

People, Innovation & Collaboration Services Report to  
Regular Meeting of Council  
2024 September 23

ISC: UNRESTRICTED  
C2024-1023

## **2023-2024 White Goose Flying Annual Progress Report**

---

### **PURPOSE**

The *White Goose Flying* annual progress report demonstrates The City of Calgary commitment to Truth and Reconciliation and implementing the Calls to Action in the *White Goose Flying Report*. It illustrates the journey underway as we better understand the conditions needed to advance Reconciliation, including continued learning, growing collaborations and building relationship in a good way.

### **PREVIOUS COUNCIL DIRECTION**

That Administration bring the next Progress Report on *White Goose Flying* to the 2024 September meeting of Council.

### **RECOMMENDATIONS:**

That Council:

1. Receive the 2023-2024 *White Goose Flying* annual progress report for the Corporate Record; and
2. Endorse Administration's commitment to update the *White Goose Flying Report* and Indigenous Policy in a manner that is inclusive of and engaging with the Treaty 7 signatory First Nations, the Métis Nation and urban Indigenous Calgarians.

### **CHIEF ADMINISTRATIVE OFFICER/GENERAL MANAGER COMMENTS**

General Manager Chris Arthurs concurs with this report.

### **HIGHLIGHTS**

Through the annual *White Goose Flying* progress report process, there is an opportunity to provide updates on the implementation of the Calls to Action by The City and its civic partners. Since the update in 2023, investment has grown, with an increased number of Indigenous people in Indigenous related roles and portfolios making an observable impact.

The Indigenous Relations Office (IRO), as The City's nucleus for Truth and Reconciliation, surveyed City business units, partner organizations and City Council in the summer of 2024. They reported several successes with the advancement of Calls to Action in 2023-2024, listed in Attachment 2.

All of these actions demonstrate The City's commitment to and progress on:

- Implementing Truth and Reconciliation Calls to Action and the implementation of the *White Goose Flying Report*.
- Increasing knowledge about the histories of the Original Peoples of this area.
- Fostering an environment where Indigenous leaders are supported by municipal institutions in making Moh'kinstsis (Blackfoot)/Otoskwunee (Michif)/Wicispa Oyade (Stoney Nakoda)/Guts'ists'l (Tsuut'ina)/Calgary the best possible city for our people.

## 2023-2024 White Goose Flying Annual Progress Report

### DISCUSSION

In response to the Truth and Reconciliation Commission's 2015 final report, Council directed the Calgary Aboriginal Urban Affairs Committee, a citizen advisory committee to Council, to identify which of the 93 Calls to Action were actionable by The City. The result was the 2016 *White Goose Flying Report* which identified 43 Calls to Action across three categories: Own, Partner and Encourage. Council approved the *White Goose Flying Report* in 2016. Following the confirmation of children's unmarked graves at the former Kamloops Indian Residential School, a *White Goose Flying Report* update was presented to the Priorities and Finance Committee and adopted by Council in June 2021 (PFC2021-0887). Council reaffirmed its commitment to Truth and Reconciliation and directed Administration to submit a *White Goose Flying* annual progress update to Calgarians.

The annual reports show that while The City has made progress on numerous Calls to Action, there is still more it can do to advance Truth and Reconciliation. Reconciliation is the responsibility of everyone. Administration continues to provide support and resources to move forward on the journey of Truth and Reconciliation.

To advance the Calls to Action in the *White Goose Flying Report*, Council allocated \$1.5 million in one-time operating funds to support Reconciliation in the 2023-2026 budget cycle. Background and Previous Council Direction is included as Attachment 1.

In 2023, additional resources were allocated by business units, expanding leadership support, and including Truth and Reconciliation in service plans and budgets, to further advance associated Calls to Action. Business units who allocated new resources since then (e.g. Parks and Open Spaces, Recreation and Social Programs, and Arts and Culture) have made great progress on Truth and Reconciliation. A full list of The City's and its partners' achievements are listed in Attachment 2.

Trends noted, that particularly align with Call to Action 57 – Support awareness training to public sector staff and 45.iii - Reaffirm and Renew Treaty relationships.:

- **Awareness Training Increase** – Many business units reported new or expanded Indigenous awareness training for their teams'. Administration is making consistent efforts to increase Indigenous awareness of staff and leaders through internal and external training and inviting Indigenous Elders and Knowledge Keepers to speak at City events.
- **Embedded Indigenous-focused positions** - Business units or divisions with Indigenous-specific positions (such as Recreation and Social Programs, Parks and Open Spaces, Public Art, and Planning and Development Services) reported an increased number of actions in 2023-2024 compared with 2022-2023.
- **Engagement Increase** – Indigenous engagement and inclusion/incorporation on City projects and events is starting to become routine and right-sized to project scope.

### Notable Progress and Projects:

- The Indian Residential School Permanent Memorial project has confirmed a site at The Confluence Historic Site & Parkland, and has initiated procurement processes to support design and construction phases.
- Facilities has begun construction on the Wicispa Oyade Indigenous Ceremony Room at the Municipal Building.

### **2023-2024 White Goose Flying Annual Progress Report**

- Support for the successful bid for the 2027 North American Indigenous Games in partnership with Tsuut'ina.
- Events hosted: Indigenous Awareness Week, Orange Shirt Day and Métis Week, as well as an Indigenous Canada Day celebration.
- Indigenous placemaking and identification of culturally significant areas in City parks.
- The Indigenous Focus Council Meeting that was recommended in 2023 is being fulfilled on 2024 September 23.
- The Indigenous Procurement team has launched The City's program to increase economic opportunities for Indigenous companies. This builds on the momentum of other initiatives such as the 2023 Indigenous Economic Contribution Study conducted by the IRO with Calgary Economic Development.
- Administration continues to work towards an Indigenous Gathering Place.
- City Council continues to take part in Indigenous events, both formal and informally, to build connections and better serve Indigenous people. See Attachment 3 for a sample of work and events attended by Mayor and Members of Council.
- Indigenous persons who are over 18 and reside outside of Calgary within the Treaty 7 Region can now apply to be public members on The City's Boards, Commissions and Committees.

