



Reconciliation and Engagement Plan

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ACKNOWLEDGEMENTS

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1.0 Executive Summary

The Town of Whitchurch-Stouffville is on a path towards transformative reconciliation. Demonstrably shaping the Town's future organizational efforts and decisions so that they may align with the Truth and Reconciliation Commission of Canada: Calls to Action, is an example of this. Although not isolated; the Town has contributed to and led examples of good work to date that include educational programs for students, consultation initiatives, commemorative ceremonies, and various events and programs to build awareness of Indigenous history and culture.

Committing to broad understanding and advancing reconciliation has demonstrated a good example of the municipality's willingness to lead positive change. The Town has coordinated organized efforts to bring positive momentum through education and awareness, exhibits, and programs. The Town is committed to continuing these efforts and recognizes the value of social change in the work still to come.

In general, the findings from consultations with the local community highlighted that having Indigenous leadership is essential to any actions that may come forward because of this engagement. The motivation, or political willingness, to collaborate with all Indigenous peoples must come from a transparent and authentic place. Barriers to building meaningful relationships must be removed, carefully and over time. The importance of education as a starting point with respect to truth-telling about history cannot be overshadowed by well-intended efforts. Increasing community awareness, creating a traditional meeting place, and having a voice are all examples of the needs identified by the Town's Indigenous residents and should be addressed in partnership with Indigenous peoples.

The participation by both Indigenous and non-Indigenous residents has not only benefited the engagement but has demonstrated existing needs that feel unanswered. There is a real opportunity for the Town to commit to a strategy to identify these needs and act with honest and authentic intentions. The strategy outlined within this report, including the road map and chart of key objectives, action items, and success metrics, set out transformative actions that will support the Town's reconciliation and engagement plans, as well as complement its commitments to diversity, equity, and inclusion for all community members. Colliers has identified sixteen recommendations to support the Town's reconciliation and engagement objectives. However, the following three recommendations should be considered to be foundational to support the overall strategy:

Recommendation 1 – It is recommended that the Town initially establish the objectives of the Reconciliation and Engagement Plan within the existing Diversity and Inclusion Working Group, with consideration for establishing an Indigenous Reconciliation and Engagement Working Group in the future.

Recommendation 2 – The Town should update the Diversity and Inclusion Working Group Terms of Reference (TOR) to include the objectives of the Reconciliation and Engagement Plan, with eventual creation of a new TOR for the Indigenous Reconciliation and Engagement Working Group.

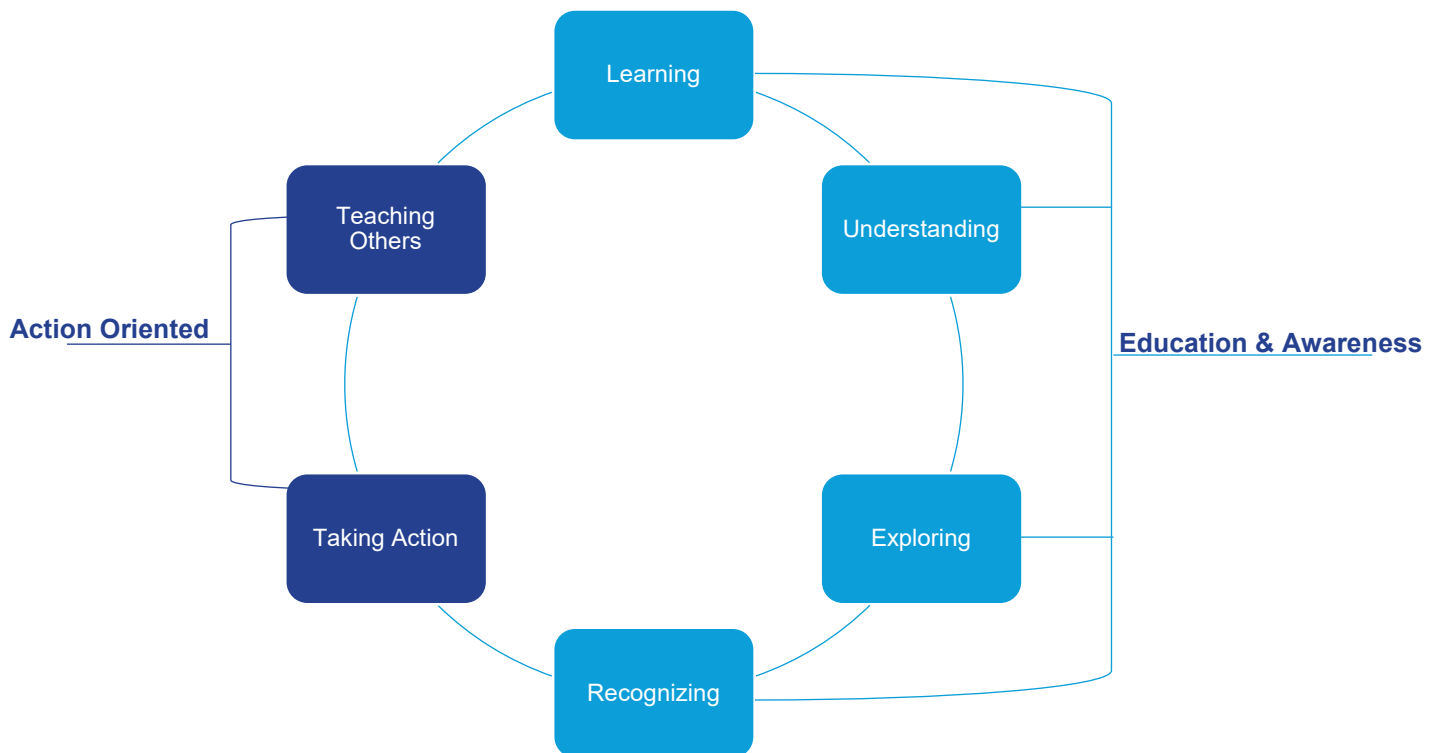
Recommendation 3 – It is recommended that the Town seek Indigenous participation through representatives from the Williams Treaty First Nations and the Wendat Nation. It is also recommended that an Indigenous Consultant be retained to guide the Working Group and support the interactions with the Indigenous representatives.

Within the body of this report, a reconciliation and engagement plan has been framed, including strategies and prioritized action items. Careful consideration has been given with respect to other initiatives pertaining to diversity and inclusion as some of the initiatives and work currently being planned can be further considered as for the impacts and requirements of Indigenous community members and rights holders.

2.0 Introduction

Whitchurch-Stouffville, similar to other Canadian Municipalities, are seeking guidance to support reconciliation in their communities. Reports from the National Truth and Reconciliation Commission (NTRC), such as the 94 Calls to Action, have shed light on the real and actionable ways local governments can affect change in positive ways. Grounded on the principles of reconciliation, the first step or question often asked is ‘what does reconciliation mean to you?’ Reflection at the individual, business, or local government level requires exploration and understanding as each party will begin their journey at a different point and must consider their unique lens. Reconciliation is a difficult concept to define as there is no definitive answer to the question. The concept should be rooted in truth, acknowledgement, respect, and equity. For some it may be further defined along the basis of restitution. As a starting point for most, there are six actions¹ that can help one’s path to reconciliation:

Figure 1: Six Actions for Reconciliation



¹ ReconciliACTION Plans - NTRC

2.1 Project Overview

2.1.1 Project Background

The Town of Whitchurch-Stouffville sits on the treaty territory of the Williams Treaty First Nations, one that is shared historically with the Anishinaabeg peoples, the Wendat, and the Haudenosaunee. Situated fifty kilometers north of downtown Toronto, the Town is a lively, fast-growing community that acknowledges the history of the land and the contributions of all Indigenous peoples and the commitment to make the promise of Truth and Reconciliation real in our communities.² The Town has coordinated organized efforts to bring positive momentum through education and awareness, exhibits, and programs. The Town is committed to continuing these efforts and recognizes the value of social change in the work still to come. Seeking a well-informed and defined path forward remains a top priority for the Town, ensuring that both Indigenous and non-Indigenous residents and Rights Holder First Nations see this path forward as one that will rebuild trust and respectful relationships through an ongoing process of transparency, collaboration, and true societal change.

