



ReconciliationLethbridge AdvisoryCommittee

Strategic Workshop Report

February 25, 2019

Prepared By:
Aaron Aubin Consulting Inc.



CITY OF
Lethbridge



The Reconciliation Lethbridge Advisory Committee acknowledges that this report was prepared in the Traditional Territory of the *Siksikaitstapi*, including the *Kainai*, *Piikani*, *Siksika*, and *Amskapi Pikuni* Nations, within Treaty 7 lands, and in the Métis Nation of Alberta, Region 3.

The Committee respects and acknowledges the contributions of Indigenous and non-Indigenous peoples past, present, and future to reconciliation in Lethbridge and region.

Executive Summary

In Fall 2018, the Reconciliation Lethbridge Advisory Committee (RLAC) identified the need for strategic planning to support the work of reconciliation at The City and in the community. With the support of an Indigenous Engagement Consultant, Committee members participated in a series of engagement activities (the engagement), including a workbook, workshop, and one-on-one meetings. The purpose of the strategic planning was to support the Committee in realizing its mandate and to prioritize possible next steps.

The engagement focused on understanding members' motivations to participate on the Committee, their expectations of and for the Committee, as well as specific priority actions based on the Reconciliation Implementation Plan. Committee members also provided input on opportunities and challenges associated with priority actions, and reconciliation more broadly in Lethbridge. Motivations, Expectations and Priority Actions are identified in Table 1, and are discussed more thoroughly in Section 3.

Table 1 Summary Motivations, Expectations, and Priority Actions

| Committee Motivations | Committee Expectations | Priority Actions |
|--------------------------------|---|--|
| <i>Awareness and Education</i> | <i>Ethical Space</i> | <i>Awareness and Recognition</i> |
| <i>Equality and Respect</i> | <i>Understanding and Partnerships</i> | <i>Education and Training</i> |
| <i>Authentic Relationships</i> | <i>Clear Action and Communication</i> | <i>Employment and Economic Development</i> |
| <i>Opportunities</i> | <i>Policy</i> | <i>Review and Implement UNDRIP</i> |
| | <i>Physical and Social Infrastructure</i> | <i>Build Stronger Relationships</i> |



The outcome of the strategic planning activities is a series of 11 recommendations, organized in two categories: Committee-Focused and Community / City-focused. Committee-focused recommendations support the overall functioning of the Committee, while Community / City-focused recommendations are activities that RLAC can champion in its role as an advisor to City Council and as a forum for dialogue and advocacy within the community. Recommendations are not necessarily presented sequentially, as multiple recommendations can and should be pursued simultaneously. Recommendations are presented in Table 2 and are discussed in more depth in Section 4.

Table 2 Summary Combined Recommendations

| Committee-Focused Recommendations | Community / City-Focused Recommendations |
|---|---|
| <i>1. Update Statement of Purpose</i> | <i>6. Community Symbols</i> |
| <i>2. Indigenous Governance Review</i> | <i>7. IAT for City Employees</i> |
| <i>3. IAT¹ for Committee Members</i> | <i>8. Strong Community Link</i> |
| <i>4. Committee Handbook</i> | <i>9. City Hiring and Procurement Policy Review</i> |
| <i>5. Project Charter Template</i> | <i>10. Regional Economic Development Partnerships</i> |
| | <i>11. Committee Referral Process</i> |

¹ Indigenous Awareness Training

Table of Contents

| | |
|---|-----------|
| EXECUTIVE SUMMARY | 1 |
| TABLE OF CONTENTS..... | 4 |
| 1.0 BACKGROUND..... | 5 |
| 2.0 METHODOLOGY | 6 |
| 2.1 WORKBOOKS..... | 6 |
| 2.2 WORKSHOP..... | 7 |
| 3.0 DATA..... | 8 |
| 3.1 COMMITTEE MEMBER MOTIVATIONS..... | 8 |
| 3.2 COMMITTEE MEMBER EXPECTATIONS | 9 |
| 3.3 RECONCILIATION IMPLEMENTATION PLAN PRIORITIES | 11 |
| 3.4 OPPORTUNITIES AND CHALLENGES..... | 14 |
| 3.5 OTHER FEEDBACK..... | 16 |
| 4.0 RECOMMENDATIONS | 17 |
| 4.1 COMMITTEE-FOCUSED RECOMMENDATIONS | 17 |
| 4.2 COMMUNITY / CITY-FOCUSED RECOMMENDATIONS | 20 |
| APPENDIX A | 24 |
| SAMPLE WORKBOOK | 24 |
| APPENDIX B | 25 |
| WORKSHOP PRESENTATION | 25 |
| APPENDIX C | 26 |
| RECOMMENDATION SUMMARY TABLES | 26 |

