derived only for those organizations with websites, and are not intended to be comprehensive.

2. Presentation of Inventory Results and Findings from Three Sources: New Journeys Database; 211 Websites; Document/Literature Searches

Inventory findings on urban Aboriginal organizations and services are presented here for Canada overall by the three different sources: New Journeys Database; 211 Websites; Document / Literature Searches, beginning with the *New Journey* results: Findings include a national overview and summary discussion of results from the separate regional chapters.

¹⁶ Prior to undertaking a complete update and reclassification, classification standards would first need to be in place. One possibility could be the 211 Taxonomy-based classification which was explored in this report particularly in relation to the classification of Employment and Training Services.

2.1 New Journey database results for Canada and Regions overall

Results from NAFC's New Journeys database¹⁷ are presented here for selected organization / service characteristics, including Aboriginal / non-Aboriginal composition, geographic distributions, and patterns of service delivery by types of programs / services and target groups. Some notes follow on table content:

- All Tables include two sets of distributions, one on the total number of urban organizations providing services; the other the total number of services provided by these urban organizations.
- The 15 Selected Cities include the original 13 cities of the Urban Aboriginal Strategy (UAS) and the two non-designated cities whose activities were also supported by UAS. The 11 UAS cities include all the selected cities with the exception of Prince George, Lethbridge, Prince Albert and Thompson.¹⁸

Comparison between Original and Reclassified New Journeys Database

Figure 1 compares the counts of urban Organizations by Program Service Types (PST) between those from the original (2013) database and those from the reclassified (2015) database. It shows the effects on organizations due to their services being reclassified. The 6,396 services listed in the New Journeys database are provided by a total of 4,097 different organizations. Figure 1 notes that the sums of the counts of organizations across PST categories are greater than the total number of all individual organizations, at 4,097 since an organization could provide one or more services. The total number of organizations summed across the PST categories totalled 4,402 with the original 2013 classification; and was higher at 4,607 based on the revised 2015 classification. In particular, there were 338 services reclassified from the very broad category of community services to more appropriate specific categories. As a consequence of these reclassifications, the organizations providing these services could then be represented in more than one category and hence counted more than once.

¹⁷ As noted earlier, an assessment of New Journeys data on Program Service Types indicated the need for at least some selected reclassifications of services by Program Service Type in order to better reflect the actual categories of specific services, most especially with respect to employment-related services. For example, the very broad category of 'Community services' contains a wide diversity of some 600 different entries of services, including some employment related activities which would be more appropriately classified as 'Employment or Training' programs and services. The process of reclassification involved mainly a focus on the selected Program Service Type categories of 'Community Services' and 'Employment or Training'. In addition, the other 10 categories were assessed in relation to specific employment related services that would be more appropriately classified under 'Employment or Training'. Results from the edited and reclassified New Journeys are provided in Figures 1 and 2, which compare the 'before' and 'after' distributions of organizations and services across Program Service Types.

¹⁸ The cities are: Halifax, Montreal, Ottawa, Thunder Bay, Toronto, Thompson, Winnipeg, Prince Albert, Regina, Saskatoon, Calgary, Edmonton, Lethbridge, Prince George and Vancouver.

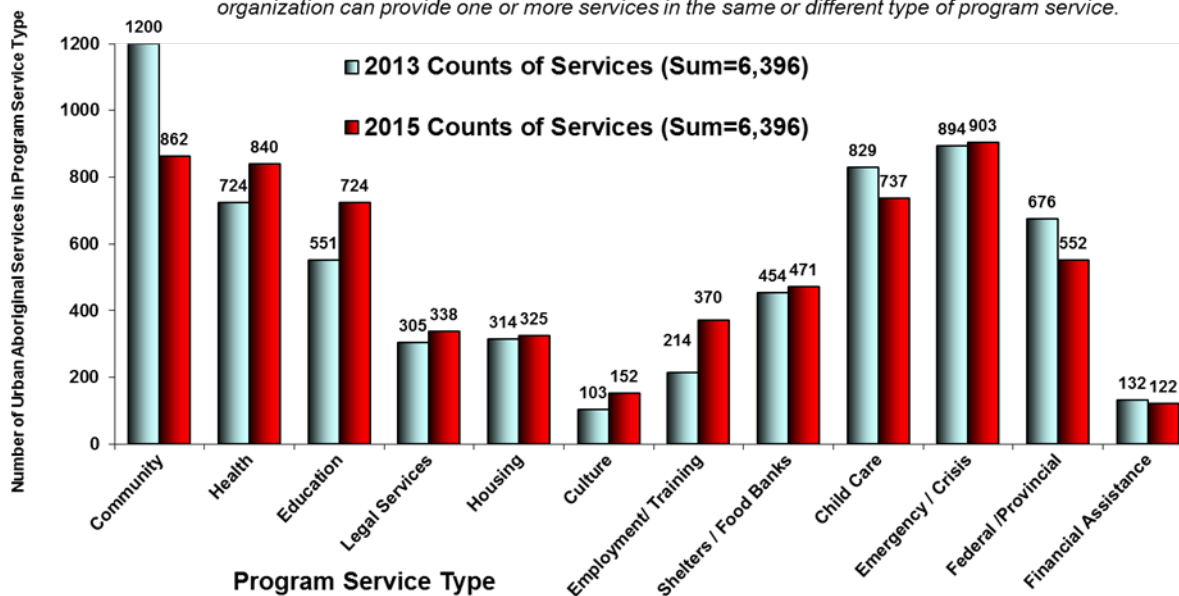
Figure 1: Figure 1: New Journeys Total Urban Organizations Providing Urban Aboriginal Services by Program Service Types: Comparison between Original (2013) and Reclassified (2015) Counts of Total Urban Organizations (N=4,097) due to Reclassification of Services



Figure 2 compares the corresponding shift in the number of services provided across Program Service Types between the Original (2014)2013 and Reclassified (2015) Counts. For example, with the reclassification the number of services provided in ‘Community services’ decreases from the original 2013 number of 1200 to 860, while numbers of services increase in other service areas, such as health, education, culture and ‘employment or training’, with the latter shifting upwards from 214 to 370 services. While the distribution of services is shifted, the total number of services remains the same in both the original and reclassified data at 6,396.

Figure 2: New Journeys Total Urban Aboriginal Services Provided by Program Service Types: Comparison between Original (2013) and Reclassified (2015) Counts of Total Services (N=6,396) due to Reclassification of Services

Note: The sum of services (6,396) is greater than the total number of organizations (4,097) since each organization can provide one or more services in the same or different type of program service.



Results of New Journeys Analysis

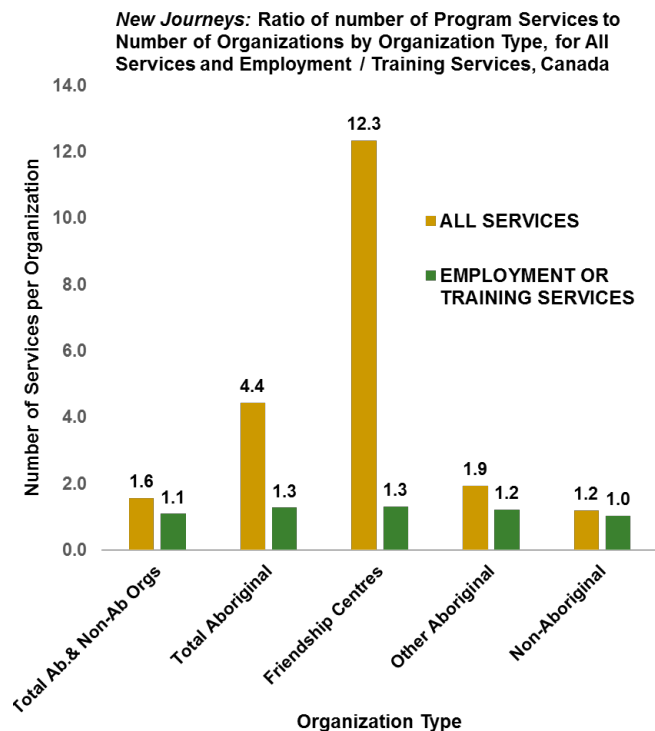
i. Ratio

Urban organizations can provide more than one service within same or different Program Service areas. Figure 3 shows the ratio of the number of Services provided to the number of organizations by Organization Type, for each of five categories of organization type: total organizations; the second total Aboriginal; the third Friendship Centres; the fourth Other Aboriginal and the fifth non-Aboriginal. Two sets of ratios are shown, one for all 6,400 services in the first set of bars; the second for 370 ‘Employment or Training Services’. The ratio of services to organizations overall varies by organization type.

On average, Friendship Centres provide 12 services per centre, whereas other Aboriginal organizations provide about 2 services; and non-Aboriginal organizations about one service. This higher average number of services for FCs is consistent with the fact that FCs do offer many different types of services to their clients. To some extent, the differences in ratios across organization types could also reflect variations in data entries, in volumes and patterns of coverage and reporting among different organizations. For example, FCs are more likely to have more complete coverage of their services in their New Journeys data base than other Aboriginal or non-Aboriginal organizations.

In the case of specific program services, such as employment differences in ratios across organizations are much less, with a ratio closer to one service per organization, for all organization types, including FCs. In other words, a Friendship Centre offers, on average, about 1.3 services in the area of employment or training (Figure 3).

Figure 3: New Journeys: Ratio of number of Program Services to Number of Organizations by Organization Type, for All Services, Canada



ii. New Journeys Urban Organizations: Aboriginal / non-Aboriginal Composition

An analysis of the *New Journeys* data on urban Aboriginal services and organizations for Canada overall indicates a total of 4,097 different organizations, providing a total of 6,396 programs and services. Organizations, Aboriginal and non-Aboriginal comprise three broad sets: Friendship Centres; other Aboriginal-specific and non-Aboriginal.

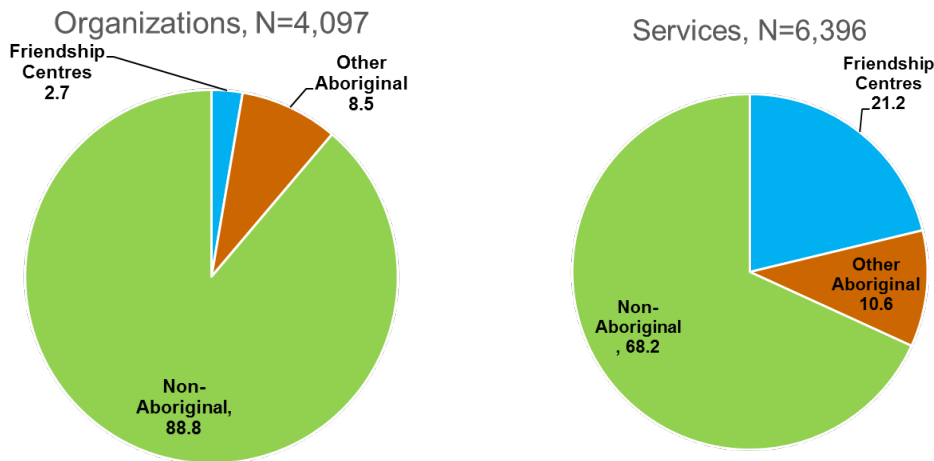
Non-Aboriginal organizations, numbering 3,638, make up the vast majority (89%) of the *New Journeys* total entries, for Canada followed by ‘other’ Aboriginal-specific (349) and Friendship Centre shares (110) at 8.5 % and 2.7% respectively. Yet, the corresponding Aboriginal-specific and Friendship Centre shares of programs and services offered are disproportionately higher at 10.6 % and 21.2% respectively (Figure 4).

Here we compare the Aboriginal and non-Aboriginal composition between the some 4,100 different organizations and their 6,400 services in Canada. The pie chart on the left shows that Aboriginal organizations make up about 11% of all urban organizations, split into just under 3% for Friendship Centres and 8.5% for other Aboriginal organizations. Non-Aboriginal organizations, numbering about 3,600, make up the vast majority of urban organizations at 89%.