2.1.2 Objectives and Scope

The Infrastructure Advisory team of Colliers Project Leaders was retained to provide advisory services to support the Town of Whitchurch-Stouffville in the development of a Reconciliation and Engagement Plan (the “Project”). In this report, Colliers has outlined a strategic framework with optional strategies that the Town may use in its efforts towards strengthening Indigenous engagement within the community. The Project utilized principles of dispute resolution to enhance local perspectives and surface the lived experiences and everyday aspirations of Indigenous and non-Indigenous peoples for reconciliation while developing strategies for engagement with the First Nations Community Members. These principles focused on accountability among stakeholders engaged in the reconciliation process and the communities they serve. The collective opinions, stories, and expressed desires of participants were categorized within the following themes that are relevant to the establishment of the road map:

- Respect, Equity, Diversity and Inclusion
- Sustenance and Long-term Goals
- Local Ownership and Responsibility
- Values and Cultural Integrity
- Strengthening Local First Nation Relations
- Cultural Awareness, Sensitivity, and Education

Critical outcomes for this Project, including the successful development of the road map, will provide the Town with fresh perspectives and insights that will shape future organizational efforts and decisions so that they contribute positively to truth and reconciliation and Indigenous relations; develop new ways of thinking about how the Town can incorporate Indigenous culture

² Land Acknowledgment – Town of Whitchurch-Stouffville

into operational decision-making; and provide for meaningful reconciliation and engagement opportunities.

2.2 Limitations

This report is based on information that was made available and provided to Colliers Project Leaders (Colliers) on or before December 20, 2022, by the Town of Whitchurch-Stouffville and its Indigenous and non-Indigenous community members. Colliers has not verified or audited provided information and relies on the validity of the information as supplied by the Town of Whitchurch-Stouffville. Should additional information be provided to Colliers after the final draft issuance of this report, Colliers reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly. It is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by Colliers during this engagement shall be the responsibility of, and made by, the Town of Whitchurch-Stouffville.

Colliers is in no part a party to the operations of the Town's facilities and as such are considered an independent third party and are acting objectively in the formulation of recommendations. Opinions reflected in this report are not intended to be or interpreted as legal advice or opinion.

3.0 Approach and Methodology

3.1 Consultation Strategy

Our process was grounded in evidence, experience from multiple perspectives, and broad participation imbued with the principles of Reconciliation, Equity, and Diversity and Inclusion (REDI) for all stakeholders. This approach focused on the accountability among participants engaged in the reconciliation process and the communities they serve. To distill existing knowledge, fill gaps, and inform the recommendations of this report that are agreed upon collaboratively by the participants, Colliers employed a strategic approach centered in human rights methods:

Figure 2: Human Rights Principles



3.2 Approach and Methodology

This initiative was based on five building blocks:

Figure 3: Building Blocks



The process embodied the principles of inclusive peace:

Colliers collaboratively worked with Indigenous and non-Indigenous peoples and diverse group of experts and leaders from the community. Our process focused on providing thoughtful and engaged leadership, amplifying local voices and aspirations, and leading a participatory process for the development of the Project.

The process followed a human rights framework/lens:

Designed throughout the consultation process were leading principles such as equity, diversity, and inclusion, including intersectionality (understanding intersecting effects of class, gender,

sexuality, race, disability, culture, and language). Materials and content discussed during consultation were lensed with reconciliation with Indigenous peoples and building sustainable and respectful ethical relationships.

The process included a series of consultations:

Colliers completed a series of consultations that sought input from Rights Holder First Nations and Interest Holder First Nations on the topics of reconciliation and engagement. Notable consultations included:

First Nation's Consulted			
First Nation	Date of Meeting	Location	
Curve Lake First Nation	November 10, 2022	Virtual (Zoom)	
Nation Huronne-Wendat / Huron-Wendat Nation	December 14, 2022	Virtual (Zoom)	

The process sought broad engagement through outreach, online citizen engagement and local collaboration:

Indigenous and non-Indigenous residents, including institutional and administrative representatives were sought for collaborative discussions. The needs and input from local voices and perspectives, as well as lived experiences and aspirations were important to ensure broad understanding and overall success of the process. Colliers completed the following exercises to broadly engage participants:

- Public Survey – The public was asked a variety of questions regarding their knowledge of Indigenous treaties, history, and culture, levels of awareness for the Truth and Reconciliation Commission of Canada’s reports to date, interest and support for reconciliation, and to share their personal thoughts towards actions in support for reconciliation.
- Public Meetings – Two public sessions were held virtually, where participants were able to learn more about the Project and share their perspectives. Thematic topics such as education, awareness, relationship building, and collaboration were discussed in the sense of existing opportunities, barriers and challenges, and local perspective.
- Focus Groups – Focus group meetings, comprising of 3-6 individuals of Indigenous and non-Indigenous peoples, as well as institutional professionals, participated. Local perspectives, shared truths, and opinions were expressed throughout the sessions.
- Council Meetings – Members of Council participated in preliminary interviews to provide strategic insights and citizen perspectives from their wards.

3.2.1 Consultation Plan

Colliers developed a consultation plan to ensure broad engagement for outreach activities such as virtual public sessions, public surveys, and focus groups. Details relating to the Consultation Plan can be found in Appendix 2 of this document.

Consultation Strategy

- Key Messages of the Project

The Town recognizes and supports Indigenous history and culture; is committed to ensuring decisions are made with consideration of Indigenous culture and citizens; will shape future efforts and decisions to align with the Truth and Reconciliation Commission of Canada: Calls to Action or positively contribute to truth and reconciliation and Indigenous relations.

- Communications Channels

As there are numerous communications channels available, the Project Team will select the appropriate channel(s) for each message. The communications channels are:

- Virtual and/or In-person Interaction
- Electronic Communications
- Digital and Print Advertisement
- Road Signage
- Come Together W-S and Social Media
- Public Meetings and Surveys

4.0 Consultations

Throughout the engagement Colliers held numerous consultations with the residents and administration of the Town, including a public opinion survey, public sessions, and focus group sessions. Respecting capacities, Colliers was able to conduct two consultations with the Curve Lake First Nation and Wendat Nation, who hold treaty rights and ancestral history in the area, respectively. Each engagement consisted of a welcome address, introductions to facilitators and attendees, an overview of the project, a digest of the Project Team's findings to date, and culminated in a facilitated group discussion.

4.1 First Nations Consultation

Both groups, Curve Lake First Nation, and Wendat Nation, participated in a facilitated discussion designed to review a series of questions on topics (referred to as "themes" for this discussion) pre-determined by the Project Team. Also, each group was presented with background information regarding the intent of the Project and progress to date.

The three themes discussed in each session were reconciliation, collaboration, and relationship building with municipalities like Whitchurch-Stouffville. To assist in the conversation, prompting questions were provided for each theme, as follows:

Exploration of Reconciliation and Engagement

- What would a successful reconciliation and engagement plan look like for a municipality?
- What are some of the key elements that are necessary for a successful action plan?
- How do you see a reconciliation and engagement plan benefiting Indigenous peoples residing in a municipality?
- What initiatives can promote this?
- What challenges or barriers do you see?

Driving Collaboration and Building Relationships

- Have you worked with a municipality in the past?
- Have you contributed to a reconciliation and engagement plan, such as this?
- Would you be interested in collaborating with municipalities in the future? If so, how might this look to you?
- What can a municipality do to promote relationship building?

4.1.1 Key Findings

Though the two groups differed, there were many commonalities in interests, common themes emerged, resulting in numerous key takeaways:

1. Partnerships are considered to be a crucial part of the reconciliation process, and one of the keys to successfully building relationships with First Nations is early inclusion and collaboration, while respecting capacity to do so.
2. Modern reconciliation requires bridging past treaties and including all ancestral First Nations in the conversation. Reconciliation and engagement plans should be centered on education about all first nations and the collective elements of culture.
3. Recognition of shared history of the lands, respect for individual heritage, and sharing of truths leads to greater awareness and education. Education must be ongoing and not just a singular event as this will be critical to reconciliation of the relationship and that of the land.
4. A good result of a reconciliation and engagement plan would be to have people happy and proud of their own individual heritage and being aware of that of others. The process should be inclusive of everyone as the land was of peaceful cohabitation. Diversity and inclusion are important when considering that reconciliation involves everyone.
5. Actions to support reconciliation that came up during the consultation process include:
 - Raising awareness among police officers. There is more often community interaction with the police than with the administration of the Town;
 - Support Indigenous peoples current and future needs through a friendship centre, or partnership with municipalities that have an existing friendship centre that offers programming and services; and
 - Representation for Indigenous peoples in their own community. Seeing yourself in the community, whether that is through culture elements such as language, builds acknowledgment and awareness.
6. Examples of past collaboration include:
 - Working with the Federation of Canadian Municipalities (FCM) and several partnering municipalities through economic development initiatives; and
 - Participation through representation at the Pan American games.

