

## Calgary Aboriginal Urban Affairs Committee (CAUAC) Strategic Plan 2014 – 2023

### CAUAC VALUES

Integrity, humility, respect, honour oral stories and validation from Elders, strength, spirituality, connection, awareness, understanding, inclusion, equality, reciprocity, relationships, consensus-building, tradition, culture, roots.

### CAUAC VISION

"In the spirit of where the waters meet, at the Elbow and Bow rivers, Calgary is a place that honors the unique history, culture and traditions of Aboriginal people. It is a place for engagement and renewal of future generations of Aboriginal people, and it is a place where Aboriginal people are full and equal participants in Calgary's quality of life."

### CAUAC MISSION

CAUAC, on behalf of City Council, is to investigate areas of concern to people of Aboriginal ancestry and to make recommendations on policies and resolutions that would give urban Aboriginal people a more meaningful role within the Calgary community. The Committee strives to improve the opportunities and the quality of life of Aboriginal people living in Calgary. Its membership includes both Aboriginal and non-Aboriginal people.

### FOUNDATION PLAN: *imagineCalgary*

By 2020, all public institutions and systems create and implement an urban Aboriginal policy that recognizes the detrimental colonial history experienced by First Nations, Métis and Inuit people; a plan reduces barriers to public participation and governance; and supports economic, social and political advancement. (imagineCalgary, 2006, Governance System Target 3)

**Strategy 1:** Develop a culturally inclusive collective vision and plan that honours and embraces the diverse First Nations, Métis and Inuit communities of Calgary.

**Strategy 2:** Encourage groups to understand the historical, economic, social and political challenges of Calgary's First Nations, Métis and Inuit communities.

**Strategy 3:** Recommend that institutions and systems use Aboriginal awareness training to better understand and respond to social, cultural and economic service requests, and finance such training.

**Strategy 4:** Recommend that institutions and systems work collaboratively with all three levels of government to ensure the most effective and efficient funding of services for and delivery of services to Calgary's First Nations, Métis and Inuit communities.

## CAUAC GOALS & STRATEGIES

**GOAL 1.** Advise Council and City Administration so that City policies, practices and procedures demonstrate respect and due consideration for Aboriginal values and interests and with CAUAC's strategic direction.

| STRATEGIES                                                                                                                                                                                                                                          | STAKEHOLDERS                                                                  |
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| <b>Strategy 1.1</b> - CAUAC will implement a 10 year strategic direction that is consistent with Aboriginal history, values and inclusion.                                                                                                          | Mayor and Council<br>Priorities and Finance Committee and City Administration |
| <b>Strategy 1.2</b> - CAUAC membership will be made up of Aboriginal and non-Aboriginal representation with a revised terms of reference.                                                                                                           | City Administration; City Clerk's Office                                      |
| <b>Strategy 1.3</b> - CAUAC will maintain ongoing communication between CAUAC, Standing Policy Committee on Community and Protective Services, The City of Calgary's business units and departments, and the Aboriginal community.                  | Council Committees, City Administration and City departments                  |
| <b>Strategy 1.4</b> - CAUAC will provide Council with an annual update report on the status of Strategic Plan providing outcomes of the past year, proposed objectives for the coming year, and measurable outcomes of the approved strategic plan. | Council                                                                       |

**GOAL 2.** Relationship Building: Ways of Harmony – CAUAC supports the development of collaborative relationships and partnerships between the Aboriginal people of Calgary, the surrounding First Nation communities and The City of Calgary.

| STRATEGIES                                                                                                                                                                              | STAKEHOLDERS                                   |
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| <b>Strategy 2.1</b> - CAUAC will develop a comprehensive communication strategy to reconnect CAUAC and City Council with local Aboriginal communities and other concerned stakeholders. | Council and Aboriginal community               |
| <b>Strategy 2.2</b> - CAUAC will develop a proposal for establishment of a City of Calgary Indigenous Relations Office.                                                                 | City Administration; Intergovernmental Affairs |