However, when we look at the Aboriginal/ non-Aboriginal composition in terms of numbers of services a different picture emerges. **It shows that while Friendship Centres represent the smallest share, 2.7%, of urban organizations delivering Aboriginal services in Canada, they account for a disproportionately greater share of the urban Aboriginal services and programs offered at 21%.**

These patterns, which occurred for all regions across Canada, in varying degrees, suggest that urban Aboriginal organizations, and especially Friendship Centres tend to offer multiple services / programs to a much greater extent than non-Aboriginal organizations. However, patterns are most pronounced in Western Canada, suggesting that the Region’s Friendship Centres tend to offer multiple services / programs to a greater extent than their non-Aboriginal counterparts, as well as compared to FCs in Canada overall.¹⁹

Figure 4: New Journeys: Distribution of Urban Organizations providing Urban Aboriginal services by Aboriginal and non-Aboriginal composition, Canada



¹⁹ Data presented in Figures 3 and 4 are derived from Report Tables 1 and 4 in Chart 2: Table 1. Distribution of Total Number of Urban Aboriginal and Non-Aboriginal Organizations and Services Provided by 4 UAKN Regions, the North (Territories) and Canada; Table 4 ‘Distribution of Number of Urban Aboriginal and Non-Aboriginal Organizations and Services Provided by Program Service Types’, for Canada.

iii. New Journeys Urban Organizations: Geographical Distributions

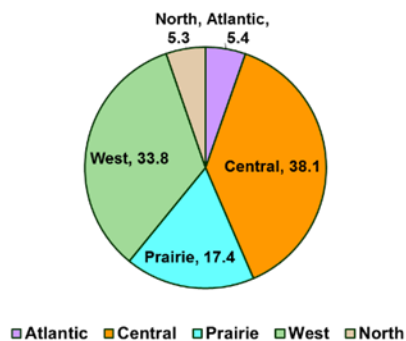
- **By Regions and Provinces: Aboriginal and Total (Aboriginal & non-Aboriginal) organizations**

Regional distributions of urban Aboriginal organizations (including Friendship Centres) and total (Aboriginal and non-Aboriginal) organizations are compared in Figure 5.

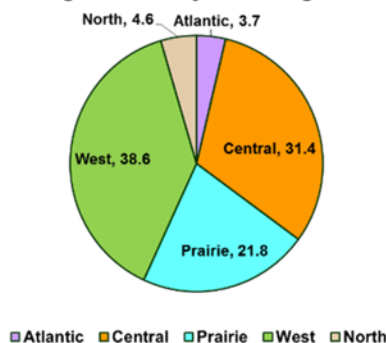
Urban Aboriginal organizations compare broadly with all urban organizations in their regional distributions; though do tend to be more concentrated in both the Prairie and Western Regions. All provinces west of Ontario combined account for 60% of Aboriginal organizations, compared to 51% of urban organizations overall.

Figure 5: Distribution of Urban Aboriginal Organizations and Total (Aboriginal and non- Aboriginal) Organizations by UAKN Regions, and the North

Canada: Distribution of New Journeys Total (Aboriginal and non-Aboriginal) Urban Organizations by UAKN Regions



Canada: Distribution of New Journeys Aboriginal Organizations by UAKN Regions



An interesting question to explore then, is to what extent does this regional distribution of urban Aboriginal organizations across Canada reflect that of the urban Aboriginal population?

- **By Regions and Provinces: Urban Aboriginal Organizations and Urban Aboriginal Populations**

The regional distribution of the 459 urban Aboriginal organizations in the New Journeys database is compared with corresponding census data on the urban Aboriginal population in Figure 6. Note that census data used here were those readily available from studies in the literature. In this case the 2001 Census counts were used.²⁰ For comparison purposes the *New*

²⁰ 2001 Census counts are from Hanselmann, Calvin. 2003. Shared Responsibility: Final Report and Recommendations of the *Urban Aboriginal Initiative*. Calgary: Canada West Foundation, page 1.

Journeys data were aggregated into new provincial and regional categories to correspond to those in the report’s census-based categories.

Urban Aboriginal organizations and the urban Aboriginal population are remarkably similar in their regional distributions:

The regional distribution of the New Journeys urban Aboriginal organizations (including Friendship Centres) compares very closely with that of the urban Aboriginal population. Both urban Aboriginal organizations and populations are largely concentrated in the Western provinces combined, at 60% and 65% respectively, followed by about a quarter in Ontario.

Figure 6: Distribution of Urban Aboriginal Organizations and Urban Aboriginal Population (2001) by Selected Provinces and Regions



• **By Selected Cities: Urban Aboriginal Organizations and Urban Aboriginal Population**

At the city level, the distribution of the number of urban Aboriginal organizations in *New Journeys* was compared for 10 selected cities with corresponding census data on the urban Aboriginal population. In this case the 2006 Census counts were used.²¹ For comparison purposes the *New Journeys* organizations were aggregated for a set of ten selected cities corresponding to those for which Census data were available. These 10 cities combined yielded a total of 127 urban Aboriginal organization and a corresponding total population of 301,000. Distributions were based on these total counts.

The distribution of the New Journeys urban Aboriginal organizations by selected cities yields a somewhat similar rank by cities as that for the urban Aboriginal population in terms of the three largest (Winnipeg, Edmonton and Vancouver), although their shares

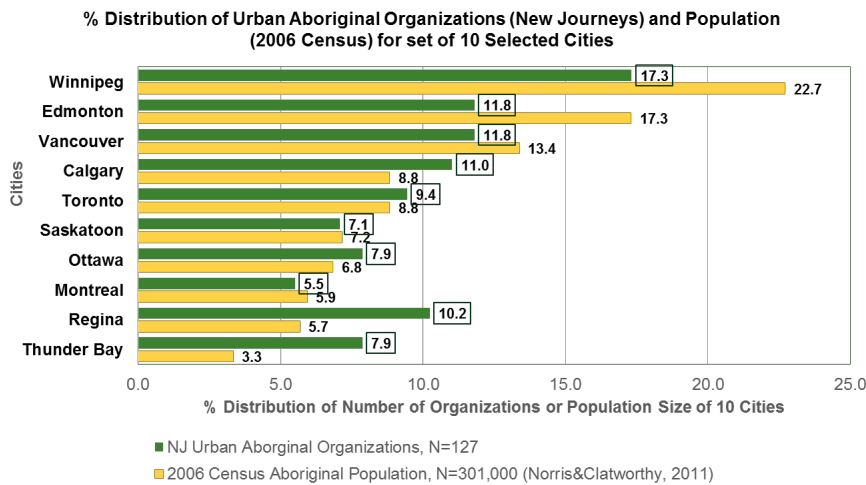
²¹ 2006 Census counts are from Norris, Mary Jane and Stewart Clatworthy, 2011. Urbanization and Migration Patterns of Aboriginal Populations in Canada: A Half Century in Review (1951 to 2006), in *aboriginal policy studies*, Vol. 1, no. 1, 2011, pp 13-77. <http://ejournals.library.ualberta.ca/index.php/aps/1/1/NorrisClatworthy.pdf>

varied. The largest shares of both organizations and populations are found in Winnipeg, at 17% and 23% respectively.

For larger cities then, there appears to be some correspondence between population size and organizations in their regional distributions, though caution must be used in interpreting this comparison, especially given the relatively small number of organizations.

Yet overall it seems reasonable to say that these regional and city-level comparisons suggest that urban Aboriginal organizations are fairly representative in their regional distribution of the urban Aboriginal population across Canada, with no obvious strong regional biases.

Figure 7: Percentage Distribution of Urban Aboriginal Organizations and Urban Aboriginal Population (2001) for a Set of 10 Selected Cities



iv. New Journeys: Patterns of Service delivery within Canada by Program Service Types

This section explores the patterns of service delivery across the different types of Programs and Services that are offered to Aboriginal people in urban areas.

The patterns of service delivery across the 12 different Program Service areas (e.g. health, employment or training) are explored by organizations and services, using measures on the:

- Percent of organizations providing services by different Program service types; and,
- Distribution of Services across different Program Services types

The analysis begins with a look at organizations and their provision of services by Program Service Types, followed by the distributions of these services across the different types.

- **Urban Organizations: Provision of Services by Program Service Types**

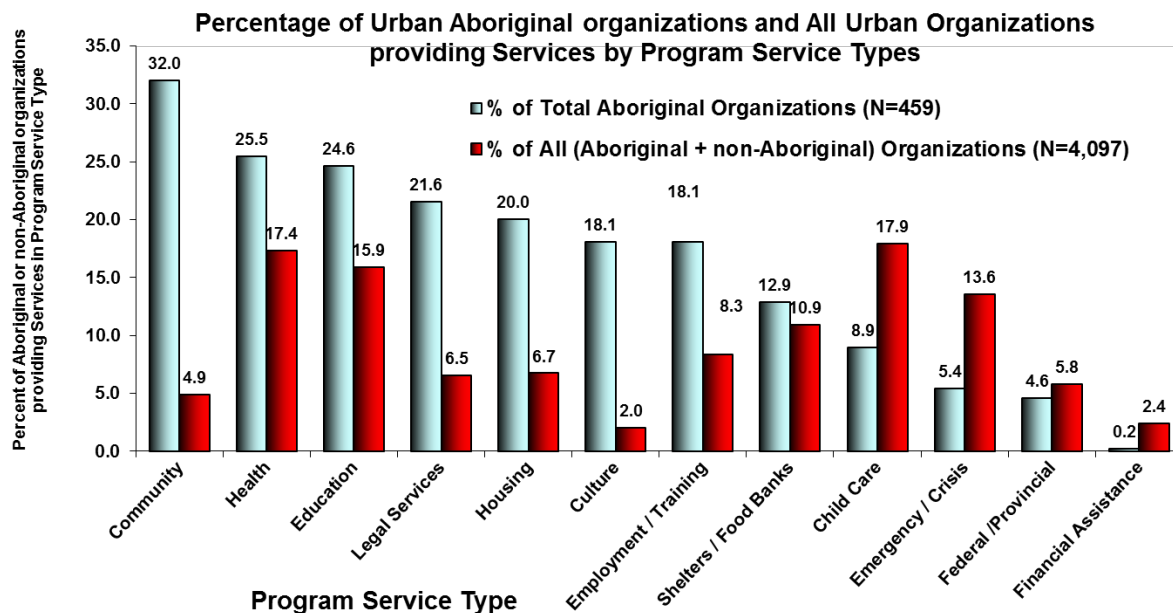
Results suggest that compared to urban organizations overall, and non-Aboriginal ones in particular, much higher percentages of Aboriginal organizations, and especially those of Friendship Centres, offer services both overall and in at least half of the different Program Service Types areas. Contrasts in these differences, are most pronounced across a number of areas, most noticeably in ‘Community services’, Legal services, Housing and culture, and to a lesser extent in Health, Education and Employment or training. Conversely, higher shares of non-Aboriginal organizations offer services in the areas of Child care and Emergency or crisis.

Figure 8 compares the percentages of organizations that provide services across the twelve Program Service Types, between total urban Aboriginal organizations and all urban organizations (Aboriginal & non-Aboriginal combined). It shows that:

Across more than half of Program Service Types, percentages of the total 459 Aboriginal organizations offering services are higher than those of all 4,100 urban organizations. Some notable differences are community services, with practically a third of Aboriginal organizations offering services compared to just 5% of All organizations, and similarly in the area of culture with 18% of Aboriginal organizations compared to 2%.

Contrasts are less pronounced in areas such as employment or training (at 18% versus 8%) while the pattern is reversed elsewhere, such as child care and emergency (e.g. at 18% overall in child care compared to 9% of Aboriginal organizations, and similarly in emergency or crisis services, at 14% and 5% respectively).

Figure 8: New Journeys: Percentages of Urban Aboriginal organizations and All Urban Organizations providing Services to Aboriginal Peoples in Urban Areas, by Program Service Types, Canada



- **Urban Aboriginal Services: Distributions across Program Service Areas by Organization Type**

Patterns of service provision among organizations are also reflected in the distribution of their services offered across ‘Program Service Types’ categories. The 2,035 services offered by urban Aboriginal organizations across Canada are much more concentrated in the ‘Community Services’ category at 40%, compared to 14% of the nearly 6,400 total services offered by all urban Aboriginal organizations.