4.2 Focus Groups and Public Sessions

Colliers completed two focus group sessions and two public sessions where participants were led through a facilitated discussion designed to review a series of questions on topics (referred to as “themes” for this discussion) pre-determined by the Project Team. Participants included Indigenous and non-Indigenous residents and institutional representatives from archaeological and educational backgrounds. Each session was presented with background information regarding the intent of the Project and progress to date.

The three themes discussed in each session were the five principles of the NTRC and the six areas of Calls to Action, community engagement, and building relationships. To assist in the conversation, prompting questions were provided for each theme, as follows:

Five Principles of the NTRC and the Six areas of Calls to Action

- On which of the aspects below do you think the Town of Whitchurch-Stouffville should focus and why?

Five Principles of the NTRC	Six Areas of Calls to Action
Political Will	Child Welfare
Joint Leadership	Education
Trust-building	Health
Accountability	Justice
Transparency, as well as substantial investment of resources	Language
	Culture

Community Engagement

- To your knowledge, which types of activities focused on community engagement with Indigenous communities and peoples, will contribute most to reconciliation and engagement?
- Why would this be valuable and how would you approach the activity?

Building Relationships

- What are the actions that the Town could do in support of developing relationships with the Indigenous community as a whole?
- What openings do you see?
- What barriers do you anticipate?

4.2.1 Key Findings

To some degree, there are many similarities and cross-over amongst the themes presented to the focus groups. Strategically designed this way, the facilitator led participants to revisit major themes and commentary and provide each the opportunity to address important conversations. Prominent takeaways are listed below:

Five Principles of the NTRC and the Six areas of Calls to Action

1. In general, of the five principles of the NTRC, the focus groups feel that having **Indigenous leadership** is essential and that any actions that may come forward should be Indigenous led. The groups noted that there is a need for an Indigenous voice in the community. The motivation, or political willingness, to collaborate with all Indigenous peoples and nations must come from a transparent and authentic place to build trust.
2. The focus groups strongly expressed the prominence of education with respect to **truth-telling about history**. There is a strong need for teaching Indigenous culture and the true

history from a young age. Aligned with the Town's ability to provide educational opportunities and promote awareness of Indigenous culture and language, these actions will have the biggest impact as this will develop increased feelings of belonging within the community.

Community Engagement

1. **First Nations** should be asked how they want to be engaged and what areas they **would like to be engaged** in. Depending on which Nation, some may want to contribute actively, and some just want to be notified (depending on the topics discussed and the capacity of the Nation). A positive result from reaching out to all Nations is that the Town will gain perspective.
2. There is opportunity for the Town to **use existing resources** such as events and programming to support First Nations partners, incorporate Indigenous perspectives, and integrate Indigenous cultures and world views. The focus groups offered specific examples to incorporate Indigenous culture into activities that already exist within the town's capacity:
 - Teaching nights or circle of learning;
 - Facilitating various workshops with local artists, such as forage walks through the forest complimented by a cooking class;
 - Food truck days or focus on food would be an interesting way to learn;
 - Forest walks guided by Indigenous peoples to teach and educate about the land;
 - Community nights to discuss future land development;
 - Any form of child education because when they are excited, then the entire family is engaged;
 - Stouffville has a market during spring, summer, and fall for which the Town could support an Indigenous vendor and stall for traditional items; and
 - Planning for traditions, maybe a sweat lodge and engage with Indigenous communities to lead the project, bring in other Indigenous communities to hold their ceremonies.

Building Relationships

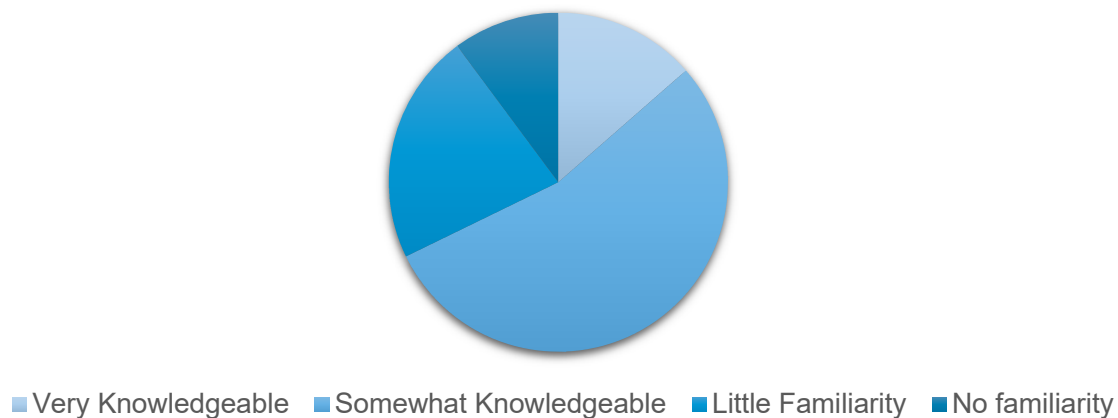
1. The focus groups noted few potential barriers **to building meaningful relationships** with Indigenous residents and First Nations alike, including:
 - Capacity to engage was highlighted as the most likely barrier to collaboration;
 - Low levels of knowledge surrounding Indigenous history and culture, as well as minimal respect and trust tends to disadvantage and demotivate those who wish to use their voices; and
 - Language and political barriers.

2. Considerably more opportunities were emphasized by the focus groups. Specifically, to build long-term relations, the Town should **have active partnership with Indigenous Nations**. Where capacities may be limited, the path forward becomes active listening to ensure they are still represented in the future. The focus groups noted the following actions and considerations the Town can use to promote the building of strong relationships:
- A committee with Indigenous representation from the community to participate in event planning and educational programs;
 - Cultural and cross-cultural training (4 Seasons of Reconciliation)³;
 - Promotion and support for Indigenous led seminars and conferences;
 - Partnerships with First Nations; and
 - Further leveraging the museum as this has been a great resource for education.

4.3 Public Opinion Survey

The public survey sought broad engagement through outreach, online citizen engagement and local input into the Project. The survey was designed to provide meaningful context; measuring awareness and education levels of Indigenous history and culture, as well as knowledge of the NTRC reports, and capture public opinion. The survey consisted of ten questions, varying in themes and intent. The following is a summary of the results, where responses are listed by order of scale, from the 59 respondents:

Figure 4: Knowledge Levels of Indigenous History in Whitchurch-Stouffville



³ 4 Seasons of Reconciliation - FNUniv.ca

Figure 5: Level of Interest in Learning About Indigenous History and Culture

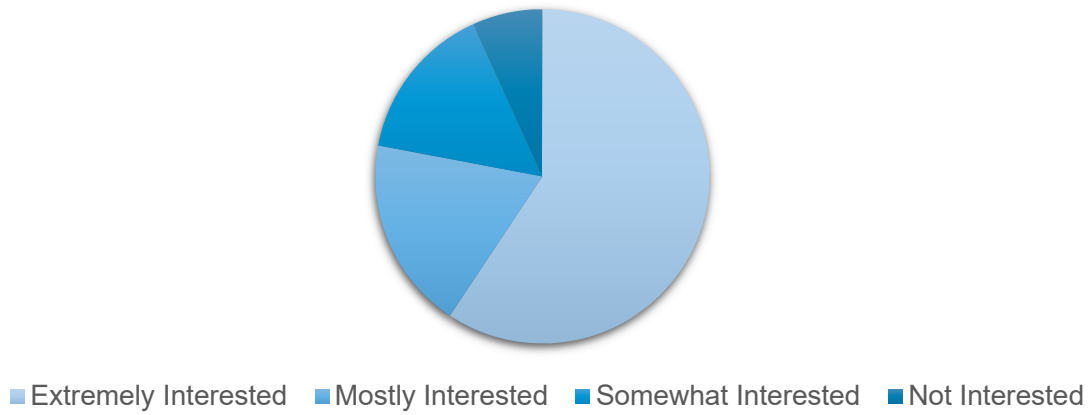


Figure 6: Degrees of Support for Reconciliation and Engagement with Local Indigenous Communities

