

## **CALGARY ABORIGINAL URBAN AFFAIRS COMMITTEE TERMS OF REFERENCE AND STRATEGIC PLAN**

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### **EXECUTIVE SUMMARY**

This report seeks Council approval of the newly developed Terms of Reference and 10-Year Strategic Plan for the Calgary Aboriginal Urban Affairs Committee (CAUAC). Council approval will provide CAUAC the endorsement to carry out its work within the corporation through a strategic framework by which to measure its activity and progress.

The Terms of Reference have been revised to address ongoing issues with membership attraction, participation and retention. Involvement from the Aboriginal community is expected to increase as a result of the proposed changes.

The new Strategic Plan was developed to enhance the well-being of Calgary's Aboriginal communities through the creation of stronger civic relationships and partnerships through the promotion of the participation of Aboriginal Calgarians in the social, economic and cultural life of Calgary. Through the implementation of the 10-Year Strategic Plan, CAUAC will seek to facilitate a more strategic response to the needs of Aboriginal Calgarians and communities.

### **ADMINISTRATION RECOMMENDATION(S)**

That the Priorities and Finance Committee recommend that Council:

1. Approve Calgary Aboriginal Urban Affairs Committee Terms of Reference as amended (Attachment 1);
2. Approve Calgary Aboriginal Urban Affairs Committee 10-Year Strategic Plan (Attachment 3); and
3. Direct the Calgary Aboriginal Urban Affairs Committee to report annually to Council starting in 2015, through the SPC on Community and Protective Services, on progress toward their Strategic Plan.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

On 2013 February 25 Council approved the motion arising from the Priorities and Finance Committee on 2013 January 22, with regards to report PFC2013-0072, directing Administration to work with the Aboriginal Urban Affairs Committee (Calgary) to undertake a review of the current terms of reference, together with the development of a new strategic plan that reflects current conditions and report back no later than 2014 January.

On 2002 February 04 through CPS2001-66 Council approved the recommendations on Native Archaeological Site Inventory Decision and Instruction.

On 1999 October 6 through CPS99-66 Council approved the summary report from the Royal Commission on Aboriginal Peoples for information.

On 1987 April 16 through CS87-20 Council approved the change of committee name from Native Urban Affairs committee to Calgary Aboriginal Urban Affairs Committee.

On 1980 June 3 Council approved CS80-24-1 the establishment of the Native Urban Affairs Committee.

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### **BACKGROUND**

In the 10 years between 1996 and 2006, Calgary's urban Aboriginal population increased by 75 per cent, with 46 per cent of these individuals being under the age of 25. Aboriginal people are an important part of Calgary's urban landscape and will remain so as populations increase over the next few decades as forecasted by Statistics Canada. As Aboriginal people increasingly migrate to urban centres, they experience concern that comes from a lack of clarity as to which level of government has jurisdiction over them, and how governments are collectively responding to their needs. In addition, while some members of the Aboriginal community are permanent Calgarians, and are second and third generation residents, many also move back and forth between Calgary, their home reserves and communities and/or other cities across Canada. It is also important to note that social exclusion of Aboriginal peoples within urban areas is a significant issue that requires consideration as it relates to the implications for future urban development in physical, social, economic and cultural sectors of a city.

The City has had a long history of involvement with Aboriginal peoples. In 1979, an historic meeting between Mayor Rod Sykes and the Treaty 7 Chiefs resulted in establishing the Native Urban Affairs Committee, now known as the Calgary Aboriginal Urban Affairs Committee (CAUAC). The committee's initial purpose was to serve as an Advisory Committee to Council on Aboriginal issues, and to make recommendations on issues that impact Aboriginal people. Over the past 30 years, CAUAC has shifted its focus from direct service delivery to policy and system-level activity with The City of Calgary Corporation. This shift has enhanced Aboriginal inclusion and participation in The City's decision-making efforts. Through the committee structure, CAUAC has also continued to be actively engaged in the Aboriginal community and has created important connections between The City and the Aboriginal community.

Through Community & Neighbourhood Services, The City provides operational and administrative support to CAUAC and its activities. In addition CAUAC receives a \$27,000 annual budget from The City to conduct its monthly meetings, and host its annual awards ceremony.

### **INVESTIGATION: ALTERNATIVES AND ANALYSIS**

In 2010, CAUAC undertook a review of how municipalities across Canada worked with similar municipal Aboriginal committees. The research included governance practices, policy-related activity, partnerships and collaborations, and strategic initiatives. The research outcomes clearly noted the need for municipalities to build stronger relationships with Aboriginal citizens. This benchmarking activity gave CAUAC the opportunity to review best practices in other municipalities across Canada and helped guide the development of CAUAC's strategic plan.