Figure 9 compares the distribution of services across the twelve different Program Service Types, between the 2,000 services offered by Aboriginal organizations and the nearly 6,400 services offered by ‘All’ urban organizations combined. The distribution of services provided by Aboriginal organizations tend to be much more concentrated in the area of ‘community services’. In contrast, the shares of services offered by Aboriginal organizations appear to be lower and less concentrated in the areas of child care and emergency or crisis compared to the distributions of services overall; while those in housing and employment are similar to the overall distribution of services, at about 5%.

Figure 9: New Journeys: Percentage Distributions of Total Services provided by Urban Aboriginal organizations and All (Aboriginal and non-Aboriginal) Organizations across Program Service Types, Canada

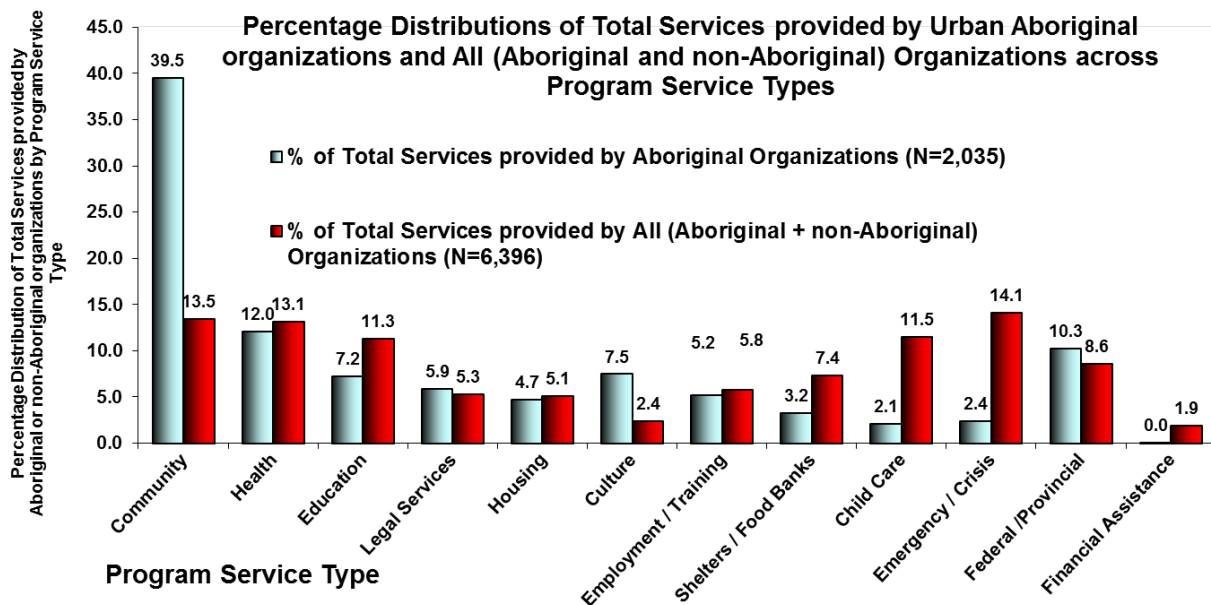
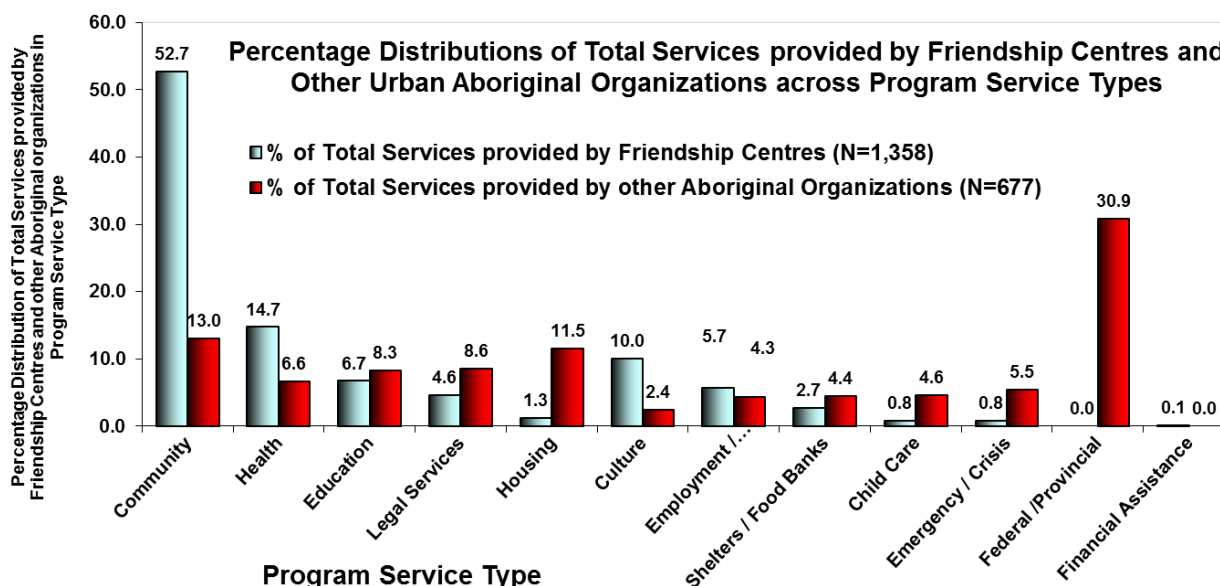


Figure 10 compares the distributions of services across Program Service Types between Friendship Centres and ‘other Aboriginal’ organizations. FCs contrast with other urban

Aboriginal organizations in the distribution of their services, particularly in their patterns of concentrations. Just over half (53%) of the 1,358 services provided by FCs tend to be in the area of community services, followed by Health (at 15%), Culture (10%), Education (7%) and Employment (6%); these five service areas combined account for 91% of FC services.

The 677 services offered by ‘other Aboriginal’ organizations tend to be more evenly dispersed though with some concentrations, particularly in Federal/Provincial services (nearly at a third), followed by Community services (13%), Housing (12%), Legal services (9%) and Education (8%); together these 5 service areas account for about 70% of all services offered by ‘other urban Aboriginal’ organizations. The large concentration of services offered in the Federal /Provincial provided comprise mainly services to Registered Indians, associated with Non-Insured Health Benefits (NIHB) and Status Cards.

Figure 10: New Journeys: Percentage Distributions of Total Services provided by Friendship Centres and Other Urban Aboriginal Organizations across Program Service Types, Canada



i. Focus on ‘Employment or Training’ Program services in New Journeys and Application of 211 Taxonomy coding

This section focuses on New Journeys “Employment or Training” programs and services, beginning with their regional distributions by organization type, followed by a more detailed exploration of the different types of ‘Employment or Training’ services based on the application of 211 Taxonomy coding.

- ***NJ Urban Aboriginal Organizations providing Employment & Training Services***

Report Table 8 provides a national and regional summary on the total number of *New Journeys* Urban Aboriginal Organizations and Services in ‘Employment and Training’, as based on the revised NJ data.

Results from Report Table 8 yield a total of 370 ‘Employment or Training’ services offered by 341 organizations across Canada. A total of 106 services were provided by 83 Aboriginal organizations, or 29% of all ‘employment or training’ services; while the majority of services, 264 or 71% were provided by non-Aboriginal organizations. The distribution of employment or training services and organizations, by organization type are summarized below:

NJ ‘Employment or Training’ Program Service Type: Distribution of Organizations and Services by Organization Type				
Organization Type	Organizations		Services	
	Number	% Distribution	Number	% Distribution
Total Aboriginal	83	24.3	106	28.6
Friendship Centres	59	17.3	77	20.8
Other Aboriginal	24	7.0	29	7.8
Non-Aboriginal	258	75.7	264	71.4
All Organizations / Services	341	100.0	370	100.0

- ***Regional distribution of New Journeys’ ‘Employment or training’ program services by organization type***

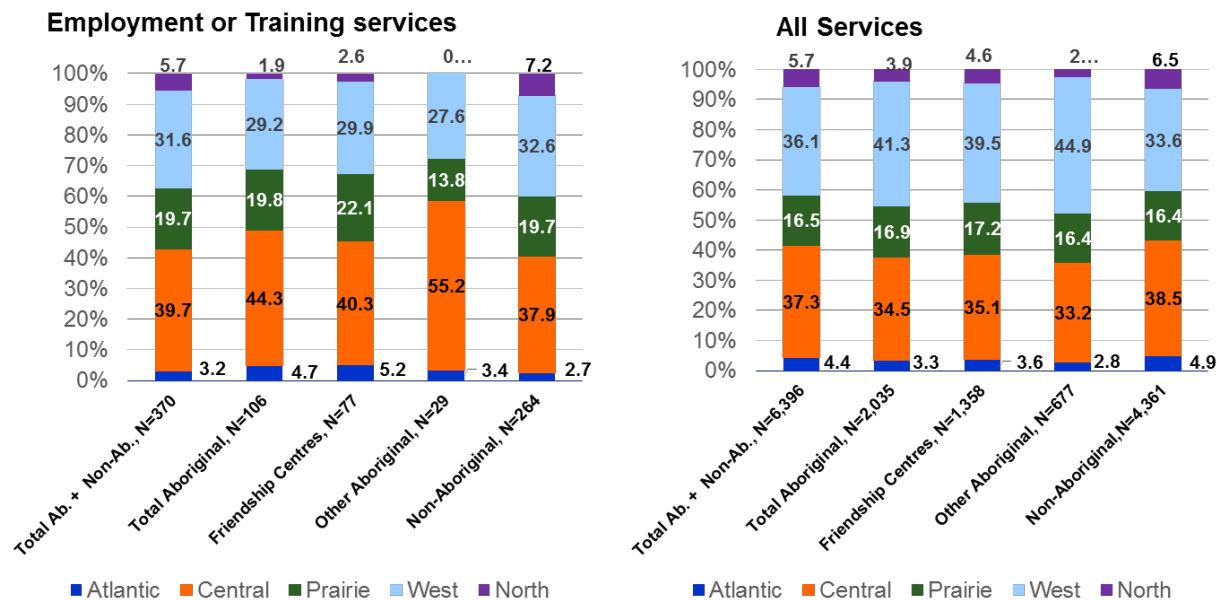
Figure 11 shows the regional composition of the 370 services offered in ‘Employment or Training’ services for each of five categories of organization type. For perspective, the figure on the right shows a similar set of regional distributions for all 6,400 services.

The regional distribution of the 370 services in New Journeys’ ‘Employment or training’ program type, compares broadly overall with the distribution of all 6,396 services; though it tends to be more concentrated in Central Canada (40%) and the Prairies (20%), which combined account for 60% of services being offered, compared to 54% for all services.

Contrasts in regional distributions with those for all services are most pronounced with FCs and other Aboriginal organizations (though caution required in latter due to small numbers).

At this point it’s difficult to know what underlies these regional differences but perhaps, to some extent the greater concentration of employment or training specific services observed in Central Canada relative to services overall may be associated with the greater degree of urbanization in general and larger cities in Ontario. Perhaps some cities in the Prairies may offer higher concentrations of employment related organizations and services (e.g. in Winnipeg).

Figure 11: New Journeys: Regional distributions of ‘Employment or Training’ Program Services (N=370) and All Services (N=6,396) by Organization Type, Canada



Spotlight on Employment or Training Services²²

Figure 12 shows some of the results of the more detailed classification of the 106 revised NJ ‘employment or training services’ provided by urban Aboriginal organizations. It provides the percentages of the 106 Employment Services offered in the 211 taxonomy categories of: ‘Employment Preparation’ Service Categories, based on ‘Income Support and Employment’ Levels. Overall, about 90% of these services were broadly classified as ‘employment preparation’ while more detailed subtopics in the classification indicate concentrations in certain specific areas (such as job search techniques (43%), resume preparation (41%) and job interview training (20%).

Figure 12: New Journeys: Percent of Employment or Training Services Classified According to 211 ‘Income Support and Employment’ Levels for: ‘Employment Preparation’ Service Categories, Canada

²² The AIRS/211 LA County Taxonomy is the North American standard for indexing and accessing human services resource databases, that contains more than 9,000²² fully-defined terms (in the U.S.) that cover the complete range of human services. Taxonomy provides a hierarchical classification system of services with increasing levels of detail, from 1 (general) to specific (5). More detailed classifications of the 106 ‘Employment or Training’ Services offered by urban Aboriginal organizations were derived through the application of the AIRS/211 LA County Taxonomy.