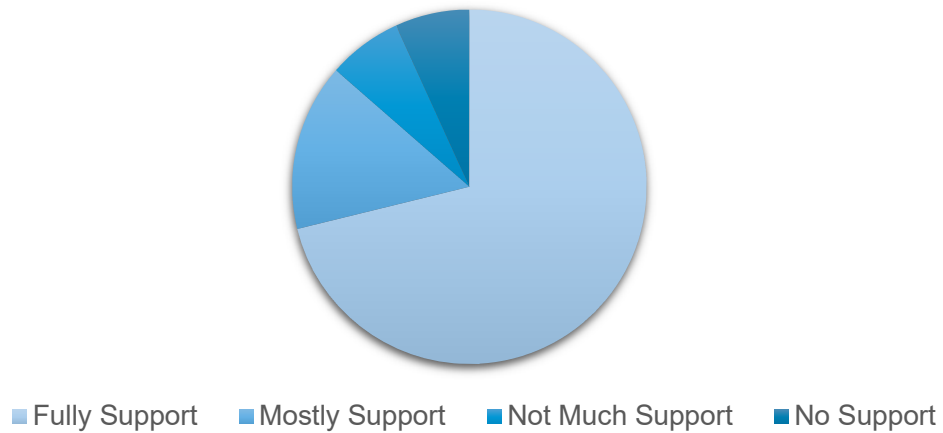
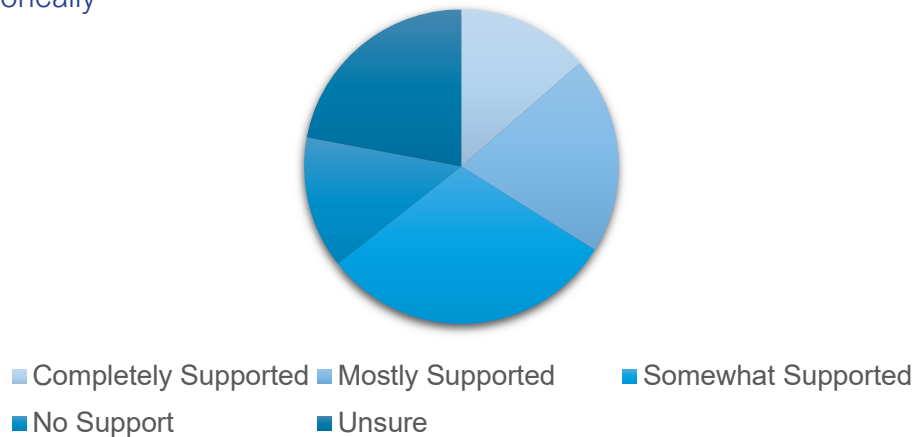


Figure 7: The Town's Overall Support for Reconciliation and Engagement with Indigenous People, Historically



Actions in Support of Reconciliation and Engagement

1. Awareness

- Respondents indicated that the focus should be on **increasing community awareness** of Indigenous history and culture through listening to the perspectives of Indigenous peoples, including their culture in programming, museums, art galleries and in community festivals.

2. Engagement

- Respondents supported **creating opportunities to access meeting spaces** where there could be community engagement with Indigenous people in a meaningful way that builds on understanding of the colonial past and what is needed to go forward.

3. Input to Policy

- Respondents indicated that **Indigenous people should have a voice** in the Town's urban planning and development. It is intended to increase the visibility of Indigenous culture, to honour the land and people's connection to the land and have a voice in how development is carried out in the community. Consideration should be given to how the community treats land acknowledgements, Town street/road signs and the NTRC.

4.4 Council and Administrative Consultations

Colliers completed three Council interviews and held multiple meetings with the Town's Project Working Group. Interview participants were led through a facilitated discussion designed to review a series of questions. The following questions were discussed in each session:

- Describe your thoughts towards reconciliation and what it looks like to you in Whitchurch-Stouffville?

- How did actions towards reconciliation and engagement develop as a priority for the Town and what were the key drivers?
- What are the key success factors for this engagement?
- Has the Town considered potential avenues of reconciliation and engagement in the past, present, or anticipate action in the future?
- What can be done to improve Indigenous relations?

4.4.1 Key Findings

The following represent the preliminary findings presented to Council on September 21st, 2022:

1. Opportunities for Improvement exist regarding **understanding and awareness** of the local Indigenous history within the Whitchurch-Stouffville area and the requirements for a Reconciliation and Engagement Plan among leadership stakeholders.
2. There is strong **willingness** to engage with Indigenous community members and intention to increase knowledge and understanding in support of reconciliation and engagement.
3. Some work has been completed towards **Indigenous Relationship Building**, including
 - a. Installation of OHT Plaques at the Jean-Baptiste Lainé Site;
 - b. Activating the Jean-Baptiste Lainé Site during Doors Open W-S;
 - c. Archaeology Alive Exhibit at the Whitchurch-Stouffville Museum;
 - d. Online access to Archaeology Alive Exhibit at L4A.ca;
 - e. Creation of First Nations Education program at the Whitchurch-Stouffville Museum;
 - f. Integration of land acknowledgement at all Town events; and
 - g. Council and D&I Working Group meetings.
4. **Municipal mandate for action** towards the Interpretative Centre of the Jean-Baptiste Lainé Site, including funding, site location, Indigenous consultation remain undefined. Meetings are taking place with the Curve Lake and Wendat Nations to continue efforts since stalled by the pandemic.
5. Notable **synergies** exist between the Project and the Diversity, Equity, and Inclusion Strategy.
6. **Communication gaps** exist among municipal stakeholders concerning the importance of understanding Indigenous Truth and Reconciliation, the 94 Calls to Action, and engagement in reconciliation efforts to date.

5.0 Reconciliation and Engagement Recommendations and Road Map

The term “reconciliation” implies that the parties were once whole, experienced a rift, and now must be made whole again. But in colonial settings, this is not the case. The relationship between Indigenous and settler peoples in Canada was one of nations encountering nations, where one gradually oppressed and marginalized the other. Indigenous peoples never agreed to the denial of their sovereignty, cultures, or identities. Thus, in the Canadian context, reconciliation must refer to “transformative” as opposed to “restorative” reconciliation.⁴ This passage is one of many useful messages to municipalities seeking reconciliation with Indigenous peoples. There are many best practices and applicable recommendations, examples, and tools and resources contained within the Toolkit for Inclusive Municipalities. In addition to the specific recommendations found in this report, it is recommended that the Town of Whitchurch-Stouffville consider this Toolkit in future endeavours.

The Town of Whitchurch-Stouffville is on a path towards transformative reconciliation. Committing to broad understanding and advancing reconciliation has demonstrated a good example of the municipality’s willingness to lead positive change. The recommendations below, including the road map and chart of key objectives, action items, and success metrics, set out transformative actions that will support the Town’s reconciliation and engagement plans, as well as complement its commitments to diversity, equity, and inclusion for all community members.

5.1 Recommendations

Recommendations were derived from best practices contained within multiple local and national documents, findings from consultation with Treaty First Nations and ancestral First Nations representatives, public consultations with Indigenous and non-Indigenous residents, interviews with the Mayor and half of the Whitchurch-Stouffville Council. The recommendations were further shaped by the 59 responses received from the open community survey, and meetings with the Diversity and Inclusion Working Group and Town employees.

The following recommendations are mirrored in section 5.2. A road map is provided to visualize the priority phasing of recommendations, as well as the overall structure required to support future strategic objectives. Key objectives, action items, and success metrics are provided in section 5.3 and support the recommendations in this report.

