

**Community Services Report to  
SPC on Community and Protective Services  
2018 November 07**

**ISC: UNRESTRICTED  
CPS2018-1216**

**Preview of the Proposed Calgary Indigenous Relations Office**

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**EXECUTIVE SUMMARY**

This report provides a preview of the proposed model for a Calgary Indigenous Relations Office. As directed by Notice of Motion NM2017-20, the budget request to continue engagement and establish an Indigenous Relations Office will be included for consideration as part of the One Calgary service plan and budget. This preview includes a summary of the scoping activities completed to date, a description of core functions of the proposed Office and next steps should it be approved as part of budget deliberations.

Indigenous relations is an on-going, multi-faceted portfolio of work that involves various departments across the Corporation and numerous community partners. The proposed model for the Indigenous Relations Office represents a comprehensive and coordinated model to advance The City of Calgary's efforts towards positive Indigenous relations and reconciliation.

While the proposed model has been developed as a preview, if approved within the One Calgary process, the work will proceed with further community engagement. This engagement would include discussions with Treaty 7 First Nations, Métis Nation Region 3, Inuit and urban Indigenous Calgarians as well as other stakeholders focused on Indigenous relations, specifically within the Calgary context.

**ADMINISTRATION RECOMMENDATION:**

That the SPC on Community and Protective Services recommends that Council receive this report for information.

**PREVIOUS COUNCIL DIRECTION / POLICY**

At the 2017 July 24 Regular Meeting of Council, Council adopted Notice of Motion NM2017-20, brought forward by Councillor Pincott, as follows:

"NOW THEREFORE BE IT RESOLVED, That Administration consider the establishment of a distinct Office to address our Indigenous commitments and support relations with our Treaty 7 partners and Métis Region 3, as well as all Indigenous peoples living within the City of Calgary borders, to return to Council for budget consideration in November 2018."

**BACKGROUND**

According to the 2016 Census data, Indigenous peoples off-reserve constitute the youngest and fastest growing segment of Canadian society. Currently, over 35,000 Indigenous people call Calgary home and 42 per cent of Indigenous Calgarians are under the age of 25, compared to 30 per cent of non-Indigenous Calgarians. Given this, Indigenous relations is an important aspect of The City's efforts to provide opportunities for full participation and inclusion in civic life. The proposed model for a Calgary Indigenous Relations Office provides the necessary foundation to fulfill the Indigenous relations commitments that have already been made through the *Indigenous Policy*, the *White Goose Flying* report and the 2019-2022 Council Directive: the development of positive Indigenous relations and reconciliation in support of A Well-Run City (W5).

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The City of Calgary Indigenous relations work is currently comprised of a wide range of activities including relationship-building, programming, funding, community work, planning activities, public art, parks archaeology, regulatory consultation and support for the Calgary Aboriginal Urban Affairs Committee (CAUAC). While there is a concentration of Indigenous relations work within Calgary Neighbourhoods, many undertakings are managed by other areas of Administration. There are limited resources dedicated to Indigenous relations and reconciliation commitments.

As a result of Notice of Motion NM2017-20, Administration, in consultation with stakeholders, has been examining potential models for a distinct office to address Indigenous commitments and support relations with Treaty 7 partners, Métis Nation Region 3, as well as all Indigenous peoples living within the city of Calgary borders. The *Indigenous Policy* and the *White Goose Flying* report guide the municipality as an active partner in truth and reconciliation. The proposed model for the Indigenous Relations Office would assist in the effective coordination of implementing the *Indigenous Policy* and the Calls to Action across the Corporation and with external partners. This report provides a preview of the recommended model that would be pursued pending further engagement.

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

If approved by Council, the continued work to establish an Indigenous Relations Office would serve as an important catalyst in realizing a future that is not only more inclusive but would accelerate action-oriented implementation related to the Truth and Reconciliation Commission's Calls to Action identified in the *White Goose Flying* report.

The proposed model for a Calgary Indigenous Relations Office is a centralized coordinating body within Administration to enable Council and City staff to develop and sustain prosperous relationships with First Nations, Métis, Inuit and urban Indigenous Calgarians. The staff of the Indigenous Relations Office would be centralized, with a networked approach, meaning that select subject matter experts would still be located in the business unit aligned to their expertise (i.e. Law). The Indigenous Relations Office would be a point of contact for information enquiries for both the Corporation and the community.

The Indigenous Relations Office would be a mechanism that facilitates truth and reconciliation in core practices and decision-making, and tracks and reports on City of Calgary Indigenous relations initiatives. It would be a connection point between the community and the Corporation, with business units continuing to execute on their work in consultation with the Office.

The core functions of the Calgary Indigenous Relations Office are proposed to include:

- **Strategy:** enables relationship building through the *Indigenous Policy* and implementation guides, as well as the development of an engagement/consultation strategy that identifies the continuum of activities from voluntary engagement to regulatory consultation.
- **Reporting:** coordinates and tracks progress of *White Goose Flying* report Calls to Action.
- **Cultural Training:** builds City staff capacity through increased awareness, knowledge and competency.