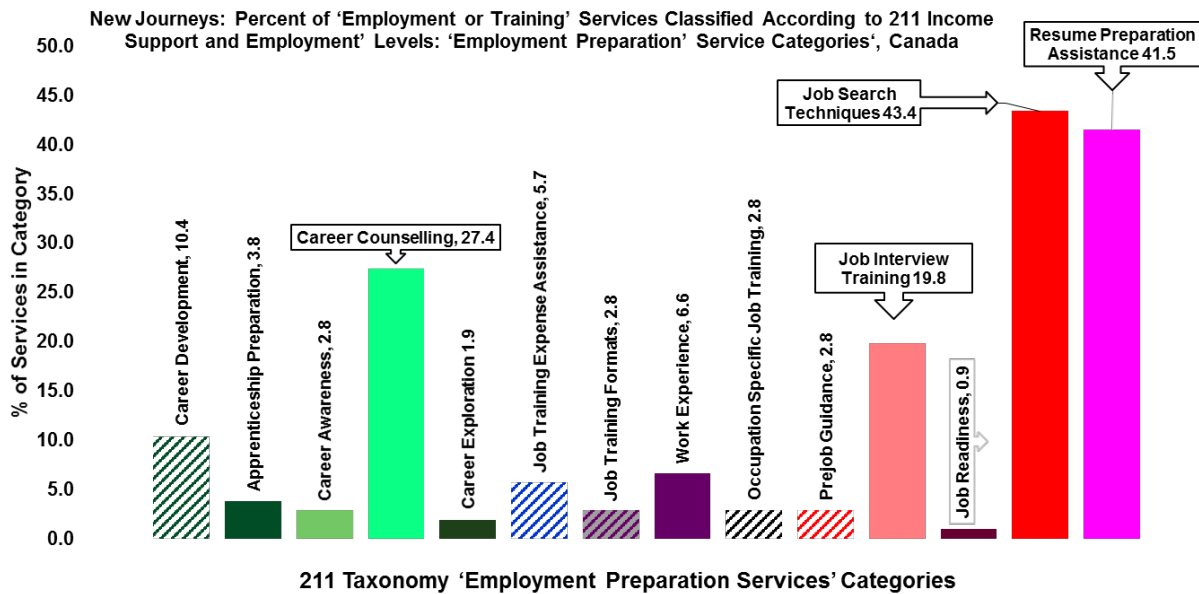


Figure 13: New Journeys: Percent of Employment or Training Services Classified According to 211 Income Support and Employment' Levels for: Other Job and Employment Related Service categories, Canada

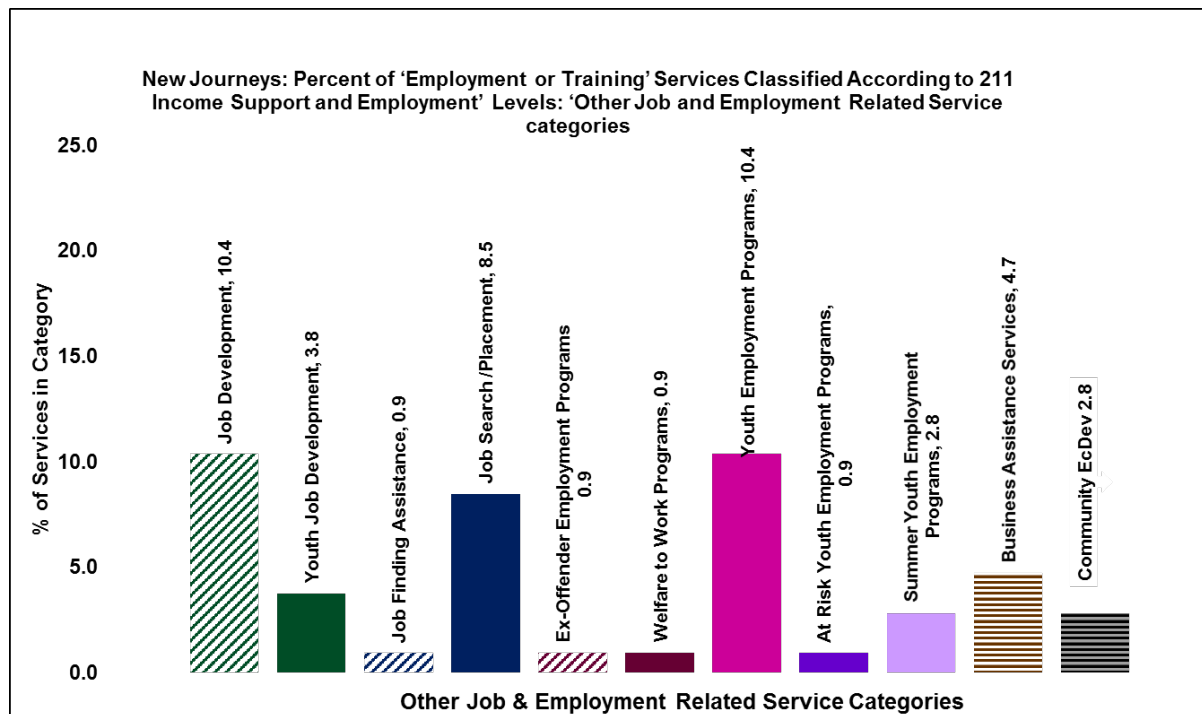
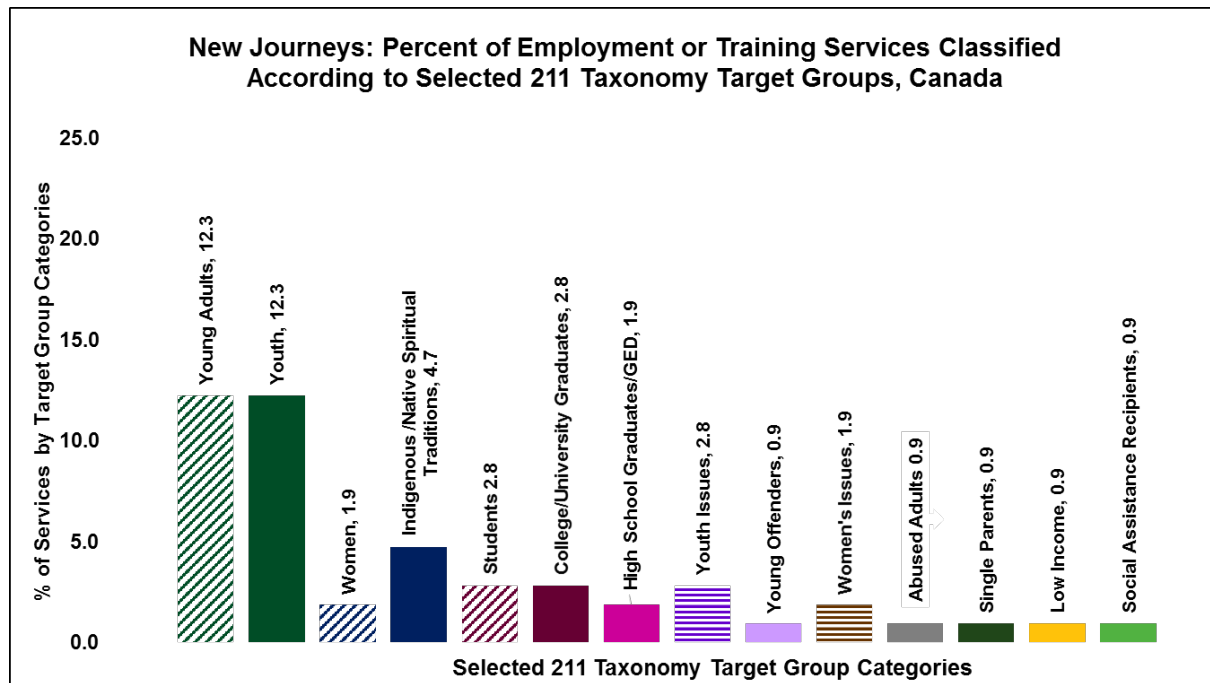


Figure 13 shows results from other 211 employment areas. Figure 17 indicates some of the 211 target group categories based on the program service descriptions. They yield a number of different areas – for example: young adults; youth, women, students and graduates, and Indigenous /native/spiritual traditions.

Figure 14: New Journeys: Percent of Employment or Training Services Classified According to Selected 211 Taxonomy Target Groups, Canada



2.2 Presentation of Inventory Results / Findings: 211 Website Scans

Inventory results for the 211 Website Directories scans and the document / literature searches are summarized here for areas across Canada. 211 services are managed by different groups across the country. As the following discussion notes while there are many entries the coverage is uneven across the country, and data capture issues are problematic at this stage.

211 Aboriginal Website Directories

This section presents a summary of the 211 Website Scan results accessed as of December 5th, 2014. The lists of Aboriginal organizations retrieved from these websites scans contained a total of 865 entries based from the data retrievals for 9 different 211 (or related) websites. The following information is provided for each organization as follows:

- Index number
- Name of Organization
- Community / City Name
- Province
- Website source (and in some cases showing services)
- Retrieval Date

Not all entries have completed information due to data capture issues, particularly those organizations in Alberta and Ontario. In addition, the document provides some background information on the history of 211 in Canada and some discussion on the taxonomy, as well as

notes on coverage and data capture. It should be noted that 211 coverage cross Canada is very uneven.²³

2.3 Presentation of Inventory Results / Findings: Organizations / Services Enhancing Economic Participation

The following represent a few selected examples of urban Aboriginal organizations from the Inventory which highlight the 'Economic Participation of Urban Aboriginal people' from each of the four UAKN Regions. These examples were in the NJ database and augmented with additional information from related websites and document, literature searches. Examples include government programs, women's support group and Aboriginal employment centres.

Highlighting Organizations / Services Enhancing Economic Participations: Some Examples from Inventory Sources

Atlantic Region:

New Journeys (NJ): Aboriginal Skills & Employment Training Strategy (ASETS). Fredericton, New Brunswick.

Serving the Employment Needs of the Off Reserve Aboriginal Community

"This new program focuses on both clients and employers to ensure clients engage in training programs that will directly lead to employment opportunities. Therefore, the new ASETS program has very specific targets and parameters based on current labour market information in New Brunswick. The ASETS also has a strong partnership focus so clients are encouraged to explore other funding sources (i.e.: EI, TSD, Social Assistance, First Nations assistance, Other Aboriginal funding programs such as AWDI, Student Aid, School Grants, Employers, etc...) that can partner with the NBAPC-ASETS."²⁴

Central Region:

"'The Courage to Soar' is for Aboriginal women who are survivors/at risk of domestic violence and require support to identify practical holistic steps to education and training opportunities and career options. It offers support to women who want to empower their

²³ Ontario, Alberta and southern BC are well served. The Greater Vancouver area is well-served; but there appears to be no coverage for the north or south east of BC, or Vancouver Island. Coverage in Nova Scotia, New Brunswick, Quebec and Saskatchewan is incomplete. In particular, there is no coverage of Montreal. Saskatchewan provides a 211 web service, but telephone access is not yet available. There is no coverage at all in Newfoundland and Labrador, PEI, Manitoba and the three territories. There were some issues with data capture such as: the websites are designed to help users locate specific services. They were not intended to be used for bulk data retrievals; access to the actual 211 data in some form of spreadsheet like Excel is recommended as a more feasible method of data capture than a manual approach which has proved impractical and time consuming; there appears to be no standard across provinces or regions in how information is presented and there are sometime mix-ups in distinguishing between organizations and services; and the creation of datasets that would permit direct comparison or integration with the New Journeys database would be extremely time-consuming.

²⁴ New Brunswick Aboriginal Peoples Council, ASETS. Web.

economic lives....Under the Courage to Soar Program, Minwaashin Lodge Aboriginal Women's Support Centre is offering training and career development opportunities to highly motivated and committed candidates interested in pursuing a career in Office Administration."²⁵

Prairie Region:

NJ: First Nations Employment Centre, Regina, Saskatchewan.