5.1.1 Governance and Policy

Evident from the many consultations held, the Indigenous community has emphasized that real reconciliation requires more than just talking; there must be active learning and ongoing practice within the community and everyday lives. The broad elements of each idea presented must be acknowledged at the individual, family, community, and government levels. Further, local

⁴ Reconciliation with Indigenous Peoples: A Holistic Approach – Toolkit for Inclusive Municipalities in Canada and Beyond

infrastructure such as community centres, schools, museums, and all other services and programs should be committed to the ongoing work of establishing and maintaining respectful relationships.

Incorporating an Indigenous lens with respect to municipal operations far exceeds the notion of simplicity. There are no shortcuts to reconciliation, initial efforts will uncover real truths and possibly discomfort. It requires careful planning, active listening, and a broad sense of understanding that real change cannot happen overnight. Reconciliation requires constructive action, a basis to which political will, joint leadership, trust building, accountability, and transparency can be built from.

As a starting point, it is recommended that the Town initially establish the objectives of the Reconciliation and Engagement Plan within the existing Diversity and Inclusion Working Group; with a re-recruitment of the Diversity and Inclusion Working Group and updated mandate to include the focus on Indigenous Reconciliation and Engagement. In the longer term, a formal separate Indigenous Reconciliation and Engagement Working Group should be established to oversee the long-term implementation of the Reconciliation and Engagement Plan. This will provide the Town with the oversight needed to align focus, create a stable environment for the implementation of strategic objectives, and manage risk where necessary.

The Town should update the Diversity and Inclusion Working Group Terms of Reference (TOR) to include the objectives of the Reconciliation and Engagement Plan, with the eventual creation of a new TOR for the Indigenous Reconciliation and Engagement Working Group. For reference, the 'Aboriginal Affairs Advisory Committee Terms of Reference' for the City of Toronto is documented in Appendix 1.⁵

It is recommended that the Town seek Indigenous participation through Working Group representatives by Elders or representatives from the Williams Treaty First Nations and the Wendat Nation to start. In conducting research, it was observed that honorariums are customary and should be given consideration for each working group meeting, likely \$500 to \$1,000 for each event per as agreed with the represented First Nation.

It is also recommended that a local Indigenous Consultant, with knowledge of Whitchurch-Stouffville and surrounding area and peoples be retained to support the Working Group and its interactions with the Indigenous representatives.

Once the Diversity and Inclusion Working Group has accounted for the Reconciliation and Engagement Plan objectives, Colliers recommends the following actions of priority:

- Publicly acknowledge the NTRC findings, the 10 principles including UNDRIP, and the 94 Calls to Action and the relevant actions that specifically relate to municipalities.
- Further define elements of interest and keys to success amongst working group membership, including but not limited to items noted in Section 4.

⁵ Terms of Reference for Aboriginal Affairs Advisory Committee (toronto.ca)

- The Diversity and Inclusion Working Group should maintain the Reconciliation and Engagement Plan as an evergreen document to highlight the foundational concepts, core values, and mandate in perpetuity.

Recommendation Summary:

- **Recommendation 1** – It is recommended that the Town initially establish the objectives of the Reconciliation and Engagement Plan within the existing Diversity and Inclusion Working Group, with consideration for establishing an Indigenous Reconciliation and Engagement Working Group in the future.
- **Recommendation 2** – The Town should update the Diversity and Inclusion Working Group Terms of Reference (TOR) to include the objectives of the Reconciliation and Engagement Plan, with eventual creation of a new TOR for the Indigenous Reconciliation and Engagement Working Group.
- **Recommendation 3** – It is recommended that the Town seek Indigenous participation through representatives from the Williams Treaty First Nations and the Wendat Nation. It is also recommended that a local Indigenous Consultant be retained to guide Town staff and support the interactions with the Indigenous representatives.
- **Recommendation 4** – Publicly acknowledge the NTRC findings, the 10 principles including UNDRIP, and the 94 Calls to Action and the relevant actions that specifically relate to municipalities; further define elements of interest and keys to success amongst the Diversity and Inclusion Working Group; and maintain the Reconciliation and Engagement Plan as an evergreen document to highlight the foundational concepts, core values, and mandate in perpetuity

5.1.2 Strategic Pillars of Reconciliation

Following the re-assembly of the Diversity and Inclusion Working Group, it is recommended that members focus their efforts on both strategy and outcomes. As part of the process for defining the Reconciliation and Engagement Plan strategic objectives, Colliers recommends the work performed by the municipal administration is broadly spread across functional service areas and/or departments. This will ensure that all initiatives brought about by the Diversity and Inclusion Working Group are supported by the necessary skills and capacity to carry out the assignments. Further, broad participation in Indigenous engagement will strengthen education and awareness amongst administration staff and help capacity. As each strategic pillar is well-positioned within its own respective municipal department service line, cross-coordination will be required to achieve the objectives of the Reconciliation and Engagement Plan. The strategic pillars are:

- Learning, Capacity, and Education
- Indigenous Engagement
- Programs, Services, and Events
- Communications

5.1.3 Strategic Pillars and Roadmap

Learning, Capacity, and Education

Learning the truth about Indigenous history and culture is important to share awareness and knowledge of accurate facts about history which contribute to debunking myths, misconceptions, and stereotypes.⁶ Overall mainstream culture and Indigenous have different core values which take time to understand to go beyond stereotyping. Indigenous awareness training and cross-cultural training are important and is a Call to Action specifically directed to Municipalities on educating public servants.

As stated in the Calls to Action for Municipalities #57⁷ on educating public servants, Colliers recommends that the Town support reconciliation by creating an internal training plan and update training programs to educate staff and elected members about the history of Indigenous peoples in Canada. Training materials should include how residential schools impact relations between Indigenous and non-Indigenous people today and focus on intercultural competency, conflict resolution, human rights, and anti-racism. During the consultations, shared experiential activities involving Indigenous people sharing their experiences with other community members in planned events was discussed as a potential path towards building knowledge and understanding of reconciliation.

Aligned with Call to Action #66⁸, Colliers recommends that the Town establishes funding for community-based youth organizations to deliver programs on reconciliation. The Town should seek funding opportunities to support mentoring youth organizations as well as for Indigenous young people. Raising awareness through educational activities provides opportunities for the community to ally with the Indigenous Community, to value the youth and share important elements of Indigenous culture. Noted in section 4, child education is a conduit to family learning which can further develop allyship amongst the greater community. Although many of the activities suggested by participants during the consultation process can be articulated and delivered at the youth level, the events and programs offered by the Museum were highly regarded as valued educational resources for students by representatives from the local schools.

Recommendations Summary:

- **Recommendation 5** – As stated in the Calls to Action for Municipalities #57 on educating public servants, it is recommended that the Town support reconciliation in updated internal training programs to educate staff and councilors about the history of Indigenous peoples in Canada, including how residential schools impact relations between Indigenous and non-Indigenous people today and training that focuses on intercultural competency, conflict resolution, human rights and anti-racism.
- **Recommendation 6** – As stated in the Calls to Action for Municipalities #66 on youth programming, it is recommended that the Town develop a mentoring program for

⁶ Reconciliation with Indigenous Peoples: A Holistic Approach – Toolkit for Inclusive Municipalities in Canada and Beyond

⁷ NTRC 94 Calls to Action (Calls_to_Action_English2.pdf (exactdn.com))

⁸ NTRC 94 Calls to Action (Calls_to_Action_English2.pdf (exactdn.com))

Indigenous youth which allows the community to ally with the Indigenous Community to value the youth and link them to Whitchurch-Stouffville community programs.

- **Recommendation 7** – It is recommended that the Town work in combination with the Library to expand offerings relevant to reconciliation.

Indigenous Engagement

From an Indigenous engagement perspective, strategic efforts by the Town will depend highly on the partnerships and relationships with Indigenous First Nations and local Indigenous residents. Partnerships are considered to be a crucial part of the reconciliation process, and one of the keys to successfully building relationships with Indigenous peoples is early inclusion and collaboration, while respecting capacity to do so. Indigenous peoples should be asked how they want to be engaged and what areas they would like to be engaged in. Depending on capacities and topics of interest, some may want to contribute actively, and some just want to be notified.