**GOAL 3. The Story of Moh'kinsstis** – The Foundation – To raise awareness with residents and visitors to The City of Calgary that the first settlement of the area surrounding The City of Calgary began with First Nation people's initial settlement of the area, the Moh'kinsstis Story acknowledges the unique historical place and contemporary experiences of Aboriginal people in the human history of this area.

| STRATEGIES                                                                                                                                                          | STAKEHOLDERS                                                                                                                                                                                                                                                                                                          |
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| <b>Strategy 3.1</b> - CAUAC will ensure the Story of Moh'kinsstis will be honoured and embedded into The City of Calgary's history and current marketing materials. | City Manager; Intergovernmental Affairs<br>Planning, Development & Assessment; Land Use Planning & Policy<br>Transportation; Transportation, Roads and Water Services<br>Community Services & Protective Services; Community & Neighbourhood Services (CNS), Parks, Recreation<br>Corporate Services; Human Resources |

**GOAL 4. Akak'stiman - Dual Paradigms (governance structures)** – Educating business units on the Aboriginal Paradigms in order to improve current policies, practices and procedures to provide alternative strategies in communications with the Aboriginal community. Note: Dual Paradigms is a model used for application of Western thinking and Aboriginal thinking.

| STRATEGIES                                                                                                                                                                                                      | STAKEHOLDERS                                                                                                                                                                                                                                                                                                  |
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| <b>Strategy 4.1</b> - CAUAC will develop skills and awareness about the governance paradigms of Aboriginal people in Calgary to improve communication strategies with Aboriginal communities and organizations. | City Manager; Intergovernmental Affairs<br>Planning, Dev & Assessment; Land Use Policy & Planning<br>Transportation; Transportation, Roads and Water Services<br>Community Services & Protective Services; Community & Neighbourhood Services (CNS), Parks, Recreation<br>Corporate Services; Human Resources |
| <b>Strategy 4.2</b> - CAUAC will provide opportunities for Aboriginal Calgarians to voice concerns and influence decision making at The City of Calgary within an Aboriginal paradigm.                          | Aboriginal Calgarians                                                                                                                                                                                                                                                                                         |

**GOAL 5.** Develop a **Declaration of Commitment** that recognizes the long and vital role of Aboriginal people in Calgary's history.

| STRATEGIES                                                                                                                                                           | STAKEHOLDERS                                |
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| <b>Strategy 5.1</b> - CAUAC will research existing declarations in other cities (Winnipeg, Thunder Bay, and Toronto) and Aboriginal communities.                     | CAUAC and CNS; Aboriginal Issues Strategist |
| <b>Strategy 5.2</b> - CAUAC will consult with the Aboriginal community to raise awareness and support for the development of a declaration.                          | Aboriginal community and Treaty 7           |
| <b>Strategy 5.3</b> - CAUAC will develop a 'declaration' document, raise awareness and support with individual Council members, and present for approval by Council. | Mayor and Council; Administration           |

**GOAL 6.** Support The City in **recognizing and celebrating** the contributions of Aboriginal people within The City of Calgary.

| STRATEGIES                                                                                                                                    | STAKEHOLDERS                                      |
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| <b>Strategy 6.1</b> - CAUAC will present the David Crowchild Achievement Award and Aboriginal Youth Achievement Award annually.               | Corporate Properties and the Aboriginal Community |
| <b>Strategy 6.2</b> - CAUAC will utilize the internet, social media and public communication strategies to engage interest and participation. | CAUAC members and City Administration             |

**GOAL 7. Internal** alignment of CAUAC to The City's policies, plans and initiatives. **External** alignment with stakeholders who have a vested interest to partner with The City of Calgary to advance Aboriginal interests.

