Ottawa Inuit Children’s Centre
Strategic Plan

2017-2022
Acknowledgements

The board and staff of the Ottawa Inuit Children’s Centre are committed to ensuring that all Inuit children and youth in Ontario are provided with a positive, safe and affirming start to life – that they thrive.

We acknowledge that every family that entrusts us with their children for any program is honouring us with that trust. Working with families and community, we commit to being a launching pad for Inuit children to know, celebrate and realize their unique cultural identity.
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A. Introduction

The Ottawa Inuit Children’s Centre (OICC) was started in 2006 with one program, Sivummut Head Start. Within five years, OICC had grown to offer seven programs and two projects by 2011. Today, in 2017, the Ottawa Inuit Children’s Centre (OICC) is a multi-service Inuit organization that provides cultural, educational, recreational and social support services for families of Ottawa’s growing Inuit community. OICC has evolved as a major hub with a staff of 30, as compared to the original six staff; an annual budget that has grown from the original $386,000 to over $3.4 million and serving over 120 Inuit children and youth daily through a wide range of programs and families on an occasional basis.

Throughout this growth in Ottawa, OICC has been called upon by other cities in Ontario and from other parts of Canada, most notably Nunavut to assist in supporting Inuit families and their children.

The nature of being an Inuit organization in the South means that individual and collective advocacy is required to ensure that Indigenous programs and services reflect an Inuit perspective and that services are culturally appropriate for Inuit. OICC has worked closely since its inception to educate and support organizations, institutions and the three levels of government to ensure that an urban Inuit perspective is reflected in decision-making, policy and funding formulas.

The continued growth of OICC, without dedicated core infrastructure funding has created significant burdens on the organization.

As part of this strategic planning process the Board had a number of key questions to explore:

a) How can OICC ensure sustainable funding for the key programs it offers to children, youth and families?
b) How can OICC best reflect through its name and branding the work it does in the Ottawa Inuit community and throughout the province?

c) How can OICC manage all the partnerships that are required to effectively do the work it does in the community?

d) How can OICC best respond to the wider Inuit community residing in Ontario but outside of Ottawa? Specifically, is it time for OICC to become a provincial organization?

e) Should OICC expand its services to offer residential services to youth in Ottawa and in Nunavut?

f) What is the role of OICC at the provincial tables that are shaping policy and designing funding formulas that will impact Inuit children, youth and families?

The objects of OICC as described below allow us to move forward into that greater responsibility:

- to provide Inuit children and youth with a learning environment that will enhance their overall development;
- to foster positive parenting through support and education; and
- to promote the retention of the Inuit culture and language.

At this time, OICC has developed a strategic plan for the next five years to support the organization as it continues to serve the Ottawa Inuit community, to expand its role and responsibilities to serve Ontario Inuit families and work with Nunavut and other communities in Canada that need our support and to ensure that there is a strong infrastructure for the Ottawa Inuit Children’s Centre.

2010-2011 OICC Annual Report
B. A Cultural Framework for Our Work

Each drum represents the philosophy of Aboriginal Head Start which guides all of our programs. The Inuit words are the IQ principles which is the ripple effect.

Innoweave pulled together research developed from a number of sources including from Inuit Tapiriit Kanatami, Pauktuutit Inuit Women of Canada, the Winnipeg Urban Inuit Study and OICC. The research validates the need for culturally specific services in urban settings and specifically that cultural supports and programs are important for fostered or adopted Inuit children. Research also states that having a mother tongue is a critical element of cultural identity, values, belonging and self-esteem.

OICC has built our programming based on current research that supports Inuit children and youth having a strong cultural identity and a good life. We have used that research to inform our program statement for our early years programs and the OICC Theory of Change.

Early Years Program Statement
A recent requirement of the Ministry of Education was for every childcare space to have an Early Years Program Statement. The OICC statement shows our commitment to Inuit culture and ways of life.
**Early Years Program Statement**

The OICC Early Years Program Statement integrates *Inuit Qaujimajatuqangit* (Inuit traditional knowledge) and the 6 Aboriginal Head Start components with key elements of *How Does Learning Happen* (Ministry of Education). We are committed to supporting young Inuit children’s learning, development, health and well-being in a loving, caring, holistic and cultural context that promotes the preservation of the Inuktitut language. Inuit view children as unique gifts to a community. Through a process called Inunnguiniq, which relies on interconnectedness and relationships, children develop their capacity to **live a good life** and contribute to their community.

“A good life is considered one where you have sufficient proper attitude and ability to be able to contribute to working the common good – helping others and making improvements for those to come. This is a holistic child development approach that ensures strength in attitude, skill development, thinking and behavior. The specific process for ensuring this result – inunnguiniq – is a shared responsibility within the group. Inunnguiniq is the Inuit equivalent of it takes a village to raise a children.” (Shirley Tagalik)

**Children are competent, capable, curious and rich in potential**
Children are the central piece to a family and community and they hold the future in their minds, bodies and spirits. We embrace each child and recognize his/her individual gifts.

**Families include individuals who are competent, capable, curious and rich in experience**
Families nurture and teach children to become who they are meant to be. We embrace each family and support them in their role as the most important people in a child’s life.

**Educators are competent, capable, curious and rich in potential**
Educators bring a range of professional and life experiences that enriches the lives and experiences of children in their care. What we do today matters tomorrow.

**C. The Ottawa Inuit Children’s Centre Current Programs**

The Ottawa Inuit Children’s Centre provides a wide range of programs for children, youth and families. All of the programs are offered as a direct response to the needs identified by the Inuit community starting with the parents and children that OICC serves.

Funding for programs are often project based and time limited, with the exception of the Public Health Agency that funds Aboriginal Head Start and the City of Ottawa that funds the childcare spaces. As a consequence, OICC has launched a number of highly effective and innovative programs that could not continue because of the lack of sustained funding.

Below are the programs that are currently active in 2017.

**For Inuit Children**

**Sivummut Head Start:** Sivummut Head Start is part of the Aboriginal Head Start initiative.
This pre-school program model focuses on the 6 Aboriginal Head Start components: Education, Nutrition, Parental/Guardian Involvement, Culture & Language, Health Promotion, and Social Support in a variety of ways. Sivummut has 32 children in half day programming for approximately 1,320 hours of instruction in Inuktitut and English per year.

**Tumiralaat Childcare Centre**: A licensed full day, year-round child care centre for Inuit children ages 18 months to 6 years. Since its opening in 2008, Tumiralaat has focused on children’s early learning based on Inuit values regarding the development of self, family, community, resilience, learning, and respect for the environment. About 30 children attend the program each year with a total of approximately 1,875 hours of programming per year.

**Kindergarten Program**: In 2010, with the introduction of full-day kindergarten in Ontario, Inuit parents requested a dedicated kindergarten class for their children and OICC responded by launching a full-day kindergarten program for 18 Inuit children, in partnership with the Ottawa Carleton District School Board.