CAUAC determined a new strategic plan and terms of reference was necessary to ensure greater focus and a path for future development for the committee. Through the formal and informal gatherings within the Aboriginal community and the process of respecting and honouring Aboriginal tradition, wisdom and the creation of a collective vision, CAUAC created its new 10-Year Strategic Plan and Terms of Reference. These living documents seek to enhance the well-being of Aboriginal Calgarians and communities through the creation of stronger civic

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relationships and partnerships. The participation of Aboriginal Calgarians and communities is critical to this process and will be promoted through the following identified outcomes:

- Recognition of the long and vital role of Aboriginal people in Calgary's history;
- Incorporation of an appreciation of Aboriginal paradigms into City decision-making;
- Renewal of a co-operative relationship between The City and its Aboriginal citizens; and
- Align the work of CAUAC with relevant City strategies, policies and priorities.

### ***Terms of Reference***

CAUAC is a 12-member committee with the current Terms of Reference stating that 50 per cent plus one of its members requires Aboriginal ancestry. The involvement of qualified members who are well versed in Aboriginal history, culture and current realities, is essential to achieving the goals of CAUAC.

In the strategic planning process, CAUAC identified a need to improve the committee's performance in the key areas of succession planning, stakeholder cultivation, engagement and retention. The revised Terms of Reference (Attachment 1) will strengthen the committee's capacity to support implementation of this strategic plan. Further the new Terms of Reference reinforce accountability to CAUAC's 10-Year Strategic Plan requiring CAUAC to report annually to Council starting in 2015. A summary of changes proposed to the Terms of Reference is included in Attachment 2.

CAUAC has designed new Terms of Reference that are more representative of its vision, provide the opportunity to promote Aboriginal leadership and build capacity. Even more important, the new Terms of Reference respect the original mandate of Treaty 7 Chiefs to ensure its members are participating as citizens of Calgary. Aboriginal membership is increased from 50 per cent to 60 per cent, proposes the chairperson to be Aboriginal, and considers two positions to be members from the Treaty 7 community. This final condition could result in members not having Calgary residence, but those members would reside in their traditional territory. CAUAC is proposing they help identify new members and look for ways to support City Clerk's Office in future recruitment processes.

CAUAC recommends two year term limits however recognizes that members are likely to reapply for subsequent terms. This is an attempt to address long standing recruitment and retention concerns. CAUAC acknowledges that reappointment is unusual but the current membership is deeply committed to the 10-Year Strategic Plan and raise concerns that losing members in the next two years would be detrimental to the Plan's implementation.

### ***Strategic Plan***

CAUAC has intentionally grounded its new 10-Year Strategic Plan (Attachment 3) in the Moh'kinsstis story. Moh'kinsstis is what the Blackfoot people called the location where the Elbow and Bow Rivers meet, and where the Blackfoot nations gathered several times a year. Blackfoot tribes moved annually within their traditional territory for centuries before the arrival of newcomers in the 1870's. They enjoyed a structured lifestyle that honoured Mother Earth, the natural order of life and the Creator's connection to the land. These original people still consider

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Moh'kinsstis as part of their traditional land base. In 2001, The City commissioned a Native archaeological inventory and discovered over 800 sites of First Nations cultural significance within city limits that is now validated by the Moh'kinsstis story.

The 10-Year Strategic Plan has declared the following goals for the committee based on the Moh'kinsstis story:

- **Advisory:** To advise Council and City Administration on policies, practices and procedures to ensure that they demonstrate respect and due consideration for Aboriginal values and interests.
- **Ways of Harmony:** To support the development of collaborative relationships and partnerships between the Aboriginal people of Calgary, the surrounding First Nation communities, and The City.
- **The Story of Moh'kinsstis:** To raise awareness that the first settlement of the area surrounding 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.
- **Akak'stiman:** To educate 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.
- **Declaration:** To develop a declaration of commitment that recognizes the long and vital role of Aboriginal people in Calgary's history.
- **Celebration:** To support The City in recognizing and celebrating the contributions of Aboriginal people within the city.
- **Alignment:** To facilitate internal and external alignment of CAUAC, The City and stakeholders related to policies, plans and initiatives to advance Aboriginal interests.

Critical to supporting these key objectives is work focused on protecting Aboriginal historic sites and reinforcing the Moh'kinsstis story as an integral part of Calgary's history. This strategic plan will be implemented in business units where this work is already occurring such as Parks, Recreation and Community & Neighbourhood Services. In the long term CAUAC will also investigate establishing an Aboriginal Relations Office so The City develops policies effectively designed to respond to complex issues like jurisdiction, migration and the unique status of Aboriginal identity.

