

**Community Services Report to
SPC on Community and Protective Services
2019 March 13**

**ISC: UNRESTRICTED
CPS2019-0277**

Calgary Aboriginal Urban Affairs Committee Governance Review – Deferral

EXECUTIVE SUMMARY

Administration is recommending deferring the report on modernizing the Calgary Aboriginal Urban Affairs Committee's (CAUAC) Terms of Reference to 2019 Q3. On 2018 October 22 Council directed Administration to hire an external consultant to do a comprehensive review of CAUAC's governance in conjunction with the future Indigenous Relations Office (IRO) and report back 2019 Q1. The search and retention of an external consultant to conduct this work was prolonged due to several factors such as the need for the specific skill set required including Indigenous Governance expertise and the desire to engage CAUAC in the selection process.

ADMINISTRATION RECOMMENDATION:

That the Standing Policy Committee on Community and Protective Services recommend that Council defer the report on the modernization of CAUAC's Terms of Reference that was scheduled for 2019 Q1 to no later than 2019 Q3.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2018 November 19, Council directed, through report CPS2018-1216 during the One Calgary 2019-2022 Service Plans and Budget discussion, to receive a scoping report on the Indigenous Relations Office through the SPC on Community and Protective Services committee by 2019 Q3.

On 2018 November 07, through report CPS 2018-1216, Council was presented a preview of the proposed Calgary Indigenous Relations Office (IRO) and referred the recommendations to the One Calgary budget approval process.

On 2018 October 22, Council adopted the following Motion Arising with respect to Report N2018-1036:

"That Council direct Administration to:

1. Hire an external consultant with expertise in Indigenous Governance, who, after being authorized by Administration, is to undertake a comprehensive review of Calgary Aboriginal Urban Affairs Committee (CAUAC) in conjunction with the work on developing an Indigenous Relations Office, and report back to Council in Q1 of 2019 with recommendations on modernizing the Terms of Reference.
2. Ensure that the work of the CAUAC reviewed by the external consultant evolves into current best practice Indigenous Governance in contrast to previous traditional colonial practices that have been a constraint in the past.
3. Ensure that the review provides a mechanism to meet the needs of Indigenous interests in Calgary."

On 2017 July 24 Council adopted Notice of Motion NM2017-20 which directed Administration to scope the feasibility of a distinct Indigenous Relations Office.

On 2014 January 28, Administration presented a report (PFC2014-0083) updating the CAUAC terms of reference, presenting a 10-year strategic plan and implementation of the annual CAUAC progress report.

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BACKGROUND

CAUAC was formed in 1979 at the request of the Treaty 7 Chiefs in response to the many Indigenous people who were leaving reserve to live in an urban setting. CAUAC has evolved over the decades and its focus has changed to provide more of a strategic lens to advancing Indigenous policy. In 2014, Council approved the committee's current Terms of Reference along with the CAUAC *10 Year Strategic Plan*. As a result of the *10 Year Strategic Plan* CAUAC shifted its focus from programming and needs-based to policy-based. CAUAC continues to work collaboratively with Administration and community partners to achieve the goals as set out in the *Strategic Plan*.

Administration has been working with CAUAC to strengthen the committee's governance. In 2018 a skills matrix was introduced as part of the regular recruitment of new CAUAC members. Candidates were interviewed in the selection process with these skill sets and qualifications in mind. Policy development, cross cultural awareness, communication and leadership are skills that are represented among current members.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Administration engaged in a collaborative process with CAUAC to select a consultant with expertise on Indigenous Governance. A consultant has been selected, however, the initially allocated timeframe for the project has been determined to be too short. A thorough and comprehensive review is planned and underway.

The consultant, Administration and the Chair and Vice-Chair of CAUAC met to launch the project on 2019 February 08. The consultant attended the 2019 February 12 CAUAC meeting to initiate the project with the committee and gain input into a ceremony that will honour the Indigenous approach to this work. The project completion date is planned for 2019 June. The key project deliverables include:

1. Ceremony, project kick off and background review
2. Research and future state exploration
3. Co-creation of CAUAC governance model
4. Reports and training, including a revised Terms of Reference, committee roles and functions, strategic plan and communications plan

Stakeholder Engagement, Research and Communication

CAUAC and Administration have been working collaboratively throughout the process. Co-creation is fundamental to the governance review. CAUAC been engaged in meetings regarding the governance review.

Strategic Alignment

- **2019-2022 Council Directives:** In support of A Well-Run City (W5), Administration will create sustainable and meaningful relationships with the Treaty 7, Métis Nation Region 3 and urban Indigenous citizens of Calgary.
- The **Indigenous Policy:** "The City will strive to learn from and work with Indigenous communities, grounded in the spirit and intent of reconciliation. The City is devoted to a

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shared pathway forward, and a firm commitment to building an equitable and inclusive city.”

- Council-approved **Social Wellbeing Principles**: “Advance the active and shared process of truth and reconciliation in collaboration with the community.”
- **ImagineCalgary**: “By 2020, all public institutions and systems create and implement an Aboriginal policy.”

Social, Environmental, Economic (External)

Ensuring that CAUAC continues to evolve in step with the rapidly changing and dynamic landscape of Indigenous culture in Calgary is critical. The City has identified the need for a significant commitment towards truth and reconciliation. That commitment will positively impact all Calgarians and address the damage inflicted on Indigenous people through the residential school experience.

Financial Capacity

Current and Future Operating Budget:

There are no new operating budget considerations associated with this report. The project will be funded within the current operating budget.

Current and Future Capital Budget:

There are no capital budget considerations associated with this report.

Risk Assessment

Modernizing the CAUAC Terms of Reference must be linked to the scoping report for the Indigenous Relations Office (IRO). The failure to link the two creates uncertainty by creating a potential misalignment between the IRO and CAUAC.

To date, The City’s approach to Indigenous relations have been aligned with western culture that have not effectively created space for Indigenous world views to emerge. To mitigate this challenge and to reduce the risk of past approaches from recurring, Administration and CAUAC will collaborate throughout the project to ensure that CAUAC has the space needed to be fully engaged with the process and therefore allow the Indigenous worldview to emerge through its governance.

REASON(S) FOR RECOMMENDATION(S):

Administration requires additional time to ensure that the consultant’s governance review is collaborative and thorough. This additional time will prevent possible misalignment with the establishment of Indigenous Relations Office’s responsibilities.

Ensuring adequate timelines to the CAUAC governance review creates the opportunity to achieve a high-quality governance structure. The product of good governance directly contributes to the advancement of reconciliation.

ATTACHMENT(S)

None