In 2017, the OICC Kindergarten Program completed its 7th year of partnership with Robert E. Wilson Public School and the Ottawa Carleton District School Board (OCDSB). The enrolled children were able to attend kindergarten in a familiar environment that included Inuit culture while covering provincial curriculum guidelines.

This program has become a model for the province and plans to expand it throughout the province.

**School’s Cool**: School’s Cool is a short, life-changing program that has a tremendous impact on school readiness for children. It is a 6-week outcome-oriented program that uses a play-based curriculum to enhance children’s skills in 4 areas: language, reasoning, socialization and self-help. The Ottawa Inuit Children’s Centre has worked with SIRCH Community Services to adapt activities to ensure that they are culturally appropriate while still reaching their intended school readiness outcomes. This is a registered program for children aged 3 to 5 years through the summer months, July and August.

**Inuit Youth**

**Bridging the Gap**: Bridging the Gap was developed in partnership with OCDSB to respond to the lack of knowledge and information about Inuit people and culture in the school system and to develop pride in culture for Inuit students. It has two key components: classroom presentations about Inuit history and culture, and one-on-one support with students who are needing assistance with improving academic and/or social skills. The program has expanded over the years to work with all four Ottawa school boards.

**Tukimut Afterschool Program**: The Tukimut Afterschool program is based on connecting youth with their culture, providing dinner and transportation, and homework help. Tukimut runs three days a week from 4-7pm; Mondays, Tuesdays and Thursdays. Each day focuses on a different aspect: art, culture, homework support and gym activities. This program allows the youth to connect with their community while having fun.
Many graduates have ended up volunteering and/or working at OICC. The youth expressed how much Tukimut has helped in their lives, and how essential it has been to them. Through the Ottawa Carleton District School Board we were able to hire two youth for the summer. One of the youth has been involved in our programs for a number of years so it was wonderful to see him in the new role of employee and youth mentor.

**Systems Navigator:** The System Navigator works with Ottawa families who have Inuit youth with complex mental health challenges and experiencing systems barriers. The Systems Navigator helps families negotiate the health system, organize their care, overcome barriers and ensure seamless transition from one service to another. The Indigenous service model was co-developed with Wabano Aboriginal Health Services and OICC.

**Akwe:go:** Akwe:go Urban Aboriginal Children’s Program works with at-risk children between the ages of 7 and 12 to provide supports to their specific needs for a maximum of 20 children. The program provides a direct, individualized service approach to address each client’s unique needs based on one of the 5 program objectives: Provision of Social Supports; Health and Physical Development; Institutional Interventions; Children with Disabilities/FASD; and Children in Care. In partnership with the City of Ottawa and Jumpstart, Akwe:go participants were able to access programs like I Love to Swim, I Love to Play Soccer, I Love to Skate and I Love to Ski.

**Wasa-Nabin:** Wasa-Nabin is a self-development program for Urban Aboriginal at-risk youth of ages 13-18 for a maximum of 20 youth. By accessing the services and supports offered by the Wasa-Nabin program, youth learn goal setting, leadership skills development, and how to make healthy choices, ultimately leading to healthier lifestyles and personal success.

**We Belong:** The aim of We Belong is to engage Inuit youth during in activities that focus on cultural, social and physical competency, school engagement and leadership skills. This OICC program is run by the youth for our OICC youth and is for Inuit youth 13-24 years of age.

**Right to Play:** Right to Play (RTP) is a program that uses games to teach kids skills that they can apply to other situations in their life.

**Youth Moving Forward:** The Moving Forward Program is for youth 13-24 years of age to work on their employment, education, life skills or volunteer hours. The program runs Tuesday to Friday 4 pm – 6 pm; program includes: homework help, 1-to-1’s, goal setting, employment readiness, life skills and guest speakers.

**Inuit Families**

“Serving a child, means serving a family”

**Uqausivut Culture and Language Program:** Uqausivut focuses on the preservation of the Inuktitut language in an urban setting. This program is centred on language classes for children, youth, adults, and partner agencies at a beginner and intermediate level. In addition, on-line resources were built to remove barriers to access. A lending library and 575 online game activities were created.
Inuit Cultural On-line Resource (ICOR): The development of an internet resource celebrating the uniqueness of Inuit culture and traditions.

Family Well-Being Program: OICC’s Family Well-Being program builds on the strengths of the children, youth and their families by providing holistic supports tailored to the unique needs of each family. The programs’ emphasis is on prevention and cultural acquisition and serves Inuit parents, children, youth and non-Indigenous foster and adoptive families.

The Family Well-Being team manages the intake process for all families interested in participating in OICC programs. It also provides safe spaces and wrap-around supports for families, delivers the Inuit-specific parenting program Innnguiniq, plans land-based family camps, offers sharing circles for men and women, provides wellness activities including family and youth drop-ins and cultural evenings, and offers education/support to adoptive and foster parents. Support staff work to ensure that families have appropriate referrals to Indigenous and mainstream services.

Innluuniq Parenting Program: A three-year project to adapt/replicate an Inuit parenting program developed in Nunavut to deliver to urban Inuit families in Ottawa. This proven program utilizes the strengths of the Inuit culture to engage and build parenting capacity. The OICC parenting program offers services for parents/guardians of Inuit children including women’s healing circles, men’s group, Inuit focused parenting workshops, parent counselling; and home visits.

The parenting program is culturally specific and respects the parenting styles and needs of parents/guardians raising Inuit children in an urban setting. The focus is to provide services parents/guardians want and need so they can raise confident, capable, and proud Inuit children.

Family Violence Project: The Women’s Services Violence Prevention Program works with community members and partners to find better ways to help Inuit women and girls who are victims of violence. This program is funded by Status of Women Canada and, over the next 3 year, we will work with community to develop a resource module, train Inuit women to deliver the resource module to service providers, and work closely with Ottawa Police Services to find ways to help Inuit who are victims of violence in a more culturally sensitive way.

For the Community

Seeing the Light Conference: Workshops provide educators and other school professionals an understanding of Inuit history and culture, and tools to work with Inuit children, families, and community in a culturally appropriate way.

Community Social Events: We host social events that bring families together and celebrate community including our Christmas party. Family Inuit Day and our early years welcome back party and our Early Years graduation celebration. These events are extremely well attended and it is not unusual to have up to 500 people.
D. Vision, Mission, Principles and Theory of Change

Vision – Strong culture, strong families, strong community.
Inuit children are strong, healthy and proud of their culture and connected to the Inuit community, their family and living a good life.

Mission Statement
In partnership with parents and the community the Ottawa Inuit Children’s Centre fosters strong and proud Inuit children, youth and families.

Qaujimajatuqangit principles

Pijitsirniq – We recognize that each person has a valuable contribution in serving our community.

Piliriqatigiingiq – We work collaboratively towards common goals.

Pilimmaksarniq – We learn from each other and through experience.

Aajiiqatigiingni – We respect and consider different perspectives when making decisions

Qanuqtuurniq – We find solutions and use our resources effectively.

