



TORONTO
URBAN ABORIGINAL STRATEGY
MANAGEMENT COMMITTEE
(TUMC)

TERMS OF REFERENCE
2009 - 2011

Table of Contents

1.0	Urban Aboriginal Strategy - Background	Page 3
2.0	Toronto Urban Aboriginal Strategy Management Committee	3
	2.1 Mandate	3
	2.2 Responsibilities	3
	2.3 Principle Foundations	3
3.0	Membership	4
	3.1 Composition	4
	3.2 Membership Term	4
	3.3 Member Selection -Aboriginal Representative	4-5
	3.4 Aboriginal Community Member resignation	5
	3.5 Member Selection - Government Representatives	5
4.0	Members Roles and Responsibilities	5
	4.1 TUMC Code of Conduct	5
5.0	The Chairperson	6
	5.1 Roles of the Co-chairs	6
	5.2 Selection and Term	6
6.0	TUMC Operations	6
	6.1 Decision Making	6
	6.1 Meetings	6
	6.2 Minutes and Record of Decision	7
	6.3 Standing Committees	7
	6.4 Reimbursement and Members expenses	7
7.0	ANNEX:	
	A. TUMC Organizational Chart	8
	B. Standing Committees	9-10
	C. TUMC Member Expense Report	11
	D. Definitions of Terms and Acronyms	12

E.	The Seven Grandfather Teachings	13
F.	Code of Conduct and Conflict of Interest	14-16
G.	Community Assessment Tool (CAT)	17-20

1.0 Urban Aboriginal Strategy – Background

Urban Aboriginal Strategy has been in existence since 1997. It was renewed in 2007 with \$68M and a 5 year mandate (2007/12). The objective of UAS is to better address issues facing Aboriginal people living in designated cities across Canada by:

- Targeting Urban Aboriginal socio-economic needs
- Improving access/coordination of programs and services
- Coordinating policy research, knowledge and information-sharing
- Improving horizontal coordination and policy integration
- Securing partnerships-federal, provincial, municipal, private sector

UAS has 3 national priorities:

- 1) Improving life skills
- 2) Promoting job training, skills and entrepreneurship
- 3) Supporting Aboriginal women, children and families.

Toronto is one of 13 designated UAS cities in Canada. An Urban Aboriginal Strategy Management Committee has been established and is responsible for overseeing the UAS in Toronto. Responsibilities are listed below.

2.0 Toronto UAS Management Committee

2.1 Mandate

The Toronto UAS Management Committee (TUMC) will identify, promote and advance opportunities to close the gap in life chances (opportunities for social advancement and economic development) for urban Aboriginal people in Toronto.

2.2 Responsibilities

- Identify local priorities
- Develop and Implement the TUAS Community Plan
- Actively engage the diverse Aboriginal Community for feedback, using the TUAS Community plan
- Develop partnerships with all three levels of government, the private and non-profit sector.
- Fund projects that meet the priorities of the TUAS Community Plan in a clear and transparent way
- Promote and raise awareness of the UAS in Toronto

2.3 Principle Foundations

TUMC members strive to uphold and maintain:

- The principles and traditional teachings of the Seven Grandfathers in all that we do as a committee. The Seven Grandfather teachings are in Annex E and are part of the Terms of Reference.
- Seek advice from Elders and Traditional Teachers.
- Practice the Code of Conduct. The Code of Conduct is in Annex F and is part of the Terms of Reference.

3.0 Membership

3.1 Composition

The committee will be comprised of a maximum of 14 members. Four members will be representatives from all levels of government and the remaining members will come from the Aboriginal Community. Please refer to Annex D ‘Definitions of Terms’, for the definition of ‘Aboriginal’. This Annex forms part of the Terms of Reference.

4 Government Members

- 1 Office of the Federal Interlocutor Representative
- 1 Toronto Municipal Representative
- 1 Ontario Provincial Representative
- 1 Canada Federal Representative

10 Aboriginal Community Members

The Committee will make every effort to elect diverse Aboriginal Community Representatives, while attempting to fill the suggested number of seats for each of the following age groups;

- 2 Youth (Ages 18 – 27)
- 6-7 Members at large (Ages 28-64)
- 1-2 Elders/Seniors (Ages 65+)

The committee reserves the right to invite Technical Advisers, who can provide advice for TUMC. Technical Advisors are defined as individuals with expertise in various sectors. When selecting from the Aboriginal community TUMC will ensure that there is no over-representation.