Given the importance of building relationships, three levels of engagement are recommended. First are the Indigenous representatives (Advisory Circle) that may provide guidance to the Diversity and Inclusion Working Group. This can include members or representatives from both Indigenous Rights Holder First Nations and Interest Holders First Nations. Emphasized by the focus groups during the consultation process, specifically to build long-term relations, the Town should have active partnership with Indigenous Nations. Where capacities may be limited, the path forward becomes active listening to ensure they are still represented in the future. Second is guidance for the Diversity and Inclusion Working Group through use of documents which guide readers on how to promote reconciliation. For example, the Reconciliation with Indigenous Peoples: A Holistic Toolkit referred to earlier is a good start since it presents a multileveled approach which can build understanding among those who participate in the engagement. By definition, these actions include those which are recommended in section 5.1.1. The third level of proposed engagement is creating linkages with Indigenous Nations and adjacent municipalities in York Region which are receptive to linked initiatives.

Recommendations Summary:

- **Recommendation 8** – It is recommended that the Diversity and Inclusion Working Group identify and consult with an advisory circle, consisting of First Nations representatives, to assist and provide guidance towards the Town's Reconciliation and Engagement Plan.
- **Recommendation 9** – The Diversity and Inclusion Working Group, specifically the Reconciliation and Engagement Plan, should be guided by the Reconciliation with Indigenous Peoples: A Holistic Approach Toolkit produced for Inclusive Municipalities in Canada and Beyond. This document presents a four-part approach integrating: Knowledge systems (Mental); Action Processes (Physical); Values and Protocols (Emotional); and Belief Systems (Spiritual) into a holistic approach that can be used to advise the Whitchurch-Stouffville Council and Town staff.
- **Recommendation 10** – It is recommended that the Town link its evolving approach to reconciliation with those of its surrounding municipalities in York Region, in much the same

way as has been done in Montreal, Quebec, for example. This approach will also provide a map of all Indigenous peoples in the areas surrounding Whitchurch-Stouffville.

Town-Wide Programs, Services, and Events

From a planning perspective, there is opportunity for the Town to use existing resources to provide a platform which includes First Nations partners. Through consultations, the actions by the Town administration were held in high regard for their ability to celebrate Indigenous perspectives and integrate Indigenous cultures and world views while bringing the community together. The focus groups offered specific examples to incorporate Indigenous culture into activities that may exist within the Town's capacity. These examples are listed in Section 4. In addition to events, several program options and services were requested during the consultations. The Town of Whitchurch-Stouffville is home to many Indigenous peoples who often travel to other communities like Toronto to participate in programs and services that meet their needs.

Within the strategic pillar of Programs, Services, and Events, Colliers recommends that the Town integrate Indigenous elements into their programming and planning at all levels of administration and feature this addition to their website. Programs and services should be selected in collaboration with the Diversity and Inclusion Working Group and link with locally based Indigenous peoples' needs. In particular, implementation of Indigenous elements (within programs, services, and events) should be Indigenous led in collaboration with Town staff, as noted by Indigenous residents during the consultation process.

Consideration should also be given to retaining a volunteer group or a paid part-time facilitator working on behalf of the Town. The role of the facilitator would be to coordinate activities and act as the liaison between the community and the Town, in collaboration with Communications. The impact of programs, services, or events should be monitored and evaluated using surveys, interviews, and focus groups to involve the wider community and establish whether the Town is achieving the results for which the programs, services and events were designed. Indigenous rights holders should be consulted to ensure Indigenous content is included and reflects appropriate messaging. Performance of the Town in terms of delivering its programs, services and events should be evaluated annually using a performance measurement framework which includes indicators designed to measure results.

Capacity constraints, whether due to available person hours or financial constraints, may limit the types of services and programs the Town can offer. Mental health, educational, and youth programs were highlighted during consultations and an avenue that the Town may wish to explore is cross-boundary collaboration with local municipalities in other parts of the York Region. For example, the York Region already has a friendship centre, the Ninoskomtin Native Cultural Friendship Centre of York Region⁹. Partnering with the existing centre and communicating these services to Whitchurch-Stouffville residents can increase access to the resources requested during consultations. Coordinating many cross-boundary services and programs for Indigenous

⁹ Ninoskomtin Native Cultural Friendship Centre of York Region – York Support Services Network (yssn.ca)

residents can provide both cost effective solutions and a wider variety of available services, especially if these services exist today.

Recommendations Summary:

- **Recommendation 11** – The Town should integrate Indigenous elements into their programming and planning at all levels of administration and feature this addition on their website. Programs, services, and events should be selected in collaboration with the Diversity and Inclusion Working Group and link with locally based Indigenous peoples' needs.
- **Recommendation 12** – Implementation of Indigenous elements (within programs, services, and events) should be Indigenous led in collaboration with Town staff, as noted by Indigenous residents during the consultation process.
- **Recommendation 13** – The impact of programs, services, or events should be monitored and evaluated using surveys, interviews, and focus groups to involve the wider community and establish whether the Town is achieving the results for which the programs, services and events were designed. Programs, services and events should be evaluated annually using a performance measurement framework which includes indicators designed to measure results.

Communications

Throughout the consultation process, communicating with high degrees of transparency and accountability was a key theme in what participants regarded as necessary to building trust and lasting relationships. Good communication includes active listening, which is vital for building relationships and acts as a bridge that promotes respect and awareness. It may help breakdown political and geographical barriers while promoting the voices that should be heard. From a communications perspective, the process of exchanging information, or directly reporting on strategic outcomes is vital to creating broad recognition and awareness of social engagement. The role of communications is often regarded as external facing; however, it is the key element of communication that brings together common goals and coordinates these efforts to strive for success. Through the consultation process, including the public survey results, Colliers identified a large constituency of residents and municipal stakeholders that were not aware of municipal work to surface issues related to Indigenous reconciliation. The following recommendations aim to provide the Town with actions that promote adequacy and clarity with respect to the implementation of the Reconciliation and Engagement Plan.

Delivering a land acknowledgement demonstrates how an individual or group is identifying the traditional territories they reside upon while also showing gratitude to Indigenous peoples and disrupting European-centric narratives.¹⁰ With respect to the Town's land acknowledgement, the consultations brought forward several views on the version being used now. Additionally, questions surfaced with respect to their necessity, who should do it and when should it be delivered, and what can be done to ensure it is meaningful. There are many useful online

¹⁰ Trent university (How to do a Land Acknowledgment - Teaching & Learning - Trent University)

resources from educational institutions, such as the article referenced from Trent University. The Town may find value in the university's approach given their proximity in local geography, specifically the university's campuses in the Peterborough and Durham GTA locations. With respect to the current version of the land acknowledgment, Colliers recommends that the Town consult with its Diversity and Inclusion Working Group, Indigenous Rights Holders First Nations, and Interest Holders First Nations, and as well explore opportunities to work with local Indigenous residents before adjustments are presented to the public.

Most notably regarded as the main channel for public communication is the Town's website containing information related to reconciliation.¹¹ As a trusted source for information, the Town should leverage this technology as a tool for building education and awareness for Indigenous issues within its local constituency. Currently, there is limited input on Indigenous issues, or resources identified for further learning. Colliers recommends that once the re-assembly of the Diversity and Inclusion Working Group and its Terms of Reference are complete, the Town's website should include a summary of the working group and other content about Indigenous rights holders living in the area. In addition to this, the Town should highlight Indigenous related programs, events, or services that may become available to the public. There are existing municipal websites that the Town may wish to review for reference, such as the City of Vaughan¹² and the City of Kitchener¹³, for example. In the same vein, working with local municipalities can provide additional partnership opportunities for Whitchurch-Stouffville, and may present efficiencies through coordinated efforts. To this point, Whitchurch-Stouffville should join the 80 other Canadian municipalities and the Coalition of Inclusive Municipalities (part of the International Coalition of Inclusive and Sustainable Cities) in which UNESCO (United Nations Educational, Scientific and Cultural Organization) supports cities. This will provide access to lessons learned and emerging best practices beyond Whitchurch-Stouffville and could have a multiplier effect through knowledge building and knowledge exchange with multiple networks.

Recommendations Summary:

- **Recommendation 14** – It is recommended that the Town consult with its Diversity and Inclusion Working Group, Indigenous Rights Holders First Nations, and Interest Holders First Nations, and as well explore opportunities to work with local Indigenous residents before any potential adjustments to the Town's land acknowledgment are presented to the public.
- **Recommendation 15** – As a trusted source for information, it is recommended that the Town leverage its municipal website as a tool for building education and awareness for Indigenous issues within its local constituency, as well as including a summary of the RAC's Guide, highlights for Indigenous related programs, events, and services, and other content about Indigenous rights holders living in the area.