Avatittinnik Kamattiarniq – We respect and nurture our relationship with the environment.

Mandate
To serve Inuit children and youth and their families.

OICC Theory of Change
OICC supports Inuit children and youth in Ottawa, to become strong, healthy and proud community members with knowledge of their culture, connection to the local Inuit community, equitable access to services and supported by their families. We do this through culturally strength-based programs and individualized services for the children, youth and their families that improve their ability to live a good life. All of our programs and advocacy work are rooted in the components of Head Start and guided by the Inuit Qaujimajatuqangit principles.
E. The History of OICC

The Ottawa Inuit Children's Centre started from the Aboriginal Head Start program that was housed in Tungasuvvingat Inuit (TI). Between 1997 and 2005, parents organized and by August 2005, OICC incorporated. The next year the Public Health Agency of Canada transferred the program from TI to OICC. This was the beginning of a parent and community driven philosophy that has shaped the approach at OICC. (A detailed history is in Appendix A.)

Below are a few important highlights of the history of OICC:

- OICC’s first family focused program was established in 2007 when the Family Literacy Program was created, which targeted Inuit children aged 0 - 13 and their families to promote literacy skills in Inuktitut and English. It operated under different funders for many years.
- In July 2008, OICC opened a full-day childcare centre, Tumiralaat Child Centre, for Inuit families with the support of the Best Start program and in partnership with the City of Ottawa and the province of Ontario. It offers 26 spots (10 toddler, 16 preschool) and responded to parents that expressed the need for a full-day childcare program as the half-day Head Start program didn't meet the needs of working parents or those in education programs.
- Uqausivut Culture and Language Program was introduced in 2008 to offer a variety of language retention activities for children, parents and the community e.g. language classes, resource library.
- Also in 2008, Bridging the Gap was a response to parents’ concerns over the lack of awareness and understanding of Inuit culture at the schools their children were attending. Some children were falling through the cracks at school and would benefit from additional support and liaison with the schools. The program ensures Inuit content is in the school system.
- In 2010 OICC launched a full-day kindergarten program for 18 Inuit children, as a result of the full day learning rolling out and in partnership with the Ottawa Carleton District School Board, strengthening a commitment to strong Inuit identity, culture and values.
- Also in 2010, OICC expanded its after-school program in 2010, called Tukimut After School Program. It runs 3 nights per week, offering activities related to culture, arts, active living, healthy eating and homework support. There are about 60 children who are registered in the after school program.
- In response to on-going demand for expanded programming and supports for school-aged children, and building on Tukimut, a new comprehensive program for 7-12 year-olds, Akwe:go Program was launched in 2011, and Wasanabin was launched in 2016.
- In 2016, OICC initiated the Innunngukiq Parenting Program, which is a three-year project to adapt/replicate an Inuit parenting program developed in Nunavut to deliver to urban Inuit families in Ottawa. This proven program utilizes the strengths of the Inuit culture to engage and build parenting capacity.

In addition to the many community based programs, OICC, through its rapid expansion and success in providing a family hub model of holistic programming for Inuit families in Ottawa, has been regularly approached by the Ministry of Children and Youth Services (MCYS) and by other
Aboriginal organizations to share its learnings as a best practice. In 2015 OICC was invited to sit on the Provincial Technical Table coordinated by MCYS to help shape the provincial Strategy for Aboriginal Children and Youth. In 2017, the Executive Director was invited to sit at the Minister’s Family Well-Being table which consists of professionals looking at issues related to child development.

OICC has also been a member of the Ottawa Aboriginal Coalition throughout its history and has been a leader in establishing and maintaining a number of key relationships between the Ottawa Aboriginal community and community partners like Children’s Aid Society Ottawa, City of Ottawa Childcare Stakeholders Committee, Aboriginal Working Committee and the School Boards.

F. The Context – Trends for Inuit and the Ottawa Inuit Children’s Centre

There were a number of external and internal considerations that determined the strategic directions for the OICC in the next five years. Below is a summary of what was considered in determining how OICC will move forward.

External Considerations

The Inuit population is growing in the South

The urban Inuit population is growing quickly in Canada: 17% of Inuit live in urban centres. In Ottawa the population grew 52% between 2001 and 2006. Ottawa has been known as having the largest Inuit population in the South, although there are more Inuit growing in southern cities. In 2017, it was estimated that there were between 1,800 to 2,500 Inuit in Ottawa.

People move to Ottawa for employment, education, medical services, healing and to be near family. The population of Inuit in Ottawa is made up of four different groups

1. Those who reside here temporarily.
2. Those who came from the North and have stayed.
3. Those who were born and raised in the South.
4. Those who have been adopted in the South, mainly by non-Aboriginal families.

The Inuit population is an extremely young population with an average age of Inuit being 22 years and 39% being between 0-14 years of age.

“It was the most difficult time just being alone with my child and not knowing other family, because my parents were always there helping me with my son in the North. I was trying to go to school and work with no support.” (2011 Strategic Planning presentation)
The growth of the Inuit service community in Ottawa and Ontario

The Inuit service community in Ottawa has grown as increasingly both the provincial and federal governments have recognized the growing Inuit population in the south. Today in Ottawa, OICC is part of a dynamic Inuit service community including:

- **Akusivik Health Centre** is focused on family and community health for Inuit. They ensure that their interdisciplinary primary care services are culturally appropriate.

- **Inuit Non-Profit Housing Corporation** helps provide housing, based on income, for Inuit individuals and families in the Ottawa area. They have 63 units in Ottawa with the majority of units situated in Vanier.

- **Ottawa Inuit Children’s Centre** serves Inuit children, youth and their families in Ottawa. In partnerships with parents and the community, the OICC fosters strong Inuit children, youth and families by providing a learning environment that will enhance children’s overall well-being, adaptability and strength in a proud Inuit cultural environment.

- **Tungasuvvingat Inuit** is an Inuit-specific, provincial service provider that provides social support, cultural activities, counselling and crisis intervention as a one-stop resource centre to meet the rapidly growing, complex and evolving needs of Inuit in Ontario. Tungasuvvingat Inuit, in the last few years, has expanded to grow into both a provincial and national mandate of representing urban Inuit.

With the growth of all local services in Ottawa it will be important for all Inuit organizations to work collaboratively.

OICC has done a preliminary mapping of Inuit services in Ottawa and will be coordinating an Inuit organization wide mapping in the next year so that planning can be done by all organizations in a way that supports each other.

Having the two National Inuit organization, Inuit Tapiriit Kanatami, Pauktuutit Inuit Women of Canada, also in Ottawa provides opportunities to celebrate Inuit culture and have access to national leaders.
The Inuit experience of living in an urban context

When community members have been asked about the experience of living in Ottawa they describe a number of key benefits, including access to Inuit-specific services such as health and social services for family; recreational programs for children; improved housing conditions; access to treatment and counselling services and the diversity of living in a city environment.

