

Summary of CAUAC Governance Review Recommendations

In response to Council's direction to review CAUAC governance, Indigenous consulting firm Aubin Consulting was engaged in January 2019 to undertake the following:

- Comprehensive review incorporating a series of engagements with Indigenous Elders, Knowledge Keepers, CAUAC, City Administration and City Council;
- Examine current and historical CAUAC documents, policies, and meeting minutes;
- Review The City's Municipal Scan of Indigenous Relations Offices; and
- Conduct a supplemental scan of Indigenous-focused Committees across Canada.

Of note, the CAUAC governance review was limited to the Council advisory committee itself (i.e. CAUAC) and did not extend to include the Indigenous Relations Office.

Aubin Consulting gathered data from several sources including approximately 30 people:

i. Document Review

- CAUAC historical documents, terms of reference, strategic plan, marketing communications strategic plan and committee orientation package;
- White Goose Flying report;
- Indigenous Policy; and,
- Municipal scan of Indigenous Relations Offices in Canada.

ii. Survey

An electronic survey of CAUAC members and City staff to obtain feedback on the future roles and responsibilities of CAUAC.

iii. Engagement

Four engagement sessions were conducted with Indigenous Elders and Knowledge Keepers, CAUAC members and City staff to discuss the roles and responsibilities of CAUAC, gather ideas on capacity development of committee members and collaboration on The City's Indigenous strategies.

iv. Interviews

Interviews were conducted with City Councillors who expressed an interest to participate and revealed insights about Councillors' familiarity with the roles, responsibilities and contributions of CAUAC.

CAUAC Governance Review Recommendations

A number of recommendations emerged from the CAUAC governance review as outlined below:

1. Review and identify an Indigenous Governance Model to support the Committee within the framework of the *Indigenous Policy* and the evolution of the Calgary IRO, with community validation.
2. Continue to engage with the Indigenous community in the evolution of CAUAC and the Calgary IRO and that this engagement include: all Treaty 7 Nations, Inuit, Métis Nation of Alberta, Region 3 and

the urban Indigenous community. Future engagements need to incorporate the cultural and ceremonial practices reflecting the diversity of the area with Indigenous Elders and Knowledge Keepers taking a central role in guiding process and protocols.

3. Update the current Terms of Reference (TOR) annually as CAUAC evolves within the emergence of the Calgary IRO.
4. Adapt the communications and marketing plan of CAUAC to reflect the diversity of the urban Indigenous population of Calgary and include culturally relevant communications tools.
5. Work collaboratively with the Calgary IRO to identify collective approaches to advancing reconciliation objectives of the White Goose Flying Report and the Indigenous Policy including the voice and direction of Treaty 7, Inuit, MNAR3, and the diversity of the urban Indigenous population.
6. Provide regular opportunities for City Council and Administration to engage with CAUAC to understand the role of the committee and to support The City's Indigenous strategies, Indigenous Policy and reconciliation efforts.
7. Develop a strategy for direct recruitment processes which prioritize Indigenous members with relevant cultural and traditional experiences and expertise to support the validation of the committee within the urban Indigenous community.
8. Clarify the roles and responsibilities through the recruitment process and implement mandatory orientation training sessions, onboarding members with mentorship relationships between existing CAUAC members and new recruits.
9. Increase the level of engagement and experiences of members through primary year mentorships of existing CAUAC members and new recruits.
10. Outline roles and responsibilities of executive members (Chair and Vice Chair) and general membership to align more effectively with the activities of the TOR.
11. Revise and update the current strategic plan with recommendations on the value statements and conduct further revisions in correlation with the direction of the Calgary IRO.
12. Adapt meeting structures to implement Indigenous processes (i.e. consensus-based decision-making, cultural ceremonies and oral presentations) within a parallel western structure.

These recommendations will be used as guidance, along with the information gathered through the Calgary IRO engagement, and Indigenous governance best practice review, to re-imagine the roles and functions of advisory committees going forward.

In the short-term, Administration will continue to work with CAUAC to implement the recommendations that are immediately actionable. Additional recruitment, orientation and onboarding activities have already been implemented. As the overall governance structure evolves, some recommendations may become irrelevant and will not be considered.