3.2 Membership Term

Members serve a two-year term, with the exception of Government Representatives.

3.3 Member Selection – Aboriginal Representatives

Recruitment

A call for Nominations widely advertized in Aboriginal, non-Aboriginal Toronto Community. Potential Candidates will submit a C.V./résumé, contact information with three references; citing required skill sets/ experiences to the Membership Selection Committee.

Selection process

Members will be selected based on a set of criteria developed by TUMC, taking into consideration the committee's plans and activities. These may include but are not limited to: geographic location within the city; skills and experience. Diversity will be a primary focus for the selection criteria.

A subcommittee of three to four members would form the selection criteria. The Committee is comprised of a balance of Government and Community members.

TUMC Membership will be shared with the Community at large using a variety of communication vehicles, including; TUAS Website, Public Announcements, UAS Winter Forums, Community Gatherings.

Responsibilities;

1. Review Nominations
2. Apply rating guide
3. Select core members and alternates
4. Bring recommendations for new committee members to TUMC for approval
5. Alternates will be selected when members have resigned or have been asked to leave

3.4 Aboriginal Community Membership resignations

A Committee Member shall cease to remain as a Member when:

The Member provides written notice to the Committee that he/she resigns from office; the Member has missed more than 2 consecutive meetings without TUMC approval; the Member has breached the Code of Conduct and the Committee, by resolution moves to remove him/her from office.

In the event of a resignation or removal from office, the Committee may appoint a new member from a list of alternates (See 3.2 Membership Selection). The Selection Committee may put out a call for nominations and review applicants as described in the Selection Process Section.

3.5 Member Selection - Government Representatives

Government representatives will be appointed by their respective governments:

The Office of the Federal Interlocutor
The City of Toronto
The Ministry of Aboriginal Affairs
Indian and Northern Affairs Canada

4.0 Members Roles and Responsibilities

Attend 10 regularly scheduled TUMC meetings per year (see 6.2 Meetings).
Review and recommend improvements to the Terms of References
Review funding proposals and make recommendations
Share information that supports the UAS endeavours
Be on time and actively participate during meetings
Participate and share in duties of the Sub-committees and AdHoc Committees
Review minutes and provide final comment.
Support and provide ongoing input to Toronto UAS Community Plan

4.1 TUMC Code of Conduct

Members will uphold the TUMC Code of Conduct. The Code of Conduct provides direction to Committee Members regarding confidentiality and discretion and conflict of interest as it relates to the business activities of TUMC. Appropriate measures, as contained in the Code of Conduct, will be implemented to ensure confidentiality and Members and staff are required to sign off whereby they agree to the Code of Conduct. Please refer to the TUMC Code of Conduct in Annex F, which forms part of the Terms of Reference.

5.0 The Chairperson

5.1 Role of the Co-chairs

TUMC operates with 2 Co-chairs, one representing the Aboriginal community and the other represents the Government. Jointly, they share the following responsibilities:

- Ensure the integrity of the Committee's processes
- Serve as official spokespersons on behalf of TUMC
- Champion the UAS community plan for Toronto
- Work together cooperatively to direct the activities of the TUMC
- Share role of chair at TUMC meetings
- Chairs to appoint alternates from the committee

5.2 Selection and Term

- Aboriginal Co-chair will have a rotating one year term (September to August on an annual basis)
- Aboriginal Co-Chair shall be appointed from and by TUMC

6.0 TUMC Operations

6.1 Decision Making

Prerequisite for decision making is Quorum.

Quorum

TUMC quorum is (met or reached) when the majority of members present are Aboriginal Community representatives. TUMC is responsible for ensuring that quorum is achieved at regular TUMC meetings for decisions to be passed. If at any time the number of members falls below quorum because of conflict of interest, the remaining members are authorized to make the decisions. This decision must be clearly noted in the minutes. Please refer to the Annex D for the definition of quorum, Annex D forms part of the Terms of Reference.

Consensus

The Committee will make decisions wherever possible by consensus. Decisions will go to a vote only when consensus cannot be reached. Consensus for the purposes of the committee does not mean total agreement but that everyone can accept the final decision. Please refer to the Annex D for the definition of Consensus, Annex D forms part of the Terms of Reference. The Chair reserves the right to invoke the Roberts Rules of Order

6.2 Meetings

Meetings will be scheduled monthly, comprised of 10 meetings from September to June, every 2nd Thursday of the month, from 4:00am to 7:00pm, at 25 St. Clair Avenue East, 8th Floor. Regular meetings will not be held in July or August, with the exceptions of the AdHoc or Standing committees.