However, Inuit community members also identified a number of challenges of living in a city, including the high cost of living, transportation difficulties, discrimination, cultural differences, culture shock and cultural isolation, affordable housing, finding work and safety. Many of the programs developed by OICC have been a direct response to the needs of the family for community and connection. (See parent programs under “Internal Considerations”)

“From a small town to a big city, it’s easy to lose people and so it’s important to connect to something.” Parent

The OICC relationship with Nunavut

The OICC in 2012 identified a community issue they wanted to investigate further. At any given time, there are close to 60 children and youth from Nunavut who are in Ontario temporarily for specialized medical, child welfare or behavioural services1. In addition, there are many more who live in Ontario but continue to have family in the North. Through anecdotal and community discussions, it was identified that some of the children and youth that came down from Nunavut for medical and child welfare needs were not always connected to culturally based services. In response to this issue, OICC conducted research, held a stakeholders meeting with Ottawa and Nunavut providers and in 2016 traveled to Nunavut to speak with a number of services providers and key government officials.

The research and the gathering offered a number of observations:

- The Government of Nunavut, at this time, heavily relies on services in the South, including in Ottawa, to support children and youth that require specific medical, mental health and child welfare services and programs. This situation is unlikely to change in the near future.
- The vast majority of cases of children and youth accessing services in Ottawa are here for medical services that are currently not available in Nunavut. Children and youth are also sent down to Ottawa for child welfare reasons.
- The current case management approach that is used by Nunavut does not sufficiently address the cultural, social and educational needs of the children and youth who are staying in Ottawa.
- While the Nunavut government is working to significantly improve both the services in the North and the case management approach in the South, there are capacity and resources challenges to addressing all the concerns that have been identified.

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1 Catalyst Research and Communications. 2013. Feasibility Study: Needs of Nunavut Children and Youth in Ottawa, Ottawa Inuit Children’s Centre
After reviewing the research and the informants’ interviews, there are four options for OICC to consider in supporting children and youth from Nunavut when they are in Ottawa.

a) Respond to specific cases or needs as indicated by the Government of Nunavut through the standing order process.
b) Work with the Government of Nunavut to lead and support the integration of culturally based programming and services for children and youth when they are in Ottawa.
c) Work with the Government of Nunavut to support the capacity for effective case management.
d) Work with the Government of Nunavut to support their capacity to develop the services they require in the North.

**Provincial recognition of Inuit in legislation, policy and funding frameworks**

The Ontario government, in the spirit of reconciliation, has recognized their responsibility to reflect through legislation, policy and funding formulas the unique Inuit population. In 2015 the OICC was invited to sit on the Provincial Technical Table coordinated by Ministry of Children and Youth Services (MCYS) to help shape the provincial Strategy for First Nation, Inuit and Métis Children and Youth. This formal recognition was built on informal relationships that had been established by OICC over the previous years and the recognition of the exceptional work that OICC does. In the last few years some of the work that OICC has been doing at the provincial level includes:

- Over the last two years, OICC has been attending monthly meetings in Toronto where the MCYS is co-developing the Provincial Strategy.
- OICC was regularly approached by MCYS and by other Aboriginal provincial organizations to share its learnings as a best practice of the family hub model of holistic programming for Inuit families in Ottawa.
- OICC was involved in the Child Family Services Act Review including receiving funding to hold community consultations and engage legal expertise. Many of the recommendations made by OICC are reflected in the recent changes to the Child Family Services Act including raising the age of youth from 16 to 18 and changing language from First Nation to reflect First Nation, Inuit and Métis populations in Ontario.
- OICC was involved in the Ministry of Education planning language symposium.

Most recently, OICC was asked to sit on the Minister’s table on Family Well-Being.

**Provincial changes to the way Child Care and Early Years will be managed**

In 2015, the new *Child Care and Early Years Act, 2014* came into effect, replacing 70-year-old legislation. Childcare services transferred from the Ministry of Children and Youth to the Ministry of Education; and the Best Start model of Early Year Centres are to be replaced with a modernized Ontario Early Years Child and Family Centres. The Act also is to provide increased access to before- and after-school care and province wide implementation of the full-day kindergarten.
In all of these changes the OICC was involved at the provincial level in participating in technical tables and consultations; at the municipal level in negotiations around the funding for the childcare centres; at the local level as part of the Aboriginal Best Start Circle and at the organizational level in absorbing the changes in the program including developing a Program Statement for the childcare program that reflects the new pedagogy described in *How Does Learning Happen* (Ministry of Education) and integrates *Inuit Qaujimajatuqangit* (Inuit traditional knowledge) and the 6 Aboriginal Head Start components.

In 2013, the City Council initiated a four-year transition called Child Care Modernization, in response to directions set by the province. It was based on the four goals summarized below, along with the related key activities:

1) System planning: To set local priorities to support the development of the annual Service Plan,

2) Equitable access to subsidy: One of the key changes was that the subsidy will be attached to the child (parent) and not the child care program funding

3) Financial management: Including the Modification of purchase of service contracts with existing child care providers (some contracts ended and new ones started in other parts of the city, depending on need)

4) Direct service provision: To preserve City of Ottawa child care programs and services in under-serviced neighbourhoods.

As part of this process, the City of Ottawa Childcare Stakeholders Committee was created and OICC was a member as Indigenous people were identified as one of the priority stakeholder groups.

In addition to OICC negotiating around their own childcare contract, they played a leadership role in supporting the system planning and direct service provision for the Inuit community and the broader Aboriginal community.

**Federal development of a National Indigenous Early Learning and Child Care Framework**

The federal government has committed to developing a National Indigenous Early Learning and Child Care (NIELCC) Framework. ITK, Pauktuutit and Tungasuvvingat Inuit are leading an Inuit engagement process and will be developing a final report and submission to Employment and Social Development Canada (ESDC) by the end of July 2017. In consultation with the ESDC, they were unaware of the expertise of OICC and have subsequently invited OICC to be part of the process to ensure that the ECE is based on community based expertise.

ESDC is also using OICC as a model in their report around the strategy to reflect cultural based, holistic programming and they will be doing a cost analysis of the program in the Fall of 2017.

With Pauktuutit, OICC is on the Inuit committee for the National Inquiry on Murdered and Missing Indigenous Women and Girls.
Increase in demand for OICC expertise across the province

Unlike Ottawa, Inuit in other parts of Ontario are often in small numbers that do not justify stand-alone programs and services. OICC has increasingly played a role in supporting both Aboriginal and non-Aboriginal organizations to support Inuit community members.

We want to look at sharing knowledge, resources and products to service organizations that want to serve Inuit families across Ontario.

Internal Considerations

The OICC Theory of Change

Working with Innoweave, the staff and board of OICC went through a process in 2015 and 2016 to critically examine the organization and decide how to move forward as OICC was increasingly asked to represent Inuit at a number of provincial and local tables. In the end, a comprehensive Theory of Change was developed that shows the links between what OICC does, why we do it, and what are the expected outcomes from all of our programs and initiatives. This document has guided and informed the new Strategic Plan. (See Appendix B for the Theory of Change.)