"The First Nation Employment Centre is an entity of the Touchwood Agency Tribal Council, File Hills Qu'Appelle Tribal Council and the Regina Treaty/Status Indian Services. We provide First Nations clients with direction in career planning, employment and training. Clients can develop and update resumes and covering letters as well as research job opportunities through the internet and job postings."²⁶

Western Region:

NJ: Aboriginal Futures Career & Training Centre, Calgary, Alberta.

"Aboriginal Futures Career & Training Centre provides educational, training and employment services to Aboriginal people who live in Calgary or the surrounding area. [Example of Programs] Aboriginal Workplace Learning Circle: This program is designed to help participants gain confidence, learn essential skills, better their communication skills and set solid career & employment goals. Participants will build a personal plan to succeed in the workplace, home or school. Participants will also gain job search skills and tools (resumes, cover letters, interview skills, applications, emails, internet browsing) needed to apply for work and get employed."²⁷

Highlighting the Economic Participation of Urban Aboriginal Peoples

The assessment of service priorities and gaps also highlights the project objective of improving the economic participation of urban Aboriginal peoples through service delivery. Assessing service priorities and gaps in the economic participation of urban Aboriginal could involve a number of related considerations beginning with an understanding of both the issues and challenges through to identifying promising practices and strategies.

Exploring factors that can inhibit or facilitate the economic participation of urban Aboriginal peoples can provide better insight and understanding about the role and complexities of service delivery. These can involve a wide range of issues, such as the challenges of economic development within urban Aboriginal communities without a land or reserve base; jurisdictional issues (e.g. urban reserves); and the diversity of urban Aboriginal identities, cultures, languages

²⁵ Minwaashin Lodge Aboriginal Women's Support Centre, The Courage to Soar Program. Web.

²⁶ The First Nation Employment Centre. Web.

²⁷ Aboriginal Futures Career and Training Centre. Web.

and histories. Exploring promising practices could help identify factors of success and strategies for service delivery towards improving the economic participation of urban Aboriginal peoples.

There are a number of possibilities and research areas that could be explored in addressing economic participation and service delivery. For example, in keeping with the study's research framework, a holistic approach could be employed to assess the role, impact and prospects of service delivery, including priorities and gaps, in improving the economic participation of urban Aboriginal peoples. These services alone do not necessarily tell the whole story. Other programs involving access to service delivery in housing, child care, health and education could also be significant considerations linked to enhancing participation in the economy. Such a holistic approach, one which considers the interaction and integration of service delivery across different program areas, is better employed than one which solely addresses those programs targeted on employment services alone.

C. Identifying and Determining Service Priority Areas and Gaps

In addressing the questions of service priority areas and the related issue of gaps, this study area reflects findings from both the inventory of urban Aboriginal organizations and services and the considerations associated implications of urban Aboriginal populations and communities.

This approach may yield some insight into the assessment of service availability versus needs in determining priorities and gaps, across UAKN Regions, provinces, communities and cities, by research themes. This can involve a variety of inputs and approaches such as Study areas A and B, findings from UAS research where available, and the applications of Indigenous research approaches.

As noted earlier, more comprehensive approaches beyond the scope of this current project, such as interviews and questionnaires are required in order to more rigorously address questions on priorities and gaps, and these will be more appropriately addressed in Phase 2 of the study.

Some Examples from the Literature

With respect to identifying and determining service priority areas and gaps: the following are some selected examples from the literature drawn from each of the four UAKN regions. These include examples of related research and applied studies concerning Aboriginal issues, needs and services; a UAS Strategic plan; and Aboriginal Action circles.

Atlantic Region:

The "Environmental Scan of Mental Health and Mental Illness in Atlantic Canada", published in 2007, stated,

In the Atlantic region, researchers have identified key mental health issues and at-risk populations. The issues include workplace stress, stress arising from food insecurity and poverty, social isolation and exclusion, depression, violence, and poor environmental conditions such as housing and geographic isolation. The populations most at risk for poor mental health status are Aboriginal peoples, youth, elderly, and caregivers.

Researchers have concluded that structural barriers and service deficits in the Atlantic region have contributed to the decline in social supports that enable good mental health. Our literature review identified specific concerns with poverty, unemployment, out-migration, and isolation as factors in understanding mental health and mental illness issues in the region. Specific stressors include working conditions and workplace pressures, food insecurity, poverty, violence, social isolation and exclusion, cultural insensitivity and racism, and poor quality housing.²⁸

Central Region:

A 2011 study by Cooke, Woodhall and McWhirter identify that,

The disproportionate needs of urban Aboriginal people make it important for urban social and health service providers to understand the conditions faced by this population. This synthesis paper reviews recent literature on urban Aboriginal populations in order to identify their characteristics and main areas of need. It is meant to inform those who work in health and social service planning and delivery in smaller urban centers, particularly non-Aboriginal service agencies in Southern Ontario. The existing research shows that urbanized First Nations, Métis and Inuit have greater needs for specific health, cultural, justice, financial, and educational services. Furthermore, the literature indicates that it is important that these services are provided in a way that respects, includes, and promotes pride in Aboriginal cultures and histories.²⁹

Prairie Region:

The Saskatoon Urban Aboriginal Strategy stated that there were many gaps in existing services not being addressed by community agencies. Specifically,

- Elders' advocate – An Elders' advocate is a need that currently is not being met. Elders need someone to help them navigate the health care system, Social Services and other bureaucracies. Advocates can remove roadblocks and help ensure Elders get the services they need.
- Elders' engagement – More needs to be done to engage Elders in community life. The existing "Old People's Program" funded through UAS is a good beginning, but by itself is not enough. Some Elders don't know about this and other programs or are unable to participate because of lack of transportation, poverty or lack of confidence. Initiatives are needed to reach out to Elders where they are and to remove roadblocks that prevent participation.
- Youth programs – Many youth programs already exist in Saskatoon to serve Aboriginal young people and at-risk youth. However, there are continuing requests for more youth programs. Some consultations have emphasized the importance of youth programs that focus on academic skills as well as on recreation and culture. Most youth programs are

²⁸ Environmental Scan of Mental Health and Mental Illness in Atlantic Canada, Public Health Agency of Canada, Atlantic Region, 2007

²⁹ The Social and Health Service Needs of Aboriginal Peoples in Smaller Urban Centers in Southern Ontario: A Synthesis Paper for Service Agencies, Martin Cooke, Julia Woodhall and Jennifer McWhirter, University of Waterloo, November 2011

for school-age kids or teens, there are fewer for very young children, despite the known benefits of early childhood intervention.

- Housing – Safe, affordable housing is in short supply and is becoming even more scarce as Saskatoon’s economy booms. A few individuals and families are literally homeless – living on the street or in cars. Most people with unstable housing move through a series of short-term, non-permanent situations such as shelters, living with relatives, couch-surfing or short-term rentals. There is no single solution to the housing crisis. Different solutions are needed for teens, women with children, people with long-term addictions issues, and Elders.³⁰

Western Region:

The Wicihitowin Circle of Shared Responsibility and Stewardship in Edmonton is a community-driven model that advocates for the needs of Edmonton’s urban Aboriginal people. Their steering committee includes urban Aboriginal people, agencies, and Governments, working together to address the needs identified by the urban Aboriginal community. To combat existing and potential service gaps they have formed Wicihitowin Action Circles, which are year-round networking groups that improve coordination of services by:

- Developing relationships and partnerships within their areas of expertise to improve services and address service gap
- Participating in the Collaborative Granting Process
- Developing new projects to serve unmet community needs
- Prioritize community investment.
- Communicate progress at the Annual Gathering to Edmonton’s urban aboriginal community.³¹

Possible Themes on Economic Participation of Urban Aboriginal Peoples

Possibilities / research areas could cover a range of potential themes in relation to the economic participation of urban Aboriginal peoples through service delivery. A critical dimension missing from the picture concerns the views and experiences of Aboriginal service providers / organizations and clients themselves. In this respect Indigenous-research and collaborative approaches are suggested, through the application of indigenous-based research tools and methods, such as the ‘Medicine Wheel’ and Sharing Circle approaches (or possibly focus groups); and where applicable, models of participatory action research.

³⁰ The Saskatoon Urban Aboriginal Strategy: Strategic Plan – 2012-2013

³¹ Wicihitowin: Circle of Shared Responsibility and Stewardship. Web.

Chart 6: Possibilities / research areas of potential themes in relation to the economic participation of urban Aboriginal peoples through service delivery

1. Avenues of Service Delivery in Education; Life skills; Job Training, Entrepreneurship; and Professional development among Youth, Young and Older Adults, Women

Education, life skills, job training and skills updating, entrepreneurship, recruitment and professional development are all important elements associated with economic participation. In terms of the life cycle, issues concerning economic participation can vary across generations and gender. For example, entrepreneurship may be a key element among youth and young adults, whereas the updating of work skills may be more relevant for older adults. Among seniors, a growing segment of the Aboriginal population, for those with the need to delay retirement and in search for work opportunities, issues of economic participation may involve emphasis on work experience in combination with skills upgrading.

2. Urban communities and Geography – the role and impact of location, city size and residential patterns

Geographic considerations are important to understanding the current state and prospects for economic participation within urban Aboriginal communities. Economic opportunities, development and prospects for economic participation can differ between communities located within or nearby to large metropolitan areas and those in smaller urban or more rural areas. Residential patterns and distributions of Aboriginal populations within urban areas and neighbourhoods are also geographic considerations which could affect service delivery and employment prospects.

3. Economic Participation and the History of Aboriginal Organizations within Urban Aboriginal Communities

Trends and patterns in Aboriginal urbanization, and their related aspects such as the long-term establishment of Aboriginal organizations and generations of families within urban Aboriginal communities can have implications for the current state and prospects of economic participation.

4. Economic Participation and the Mobility and Migration of Urban Aboriginal Peoples

Residential mobility within urban areas, and migration, to, from, between and within urban areas are relevant aspects of economic participation. Research indicates that family, housing and employment are major reasons for moving. As well, high rates of residential mobility or ‘churn’ are known to have implications for service delivery in areas such as education and health. As such, mobility can be an important dimension of economic participation and service delivery, for example as a response or outcome, or in its impact on service delivery. Other related services in this respect involve urban transition programs for newly arrived migrants to urban areas.

Chart 6: Possibilities / research areas of potential themes in relation to the economic participation of urban Aboriginal peoples through service delivery

5. Impacts and Considerations in relation to Identity, Language and Culture

Re economic participation within urban Aboriginal communities, the mainstream effects of the labour force can pose implications for Aboriginal identity, languages and cultures, and the protection of cultural and social norms within the community.

6. Improving Economic Participation of urban Aboriginal people: Awareness of programs, contributions, costs of low participation, benefits of improvement

Awareness could be an important dimension of improving the economic participation of urban Aboriginal people, on many fronts, whether among service providers, Aboriginal and non-Aboriginal organizations, stakeholders and clients. For example, insufficient awareness of available programming among potential clients, especially among Aboriginal youth, and insufficient awareness on the part of non-Aboriginal organizations about Aboriginal-specific needs can reduce the effectiveness of service delivery as a means to improving economic participation. Also, awareness about the current Aboriginal contributions and the costs of low economic participation to the economy, as well as recognizing the benefits to be gained with increased participation can aid the role of service delivery. For example, Aboriginal youth in the Prairies, where they comprise a significant share of the working-age population in general, represent an important source of labour.

7. Supporting Individuals, Families and Communities

Another perspective that might provide further insight into the dynamics of service delivery and economic participation within urban Aboriginal communities is a holistic approach that considers not only the impact on the individual, but also on the family and community. For example, one aspect that could be explored concerns the ways and extent which improved economic participation support families as a whole.

8. Enhancing Participation in the Economy through Cooperation, Collaboration and Partnerships

Services that enhance participation in the economy, innovative partnerships and the relationships between various stakeholders are an important dimension of economic participation. Perhaps these approaches could be explored beyond the community itself, in terms of collaboration and partnerships with Aboriginal services across communities within or between regions.

9. Exploring 'challenges and considerations' and 'promising practices and strategies'

Exploring factors that can inhibit or facilitate the economic participation of urban Aboriginal peoples can provide better insight and understanding about the role and complexities of service delivery.