¹¹ Reconciliation and Engagement - Stouffville (townofws.ca)

¹² Indigenous Relations and Reconciliation (vaughan.ca)

¹³ Indigenous reconciliation - City of Kitchener

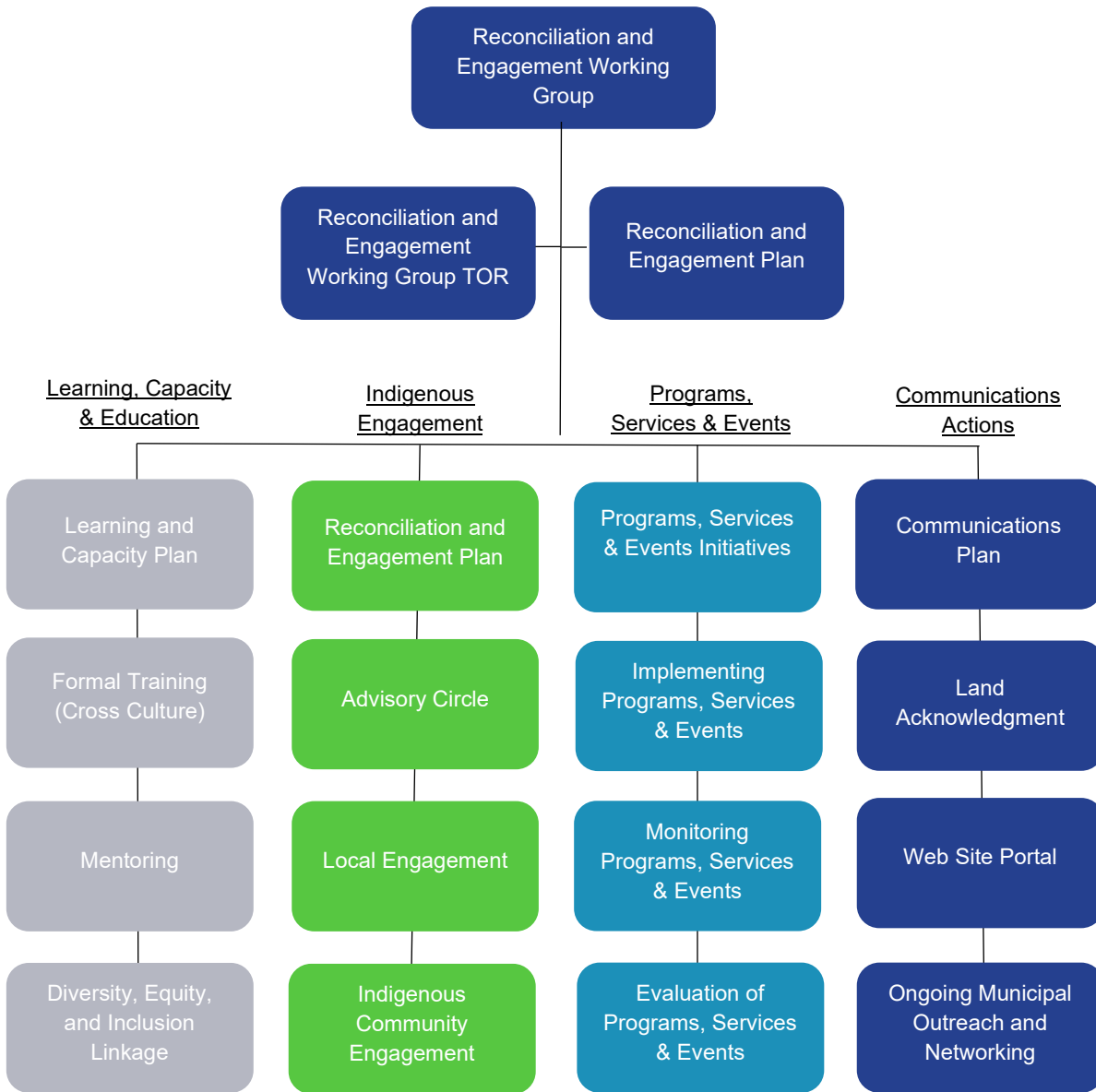
- **Recommendation 16** – It is recommended that the Town join the 80 other Canadian municipalities and the Coalition of Inclusive Municipalities (part of the International Coalition of Inclusive and Sustainable Cities) in which UNESCO (United Nations Educational, Scientific and Cultural Organization) supports cities.

In summary, although these recommendations all address seemingly discrete areas, they are inter-related. For example, building trust requires deeper understanding and knowledge building to ensure that one is interacting in a way that is respectful and empathetic. Also, if one is too driven by time, this can seem disrespectful and insensitive to some Indigenous people who place a lot of emphasis on listening and allowing an issue to “take the time it takes”. Wanting to be proactive and get out in front of something can seem desirable but there is also the need to be consultative and respectful of the process and not move ahead without taking this important step into consideration. Finally, it is important to find ways not to overwhelm Indigenous communities and representatives with over-consultation. Many of these groups are already dealing with a lot of issues. During consultations the following mechanisms that can be used to avoid this issue were identified:

- Working with First Nations on their timelines and ensuring they offered the opportunity to engage early on;
- Learning what their key interests are and what they want to be consulted on; and
- Periodic check-ins.

5.2 Reconciliation and Engagement Road Map

Figure 8: Strategic Pillars and Activities Road Map



5.3 Reconciliation and Engagement Measurement Framework

At the time of this report, the Town of Whitchurch-Stouffville has committed to a Diversity, Inclusion, and Equity (DE&I) Strategy. Given the early adoption of Indigenous reconciliation at the municipal level, Colliers has advised the Town to leverage the existing Diversity and Inclusion Working Group to oversee the implementation of the Reconciliation and Engagement Plan. The chart below identifies key objectives, action items, and success metrics reflecting the contents of this report. For simplicity and ease in adoption, Colliers has modelled the following in concert with the existing DE&I strategy and may include similar elements. To avoid duplication of action items, the chart below was designed to encourage simple transition and adoption of the Reconciliation and Engagement Plan objectives into those of the existing Diversity and Inclusion Working Group.

In addition to the success metrics listed below, the impact of programs, services, and events should be monitored and evaluated using surveys, interviews, and focus groups to involve the wider community and establish whether the Town is achieving the results for which the programs, services and events were designed.

Key Objectives	Actions to Achieve	Success Metrics
Action #1 – Promote Indigenous Reconciliation Education and Awareness		
Implement the Reconciliation and Engagement Plan within the Town’s existing Diversity and Inclusion Strategy	1.1 Incorporate an Indigenous focus with the re-assembled Diversity and Inclusion Working Group	Number of progress reports completed on Reconciliation and Engagement activities/objectives
	1.2 Update the Diversity and Inclusion Working Group’s Terms of Reference to include focus on Indigenous Reconciliation and Engagement	Integration of Indigenous Reconciliation and Engagement Plan action items into Diversity and Inclusion Working Group Terms of Reference and Framework
	1.3 Publicly acknowledge the NTRC findings, the 10 principles including UNDRIP, and the 94 Calls to Action and the relevant actions that specifically relate to municipalities	Public facing media content (digital or print) approved and advertised to the community
	1.4 Further define elements of interest and keys to success amongst the Diversity and Inclusion Working Group	Number of Reconciliation and Engagement initiatives incorporated into organization and department strategic planning
	1.5 Maintain the Reconciliation and Engagement Plan as an evergreen document to	Creation of an Indigenous Reconciliation Working Group and Terms of Reference by 2025