6.3 Minutes and Actions Items

Draft Minutes and Actions Items will be circulated electronically 1 week following the meeting in order to ensure members can follow up on committee decisions, and to obtain TUMC approval or feedback regarding errors and omissions.

The Final Minutes will be printed to obtain the Co-chair signatures. Finalized minutes will be published on the TUAS Website and made public.

6.4 Standing committee

Each standing committee will have a balance of Government and Aboriginal members. TUMC may strike a Standing or Sub-committee to address its business activities. Each Standing committee will be required to take minutes and report back to TUMC. Please see Annex B for details of each Standing committee. Annex B forms part of the Terms of Reference.

TUMC Standing Committees in place are;

- Administrative Committee
- Project Selection Committee
- Community Engagement Review Committee
- Community Engagement Committee
- Communications Committee
- Partnership Development Committee

6.5 Reimbursement and Member expenses

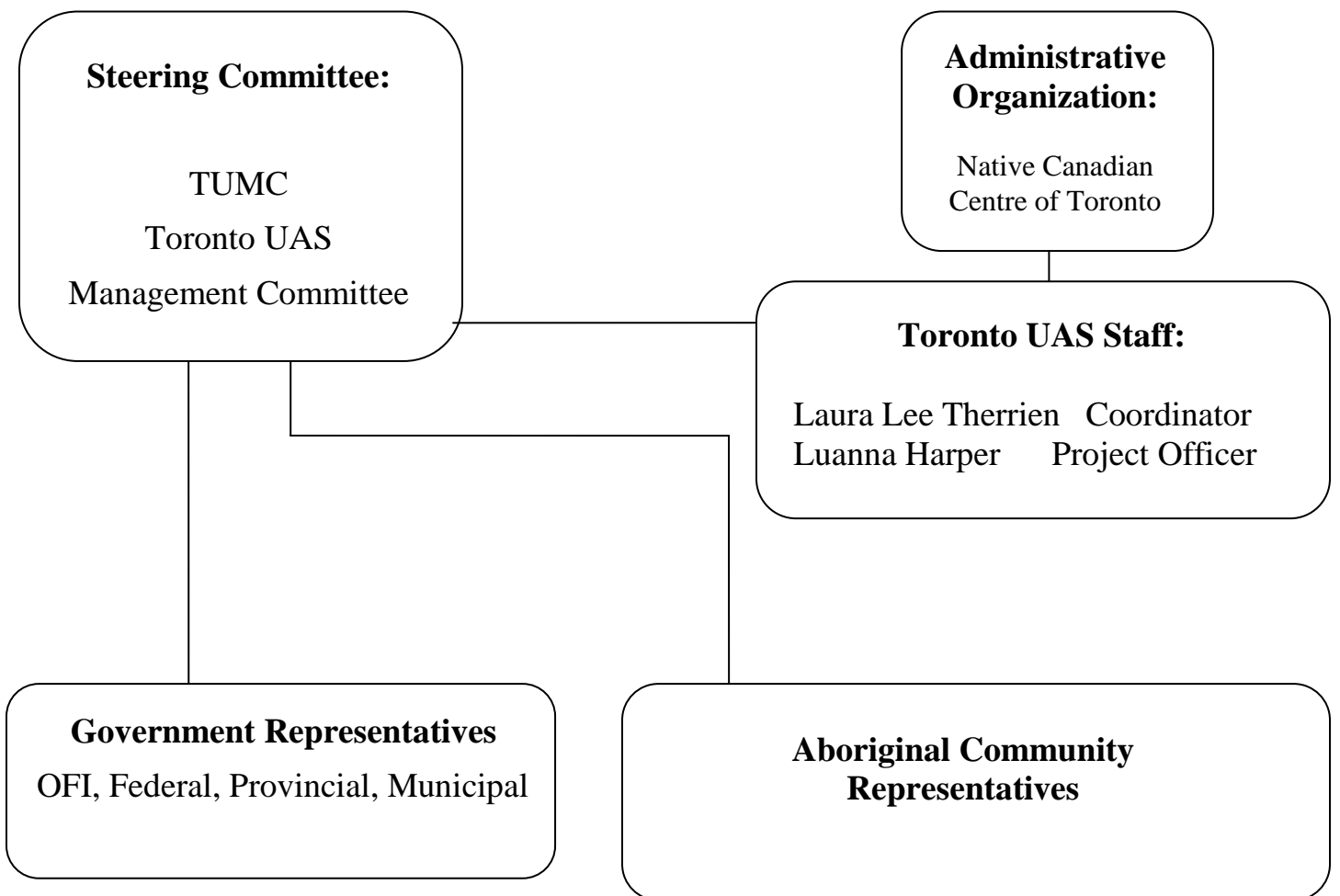
1. All members are responsible for their own travel arrangements, unless otherwise agreed upon. Travel arrangements must be based on the most cost effective means of transportation wherever possible. If travel cannot be made, the individual member is responsible for making all necessary cancellations.