D. Sustaining / Extending / Improving Urban Aboriginal Service Delivery

The review of the literature regarding aspects concerning the sustainability, extension and improvement comprises sources from literature, websites, and findings related to enhancing economic participation are discussed below.

Highlighting Aspects of Promising Practices in Urban Aboriginal Service Delivery: Some Selected Examples with implications for Economic Development and Employment

Findings from the literature review on promising practices in service delivery and related website searches on Aboriginal organizations and Friendship Centres point to some key aspects that well reflect this study's Indigenous-based research framework.

In their study on Service Delivery, Spence and White also addressed elements of these key aspects. For example, they noted that 'Holistic' approaches could be considered a counterpart in traditional knowledge to the Western science-based "life course" approach advocated in service delivery. 'Partnerships', which they strongly advocated, were described as "... the nucleus for effective and efficient program and service delivery...". Also, the following examples presented here regarding the 'Integration of Aboriginal values and cultures' in relation to 'Enhancing Economic Participation' could be interpreted as reflecting the principle of "Appropriate Delivery Contingencies" identified by Spence and White as referring to a range of issues specific to urban Aboriginal populations, such as cultural appropriateness, that must be addressed for effective and efficient service delivery.³²

All four of these aspects of promising practices of 'urban Aboriginal Service' were also recognized in the NAFC submission to the House of Commons Standing Committee on Finance study on "Youth Employment in Canada".³³ The submission "Friendship Centres Bridge Urban Aboriginal Youth to Employment" indicated the use of holistic and cultural -based approaches and the provision of wraparound services in Friendship Centre delivery of programs and services to urban Aboriginal peoples.

*Friendship Centres have achieved lasting client successes using a holistic, culturally-based approach, supporting individual development through a suite of wraparound services, including, for example, on-site child care in Val d'Or, addictions counselling in Yellowknife and on-campus youth mentorship support at Grande Prairie Friendship Centre's regional college location.*³⁴

In addition, in their proposed 'broker model' for a Friendship Centre labour Market Strategy, the NAFC emphasized the need for partnership and wrap-around services in their recommendations,

³² Spence and White, 2010.

³³ Youth Employment in Canada, National Association of Friendship Centres. April, 2014.

³⁴ Ibid., p. 1.

*Recommendation 2: That a national youth employment strategy include provisions for supporting partnership development with all levels of government and employers, provisions for wrap-around services, literacy and essential skills training and social innovation using the proven longevity of progressive achievements of the existing Friendship Centre network infrastructure.*³⁵

The following discussion presents some examples of various approaches in service delivery, focussing on areas mainly related to employment and economic development, for both selected Friendship Centres and other Aboriginal organizations, networks or communities.

Wholistic Approach

The two examples presented here illustrate the use of a wholistic approach, one employed by a network of urban Aboriginal organizations; the other by a Friendship Centre in the delivery of employment related services.

The first example comes from The Montreal Urban Aboriginal Community Strategy NETWORK.³⁶ This network provides a wholistic approach in addressing service delivery needs. A good example of this is reflected in resource document, 'Montreal Aboriginal Reference Guide on Employability-Training-Education' which provides sources not just related to employment, but also to other services such as child care and housing.³⁷ According to the Montreal Urban Aboriginal Community Strategy,

The vision of the NETWORK is to improve the quality of life of Aboriginal people living in the greater Montreal area through a coordinated and concerted approach that will align our collective interests in supporting locally-driven initiatives.

NETWORK Mandate

The mandate of the NETWORK is to act as the decisional body and provide opportunities for organizations serving the Aboriginal people in the greater Montreal area to broaden their achievements by – and create measurable and sustainable improvements in – the following: created to provide opportunities for organizations serving the Aboriginal people living in the greater Montreal area an opportunity to broaden their achievements and create measurable and sustainable improvements in their quality of life by:

1. Sharing information and transferring knowledge about Aboriginal people's needs – including available services, useful resources and potential opportunities;
2. Prioritizing needs;
3. Developing joint projects that address gaps and reduce duplication of services;

³⁵ Ibid., p. 5.

³⁶ The Montreal Urban Aboriginal Community Strategy NETWORK. Web.

³⁷ Montreal Aboriginal Reference Guide on Employability-Training-Education, Employability, Training and Education (ETE) Working Committee of the Montreal Urban Aboriginal Community Strategy Network (NETWORK). Nd. Web.

4. Creating and strengthening partnerships.

The second example of a holistic approach comes from the Val d'Or Native Friendship Centre.³⁸ The Val d'Or Native Friendship Centre has a history of successfully integrating urban and off-reserve Aboriginal people into the labour market, through the various employment and training programs it has delivered (both federally and provincially funded), enabling 643 clients to find employment, return to the labour market and actively seek work, or return to school. Since 2010, Val d'Or has consistently had a success rate above 90%.³⁹

The Friendship Centre emphasizes the importance of a holistic, whole-person approach in achieving comparable positive outcomes in employment for Aboriginal youth:

The Val d'Or Native Friendship Centre has consistently achieved an 85% success rate with their provincially funded Aboriginal Youth in Motion program. Since 2008, nearly 85% of all past participants were either still employed or successfully continuing follow-up employability actions three months after the program. Val d'Or credits this success to their whole-person, holistic approach with each and every client.⁴⁰

The Val d'Or Native Friendship Centre offers three programs, including Aboriginal youth, under their *Skills development path*:

- Wâbidîjan Path (Show me) is aimed at upgrading the professional knowledge and skills of young Aboriginals aged 18 to 30 by offering them workshops on employability and work experience in the hotel/restaurant sector: welcoming and reception, restaurant and hotel services, maintenance.
- Madjimâkwîn Path (Hang on!), which is actually an initiative under the Aboriginal Youth in Motion project, consists in providing assistance to the 18 to 24 year-olds in developing and carrying out a life project such as going back to school, accessing employment or pursuing a personal project such as a traineeship.
- Odabi Path (Our roots) allows developing essential skills to integrate the labour market by means of training workshops, on-the-job training, physical activity and cultural activities.

The Odabi program provides a holistic approach in service delivery, emphasizing a whole-person approach focused on the individual, tailored to participant needs and not only on performance or job outcomes:

Holistic, whole-person support on a range of issues: individual, physical and psychological health, family, environment and living arrangements, integration and understanding of the role the environment plays in all areas of an individual's life, as well as services offered at the Val d'Or Native Friendship Centre and each of the sectors of activity available to individuals through the Centre.⁴¹

³⁸ Val d'Or Native Friendship Centre. Web.

³⁹ NAFC, UAKN Notes, March 2015.

⁴⁰ NAFC, 2014: p.3.

⁴¹ NAFC, UAKN Notes, March, 2015.

Experiences with the Odabi program since 2010 indicate that the most successful employment and training interventions:

- a) Place the Aboriginal community member at the heart of the services so that the program is centered strongly on the participant, their needs and what works best for them, and;
- b) Measure success based on the individual's growth and achievements and not just on performance or job outcomes.

In terms of program delivery, staff at the Val d'Or Native Friendship Centre also take a holistic approach in monitoring and understanding factors such as the demographics of their clients and the labour market situation, adjusting labour market programming to meet changing local and regional needs. Regular evaluations are conducted to improve programming and to examine the impact that their Odabi employment and training program has on the local and regional labour market participants.

Partnerships

The five examples presented here cover different types of organizations and partnerships. They include: A collaborative university – First Nation communities partnership; A Friendship Centre administered and delivered employment project promoting partnership; A Friendship Centre delivered job placement program funded by Provincial and Federal government partners; A Friendship Centre Association and Provincial government 'Jobs Strategy' partnership involving social enterprise, and a partnership-initiated urban Aboriginal Collaborative.

The First example is the Mi'kmaw communities and Unama'ki Cape Breton University's MBA in Community Economic Development.⁴² The collaborative partnership between Mi'kmaw communities and Unama'ki College of Cape Breton University has developed a successful model for Aboriginal post-secondary education in Canada.

Cape Breton University's MBA in Community Economic Development (CED) is the only MBA program in the Americas that aims to deliver advanced business knowledge and skills in the context of the community and the world. The curriculum includes all business subjects found in traditional MBA programs, and covers economic development, leadership, strategy, governance and management of change. The MBA in CED aims to develop a new generation of leaders who have strong business management capabilities, well developed collaborative and interpersonal skills, and deep knowledge of accountability, social responsibility, and development issues and practices. Graduates are equipped with the knowledge and skills to make a difference in leading organizations in an increasingly global community and economy.

⁴²Cape Breton University, Masters of Business Administration in Community Economic Development <http://www.cbu.ca/unamaki/indigenous-studies/degrees#.VITm4ckxa3M>

Speaking about this program, another source stated that “graduate students take electives in land claims, self-government and planning for CED in First Nations communities, as well as CED in Urban and Rural First Nations Communities.”⁴³

The second partnership example is from the Mi'kmaw Native Friendship Society *Connections Career Centre (CCC) Project*.⁴⁴ This project, in partnership with the Mi'kmaq Native Friendship Centre, has been funded in part by the Government of Canada's Skills and Partnership Fund (SKP).

The Skills and Partnership Fund (SPF) promotes government priorities (federal and provincial/territorial), strategic partnerships, and innovation in project delivery. It will drive change towards a more demand-driven, partnership-based program and address cases of low employment in depressed regions leading to employment creation.

According to NAFC,, the *Connections Career Centre* is an Aboriginal project:

“working on behalf of the Mi'kmaw Native Friendship Society, whose mandate is to promote and develop demand for the Aboriginal population in the workforce by building relationships and partnerships with employers and Aboriginal communities and organizations in the region. The Connections Career Centre has not only consistently met but often exceeded their targets”.⁴⁵

Partnerships represent a significant component in the success of CCC's goals, as demonstrated by the positive impacts reported over the last two years of the program and for continued goals:

- Developing unprecedented partnerships/relationships with Aboriginal communities and organizations.
- Developing meaningful partnerships with local trades unions and key employers such as Sack's Construction, Shell Canada, Stevens Solutions and Designs, etc.
- Assisting 233 of clients find meaningful employment over the last two years.
- Assisting 234 of clients realize their training education goals.
- As they begin their third and final year of this program, CCC will continue to remain focused on continuing to assist their Aboriginal clients to realize their employment and career goals and enhance the partnerships and relations they have worked hard to build over the course of this program.

The third partnership example is from the project, Partners for Careers (PFC) from the Friendship Centres in Manitoba.⁴⁶ This project, *Partners for Careers: Linking Ability with Opportunity*, is delivered through ten Friendship Centres across Manitoba, and serves First Nation, Metis and Inuit Manitobans. Funding is provided by the Government of Canada and the Manitoba

⁴³ *Aboriginal Youth Entrepreneurship: Success Factors and Challenges*, 2010: 9.

⁴⁴ Mi'kmaw Native Friendship Society *Connections Career Centre Project* <http://connectionscareercentre.ca/news/2>

⁴⁵ NAFC, UAKN Notes, March, 2015.

⁴⁶ Friendship Centres in Manitoba: *Partners for Careers (PFC)*
<http://mac.mb.ca/programs/partners/>

Government. Friendship Centres in Manitoba have developed and maintained their capacity to deliver labour market programming through this program. The description of services is as follows:

- Partners for Careers is a unique job placement program providing a free service to individuals who are seeking assistance with writing a resume, cover letter, contacts to job leads or potential training opportunities.
- Counsellors are available to assist [individuals]...make the best of [their] education or specialized training
- Core business is job placement: assisting Aboriginal job seekers to find employment, training or continuing education opportunities in Manitoba. ... Clients are encouraged to contact counsellors at local Friendship Centres in Manitoba.
- Partners for Careers' Guide to Winnipeg for Aboriginal Manitobans:
 - Supplied free of charge to Aboriginal client-serving agencies.
 - Guide created to assist Aboriginal people [who]...move to Winnipeg, whether for a short or a long time, [to help] them in getting connected to the larger community.
 - Information is included on housing, transportation, shopping, cultural organizations and much more.
- Aboriginal Youth Mean Business!: Partners for Careers hosts and sponsors a website, that:
 - Showcases services that support Aboriginal entrepreneurship and connects those organizations with the youth who are exploring business ownership as a way to serve their communities and their peers.
 - Helps ...youth who are at all stages of starting or operating a business ... connect to the many services that exist in Manitoba to help them start or grow their business.
 - All business support services along with a database of existing Aboriginal businesses are available.⁴⁷

Results from the *Partners for Careers* to date indicate that the program has also consistently not only met but exceeded their targets:

“The provincially-funded Partners for Careers program delivered through 10 Friendship Centres across Manitoba helped 542 clients return to employment in 2012-2013, and helped an additional 795 youth clients develop the skills, tools and resiliency needed for taking part in the labour market.”⁴⁸

⁴⁷ Aboriginal Youth Mean Business: Partners for Careers. www.aymb.ca. Web.