#### Broad, high-level next steps:

- Administration is committed to a review of the *White Goose Flying Report* and the Indigenous Policy. Both documents will be inclusive of all local Indigenous Nations, the Otipemisiwak Métis Government and urban Indigenous Calgarians based on ongoing engagement with Nation partners and the Calgary Aboriginal Urban Affairs Committee.
- Administration is conducting a review to optimize the IRO's role in The City and alignment across departments. The review intends to clarify the service types and levels sought by internal interested parties, the resources currently available, and any gaps or opportunities. The aim is to provide a detailed organizational assessment that will help shape the future structure and functions of the IRO, grounded in Reconciliation and relationship building.
- The IRO is conducting a corporate wide survey to determine staff's level of knowledge on Truth and Reconciliation Commission and the IRO to assist in identifying gaps and needs for future training initiatives.

#### Ideas/principles to be aware of:

- The IRO provides ad hoc and routine monthly consultation sessions to provide support and advice to all business units.
- Truth and Reconciliation is a journey that begins with awareness, and everyone is at a different place.
- Intergenerational trauma will take intergenerational healing (7 generations).
- Teachable moments happen in smaller circles and in person.
- Relationships are key in Indigenous communities. Relationships move at the speed of trust, and advancing the Calls to Action takes time and is gradual.
- Indigenous centred leadership grounded in Indigenous Ways of Knowing, Being and Doing.

## **2023-2024 White Goose Flying Annual Progress Report**

---

### **EXTERNAL ENGAGEMENT AND COMMUNICATION**

- |  |   |
|--|---|
| <input type="checkbox"/> Public engagement was undertaken        | <input type="checkbox"/> Dialogue with interested parties was undertaken                |
| <input type="checkbox"/> Public/interested parties were informed | <input checked="" type="checkbox"/> Public communication or engagement was not required |

Broad external engagement is not required as the intent of the *White Goose Flying Annual Progress Update* is to report about what The City of Calgary has done to implement Truth and Reconciliation Calls to Action.

The internal contributors were identified in the *White Goose Flying Report* as the business units responsible for implementing associated Calls to Action. Senior executive advisors from contributing departments were engaged and further validated the progress report and attachments.

The IRO convenes a monthly board meeting for the Indigenous Relations Coordinating Committee to keep Indigenous-focused business units informed of one another's work. The annual report is an opportunity to check in and connect with partner organizations.

### **IMPLICATIONS**

#### **Social**

The advancement of Truth and Reconciliation Calls to Action is a key contributor to establishing mutually beneficial relationships with Indigenous people and communities. Through Reconciliation and relationship building, The City can better understand the needs and aspirations of Indigenous people and support their inclusion in civic life. There are beneficial impacts that Reconciliation, and the diverse perspectives of Indigenous people, can have on everyday decision making. Through transparent reporting on the Calls to Action, The City increases trust and relationship building with the Indigenous communities it serves.

#### **Environmental**

The City's Reconciliation efforts include learning from Indigenous people about their worldviews, including the interconnectedness of all living things, their respectful relationships with land and nature and incorporating Indigenous environmental stewardship and sustainable practices into climate action plans.

#### **Economic**

Reconciliation includes economic Reconciliation and offers The City an opportunity to create meaningful and mutually beneficial relationships that will contribute to collective economic prosperity. This includes addressing economic disparities experienced by Indigenous people through corporate structures and processes, creating improved employment opportunities and increased inclusion of Indigenous people in the full spectrum of economic opportunities.

People, Innovation & Collaboration Services Report to  
Regular Meeting of Council  
2024 September 23

ISC: UNRESTRICTED  
C2024-1023

## 2023-2024 White Goose Flying Annual Progress Report

### Service and Financial Implications

#### No anticipated financial impact

There are no additional costs in reporting back to Council with the implementation of the Calls to Action in the *White Goose Flying Report*. It is important to note the observable impact of investments in Indigenous roles and Indigenous people on the journey of Truth and Reconciliation.

### RISK

Identified Risk:

- Limited progress on Reconciliation if there are not sufficient resources and support for associated business units to advance Calls to Action.

Likelihood & Impact to The City and Community:

- Negative impact to The City's reputation and credibility.
- Negative impact on Indigenous relations.
- Citizen and Indigenous people mistrust towards The City.

Impacts to priorities, desired results, and policies:

- Commitments to Calls to Action in *White Goose Flying* not fully delivered on.
- Indigenous Policy ways forward not implemented.
- Leader-to-leader relations impeded.

Corporate Strategies to ensure success:

- Make Reconciliation a priority at all levels of the corporation.
- Provide resources to units responsible for Reconciliation.
- Include advancement of Truth and Reconciliation in business planning cycles.

### ATTACHMENTS

1. Previous Council Direction, Background
2. Administration and Civic Partner Actions taken in 2023-2024
3. Mayor and Council Work on *White Goose Flying* Calls to Action
4. Spotlight – Recreation & Social Programs
5. Spotlight – Calgary Public Library
6. Presentation

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Chris Arthurs	People, Innovation & Collab Services	Approve

Author: Indigenous Relations Office