OICC Theory of Change

OICC supports Inuit children and youth in Ottawa, to become strong, healthy and proud community members with knowledge of their culture, connection to the local Inuit community, equitable access to services and supported by their families. We do this through culturally strength-based programs and individualized services for the children, youth and their families that improve their ability to live a good life. All of our programs and advocacy work are rooted in the components of head start and guided by the Inuit Qaujimajatuqangit principles.

Based on the Theory of Change, an evaluation framework with measurable indicators and data collection tools in the process was developed, as well as a Wellness assessment specific to Inuit youth clients called Qanuippit.

OICC also did a scaling study to look at other models that have grown to a provincial scope from a community based organization.

Growing the Inuit Early Childhood Development expertise and capacity at OICC

Since the inception of OICC, there has been a commitment to ensure that at least 80% of the staff are Inuit. This goal has not always been achieved for a number of reasons:

• Restrictive licencing requirements for professional certificates and degrees,
• The limited number of trained Inuit ECE staff,
• The lack of training dollars to strengthen the professional capacity of the staff.

OICC sees many of these challenges as systemic barriers and developed a proposal that was submitted to Algonquin College to develop an Inuit Early Childhood Development certificate
program that would guarantee OICC would have a pool of trained Inuit to work with to achieve the goal of 80%.

**The lack of core funding for core programs and infrastructure**

OICC started with a focus on Aboriginal Head Start and young children. It quickly became clear that the only way to ensure that young Inuit children thrive was to also support their family, including their older siblings. This has led to a full wrap-around approach to service that is defined by the needs of community members.

As a result, OICC has been faced with a number of significant financial challenges that leaves the agency vulnerable. All of these challenges have been successfully managed but the situation is not sustainable over the long term.

- Operating from a project-based funding model. Because these funding sources are not sustainable, OICC is constantly looking every year for replacement dollars (for example, for the After School Funding and Bridging the Gap program)
- Growing staffing costs associated with low staff turnover.
- Costs are higher for the Inuit community for services due to specific needs around transportation, advocacy, outreach, culture and language, referrals and additional supports.
- Funders provide between 8-15% administrative fees.
- The funding received for Head Start does not cover the operational costs.
- There is not sufficient funding for a Human Resources person which results in the ED and Director of Programs overseeing this aspect of the business.
- Some funders do not understand the specific and unique needs of Inuit and try to meet community needs through Pan-Aboriginal programs and services or leave them out completely.
- OICC does not have the recommended reserve or cushion due to these challenges so there can be no planned strategy for capital repairs. OICC needs to rely on one-time funding that is often completely unplanned.
- Our commitment to Inuit staff is undermined when we rely on project funding which stops and starts and we cannot guarantee long term contracts.
- Due to the cost of delivering an Inuit-specific Head Start program (cultural based, country food, ensuring there are language teachers and Elders), we are operating at a deficit for that program.

**Collaboration and leadership in the community**

Many of the issues that children and youth and families have to deal with require working with a wide range of partners in the community from medical specialists to child welfare services. In addition, OICC is called upon by many mainstream agencies to participate in committees. None of this work is actually funded.

Just some of the key committees that OICC has sat on and provided leadership around at the community level in the last five years include:
a) **Indigenous Best Start:** For five years, the Ottawa Inuit Children’s Centre has been an active member of the Best Start Network in Ottawa, and has chaired the First Nations, Inuit and Métis standing committee of this network, called the Aboriginal Best Start Circle

b) **Ottawa Aboriginal Coalition (OAC):** OICC has been a critical organization at the Coalition and has brought issues to the forefront to ensure that collective action is done in the community.

c) **OAC sub-committee - Aboriginal Education Committee:** OICC took the lead with the AEC to ensure that there was a positive, strength based First Nation, Inuit and Métis curriculum and presence in the school systems in Ottawa.

d) **Ontario Aboriginal Head Start Association:** OICC has been a longstanding member of the provincial organization and has provided consistent leadership including providing Inuit specific resources to Aboriginal Head Start sites throughout Ontario.

e) **Executive Director Circle:** OICC is a member of a circle of Indigenous organizations that meets quarterly with the Children’s Aid Society to problem solve on issues.

f) **Aboriginal Education Committee at Algonquin College:** OICC supports the capacity of the Algonquin College to being Inuit culturally appropriate.

g) **Growing Up Great Committee:** Professional and front-line staff that work in the municipality working with youth.

h) **City of Ottawa Aboriginal Working Committee**

The partnership with the Children’s Aid Society of Ottawa (CASO)

OICC engages with CASO to advocate for the unique needs of Inuit children and families. That has included a number of innovative approaches including:

- Aboriginal Liaison Committee with CASO made up of the differently Aboriginal organizations and CASO.
- An Aboriginal Liaison Worker was seconded to work directly with CAS. Their role was to help educate CAS staff on Inuit culture and approaches to family and parenting, while also supporting families to navigate the child welfare system and supports. Over time, this Liaison worker also played a role in helping find kinships and adoption placements for Inuit children, and to recruit Inuit foster families. This role has been discontinued based on lessons learned out of the experience.
- Ongoing case management and problem solving on behalf of the families.

**Inuit families are sometimes dealing with many complex situations and issues**

> “We need to acknowledge the past. We need to acknowledge that our community has such a high suicide rate. We cannot excuse the negative behaviours that are affecting our children, youth and families. We need to understand the legacy and then move on to see the good in the culture and the incredible strength and resilience.” (Piliriqatigiingniq: Working Together for Healthy Resilient Inuit Youth)

Inuit families in Ottawa can be dealing with the impacts of colonization and displacement. When one looks at a number of indicators of well-being and mental health, Inuit face a number of
significant challenges. For example, the suicide rate among Inuit youth in the North is 30 times that of youth in the rest of Canada, and there are significant challenges associated with abuse and addictions in the North, which many experts believe are connected to the high suicide rates (Oliver et al., 2012). Addiction rates are higher for Inuit than other populations in Canada.

Any services that want to effectively respond to the mental distress of colonization needs to be culturally based, recognizes the resiliency and strength of Inuit culture and have the capacity to support the family in a culturally appropriate way. OICC has worked to support family members that are accessing OICC services and to educate the community services that serve Inuit including the Children’s Hospital of Eastern Ontario (CHEO).

**Responding to the need: Growing into an Ontario organization**

The question was asked, “Should OICC expand to having a provincial responsibility to Inuit in Ontario?” A challenge is that, outside the Ottawa region and Toronto, Inuit do not yet constitute a critical mass of population sufficient to warrant their own services. This will change as the population continues to rapidly grow, particularly in cities where there is already a significant nexus of Inuit, such as Niagara-St Catherine, Oshawa and Kitchener-Waterloo, however it is not the current reality.