Upon approval of their Strategic Plan, CAUAC will help design implementation strategies and performance measures in collaboration with internal and external partners. In 2014 the following action items are priorities of the committee:

- Paskapoo slopes joint advisory committee – Aboriginal protocols and engagement
- Rocky Ridge Recreation facility – Aboriginal engagement
- River Passage Park – public art
- Aboriginal education for business units
- Developing Aboriginal protocols for business units

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### **Stakeholder Engagement, Research and Communication**

CAUAC worked with Elders and community leaders to establish the historical content for the strategic plan, and the foundation of the plan is rooted in the Moh'kinsstis story. This provides unique First Nations context to Calgary's history prior to its incorporation as a city. This story supports stakeholder engagement especially when The City's planning includes historical resources and archaeological activities. CAUAC presents its annual report to the community every year in June. For the past two years, CAUAC has updated the status of this plan through its annual report to the community during the Chief David Crowchild Awards Ceremony.

The response to the strategic plan from both the Aboriginal community and the various impacted business units within The City has been favourable.

### **Strategic Alignment**

CAUAC's strategic direction is aligned to the following;

*Imagine Calgary:* By 2020, all public institutions and systems create and implement an urban Aboriginal policy that recognizes the detrimental colonial history experienced by First Nations, Metis and Inuit people; reduces barriers to public participation and governance; and supports economic, social and political advancement.

*Fair Calgary Policy:* In its specific reference to Aboriginal people, the policy states the following "Aboriginal Peoples: In the implementation of these principles and in the development of public policy, The City of Calgary will acknowledge the unique historical place and contemporary experiences of Aboriginal people in the history of this community."

*Council Priorities Strategic Goal 1:* Community Well-Being. Enhance the quality of citizen's lives by maintaining a healthy, vibrant community, increasing public safety, affordability and access to City programs and services.

*Calgary Poverty Reduction Initiative:* Aboriginal Goal. 4.4 All Aboriginal peoples are equal participants in Calgary's prosperous future. In order to meaningfully address the unique issues facing Calgary's Aboriginal people, the CPRI proposes to work intentionally with the Aboriginal community to develop an Aboriginal Poverty Reduction Strategy over the next year, which will be implemented as an integral component of the overall Poverty Reduction Strategy.

### **Social, Environmental, Economic (External)**

#### **Social**

The success and well-being of all Calgary's citizens is critical to a vital, healthy city. CAUAC's Strategic Plan supports mechanisms that will foster well-being for Aboriginal Calgarians through consideration of unique cultural and historical elements that support, encourage and celebrate Aboriginal people's contribution to Calgary's social fabric. Marginalization, misunderstanding and isolation leads to exasperated social issues and damaged lives. Healthy, prosperous and fully engaged Aboriginal citizens contribute to our cultural richness, shared benefits and quality of life for everyone.

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### **Environmental**

CAUAC endorses the Moh'kinsstis story which describes the traditional territory of First Nations people, their history and treaty which pre-dates Calgary. The story represents a paradigm of connection with the environment and this history informs The City's environmental planning, especially with respect to historical resources, water and ecology.

### **Economic**

The Aboriginal population between the ages of 16 to 35 is the fastest growing population in Calgary and Canada, and these growing numbers have a positive impact on the local labour force, including future hiring practices of The City of Calgary.

### **Financial Capacity**

#### **Current and Future Operating Budget:**

CAUAC's Strategic Plan anticipates there will be some costs associated with implementation across business units; however, these costs are projected to be minimal. CAUAC's strategy is over a 10-year period, and it is expected that the majority of the costs will be absorbed by current business plans and budgets.

#### **Current and Future Capital Budget:**

There are no capital budget impacts associated with CAUAC's Strategic Plan.

### **Risk Assessment**

Without the direction provided by the Strategic Plan, the committee will have limited impact. As the plan moves forward it will be vital that different business units throughout the corporation work together. Changes to Terms of Reference are critical so that CAUAC can retain a vital active board.

### **REASON(S) FOR RECOMMENDATION(S):**

CAUAC is proposing a strategic plan and revised terms of reference in order to:

- be responsive and supportive to the varying needs of The City;
- ensure Aboriginal content and competencies are included throughout The Corporation; and
- build mutually beneficial relationships that consider the important history of Aboriginal Calgarians.

To ensure progress, CAUAC intends to provide an annual update report to Council and will report on specific performance measures.

### **ATTACHMENT(S)**

1. Calgary Aboriginal Urban Affairs Committee - Terms of Reference 2014
2. Summary of Changes to Terms of Reference
3. Calgary Aboriginal Urban Affairs Committee - Strategic Plan Summary