2. Aboriginal members will be reimbursed in accordance with the Treasury Board Travel Directive. Travel will be reimbursed upon completion of a travel claim form and submission of original receipts. Expenses for parking and mileage while attending meetings for TAC/TUMC or other approved business meetings will be accepted upon completing an expense report. (Annex C)

3. Committee members are not eligible for per diems or honorariums.

ANNEX A

Toronto Urban Aboriginal Strategy Organizational Chart
2009-2011 Representation



TOR ANNEX: B TUMC Standing Committees

OFI Staff:

Westlake, Jeff - A/Regional Director, TUMC Co-chair
Corbiere, Jerren - Development Officer
Vacant - Senior Development Officer

Toronto UAS Staff:

Harper, Luanna - Project Officer
Therrien, Laura Lee - Coordinator

Toronto UAS Management Committee (TUMC):

Meetings will be scheduled monthly, comprised of 10 meetings from September to June, every 2nd Thursday of the month, from 4:00am to 7:00pm, at 25 St. Clair Avenue East, 8th Floor. Regular meetings will not be held in July or August, with the exceptions of the AdHoc or Standing committees. The current members are;

Government Representatives:

David Andrews, Federal
Delaney Waddell, Provincial
Jeff Westlake, OFI
Mae Maracle, Municipal

Community Representatives:

Billie Jo Tabobondung	C. Jennifer Bolton
Candice Jacko	Kenneth Chakasim
Celina McMullen	Laureen Waters
Eva Rose Tabobondung	Tera Orchard
Nadine St. Louis	Victoria LaCrosse

Administrative Committee:

An Administrative Committee was struck by TUMC on June 11th, 2009 to meet monthly, or as needed, and address staffing issues, set agendas and complete other administrative functions. The current members consist of two OFI Representatives, Aboriginal Co-Chair and TUAS Coordinator.

Project Selection Committee:

A Project Selection Committee was struck by TUMC June 11th, 2009 to be responsible for ensuring and documenting a transparent selection process, participating in the process, and making recommendations to TUMC that are consistent with the *Shared Delivery Model. (*see Annex D – Definition of Terms) This committee will meet monthly July – October to;

- Develop a Project Selection Rating Guide during the month of July, 2009;
- Review Project Submissions during the month of August, 2009;
- Bring Project Funding Recommendations to TUMC on September 10th, 2009;
- Maintaining minutes/Records of decisions for each meeting;
- Create a final report that brings policy/process recommendations to TUMC during the month of October, 2009.

Community Engagement Review Committee:

A Community Engagement Review Committee was struck by TUMC on April 16th, 2009 to be responsible for reviewing the Final Reports from the Community Engagement Sessions in order to;

- Bring recommendations to TUMC for a focused priority & funding strategy during the months of May/June, 2009;

- Develop a Proposal to the Ministry of Aboriginal Affairs for Capacity Building Funding, in July, 2009;
- Create a Work Plan, Select & Hire a Consultant to develop and Finalize the Community Plan in August, 2009;
- Prepare a final report and recommendation for the Community Engagement Planning Committee in August, 2009.