OICC commissioned a number of reports to look into scaling up into the province. Some conclusions were that an Inuit-specific service delivery system will need to look different in different parts of the province. In Ottawa, where there is an established and extensive Inuit community, as well as local Inuit service delivery organizations, a more comprehensive range of Inuit-specific child and youth services are possible, including those listed above.

In Toronto, where there is a growing Inuit population, it is timely to start with an Inuit children’s program based on initial interest expressed to OICC by members of the Inuit community there.

The strategy proposed would have three aspects depending on the community:

a) An Inuit-specific service system can be expanded or established in cities where the population base and community interest can sustain it: at this point, Ottawa and in the near future, Toronto.

b) The ability to create Inuit-specific programs or activities in communities where there is a smaller Inuit population. These may be satellite operations of established Inuit organizations. Since the Inuit population is very young, and Inuit culture attaches great importance to children, it is likely that child or youth-focused services will be the first area of interest for an emerging Inuit community.

c) In the meantime, and for communities who continue to have a modest Inuit population, it is likely that Inuit will continue to access Aboriginal child and youth services. Provision must be made to ensure that these agencies are cognizant of their Inuit clients, and practice cultural competence and cultural safety. A number of Aboriginal organizations have already recognized this, such as Shkoday Abinojiwak Obimiwoon in Thunder Bay and Native Child and Family Services in Toronto, who have taken concrete steps to
reflect Inuit culture and provide services that are culturally specific to the extent that they are able.

**Parental involvement**

“I feel like when Inuit Day happened it was a turning point for us, and to be part of Inuit culture is really important to us as foster parents.” Foster Parent (Reaching Out to Inuit Families in Ottawa: A Study on Parental Engagement, 2013)

Parental involvement includes participation in programs such as Baby and Me, Father’s Group, Elder’s Night, Healing Circles, Parenting classes, Inuktitut classes, Healthy Living, Art Therapy, and Sewing and Healing. It also involves attending special events like Inuit Day, the Christmas party and the AGM. OICC also does individual support.

The most actively involved parents are volunteers in a variety of capacities including as members of the Parent Council, members of the Board of Directors, and in specific programs. Program-specific volunteer roles mentioned include helping teach sewing, coordinating the adoptive parent support group 3 times a year, attending field trips, helping with special events, and helping with childcare.

Some parents are called on to work on a casual or part-time basis with OICC. These parents often started out as volunteers and are now teaching Inuktitut or providing childcare. It is important to note that in addition to a handful of parents who work on a casual basis, a number of full-time OICC staff are also parents of children in OICC programs.

**The growing research capacity**

OICC over the last five years has developed a capacity to conduct community based research that informs the programs they create and the decisions made by both the board and staff. This research capacity provides government and other organizations with key information to shape policy that will directly benefit Inuit children, youth and families.

The development of the family intake process and the wellness tool was based on the research done by OICC.

A list of the research and reports that has been prepared by OICC and informed the strategic plan is available in Appendix C.

**Founding Executive Director**

OICC has had the same Executive Director, Karen Baker Anderson, since it was incorporated in 2005. This stability in leadership has allowed OICC to grow based on her expertise, knowledge and relationships. She has also maintained a core staff group that has ensured that OICC has continuously had the building blocks to stay connected to community and to work with community to respond to emerging needs. Prior to founding the OICC, the Executive Director had eight additional years working with families.
Describing who we are as an organization – the branding exercise

Over the last year, OICC has been asking the community to provide feedback on how they see OICC today and where they want us to go. The process was called the “branding process” and is intended to give us guidance about:

1. What does the Inuit community want to see OICC do in Ottawa as we move forward?
2. What provincial role should OICC play?
3. Is there a more appropriate name for OICC as we move forward?

The Map that was developed as part of the Youth engagement in this conversation can be seen below and reflects the many ideas that the community have for OICC. There were other maps produced in other sessions including ones with staff and parents.
G. OICC Strategic Directions 2017 - 2022

**Strategic Direction 1:** OICC will expand our mandate to become a provincial organization.

**Goals:**

1. All foundational documents including By-Laws are up to date and relevant to a provincial structure.

2. The branding process be completed to reflect the Board’s direction to become a provincial organization including name and logo identification and a communication strategy developed.

3. Respond to requests by service providers throughout Ontario so that they can effectively respond to Inuit community members that they serve.

4. Increase the number of programs and services available to Inuit families in Ontario.

5. Continue to provide leadership at provincial tables around the needs of Inuit children, youth and families.

**Strategic Direction 2:** OICC will continue to grow as an Ottawa Inuit Family Centre, a wrap-around service hub for Inuit families in Ottawa.

**Goals:**

1. Design and plan the Centre, in part based on an Inuit Community Mapping process that will involve all Inuit organizations in Ottawa.

2. Develop a planned growth model for all new programs and services based on OICC’s Theory of Change that will identify existing programs to maintain and what gaps need to be responded to by OICC.

3. Consolidate OICC programs into one large main building where most programs and services are provided and is large enough to bring the community together.

4. All programs and services continue to be provided from the foundation of Inuit culture and are strength based. Inuit values, culture, traditions and language are incorporated into all of the work at OICC.

5. Programs are designed to recognize that Inuit identity is evolving and Inuit children, youth and parents need to be comfortable and successful in both the Inuit and non-Inuit world.
6. Some short-term activities and programs be offered throughout the city so families do not have to worry about travel to OICC’s main location.

7. Maintain and enhance the language services and classes to the community.

**Strategic Direction 3:** OICC will establish a sustainable funding base that supports the core infrastructure needs and does not rely on program funding.

**Goals:**

1. Establish a core funding relationship with the provincial and national government that recognizes the unique contribution that OICC provides.

2. Develop and implement a fund development plan that builds on the success of proposal writing and establishment of fund development relationships and focuses on long-term sustained funding.

3. Continue community engagement through public education, fund development activities and marketing that supports building sustainable funding.

4. Work with the Government of Nunavut to financially support services/or supports that OICC can and will offer Nunavut residents.

**Strategic Direction 4:** OICC will continue to build an internal organizational culture of stability, cultural competence, excellence and strong communication.

**Goals:**

1. Strengthen the communication systems within OICC (between and amongst staff, board and management).

2. 80% of the staff and management team are Inuit in ten years.

3. OICC work with Algonquin College to establish an Inuit ECE program (to achieve goal 2).

4. OICC establish a process to review and update policies in a timely manner.

5. OICC have an appropriate management and administrative structure including a Human Resources manager.

6. Program work plans for all OICC programs be designed based on the Program Statement and the Theory of Change.
7. A comprehensive and innovative approach to professional development and support for staff is established, including a solid orientation process that including on-line tools.

8. Ensure the Board of Directors continues to grow into its strategic leadership role, responsible for guiding the OICC as it evolves its role and services in response to the grassroots interests of parents and the community.

9. OICC enhance the use of its current data to do evaluations and reports to support the community.

**Strategic Direction 5:** OICC will continue to partner with families, community organizations and governments to increase access to culturally-based programs and services for Inuit children, youth and families in Ottawa and in Ontario.

