

## Calgary Indigenous Relations Office (Calgary IRO) Engagement Phases, Alignment and Findings

### Overview

The Calgary Indigenous Relations Office (Calgary IRO) engagement process began in Q2 2019 and contains four distinct phases (Diagram 1). All phases have been completed. Overall, the engagement findings align with the *Indigenous Policy's* Four Ways Forward (Ways of Knowing, Ways of Engaging, Ways of Building Relationships, and Ways Towards Equitable Environments). Table 1 contains additional details.

The importance of establishing and nourishing good relationships was a key teaching shared during the engagements. Critical to the success of the Calgary IRO was that, "The Calgary Indigenous Relations Office be a good relative." To be a "good relative" means:

- Creating ethical spaces within The City of Calgary that bring people together to ensure everyone can equally participate in municipal government;
- Working in a spirit of reciprocity with Indigenous communities, so everyone benefits from relationship between Indigenous people and The City; and
- Being authentic and present in community, listening to and learning from Indigenous people to better understand cultures, interests and challenges and to collaborate on specific projects that mutually benefit The City of Calgary and Indigenous communities.

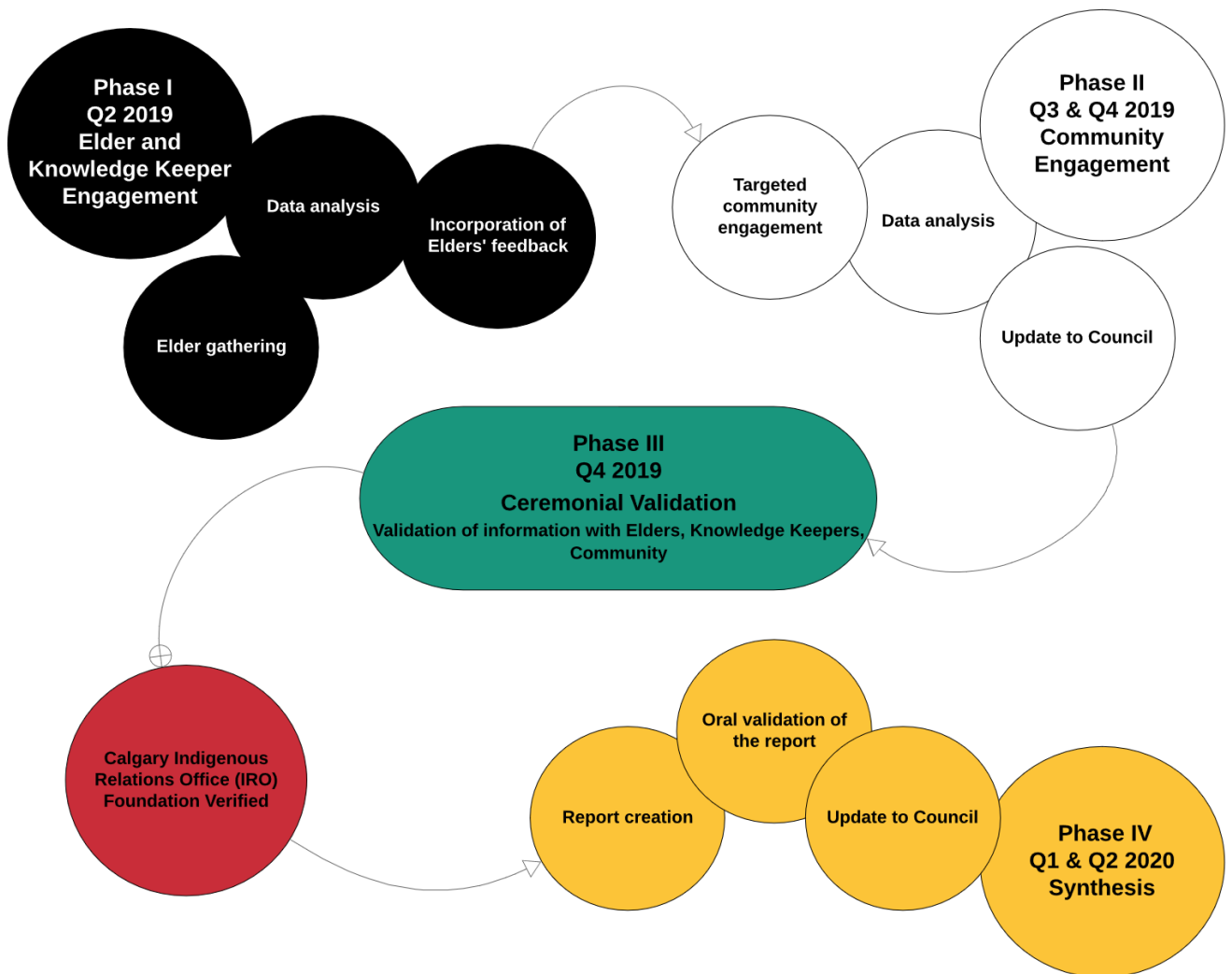
Table 2 describes the *Indigenous Policy's* Four Ways Forward and the alignment of the engagement findings with The City of Calgary's Four Cs. At the Tea Dance Ceremony, this was validated as a parallel way of understanding what it means to be a good relative.