Communications Committee:

A Communications Committee was struck by TUMC June 11th, 2009 to be responsible for the completion of a Communications Strategy for 2009/2010, participating in the selection and hiring of a Communication Consultant, editing of Web Content, reporting and presenting to TUMC. This committee will meet monthly from July – October to;

- Develop a Communications Strategy that includes Web Development and Key messages, during the month of July, 2009;
- Review and bring recommendations for the editing of the www.TUAS.ca site content during the month of August, 2009;
- Create a Work Plan, Select & Hire a Consultant who will launch and promote the Website during the month of August, 2009;
- Monitor the Website and work of the Consultant during the month of September, 2009;
- Complete a final report and present to TUMC during the month of October, 2009.

Community Engagement Committee:

A Community Engagement Committee was been struck by TUMC on June 11th, 2009 to be responsible for the development of a Community Engagement Plan that will include a Winter Forum, UAS Regional Gathering, and Sponsors Gathering. This Committee will meet monthly from September – December to;

- Develop a Community Engagement Plan that includes a Work Plan for the delivery of a Winter Forum, UAS Regional Gathering, Sponsors Gathering and Possible Partnership Roundtables during the month of September and October, 2009;
- Select & Hire a Consultant who will coordinate and deliver; Winter Forum, Partnership Roundtable & Sponsors Gathering during the month of November, 2009;
- Approve event materials such as; invitations, brochures, handouts, give-aways during the month of December, 2009;
- Approve event budgets, locations, and agendas during the month of December, 2009;
- Complete a Final Report and Present to TUMC during the month of December, 2009.

Partnership Development Committee:

A Partnership Development Committee was struck by TUMC on June 11th, 2009 to be responsible for the development of a Partnership Development Plan that will include names of desirable funding partners in the community and private sectors. This Committee will meet monthly from September – December to;

- Develop a Partnership Development Plan that includes a Draft Partnership Agreement, List of desired Funding Partners, Key Messages and Work Plan to deliver these messages at Partnership Roundtables, Conferences, and on-going meetings, during the month of September and October, 2009;
- Select & Hire a Consultant who will be responsible for developing and delivering Funding Partnership Agreement, in accordance with the Partnership Development Plan, during the month of October, 2009;

TOR ANNEX: D

Definition of Terms and Acronyms

CAT:	Community Assessment Tool
OFI:	Office of the Federal Interlocutor
TUMC:	Toronto (UAS) Management Committee
UAS:	Urban Aboriginal Strategy

Community: All community members, stakeholders, and aboriginal businesses

Consensus: “Consensus is a mutual agreement among committee members that legitimate concerns of members have been addressed by the committee such that all members can support the decision. It is important to remember that a consensus decision does not mean that everyone agrees. It does mean that all members have had an opportunity to express their opinion and feel that they have been heard by the group.”

Aboriginal: Is defined as “First Nations, Métis, Inuit and Non-Status Indians”

Delivery Models: The management and delivery of UAS projects will be accomplished through a community-based approach in each of the designated UAS cities using either a “Community Entity Model” or a “Shared Delivery Model”. The decision to choose one management and delivery model over the other is made by the community in consultation with OFI regional officials.

Community Entity Model: In the Community Entity Model, a legally incorporated organization is selected to manage all of the UAS projects in the designated city. The Community Entity will determine and demonstrate how it can contribute to national priorities (through a Community Plan or otherwise) and will review UAS project proposals submitted by local organizations. The UAS Community Entity will conduct due diligence processes and review the proposed projects, in part to ensure that the proposed projects will contribute towards achieving the objectives of the UAS program and to track progress on results. The Community Entity will inform the Regional Office of the Federal Interlocutor of all proposed projects identified by the Community Entity for funding.

Shared Delivery Model: In the Shared Delivery Model, a local UAS Community Committee is established in a designated UAS city to be responsible for local delivery of the UAS program. The UAS Community committee is primarily comprised of members of the local Aboriginal community. The UAS Community Committee also includes representatives of the federal government and other levels of government, in keeping with the objective to establish strong and active partnerships between government and community. Under the Shared Delivery Model, the Committee will determine and demonstrate how it can contribute to national priorities (through a Community Plan or otherwise) and will review UAS project proposals submitted by local organizations.