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- **Cultural Advice:** develops and implements protocols and procedures to advance The City of Calgary's Indigenous relations.
- **Relationship Management:** coordinates government relations strategy with complex files.
- **Legal Advice:** provides ongoing legal advice and advocacy.
- **Leadership:** develops and supports a collaborative vision of an Indigenous Relations Office through leadership and guidance.

Each of these functions aligns with the Ways Forward outlined in Council's *Indigenous Policy*: ways of knowing, ways of engaging, ways of building relationships, and ways towards equitable environments. Each is integral to building and sustaining Indigenous relations with First Nations, Métis, Inuit and urban Indigenous Calgarians. It signals The City of Calgary's shared pathway forward and firm commitment to building an equitable and inclusive city.

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

The proposed recommendations for the Calgary Indigenous Relations Office are the result of:

- Targeted Stakeholder Engagement
  - Consultations with approximately 70 stakeholders that included key participants within the Corporation, CAUAC and external partners.
  - A day-long session led by CAUAC, with an Elder as part of the engagement, to provide further discussion and details around CAUAC's vision for an Indigenous Relations Office.
- Research
  - City business units involved in activities related to Indigenous relations were surveyed. The results provide a broad inventory of the types of Indigenous-related activities and relationships.
  - A scan of approaches to Canadian municipal Indigenous relations conducted to gather information on: different Indigenous relations models, the location of the work within organizations, advisory functions and associated resources.

If the proposed model for the Calgary Indigenous Relations Office is approved through the One Calgary process, there would be engagement to continue the community conversations more broadly with groups and individuals (including First Nations, Métis, Inuit and all urban Indigenous Calgarians). This would inform a collaborative vision of the Indigenous Relations Office, centered on the potential for impact to the community. Integral to the successful development of the Indigenous Relations Office is the creation of an advisory circle comprised of Elders and other leaders in Indigenous relations.

### **Strategic Alignment**

- **2019-2022 Council Directives:** The development of positive Indigenous relations and reconciliation in support of A Well-Run City (W5).
- 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 shared pathway forward, and a firm commitment to building an equitable and inclusive city."
- The ***White Goose Flying*** report: Encompasses The City's commitments to the Truth and Reconciliation Commission's Calls to Action and achieving sustainable reconciliation.

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- Council-approved **Social Wellbeing Principles**: “Advance the active and shared process of truth and reconciliation in collaboration with the community.”
- **Cultural Plan for Calgary**: “Will conserve and celebrate Calgary’s built, natural and Indigenous Heritage.”

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

The *Indigenous Policy*, the *White Goose Flying* report and the Council Directive create a foundation to support Indigenous people to participate in and benefit from the full range of The City’s planning and decision-making while also supporting the broader community to understand shared history and reconciliation. Concurrently, The City will benefit from the knowledge and wisdom of Indigenous peoples and organizations. The proposed Indigenous Relations Office supports a strategic and cohesive approach to the social, environmental and economic benefits of Indigenous relations. Within Indigenous views, there is an interdependence of ecology including land, water, air and the universe. A more coordinated approach toward Indigenous relations creates a greater integration of Indigenous worldviews into land stewardship and protection. Through reconciliation and increased recognition of rich cultural contributions, individual and collective economic benefits can be realized through creating improved employment opportunities and the inclusion of Indigenous people in: cultural expression opportunities; public art projects; business opportunities; heritage preservation; infrastructure decisions; and sports and recreational opportunities, among many other opportunities.

**Financial Capacity**

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

Operating budget requirements related to the proposed Calgary Indigenous Relations Office will be included for Council consideration as part of the 2019-2022 One Calgary Service Plan and Budget.

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

There are no capital budget considerations associated with this report.

**Risk Assessment**

There may be a perception that insufficient stakeholder engagement has occurred to inform the proposed model for the Indigenous Relations Office. If development of an Indigenous Relations Office is approved by Council, wider stakeholder engagement will be conducted. The successful development of an Indigenous Relations Office is contingent upon input from the community, especially Treaty 7 partners, the Métis Nation of Alberta Region 3 and urban Indigenous Calgarians.

There is an additional risk related to the pace of the development of the proposed Indigenous Relations Office. Moving too fast or not moving fast enough could potentially jeopardize relationships. A mitigation for this risk to utilize a co-creation approach that relies on Treaty 7 partners, the Métis Nation of Alberta Region 3 and urban Indigenous Calgarians to determine what is necessary, what is right and the pace of development of the proposed Indigenous Relations Office.

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

A preview of the proposed model for the Calgary Indigenous Relations Office is outlined for information to support future decision-making in the One Calgary deliberations.

If approved, the continued work to establish an Indigenous Relations Office would include broad community engagement and would increase consistency in The City's application of the Indigenous Policy, external engagement practices and related procedures. It would enable Council and Administration to provide a strategic and thoughtful approach to working with Indigenous partners and contribute to advancing The City's reconciliation commitments.

#### **ATTACHMENT(S)**

None