⁴⁸ NAFC, UAKN Notes, March 2015.

The fourth example of partnerships is the BC Association of Friendship Centres (BCAAFC). Located in Victoria BC, the BCAAFC is the umbrella association for 25 Friendship Centres throughout the Province of British Columbia.⁴⁹

BCAAFC is supporting the development of skills training and employment opportunities for urban Aboriginal people and youth through its 5X5 Jobs Strategy and initiatives in social enterprise. The Association is working in partnership with the Province of BC through their recent protocol agreement advancing the Off-Reserve Aboriginal Action Plan (ORAAP); and through supporting the development and implementation of Aboriginal Social Enterprises.

The Off-Reserve Aboriginal Action Plan (ORAAP) is a partnership between the Province, Government of Canada, B.C. Association of Aboriginal Friendship Centres (BCAAFC), Union of BC Municipalities and the Métis Nation of British Columbia, to better the lives of people living off reserve. In relation to advancing ORRAP, BCAAFC and the Province of BC entered into a Protocol Agreement *Improving employment outcomes for Off-Reserve Aboriginal People* on October 23rd 2014.⁵⁰

The new agreement links the BCAAFC's 5 X 5 Jobs Strategy with B.C.'s Skills for Jobs Blueprint:

- The BCAAFC 5 X 5 Jobs Strategy has a goal of employing 5,000 Aboriginal people over the next five years, through an integrated approach to increasing labour market participation amongst Aboriginal people.
- Released in April 2014, the Skills for Jobs Blueprint set a target of employing 15,000 new Aboriginal workers over the next 10 years.

To achieve the 5 X 5 jobs target, the BCAAFC will leverage its existing \$40 million in provincial and federal friendship centre program funding, along with members' collective knowledge and experience, to build relationships and resources.

Social enterprise is an important innovation undertaken by BCAAFC as a means of helping Aboriginal people in their communities. Social enterprises are being run by Friendship Centres in BC to help support community based programs designed to improve the quality of life for Aboriginal people, including those associated with employment and economic opportunities. One type of Social Enterprise is related to Employment Training to provide "training for a targeted client base, which may face barriers to traditional work. This may include persons with disabilities or youth at risk."

The fifth and final partnership example is from The Calgary Urban Aboriginal Initiative.⁵¹

CUAI is a partnership initiative that aims to support and enhance work across and between eight Domain groups by engaging broad bases of stakeholders in order to

⁴⁹ BC Association of Friendship Centres, <http://www.bcaafc.com/>

⁵⁰ *Improving employment outcomes for Off-Reserve Aboriginal People* on October 23rd 2014. Web.

⁵¹ The Calgary Urban Aboriginal Initiative (CUAI) <http://www.cuai.ca/cgp/detail.asp?ID=172>

effect real and sustainable advances for urban Aboriginal people in Calgary. One of these domains is Employment: the other seven Domains comprise: Education, Justice, Health, Human Rights, Social Services, General List (All Sector info), and Collaborative Granting Process (CGP).

CUAI is not a service delivery agency, a government department, a funding body, or a not-for-profit. CUIA is a true collaborative, and its potential is a function of the degree to which it engages community members, stakeholders and government around common goals.

The Calgary Urban Aboriginal Initiative (CUAI) is therefore a continuation of the work that was initiated with *Removing Barriers: A Listening Circle*. With a focus on bringing stakeholders, community and agencies together with all levels of government, CUIA has a mandate to facilitate Domain-specific forums in order to develop concrete, actionable and practical solutions to issues facing Aboriginal Calgarians.

Integration of Aboriginal values and cultures in Enhancing Economic Participation

Two examples presented here illustrate the importance of a cultural approach in enhancing Aboriginal employment and economic participation: one concerns findings related to Aboriginal Youth Entrepreneurship; the other a Friendship Centre emphasizing the importance of a cultural focus in the delivery of all their programs, including employment-related ones.

The first example is from the briefing paper, *Aboriginal Youth Entrepreneurship: Success Factors and Challenges*, Northern Development Ministers Forum 2010.⁵² It states,

Wotherspoon and Butler (1999) emphasize the importance of taking into account the nature and extent of informal learning among Aboriginal people in order to enhance overall understanding of education and promote effective strategies to realize the capacities of Aboriginal people. Further they note that:

- It is important to explore the prospects that entrepreneurial training and development can offer as a potential means to bridge formal and informal learning; and as an effective strategy to advance Aboriginal people's labour market and economic participation.
- Many Aboriginal people believe that any form of education training – including entrepreneurship training – must be made more relevant by incorporating both Aboriginal traditions and contemporary life conditions.

⁵² *Aboriginal Youth Entrepreneurship: Success Factors and Challenges*, Briefing Paper, Northern Development Ministers Forum 2010.

The question of whether entrepreneurship fits into traditional Aboriginal culture and values is a serious one that must be considered. McBride (2004) notes that traditional Aboriginal culture has many characteristics that do not match the Western economic model. Many communities across the north take a holistic and community centered approach to economic development. Institutions established ... in the north are managed for the broader economic and social benefits of their communities, rather than simply to foster economic growth or attract outside investment (National Aboriginal Development Board, 2009). These institutions work to ensure community members benefit through increased economic activity but also through initiatives to promote wellness, good governance, sustainability, education, skills development and language and culture, all of which indirectly support economic development (National Aboriginal Development Board, 2009).

The second example is The Mi'kmaq Native Friendship Centre⁵³, who was highlighted as a 'Featured Partner' and example of a successful partnership in relation to the *Connections Career Centre Project*.⁵⁴ The Friendship Centre profile discussed the goals of providing "structured, social based programming for Urban Aboriginal People, while serving as a focal point for the Urban Aboriginal Community to gather for a variety of community functions and events"; and as well, practicing an open door policy in providing services regardless of background or culture and being "an instrument for the reduction of poverty and crime, and the promotion of personal and community health and well-being."

In terms of promising practices, the Mi'kmaq Native Friendship Centre emphasized its philosophy of spirituality, fellowship and cultural focus in the delivery of programs and services:

- This is an active philosophy embedded in all our programming, based in the firm belief that by providing people with skills, a venue for spiritual and fellowship activities, health education and a connection to the labour market, we will be meaningfully contributing to a safer, healthier and more vibrant community.
- The programs of the Mi'kmaq Native Friendship Society focus on serving the Cultural Distinctiveness of the Urban Aboriginal population; therefore, all of our programs do have components of aboriginal culture incorporated within their delivery models.

Wraparound Services: Bringing together Holistic, Partnership and Cultural Approaches

The strategy of wrap around services brings together a number of approaches, combining holistic and Indigenous cultural frameworks, often involving partnerships, as the following examples illustrate. Two types of examples are presented here on the wraparound approach: the first type concerns approaches employed by Child and Family Services and Early learning Centres in addressing the needs of urban Aboriginal families, including economic and social

⁵³ Mi'kmaw Native Friendship Society, <http://www.mymnfc.com/>

⁵⁴ Connections Career Centre <http://connectionscareercentre.ca/partners/7>

considerations; and the second is an example of a wraparound approach as used by a Friendship Centre in its delivery of employment related services.

The strategy of wrap around services represents a promising approach in the delivery of services and programs to Aboriginal families in urban areas. This is especially so when combining holistic and indigenous cultural frameworks, and developing partnerships to more effectively and meaningfully meet the needs of urban Aboriginal families as the following study on *Strengthening Urban Aboriginal Families: Exploring Promising Practices* demonstrates:

The NCFST [Native Child and Family Services of Toronto] combines Aboriginal traditional healing interventions with other therapeutic approaches to create a comprehensive holistic strategy for addressing the complex needs of urban Aboriginal families. The term 'wraparound' is a good description of the way their services nurture, support, and strengthen families while the Medicine Wheel creates a way of visualizing the interrelatedness of programs, services, and human needs. As noted by Avalos, 2011, "[p]rogram development is based on this, and community development, treatment, assessment, and the understanding of the individual as interconnected." ... A good example is the way programs designed in accordance with Medicine Wheel teachings fit with the wraparound process where individual and family needs determine the supports provided. Both approaches recognize that human needs are complex and interrelated.⁵⁵

Finally another highlight pointed out in this study is the importance of integrating economic and social aspects in urban Aboriginal service delivery:

Combining economic development and social service goals makes sense for an agency working with Aboriginal people in the inner city where many families are living below the poverty line. Volunteer development and the nurturing of leadership are capacity-building initiatives that provide valuable work experience while building confidence, supportive relationships, and self-esteem.⁵⁶

A number of child-related agencies such as the Regina Early Learning Centre (RELC) or the Centre: Kids First Program, Regina, Saskatchewan were highlighted in the study, and in the recognition of the importance of early childhood education and care for children's future prospects. For example:

The Centre received positive recognition in the Early Childhood Education and Care Policy: Canada Country Note, which was prepared by an international review team of early childhood education experts appointed by the Organization for Economic Cooperation and Development (OECD). In this document it was noted that:

The review team were impressed by the quality of the preschool program... One of the basic principles in the preschool is to work in partnership with parents.

⁵⁵ Scott, K. (2013). *Strengthening Urban Aboriginal Families: Exploring Promising Practices*. Prince George, BC: National Collaborating Centre for Aboriginal Health

⁵⁶ Ibid.

Staff approach the parents with mutuality and respect, and together, they seek to support the children in their well-being, development and learning. One aspect of respect is to look for the strengths within the cultural groups using or working in the centre. The preschool curriculum reflects traditional cultural activities and perspectives, for instance in the stress on artwork and respect for the environment (OECD Directorate for Education, 2003, p. 50).⁵⁷

In terms of the wraparound approach in service delivery, as noted earlier, the NAFC in its submission to the Standing Committee on “Youth Employment in Canada”, recognized the Val d’Or Native Friendship Centre⁵⁸ as a good example of a Friendship Centre achieving lasting client successes in applying a “...holistic, culturally-based approach ...through a suite of wraparound services” in its use of on-site child care”.⁵⁹

The Val d’Or Native Friendship Centre integrates ‘employability and skills development’ into the Centre’s supportive, wraparound services approach.⁶⁰ This wraparound approach also incorporates holistic and cultural perspectives in service delivery and programming. The Odabi Path (Our roots) program “allows developing essential skills to integrate the labour market by means of training workshops, on-the-job training, physical activity and cultural activities.

As noted earlier, the holistic, whole-person support approach addresses a range of issues, for both individuals and families such as physical and psychological health, living arrangements, the environment, services offered and available sectors of activity. As such, the Odabi program touches on all client intervention sectors and services offered at the Friendship Centre. For example, work placements were offered in the Centre’s child care services, restaurant and catering business.

Also, the Centre has direct access to and support from social workers; and workshops offered by the Centre’s Minowé Health Clinic. As well, participants took part in many community initiatives both within the Friendship Centre and in the Val d’Or community. Partnerships with employers are also included in the integration of holistic and cultural approaches in wraparound services through educating and raising awareness among employers about issues such as racism. For example, there have been approximately 1,000 meetings for direct education and knowledge sharing with employers to give them tools to help combat racism.

Program and labour market results indicate high retention and achievement rates among participants. Furthermore, 68 partner employers and businesses consider Aboriginal hiring to meet labour shortages. These successful program and labour market outcomes attest to the effects of promising practices by the Val d’Or FC, and are testimonial to the use of wraparound services, and holistic and cultural approaches in ‘employability and skills development’ programs.

⁵⁷ Ibid.

⁵⁸ The Val d’Or Native Friendship Centre <http://en.caavd.ca/>

⁵⁹ Youth Employment in Canada, National Association of Friendship Centres, April 2014.