Quorum: Organizations usually decide what should be the quorum required for their meetings. If an organization fails to do this, then-with some exceptions-the quorum is a majority of the members. (‘Majority’ means more than half) Roberts Rules of Order

TOR ANNEX: E
The Seven Grandfather Teachings

1. To cherish knowledge is to know **WISDOM**. Sound judgement, ability to discern inner qualities and relationships. Use good sense and form a good attitude and course of action. Listen and use the wisdom of elders, tribal leadership and spiritual leaders.
2. To know **LOVE** is to know peace. Strong affection for another forming out of kinship or personal ties. Attachments based upon devotion, admiration, tenderness, unselfish loyalty, benevolent concern. Feel and give absolute kindness for all things around you. To love yourself is to live at peace with the creator and in harmony with all creation.
3. To honour all the creation is to have **RESPECT**. Showing regard for the value of persons or things through courteous consideration and appreciation. Honour our traditional roles and teachings. Honour our families, others, and ourselves. Don't hurt anything or anyone on the outside or the inside.
4. To face life with courage is to know **BRAVERY**. The personal strength to face difficulties, obstacles and challenges. Have courage make positive choices. Stand up for your convictions. Show courage in communication and decision-making.
5. To walk through life with integrity is to know **HONESTY**. Being truthful and trustworthy. Tell the truth. Accept and act on truths through straightforward and appropriate communication.
6. **HUMILITY** is to know yourself as a sacred part of the creation. Reflecting, expressing or offering in a spirit of deference or submission. Balance of equality with all of life. Recognize the human need for balance in life.
7. To know of these things is to know the **TRUTH**. Faithfully apply the teachings of our seven grandfathers and trust in the Creator. Sincerity in action, character, and utterance. Be faithful to fact and reality.

(Based on the teachings of Eddie Benton-Bani, Ojibwa. 1979)

TOR ANNEX: F

Code of Conduct and Conflict of Interest

Code of Conduct:

- Every member must be knowledgeable of and uphold, respect and obey the TUMC Terms of Reference.
- Members will maintain the activity and integrity of TUMC.
- Members will be fair, honest, respectful, and impartial.
- Members will strive to uphold the Seven Grandfather Teachings, see Annex E.
- All members will make reasonable efforts to attend every regularly scheduled or special meeting.
- During meetings committee members will stay focused on the discussion at hand by raising relevant facts to the issue and addressing the issues presented.
- Decisions at meetings are made by general consensus.
- All committee members have to recognize decisions of committee even if you are not at the meeting.

Conflict of Interest

The conflict of interest component of this code applies to all committee members. This can refer to matters within the committee and to activities outside the community that may impact on the good of the committee and its activities. Committee members are expected at all times to conduct themselves in a manner that is not only fair to all members but is also perceived to be fair by the membership.

For greater clarity, when a matter involves a benefit or a penalty, of any description, for a committee or staff member, or when a committee or staff member has the authority to make a decision on the matter, that person will:

- Disclose the conflict and the nature of the interest for the record
- Take no part in the discussion
- Make no attempt to influence the decision
- In the case of a committee member, the person will remove themselves from the discussion table

No member of the committee shall derive a benefit to themselves that is not available to the general membership of the committee, solely from their term on the committee.

No committee member may accept any gift, from a recipient that is intended to influence any decision of the committee. Any such offer of a gift either for goods or cash must immediately be reported to the committee, who will determine whether that gift should be accepted on behalf of the Toronto Urban Management Committee.

Committee members are to declare a conflict of interest prior to any discussions or decisions, regarding immediate family and business affiliations where there is a possibility or perception of monetary or personal gain, and shall leave the premises during the discussion. It is the duty of all members to disclose any affiliation, be it personal or business related or undertaking that may conflict with their duties to the committee. All such affiliations should be reported to the committee who will determine whether the conflict is such that the person should remove themselves from either the other organization or from their position with the committee, or

whether a declaration of the conflict and removal from any discussions that involve both the committee and any other organization will be sufficient to protect the interests of the committee.

Any Member may identify and require a discussion and decision on whether another member has a conflict of interest prior to a discussions or decisions regarding the immediate family or business affiliations where there is a possibility or perception of monetary or personal gain. If a member alleges that another member is in a conflict, there shall be a discussion of the potential conflict and a decision at the meeting on whether there is a real or perceived conflict of interest. If it is decided that there is a conflict of interest, the person in conflict must leave the premises during the discussions and decision. If it is decided that there is no real or perceived conflict of interest, no one is required to leave the premises during the discussion and decision.

All declarations and decisions on conflicts of interest will be recorded and reported in the minutes of the meeting. The minutes will include reference to the time when the member was absent from the meeting.