**Goals:**

1. Continue to work with the Government of Nunavut to ensure that children and youth coming to Ottawa for health, education or child welfare reasons are connected to appropriate Inuit specific services and activities.

2. Continue to enhance the cultural competency of service providers in Ottawa through conferences and provision of culturally appropriate resource materials.

3. Promote parent involvement through a planned communication strategy, including the revitalization of the Parent Council.

4. Continue to work with the School Boards to ensure that Inuit content is part of each child's school experience.

5. Continue to work with community partners that want to enhance their capacity to work effectively with the Inuit community when delivering services.
### Appendix A – History of OICC Programs and Services

<table>
<thead>
<tr>
<th>Year</th>
<th>Evolution of OICC Programs and Services</th>
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| 1997-2005 | Aboriginal Head Start (AHS) program for Inuit children and their families in Ottawa begins:  
  - Proposal submitted for Aboriginal Head Start for Inuit families by Tungasuvvingat Inuit (TI)  
  - Half-day program 4 days per week at beginning  
  - Grew to 2 programs (added afternoon program) in response to demand in 2000  
  - Parents wanted more involvement in decision-making, which was a key principle of the AHS model  
  - Parents organized and started to pursue incorporation of a new organization, Ottawa Inuit Children’s Centre (OICC)  
  - OICC incorporated in August 2005 with a parent-driven philosophy |
| 2005-2006 | Head Start program transferred to OICC on May 1, 2006 by Public Health Agency of Canada:  
  - Board of Directors established to guide Sivummut and the future expansion of Early Years Programs at OICC  
  - The Head Start was renamed Sivummut by the community  
  - Started with 6 staff  
  - 32 kids |
| 2007     | Family Literacy Program begins:  
  - In response to parent demand, OICC secured funding for a Family Literacy Program, which targeted Inuit children aged 0 - 13 and their families to promote literacy skills in Inuktitut and English.  
  - Baby and Me program started which continued to operate under several different funders over the next several years.  
  - Partnership with Children’s Aid Society of Ottawa (CASO):  
    - OICC engages with CASO to advocate for the unique needs of Inuit children and |

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Qujannamiik, Thank You
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<tr>
<th>Year</th>
<th>Description</th>
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| 2008 | Tumiralaat Child Centre opens:  
- Many Inuit parents expressed the need for a full-day childcare program as the half-day Head Start program didn't meet the needs of working parents or those in training.  
- In July 2008, OICC opened a full-day childcare centre for Inuit families with the support of the Best Start program and in partnership with the City of Ottawa  
- 26 spots were offered (10 toddler, 16 preschool).  
- Tumiralaat focuses on children’s early learning based on Inuit values regarding the development of self, family, community, resilience, learning, and respect for the environment. |
|       | Uqausivut Culture and Language Program is created:  
- This program was introduced in 2008 to offer a variety of language retention activities for children, parents and the community e.g. language classes, resource library, curriculum activities. Uqausivut receives funding each year to continue offering Inuktitut classes and some other retention activities. |
|       | Youth Central is piloted:  
- In response to requests for programming and supports for children ages 6 and up, OICC began offering afterschool programming in 2008.  
- Art classes are offered on Saturdays in partnership with Ottawa School of Art  
- Success of this program led to the eventual expansion of school-aged programming over the next 3 years. |
|       | Bridging the Gap begins:  
- Staff at OICC heard parents’ concerns over the lack of awareness and understanding of Inuit culture at the schools their children were attending.  
- Some children were falling through the cracks at school and would benefit from additional support and liaison with the schools.  
- Bridging the Gap was developed in partnership with OCDSB to respond to these concerns. It has two key components: classroom presentations about Inuit history and culture, and one-on-one support with students who are needing assistance with improving academic and/or social skills.  
- The program has expanded over the years to work with all four Ottawa school boards. |
| 2009-2010 | Kindergarten Program begins:  
- With the introduction of full-day kindergarten in Ontario, Inuit parents requested a dedicated kindergarten class for their children.  
- OICC launched a full-day kindergarten program for 18 Inuit children in 2010, in partnership with the Ottawa Carleton District School Board, strengthening a commitment to strong Inuit identity, culture and values. |
|       | Tukimut After School Program introduced:  
- Seeing the need for more afterschool programming and support for school-aged children who had gone through Head Start and Kindergarten, OICC expanded its after-school program in 2010 and now runs 3 nights per week, offering activities related to culture, arts, active living, healthy eating and homework support. |
|       | Inuit Cultural On-line Resource (ICOR):  
- The development of an internet resource celebrating the uniqueness of Inuit culture and traditions. |
### 2010-2011

**Parents as Authors:**
- Through 8 sessions with a facilitator, lunch, childcare, bookmaking materials, an artist and transportation provided, parents created 15 children's books in English and Inuktitut.

**Akwe:go Program is launched (2011):**
- In response to on-going demand for expanded programming and supports for school-aged children, and building on Tukimut, a new comprehensive program for 7-12 years old was developed.
- The Akwe:go Urban Aboriginal Children’s Program works with at-risk children between the ages of 7 and 12 to provide individualized and group supports to their specific needs. The program provides a direct, individualized service approach to address each client’s unique needs based on 5 program objectives: Provision of Social Supports; Health and Physical Development; Institutional Interventions; Children with Disabilities/FASD; and Children in Care.
- Student Nutrition Program also incorporated into programming

### 2011-2014

**Exploring Programming for youth ages 13-18:**
- As children aged out of each of the OICC programs, the need for supports for teenagers became apparent.
- OICC formed a Youth Steering Committee which promoted skill development, leadership and recreational activities for youth.
- Youth participated in the YMCA Exchange in May 2013 with Webequie, a remote First Nations community.
- To better understand the emerging needs of the Inuit youth population in Ottawa, OICC conducted a Youth Feasibility Study in 2013.
- The first phase of this study brought together over 35 organizations to explore and better understand existing youth based programs.

**Aboriginal Liaison Worker at CASO:**
- In response to their experience participating on the Aboriginal Liaison Committee with CASO, and from the recommendations highlighted in a report written by the First Nations Family Caring Society of Canada, seconded a Liaison Worker to work directly with CAS. Their role was to help educate CAS staff on Inuit culture and approaches to family and parenting, while also supporting families to navigate the child welfare system and supports.
- Over time, this Liaison worker also played a role in helping find kinships and adoption placements for Inuit children, and to recruit Inuit foster families

**Inuktitut Podcast Project:**
- A series of podcasts designed to offer an introduction to Inuktitut using the North Baffin dialect. These Podcasts are focused on Inuktitut in an educational environment (Canadian Heritage) and are available on the OICC website.

**Serving Nunavut Youth:**
- With a better understanding of the needs of youth from Nunavut in residential settings in Ottawa, OICC begins engaging and offering service and supports to these youth.