Table 3 demonstrates the alignment of engagement findings to the Four Ways Forward and the five core functions of the Calgary IRO.

The engagement validated the core functions of the Calgary IRO and offered teachings related to Indigenous governance protocols and practices that will help inform the ongoing evolution of the Indigenous relations governance model at The City.

### Diagram 1 – Engagement Phases

Diagram 1 describes the process undertaken to infuse community perspective into the five initial core functions of the Calgary IRO. During Phase I, 33 Elders and Knowledge Keepers were engaged around what is required for positive and enduring relationships. In Phases II and III, engagements were conducted with the same 33 Elders and Knowledge Keepers as well as 40 targeted Calgary Indigenous organizations, systems and coalitions to better understand external perspectives related to the Calgary IRO’s collective vision and core functions. Calgary IRO staff also engaged with the Administration of the: Blackfoot Confederacy, Stoney Nakoda Nation, Tsuut’ina Nation and Metis Nation of Alberta, Region 3. Approximately 120 people were engaged in total.



**Table 1: Alignment with the *Indigenous Policy - Four Ways Forward with Broad Categories from Community Engagement***

Table 1 describes the alignment created between the Four Ways Forward and the broad categories drawn from the analysis of the community engagement. Within all Four Ways Forward, the organizing categories were aligned to dichotomies such as selfishness and reciprocity. Much like the Ways Forward, the themes are not mutually exclusive. They overlap or lead into one another and should not be considered discrete and mutually exclusive.

Becoming a Good Relative							
Ways of Knowing		Ways of Engaging		Ways of Building Relationships		Ways Towards Equitable Environments	
Absence	Presence	Inauthentic	Authentic	Selfishness	Reciprocity	Isolation	Common ground

**Table 2: Engagement Findings Aligned with The City of Calgary Four Cs**

Table 2 describes The Four Ways Forward and the alignment of the engagement findings with The City of Calgary's Four Cs. At the Tea Dance Ceremony, this was validated as a parallel way of understanding what it means to be a good relative.

Parallel Ways and Alignment to the City of Calgary	
Ways Forward: How to be a Good Relative	City of Calgary Four Cs
Ways of Knowing: Presence Ways of Engaging: Authentic Ways of Building Relationships: Reciprocity Ways towards Equitable Environments: Common Ground.	Competence is doing the right things the right way. Collaboration is working together for a common purpose. Character - is behaving the right way. Commitment is dedication to the greater public good.

**Table 3: Congruence between the Four Ways Forward, IRO Core Functions and Community Engagement – Findings**

This table demonstrates the congruence between the Four Ways of Forward and the five core functions of the Calgary IRO, combined with specific direction and teachings in each area. Column 3 of this table was created from feedback garnered at the Tea Dance Ceremony hosted on December 20, 2019. At the Tea Dance Ceremony, Tables 1 and 2 were presented back to those who had been engaged and validated orally.

<b>Four Ways Forward Indigenous Policy</b>	<b>IRO Core Functions</b>	<b>Community Engagement Direction</b>	<b>Learnings</b>
Ways of Knowing	Cultural Training and Advice	The City of Calgary should use culturally validated interpretations for all projects to ensure that advice is based on authentic cultural ways of interacting. The City should commit to ongoing cultural awareness programming for all employees.	Follow Indigenous protocols and prioritize Indigenous cultural competency development for City staff and Indigenous awareness learning opportunities for Calgarians.
Ways of Engaging	Engagement	The City of Calgary should move forward respectfully, sincerely and authentically while recognizing that Indigenous engagement requires unique processes, understanding of worldviews, mutual respect and trust.	Engage with respect and support and/or advance Indigenous-focused community projects of mutual interest and of historical, traditional and cultural significance.
Ways of Building Relationships	Relationship Coordination	The City of Calgary should continue to build mutually beneficial and respectful relationships with all Nations and urban Indigenous communities, based on reciprocity, shared responsibility and authenticity.	Develop trust, ethical space and supportive, transparent, mutually beneficial and ongoing relationships with Indigenous people; create spaces in Calgary where Indigenous people feel included; and, focus on the value of Indigenous people in Calgary.
Ways toward Equitable Environments	Strategy and Leadership + Legal Advice and Reporting	The City of Calgary should be actively seen in the community, involved in organizing events, listening to concerns, and actioning as appropriate. This involves systems navigation between community need and City departments or services and creates the ethical spaces that builds trust and lays a foundation for understanding one another.	Important to operate from Indigenous lenses; honour western and Indigenous parallel processes; create ethical spaces for innovation; collaborate in authentic ways with Elders and Knowledge Keepers; demonstrate leadership and commitments to reconciliation in ongoing ways; plan long term; and, advocate for Indigenous community priorities with other orders of government.