A member must not directly or indirectly make use of inside information for private monetary or other personal gain, or reveal inside information to any person who could make use of that information for private monetary or other personal gain. For purposes of this section, inside information is information that the member received in his or her official capacity and is not generally available to the public at the time the member makes use of or reveals the information to another person.

Examples of a conflict of interest could include:

A Committee Member removing themselves from being involved in any decision, or decision making regarding the funding of a Project Recipient who is related to them, or who the member is employed by.

A Committee Member removing themselves from any discussions related to an organisation that the Member is actively involved in, or has decision making authority for the organisation being discussed.

Right to Privacy of Personal Information

The Toronto Urban Management Committee during the course of the administration of the programs, services and projects, collects a great deal of personal information about the members and recipients. Every person has the right to expect that this information will be protected and will not be shared with others without the expressed consent of the recipient, and committee members.

This information may include, but is not limited to:

- Financial Information
- Services received
- Information shared with committee members of a confidential nature

This information is considered confidential and will not be shared with any individual, agency or government, except in the following circumstances: The expressed written consent of the person concerned, where required by law, or by a funding agreement signed by the recipient.

Any referrals to any outside agency, government for services, will require the consent of the person concerned, before any personal information will be provided, and that information will be limited to the consent given.

Any member of the Toronto Urban Management Committee, who during their term on the committee, has any knowledge of personal nature about a member of the committee and divulges that information, without the

expressed consent of the member, unless that information is a requirement of a law or an agreement, is in breach of this code and is subject to action under this code.

Speaking in Public

No committee member shall speak publicly or contact the media **on behalf of the** committee, unless authorized to do so by the committee.

A member attending or at any public presentation, gathering or event must avoid making any statement or engaging in any behaviour that could bring the committee into disrepute or otherwise undermine the committee.

Confidentiality and Discretion

Committee members are to render their duties in a manner which embraces and protects the personal dignity and rights of each member and the interest of TUMC.

Committee member are not to divulge any information or files concerning members or TUMC business without proper authorization.

If during a meeting, there is an incamera discussion of a matter, the committee member present at that discussion must not reveal the details of the discussion except, In so far as it is reasonably necessary to carry out a course of action arising from that discussion, in accordance with a resolution at that meeting or as specifically authorized by resolution of that or a later meeting.

Complaints

A member or staff member may submit a written complaint to the committee.

Dispute Resolution

To ensure fairness and equality in the oversight of all programs, services and projects administered by the committee, it is necessary for TUMC to have a clear transparent method by which they, as a committee, may resolve any disputes they may have with the administration.

When a member of the committee believes that they have not been treated in a fair and equitable manner according to the Terms of Reference, the committee should advise them of this dispute resolution process, and the steps that can be taken to resolve the matter.

The committee member should detail the complaint in writing to the committee, who will review the matter and any documentation, will meet with parties concerned to attempt to resolve the matter. While any committee member may have a family member advocate on their behalf, the committee member themselves must file the dispute and be part of all discussions in the matter.

The committee members will accept the personal responsibility that each Member bears to uphold the integrity, dignity and trust of the committee.

TOR ANNEX: G
Community Assessment Tool

Characteristic and Indicators	1 – Needs Improvement	2	3	4	5 – Fully Achieved	Comments
<i>Characteristic 1: A UAS planning and decision-making structure established through broad community consultation, that has the confidence of the Aboriginal community</i>						
A Steering Committee that is in place and meeting regularly						
Steering Committee members were chosen through a public process involving the Aboriginal community						
Steering Committee membership is reviewed and/or renewed at a public forum involving the Aboriginal community at least once per year						
Wide support within the Aboriginal community for the make-up of the Steering Committee						
Steering Committee membership includes the Aboriginal community and officials from the federal, provincial and municipal/regional governments						
Aboriginal and government officials achieve consensus on project funding and jointly determine other key Steering Committee decisions						
<i>Characteristic 2: A strategic planning process that provides clear guidance for decision-making and activities, and which reflects Aboriginal values and traditions</i>						
A strategic planning process has taken place that identifies key issues, sets clear priorities that are reflective of national and community priorities, sets short and longer-term objectives, and addresses evaluation						
Aboriginal members agree on how Aboriginal values and traditions can be integrated into the planning process, and ensure that the plan reflects those values and traditions						
Project funding and other decisions are in keeping with the planning process						
The UAS Steering Committee reviews the planning process on a regular basis,						