**We Belong:**
- OICC expanded youth programming to include mini-programs, summer programs and overall youth program coordination.
OICC opens new Youth Building:
- OICC purchased a new building to house its youth programs in April 2013.
- An art studio was created in this building to host art workshops with elders and youth and to promote social enterprise.

Elder Engagement:
- Elder & Youth sewing and drum making project
- Inuit Elder Mentoring Project provided opportunities for elders to socialize and share knowledge with each other. They formed an Elder Council which met regularly and helped shape the Elder’s Circle and intergenerational sharing.
- Elders-Youth Legacy Project brought together youth, elders and staff, with support of the Propeller Dance team to interpret Inuit legends through movement and dance.

I am Well Program introduced:
- I am Well supports children, youth and their parents through a variety of programs and workshops aimed at mental wellness.

Sananguaq Small Business and Art Program:
- The Youth Small Business and Art Program offers youth ages 13-30 years of age sewing, jewelry-making and carving workshops once a week and bi-weekly business meetings with Enactus-uOttawa students.

Right to Play:
- Right to Play (RTP) is a program that uses games to teach kids skills that youth can apply to other situations in their life. Youth enjoy the games and healthy snacks, and use RTP’s program of “Reflect-Connect-Apply” to relate lessons to their life experiences.

Sports & Recreation Program:
- This program partnered with the City of Ottawa to deliver sports and recreation activities to Inuit youth between the ages of 14-18 years. The goal was to reduce barriers and increase access to physical activity, skills-building and leadership skills.

<table>
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<tr>
<th>2015-2016</th>
<th>Wasa-Nabin program for youth begins:</th>
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<td>Wasa-Nabin is a self-development program for Urban Aboriginal at-risk youth of ages 13-18.</td>
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<td>By accessing the services and supports offered by the Wasa-Nabin program, youth learn goal setting, leadership skills development, and how to make healthy choices, ultimately leading to healthier lifestyles and personal success.</td>
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Family Violence Project:
- 3-year project aimed at improving access to and efficacy of systems and service delivery for Inuit women and girls affected by violence in Ottawa

Systems Navigator:
- Screening, assessment, referrals and advocacy for Ottawa families who have Inuit youth experiencing addictions and/or mental health challenges. The Systems Navigator will help families negotiate the health system, organize their care, overcome barriers and ensure seamless transition from one service to another and continuity of care for individuals. The Systems Navigator employee is also the Integrated Plan of Care lead for Inuit youth.
Recognition of OICC's model throughout Ontario:
- OICC, through its rapid expansion and success in providing a family hub model of holistic programming for Inuit families in Ottawa, was regularly approached by the Ministry of Children and Youth Services and by other Aboriginal organizations to share its learnings as a best practice.
- OICC was invited to sit on the Provincial Technical Table coordinated by MCYS to help shape the provincial Strategy for Aboriginal Children and Youth.

Innoweave Process/Theory of Change:
- With support from Innoweave, OICC worked with a consultant to develop a comprehensive Theory of Change showing the links between what they do, why they do it, and the expected outcomes from their programs and initiatives. This document will guide and inform the new Strategic Plan.
- An Evaluation Framework with measurable indicators and data collection tools in the process of being developed.
- A Wellness assessment called Qanuippit? was co-developed specific to Inuit youth clients.

Innunquiniq Parenting Program:
- A three-year project to adapt/replicate an Inuit parenting program developed in Nunavut to deliver to urban Inuit families in Ottawa. This proven program utilizes the strengths of the Inuit culture to engage and build parenting capacity.
- Twenty individuals at OICC and partner agencies were trained in facilitation of program.

We Belong adapts and continues:
- The aim of We Belong is to engage Inuit youth during in activities that focus on cultural, social and physical competency, school engagement and leadership skills.

School’s Cool begins:
- A 6-week summer program that focuses on school readiness skills to prepare the children for school in September in partnership with Pinecrest-Queensway.

Circle of Hope:
- This program engages Inuit youth aged 13+, in group development activities focusing on increasing life skills, making a valuable community contribution, and helping youth to be more successful in their academic and career paths.

SNAP piloted:
- Funded by Child Development Institute this 13-week program for children and families foster development of positive coping skills.

Seeing the Light Conference:
- Workshops provide educators and other school professionals an understanding of Inuit history and culture, tools to work with Inuit children, families, and community in a culturally appropriate way.

**2016-17**

Family Well-Being Program:
- OICC is in the process of submitting a proposal for the MCYS Family Well-Being Program, which was developed based on the Inuit Children and Youth Strategy.
Funding from New Horizons for Seniors funds land based activities where Elders teach youth traditional skills.

Circle of Hope continues under new name (Moving Forward)

Appendix B – Theory of Change

See next page
Appendix C – OICC Research and Reports

1. Ottawa Inuit Children’s Centre 2009-2010 Performance Report
2. Ottawa Inuit Children’s Centre Strategic Capacity Assessment Study “Falling Between the Cracks” March 2010
3. OICC Strategic Planning Document- For Discussion (May 5, 2010)
4. Ottawa Inuit Children’s Centre 2010-2011
5. Strategic Session Sivummut- Moving Forward (April 4, 2011)
7. OICC Operational Plan (Draft July 28, 2011)
9. Reaching Out to Inuit Families in Ottawa (March 2013)
10. Feasibility Study: Needs of Nunavut Children and Youth in Ottawa (April 2013)
13. Ottawa Children Inuit Centre (OICC) Organizational Chart (2015)
15. Strengthening the Response to Nunavut Children and Youth in Ottawa (Jan. 22, 2015)
17. Ottawa Inuit Children’s Centre- Revised Research Plan Models for Provincially Mandated Organizations (July 9, 2015)
18. Ottawa Inuit Children’s Centre (OICC) Outcome Mapping (Sept 29, 2015)
19. Family Intake Flowchart
20. Inuit Services Mapping: Needs, Services & Gaps
22. Ottawa Inuit Children’s Centre Board of Directors Contact Information 2016
23. OICC Scaling Project- Preliminary Report to Board (Feb. 2016)
24. OICC Youth Session- September 28, 2016
25. OICC Elder Session- October 12, 2016
26. Executive Summary- OICC Discovery Sessions
27. Ottawa Inuit Children’s Services Board Session (Dec. 10, 2016)
29. OICC Theory of Change
30. OICC Timeline (December, 2016)
31. CW-CFSA Web Chart
32. OICC Nunavut Report Final Jan 22 2015
34. Tungasuvvingat Inuit/Ottawa Inuit Children’s Centre on Proposed Changes to the Child and Family Services Act (Draft July 2016)
36. OICC Scaling Initiatives: A report on the need for Inuit specific materials and resources for programs serving Inuit children, youth and families in Ontario
38. Site/Space Engagement Sessions: 9 Facilitated Sessions - 83 Individuals: Staff, Youth, Parents & Elders (March 2017)
41. OICC HR Capacity Requirements
42. OICC Family Hub Research (March 2017)