| STRATEGIES                                                                                                                                                                                                                                            | STAKEHOLDERS                        |
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| <b>Strategy 7.1</b> - CAUAC will provide ongoing support to The City of Calgary Human Resources' Diversity and Inclusion Framework, and support strategies that benefit and increase Aboriginal employment participation with in The City of Calgary. | Corporate Services; Human Resources |

| STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                             | STAKEHOLDERS                                                                                                                                                  |
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| <p><b>Strategy 7.2</b> - CAUAC will call on The City to respect and protect The City of Calgary Native Archaeological Site Inventory including the Cultural Landscape Strategic Plan, and its ongoing management of city owned cultural landscapes, and specifically, Paskapoo Slopes and the Native Archaeological Sites.</p> <p><b>Note: Native Archaeological Site Inventory was prepared by Lifeways of Canada Ltd., 2001 and approved by Council in 2001.</b></p> | <p>Planning, Development and Assessment; LUPP<br/>Transportation; Transportation Planning , Roads and Water Services</p>                                      |
| <p><b>Strategy 7.3</b> - CAUAC will support The City of Calgary's Intergovernmental Affairs (IGA) on local, regional, provincial, and national governments in relation to Aboriginal affairs as they arise, and provide advice to IGA on Aboriginal matters of concern, and requests made to The City of Calgary by external stakeholders.</p>                                                                                                                         | <p>City Manager's Office; Intergovernmental Affairs<br/>Province of Alberta; Aboriginal Relations<br/>Treaty 7 Management Corporation<br/>Treaty 7 Chiefs</p> |
| <p><b>Strategy 7.4</b> - CAUAC will support The City of Calgary, in partnership with United Way, the Calgary Poverty Reduction Initiative's (CPRI) Aboriginal Constellation to ensure Aboriginal participation in policies and procedures developed for poverty reduction.</p>                                                                                                                                                                                         | <p>Calgary Poverty Reduction Initiative; Aboriginal community</p>                                                                                             |
| <p><b>Strategy 7.5</b> - CAUAC will support the Calgary Police Service (CPS); Diversity and Inclusion Goal on Aboriginal people, its future work in developing an Elders Advisory Group, and its ongoing leadership with the Aboriginal Justice Camp.</p>                                                                                                                                                                                                              | <p>Calgary Police Service; Diversity and Inclusion Unit</p>                                                                                                   |
| <p><b>Strategy 7.6</b> - CAUAC will support the Calgary Urban Aboriginal Initiative (CUAI) through participation and involvement in the Youth Domain.</p>                                                                                                                                                                                                                                                                                                              | <p>Calgary Urban Aboriginal Initiative; Aboriginal Youth Domain</p>                                                                                           |
| <p><b>Strategy 7.7</b> - CAUAC will Create a City of Calgary Indigenous Policy Framework.</p>                                                                                                                                                                                                                                                                                                                                                                          | <p>The City of Calgary (Imagine Calgary)</p>                                                                                                                  |

\* 2016 Revision

CPS 2017-0306 2016 Calgary Aboriginal Urban Affairs Committee Annual Update Attachment 1

ISC: UNRESTRICTED

**GOAL 8.** Advise The City in implementing CAUAC’s White Goose Flying report and recommendations on the Truth and Reconciliation Commission’s (TRC) Calls to Action.

| STRATEGIES                                                                                                                                                                           | STAKEHOLDERS                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <b>Strategy 8.1</b> – CAUAC will work across The City to develop individual implementation plans to action the identified TRC Calls to Action that The City of Calgary has endorsed. | Including but not limited to the following business units and partners: Calgary Neighbourhoods, Calgary Parks, Calgary Recreation, Calgary Transit, City Hall School, City Clerks, City Manager’s Office, Customer Service & Communications, Human Resources, Inter-governmental and Corporate Strategy, Law, Planning & Development, the Office of Sustainability, Transportation Infrastructure, Water Services, Calgary Public Library, and University of Calgary |

\* 2016 Revision