	highlight the foundational concepts, core values, and mandate in perpetuity	
	1.6 Retain a local Indigenous Consultant, with knowledge of Whitchurch-Stouffville and surrounding area and peoples to support the Diversity and Inclusion Working Group and its interactions with the Indigenous representatives	Indigenous Consultant retained for strategic advisory and relations
Provide education and awareness opportunities to staff, elected members, and community members	2.1 Identify existing knowledge gaps, available training content, and timelines for staff training (Training Plan – CTA #57)	An Indigenous-focused training and development plan approved and utilized by all Town staff and elected members
	2.2 Promote learning materials, access to information, and resources on reconciliation to employees and residents in an easy to use, centralized format	Learning materials are frequently used and socialized to raise awareness of Indigenous reconciliation
	2.3 Provide employees with mandatory ongoing Indigenous cultural and awareness training	Number of Indigenous-focused training programs and materials offered and participation rates Annual report published and communicated to the public (through Council)
	2.4 Leverage the Town’s municipal website as a tool for building education and awareness for Indigenous issues, related programs, events, and services, and other content about Indigenous rights holders living in the area	Learning materials are frequently advertised and updated to raise awareness of Indigenous issues, related programs, events, and services
Increase awareness and knowledge of Indigenous history and cultural practices	3.1 Continue to establish and foster ongoing working relationships with Indigenous leaders and/or	Number of learning materials/documents provided publicly Number of Indigenous participants and/or First

	representatives to form an Advisory Circle	Nations representatives within Advisory Circle
	3.2 Promote awareness of Indigenous lands, history, culture, protocols, and governance structure of communities through the development of an Indigenous communications plan	Indigenous Communications Plan approved and utilized
Provide opportunities for meaningful staff engagement on DE&I initiatives and issues, including Indigenous reconciliation and engagement	4.1 Engage broad participation at the staff level to support the building of necessary skills and capacity to carry out assignments, and to strengthen education and awareness	Increased participation rate in the Diversity and Inclusion Working Group, including staff representation on the Charing Committee Increased municipal participation in community activities
Action #2 – Deliver Inclusive and Equitable Services		
Understand the needs of Indigenous groups and community members	5.1 Adopt the guide for Reconciliation with Indigenous Peoples: A Holistic Approach Toolkit produced for Inclusive Municipalities in Canada and Beyond	Adoption of the Toolkit into the Diversity and Inclusion Working Group as training and guidance material
	5.2 Consult Rights Holders First Nations, and Interest Holders First Nations, and as well explore opportunities to work with local Indigenous residents to explore additional opportunities for collaboration and inclusion	Increased communication and participation with First Nations and Indigenous residents
Increase ease of access and quality of information provided to residents	6.1 Work in combination with the Library to expand offerings relevant to Indigenous lands, history, culture, protocols, and governance structure of communities	Increased Indigenous-focused content and publications available at the Whitchurch-Stouffville Public Library (WSPL)
Action #3 – Foster Employee and Community Belonging		

Create a collaborative community of practice for all diversity and inclusion partners	7.1 Seek Indigenous participation through representatives from the Williams Treaty First Nations and the Wendat Nation	Number of engagements/ initiatives with First Nations participation
	7.2 Explore partnerships with surrounding municipalities in York Region to collaborate on reconciliation	Number of municipal partnerships established
	7.3 Join the Coalition of Inclusive Municipalities in which UNESCO supports cities	Participation in the Coalition of Inclusive Municipalities
Broaden outreach programs and services for youth	8.1 Act on the Calls to Action for Municipalities #66 on youth programming	Increase in Indigenous youth participation in programming
Increase accessibility for residents living in the Town	9.1 Explore cross-boundary collaboration with local municipalities in other parts of the York Region to coordinate services and programs for Indigenous residents	Number of cross-boundary Indigenous-focused services and/or programs offered to Town residents Increased participation in Indigenous-focused programs and/or services from cross-boundary partnerships

APPENDIX 1

Aboriginal Affairs Advisory Committee Terms of Reference (City of Toronto)

A. Purpose

1. The City of Toronto recognizes and respects the unique status and cultural diversity among the Aboriginal communities of Toronto.
2. The City of Toronto continues its commitment to supporting the Aboriginal right to self-determination by working inclusively with Aboriginal communities in Toronto to achieve equitable outcomes for Aboriginal peoples within their communities and in their day-to-day lives.
3. The mandate of the Aboriginal Affairs Advisory Committee is to provide advice to City Council on:
 - a. The elimination of barriers faced by Aboriginal peoples including barriers related to City by-laws, policies, programs and service delivery;
 - b. Act as a liaison with external bodies on barriers to the participation of Aboriginal peoples in public life; and
 - c. Advancing the achievement of social, cultural, economic and spiritual wellbeing of Aboriginal peoples.
4. The Aboriginal Affairs Advisory Committee is a Council Advisory Body. It may not direct City staff or make binding decisions on Toronto City Council or the City of Toronto. Any advisory body recommendation that requires action by City officials or City Council must first be considered by the appropriate Council Committee and, when necessary, approved by City Council.

B. Composition and Term

1. The Advisory Committee is composed of 25 members with one Member of City Council. With the exception of the Member of City Council, Aboriginal Advisory Committee members are representatives of Aboriginal organizations and the community at large.
2. Members are appointed by City Council on recommendation of the Civic Appointments Committee for public members and Striking Committee for the Member of City Council.
3. The Aboriginal Affairs Advisory Committee will elect two Co-Chairs at its first meeting or as soon as possible thereafter. 1 January 14, 2022.
4. Public members are appointed for a four-year term, coinciding with the term of City Council and the Council Member is appointed for a two-year term. The Advisory Committee will meet until the completion of its mandate or the end of the current City Council term, whichever comes first.
5. The Indigenous Affairs Office will canvass and recruit members in accordance with the Public Appointments Policy.

6. Membership is voluntary and a public service. Members will not be remunerated or receive an honorarium. Expenses may be reimbursed pursuant to the Toronto Remuneration Policy.

C. Governance

1. The Aboriginal Affairs Advisory Committee will provide its advice to City Council through the Executive Committee or other appropriate Council Committee.
2. The Advisory Committee will operate in accordance with City Council's Simplified Procedures for Advisory Bodies.
3. All meetings of the Aboriginal Affairs Advisory Committee will be open to the public and comply with the Open Meeting Requirements of the City of Toronto Act, 2006.
4. The Advisory Committee will hold up to six meetings per year at the call of the Chair or Co-Chairs.
5. The Indigenous Affairs Office will provide policy-related staff support and strategic advice to the Aboriginal Affairs Advisory Committee.
6. The City Clerk's Office will provide meeting management support to the Advisory Committee.
7. The quorum necessary for a Committee meeting is 30 percent of members.

APPENDIX 2

Consultation Plan – Roles and Responsibilities

Consultation Plan – Roles and Responsibilities	
Role	Responsibilities
Project Sponsor (Town) - Director – Leisure and Community Services	<ul style="list-style-type: none">▪ Champion of the project▪ Provide guidance with respect to strategy and recommendations
Project Manager (Town) - Manager – Heritage, Events and Theatre Operations	<ul style="list-style-type: none">▪ Main point of contact for the project▪ Provide updates / report the status of the project to the Project Sponsor and Steering Committee▪ Risk Escalation - assess the impact of occurring risk events, the execution of risk responses and involve the Project Director and other decision-makers as appropriate
Project Coordinator (Town) - Administrative and Project Coordinator – Leisure and Community Services	<ul style="list-style-type: none">▪ Coordinate steering committee▪ Coordinate internal meetings and interviews▪ Identify conflicts with other projects and initiates
Communications (Town) - Communications Coordinator – Corporate Communications	<ul style="list-style-type: none">▪ Support development of communications collateral for risk management▪ Support the project team with contingency communications plans, as required, in response to project changes▪ Provide advice and guidance to the project team on communications matters▪ Develop and implement communication plan in partnership with the project team<ul style="list-style-type: none">○ Responsible for development of news stories, announcements, and website○ Create all communications intended for target audience○ Internal Communications Plan
Project Working Group (Town) - Various Personnel	<ul style="list-style-type: none">▪ Provide advice and guidance to the Project Team▪ Review and provide guidance to the timelines, progress, deliverables▪ Identify any barriers or risks

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|--------------------------------|-------------------------------------|
| Colliers Project Leader | ▪ Overall management of the project |
| - Director – Project Executive | ▪ Risk monitoring |
| | ▪ Advise on approach, methodology |
| | ▪ Monitor progress and reporting |

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|-----------------------|-----------------------------------------|
| Colliers Project Team | ▪ Project deliverables |
| - Various Personnel | ▪ Consultations design and facilitation |
| | ▪ Cultural elements |
| | ▪ Planning, coordination, and reporting |
-