Characteristic and Indicators	1 – Needs Improvement	2	3	4	5 – Fully Achieved	Comments
reviews progress to date and seeks input from the Aboriginal community on the future direction of the UAS						
The planning process is supported within the Aboriginal community						
<i>Characteristic 3: Community UAS priorities that support and complement the priorities established elsewhere in the Aboriginal community and the community at large</i>						
Linkages are established with other related initiatives in the community, through cross-membership on Steering Committees or other formal means						
Knowledge about priorities and major activities of other related initiatives is brought to the UAS Steering Committee for discussion						
UAS planning process acknowledges these other initiatives, and their plans and priorities						
UAS priorities and major activities can be demonstrated and recognized to complement, and not duplicate or compete with, those of other related initiatives						
<i>Characteristic 4: Mechanisms for effective on-going, transparent two-way communication between UAS officials and the Aboriginal community and the community-at-large</i>						
The UAS Steering Committee has in place a regular line of communication to the Aboriginal community and the community at large. The UAS Steering Committee conveys: 1) information about decisions made and activities undertaken , 2) how the UAS Steering Committee initiatives fit with the UAS planning process, 3) what issues have arisen at the UAS Steering Committee table that the Aboriginal community should be aware of						
The UAS Steering Committee has a procedure in place to solicit, receive and review feedback from the Aboriginal and community-at-large, and to communicate a response to their feedback						
The UAS Steering Committee and any working groups or sub-committees encourage public participation (with exceptions for meetings or parts of meetings that need to be						

Characteristic and Indicators	1 – Needs Improvement	2	3	4	5 – Fully Achieved	Comments
<i>in camera</i> for privacy reasons)						
<i>Characteristic 5: Projects that are supported in the community and that are in keeping with the three national priorities areas and the community priorities and planning process</i>						
Project selection criteria explicitly incorporate the three national priorities and the community’s priorities as identified in a planning process						
Projects that are approved demonstrate a clear link to one or more national and community priorities						
The UAS Steering Committee has a formal process in place to solicit feedback from the broader community on the projects that have been selected, and to receive guidance for future project selections						
<i>Characteristic 6: A positive government-to-community working relationship on the UAS, including all relevant levels of government</i>						
Aboriginal and government officials participate in and support the planning process						
Aboriginal and government officials believe that there is a positive, collaborative working relationship in place						
<i>Characteristic 7: The UAS Steering Committee has worked to identify organizational and skills-related capacity development needs</i>						
The organizational development needs and priorities of Aboriginal service delivery organizations have been identified through a consultative process						
An effort has been made to identify any individual skills that need further development, among Aboriginal service providers and community planners						
Barriers that may be preventing organizations or individuals from participating in the UAS have been identified						
A plan has been put in place to address these capacity development needs and barriers, drawing on available community and OFI resources						
<i>Characteristic 8: Formal linkages at the local level among federal departments and agencies on the UAS</i>						

Characteristic and Indicators	1 – Needs Improvement	2	3	4	5 – Fully Achieved	Comments
Local Federal officials, including UAS Steering Committee members and others, meet periodically to discuss urban Aboriginal issues and opportunities for collaboration						
Local Federal officials who are not Steering Committee members attend UAS Steering Committee meetings periodically to establish relationships with Aboriginal committee members and gain first-hand knowledge of the UAS						
Federal Steering Committee representatives champion UAS priorities and plans within their departments and among other federal departments						
Locally, federal departments contribute funds and/or expertise to UAS projects						
UAS projects (and project ideas) are coordinated with other local federal initiatives						
Characteristic 9: Formal linkages between the federal government and provincial and municipal governments						
The UAS Steering Committee has representation from the Aboriginal community as well as representation from within the federal, provincial and municipal/regional governments						
Provincial governments, together with municipal governments, contribute funding and in-kind support equivalent to local federal UAS investments						
Characteristic 10: Federal coordination and collaboration on UAS-related issues at the national level						
Federal departments and agencies make use of the UAS terms and conditions with the effect of reducing reporting burdens upon UAS initiatives						
Senior officials in federal departments and agencies demonstrate a commitment to the UAS						
Federal departments and agencies contribute to UAS projects at the national level						
Federal departments and agencies collaborate with UAS officials on broader policy and program issues related to urban Aboriginal issues						

END OF DOCUMENT