⁶⁰ NAFC, UAKN Notes, March, 2015.

7 Conclusion

This report represents the first phase of the Urban Aboriginal Knowledge Network's National Project on The Urban Aboriginal Service Delivery Landscape. Phase 2 of the study, led by each of the UAKN's four regional research centres, will involve a more in-depth study in the regions, including interviews and more community perspectives from the ground. In terms of community-based values views, it is also important to note that the inventory and theme framework for the Phase 1 project was developed from the perspective of Indigenous-based research frameworks and paradigms.

Phase 1 of the project presented here addressed four key areas including:

- Development of a national inventory of urban Aboriginal services and their organizations across regions;
- Implications of urban Aboriginal population and community characteristics for service delivery;
- Determination of service priority areas and gaps; and,
- Promising Practices in the sustainability and improvement of urban Aboriginal service delivery:

National Inventory of urban Aboriginal organizations and services:

The development of the inventory of urban Aboriginal organizations and services for Canada and Regions involved a variety of inputs and approaches based on the following activities:

- Assessment, editing and analysis of the NAFC's online New Journey (NJ) database of urban Aboriginal services and organizations including tables and figures for Canada, UAKN Regions, Provinces and Territories; and selected Cities / Communities.
- Exploration of 211 Taxonomy standards for the classification of urban Aboriginal services and example of application to NJ 'Employment and Training' services;
- Scan and assessment of available 211 Websites across Canada and regions;
- Document / literature searches and scan of Aboriginal organizations websites; and,
- Highlighting Aboriginal organizations and services which enhance the economic participation of urban Aboriginal peoples

Findings from these activities indicate that the New Journeys database provides a good starting point for the inventory of urban Aboriginal services and organizations by bringing together in one place some 6,400 services offered by nearly 4,100 urban organizations across Canada, including Friendship Centres, other Aboriginal organizations and non-Aboriginal organizations / universal providers. In addition, New Journeys data on services and organizations at the individual community / city level can be aggregated to provide summary data at higher levels

overall for Canada; UAKN Regions; Provinces / Territories; and Communities / Cities combined.⁶¹

Results of the New Journeys analysis revealed a number of significant findings regarding urban Aboriginal services and the different Aboriginal and non-Aboriginal organizations delivering those services.

In general, this research found that Friendship Centres provide six times as many services as other Aboriginal organizations. This can be attributed to the fact that Friendship Centres tend to offer a wide variety of services to their clients, despite representing the smallest share of urban organizations delivering Aboriginal services in Canada. The services offered by all urban Aboriginal organizations tend to focus on community services and culture. This is particularly evident in the services offered by Friendship Centres.

Findings also indicate that urban Aboriginal organizations tend to be more concentrated in both the Prairie and the Western regions. This distribution is similar to that of the urban Aboriginal population as a whole.

Implications of urban Aboriginal population and community characteristics for Service Delivery

This section explored studies on the situation of urban Aboriginal populations and their communities, in relation to various characteristics (demographic, socio-economic and cultural) and their implications for urban Aboriginal programming, service delivery and policy. Discussion focused on findings from literature which explored the situation and characteristics of urban Aboriginal peoples and their communities. Themes addressed: demography, labour market activity, economic development opportunities, income, mobility, at-risk youth, community well-being, and language. In their analysis and discussion of these different characteristics the various authors highlighted the policy and programming implications of their findings.⁶²

The literature indicates that findings regarding the socio-economic, demographic and linguistic situation of Aboriginal people in Friendship Centre areas have significant implications for NAFC policy and programming including urban Aboriginal service delivery.⁶³

Findings and implications cover some key areas concerning 'Community well-being', regional differences and community characteristics; 'Life cycle / generational' themes; and, 'Economic Development capacity'.

Determining Service Priority Areas and Gaps for Canada and Regions

⁶¹ However there are known limitations with the New Journeys and it is important to emphasize that the data cannot be considered a complete and accurate representation of all urban Aboriginal services and their organizations across Canada. In light of current limitations caution is advised in interpretation, given that some observations could reflect artefacts of data entries and variations in coverage and classification of services.

⁶² Dinsdale, White and Hanselmann, 2011.

⁶³ Norris, 2012.

This study area reflected findings from both the inventory of urban Aboriginal organizations and services, the service implications of urban Aboriginal population and community characteristics and the findings from the literature. Discussion also addressed the applications of Indigenous-research approaches, such as the 'Medicine Wheel' and Sharing Circles in helping to determine issues and actions. In this connection, the study's inventory and theme framework helped guide this area of focus on priority areas and gaps in service delivery across a range and variety of issues, such as child care, housing, and health, as well as highlighting those that enhance economic participation.

Assessing service priorities and gaps in economic participation could involve a number of related considerations, beginning with an understanding of both the issues and challenges through to identifying promising practices and strategies. A holistic approach was highlighted in considering not only those employment and training program services affecting economic participation, which alone do not necessarily tell the whole story.

Promising Practices in the sustainability and improvement of urban Aboriginal service delivery

Findings on 'Promising Practices' of 'Sustaining / Extending / Improving' urban Aboriginal service delivery were derived from literature; websites of Aboriginal organizations; and, studies related to Aboriginal employment and economic participation. These findings point to some of the key aspects that well reflect this study's Indigenous-based research framework. The selected characteristics of 'promising practices' represent features identified thus far and include service delivery strategies based on: Holistic Approaches; Partnerships; The Integration of Aboriginal values and cultures; and Wrap-around services.

Several examples of these four key aspects of 'Promising Practices' employed by Friendship Centres and other Aboriginal organizations, networks or communities were provided for each Region, with a focus on areas related mainly to employment and economic development. The findings indicate that Friendship Centres and other Aboriginal organizations are meeting the challenges of urban Aboriginal service delivery in innovative ways.

In conclusion Phase 1 of the Urban Aboriginal Knowledge Network's National Project on *The Urban Aboriginal Service Delivery Landscape* has addressed four major areas of urban Aboriginal service delivery concerning: the Inventory and characteristics of urban Aboriginal services and organizations across Canada; the implications of urban Aboriginal population and community characteristics for programs /services and service delivery; the determination of service delivery priorities and characteristics; and 'Promising Practices' in sustaining and improving urban Aboriginal service delivery.

REFERENCES

AANDC, 2011. *Impact Evaluation of the Urban Aboriginal Strategy*, Final Report, Project Number: 1570-7/09083

AIRS/211 LA County taxonomy: <https://211taxonomy.org/resources/library>

Cape Breton University's MBA in Community Economic Development: MBA (CED) First Nations Option <http://www.cbu.ca/unamaki/indigenous-studies/degrees#.VITm4ckxa3M>

Cooke, M. J. Woodhall, J. McWhirter, 2011. *The Social and Health Service Needs of Aboriginal Peoples in Smaller Urban Centers in Southern Ontario: A Synthesis Paper for Service Agencies*, Martin Cooke, Julia Woodhall and Jennifer McWhirter, University of Waterloo, November 2011

Dinsdale, P, J.P. White, C. Hanselmann 2011. "Urban Aboriginal Communities in Canada: Complexities, Challenges, Opportunities", 249-91. Toronto: Thompson Educational Publishing

Hanselmann, Calvin. 2003. *Shared Responsibility: Final Report and Recommendations of the Urban Aboriginal Initiative*. Calgary: Canada West Foundation, <http://www.turtleisland.org/news/urbanabs1.pdf>

Lavallée, Lynn Frances. 2008. "Practical Application of an Indigenous Research Framework and Two Qualitative Indigenous Research Methods: Sharing Circles and Anishnaabe Symbol-Based Reflection" in *International Journal of Qualitative Methods* 2009, 8(1), Resource: <http://ejournals.library.ualberta.ca/index.php/IJQM/article/view/943>

Montreal Urban Aboriginal Community Strategy NETWORK Montreal Aboriginal Reference Guide on Employability-Training-Education" <http://www.mcgill.ca/fph/files/fph/guidereferenceautochtonean.pdf>

Nath, P. K., 2013. "Collaborative Approach Towards Language Preservation and Revitalization –Perspectives from North East India" In M.J. Norris, E. Anonby, M-O. Junker, N. Ostler & D. Patrick, eds., *Endangered Languages beyond Boundaries. Proceedings of the 17th FEL Conference*, 39-46. Ottawa, Canada, 1-4 October 2013. Bath, England: Foundation for Endangered Languages

National Association of Friendship Centres, 2014. *Friendship Centres Bridge Urban Aboriginal Youth to Employment*, Submission to the study on Youth Employment in Canada, House of Commons Standing Committee on Finance, April, 2014.

Norris, M.J., 2012: *UAKN Research, Data and Mapping Project: Summary Report on NAFC Policy and Program Implications*, Report prepared for the National Association of Friendship Centres (NAFC) Ottawa, 2012.

Norris, M.J. and Stewart Clatworthy, 2011 “Urbanization and Migration Patterns of Aboriginal Populations in Canada: A Half Century in Review (1951 to 2006)” in *aboriginal policy studies* 1 (1): 13-77, Editor Chris Andersen,

<http://ejournals.library.ualberta.ca/index.php/aps/article/view/8970>

Northern Development Ministers Forum, 2010. *Aboriginal Youth Entrepreneurship: Success Factors and Challenges*, Northern Development Ministers Forum 2010, Briefing Paper

Ontario Federation of Indian Friendship Centres, 2008. *FASD TOOL KIT for Aboriginal Families*, Ontario Federation of Indian Friendship Centres (OFIFC) (2008): Prepared by the Ontario Federation of Indigenous Friendship Centres, September 2005, Revised January 2008.

Resource: <http://ofifc.agiledudes.com/sites/default/files/docs/FASD%20Toolkit%20-%202008-01.pdf>

Public Health Agency of Canada, 2007, *Environmental Scan of Mental Health and Mental Illness in Atlantic Canada*, Public Health Agency of Canada, Atlantic Region, 2007 Relevant Findings re Aboriginal Service priorities, gaps: [http://www.multiculturalmentalhealth.ca/wp-content/uploads/2013/10/Mental Health Scan 2007 Atlantic Canada.pdf](http://www.multiculturalmentalhealth.ca/wp-content/uploads/2013/10/Mental_Health_Scan_2007_Atlantic_Canada.pdf)

Sarkar, Mela, Janine Metallic, Beverly Baker, Constance Lavoie, and Teresa Strong-Wilson. 2013. “Siawinnu’gina’masultinej: A Language Revitalization Initiative for Mi’gmaq in Listuguj, Canada,” In M.J. Norris, E. Anonby, M-O. Junker, N. Ostler & D. Patrick, eds., *Endangered Languages Beyond Boundaries*. Proceedings of the 17th FEL Conference, 39-46. Ottawa, Canada, 1-4 October 2013. Bath, England: Foundation for Endangered Languages.

Scott, K. (2013). *Strengthening Urban Aboriginal Families: Exploring Promising Practices*. Prince George, BC: National Collaborating Centre for Aboriginal Health [http://www.nccah-ccnsa.ca/Publications/Lists/Publications/Attachments/87/Urban Families EN web.pdf](http://www.nccah-ccnsa.ca/Publications/Lists/Publications/Attachments/87/Urban_Families_EN_web.pdf)

Spence, N. and J.White, 2010, “Thinking about Service Delivery: Aboriginal Providers, Universal Providers, and the Role of Friendship Centres” Pp 89-106 in *Aboriginal Policy Research Volume VIII: Exploring the Urban Landscape*, ed. J. P. White and Jodi Bruhn. Thompson Educational Publishing, Toronto.

Spence, N. S. Wingert, and J.White, 2011, “The Economic Development Capacity of Urban Aboriginal Peoples”, Pp 61-100 in *Urban Aboriginal Communities in Canada: Complexities, Challenges, Opportunities*, ed. P. Dinsdale, J.P. White, and C. Hanselmann. Thompson Educational Publishing. Thompson Educational Publishing, Toronto.

UAS: *The Saskatoon Urban Aboriginal Strategy: Strategic Plan – 2012-2013*

<http://www.saskatoonuas.ca/>

UAS: The Calgary Urban Aboriginal Initiative (CUAI) <http://www.cuai.ca/cgp/detail.asp?ID=172>