1.0 Background

Beginning in 2016, the Lethbridge Indigenous Sharing Network (LISN) and representatives of City of Lethbridge Administration partnered to draft the Reconciliation Implementation Plan 2017 – 2027 (Implementation Plan). The Implementation Plan is a framework for advancing the Truth and Reconciliation Commission of Canada's (TRC) Calls to Action within the community. The 10-year Implementation Plan was subsequently accepted by City Council in the summer of 2017.

In June 2018, Lethbridge City Council created the Reconciliation Lethbridge Advisory Committee (RLAC) as a standing committee of Council, thus formalizing the partnership between The City and LISN (representing the Community). As stated in the Committee Terms of Reference, the mandate of RLAC is to *"act as an advisory committee to City Council on issues relating to reconciliation. The Committee will champion the Reconciliation Implementation Plan, promote mutual understanding and support of urban Indigenous populations and the municipality's relationship with the Blackfoot Confederacy."*

In the fall of 2018, RLAC identified the need for strategic planning to support its mandate and to prioritize possible next steps.

This report outlines the strategic planning work undertaken by RLAC with the support of an Indigenous Engagement Consultant, followed by an analysis of the data collected from Committee members. The report concludes with a discussion of the overarching themes that emerged from engagement and a series of recommendations.

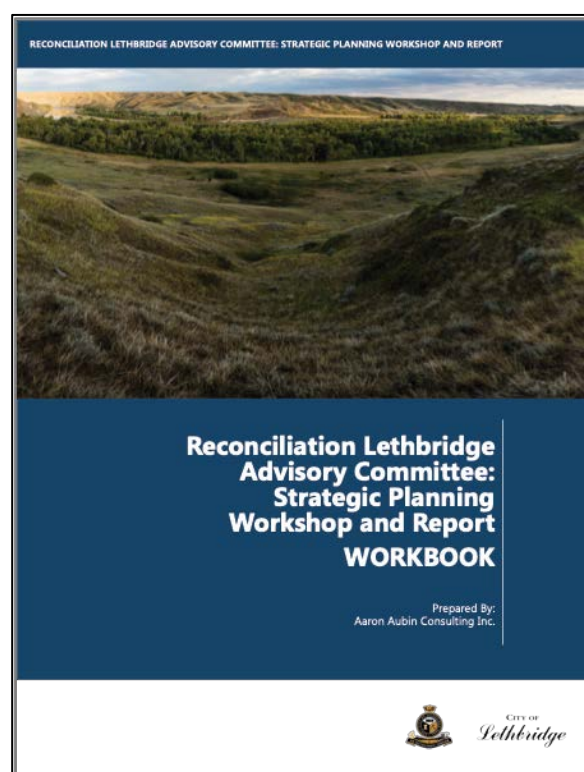
2.0 Methodology

Between December 2018 and February 2019, RLAC members participated in a series of engagement activities, including a Workbook, Workshop and one-on-one meetings² (collectively, the engagement). The following two sections describe the objective and design of the engagement used to inform the report analysis and recommendations.

2.1 Workbooks

Each RLAC member brings with her or him a different level of understanding and experience, and a unique story. With this in mind, the purpose of the Workbook was to understand RLAC members' motivations for participating on the Committee, and their expectations of the Committee. RLAC members were also asked to comment on the priority actions they feel the Committee should be working on (based on the Implementation Plan), as well as the opportunities and challenges relevant to each of those priorities.

In total 9 Workbooks were completed. Workbook responses remained anonymous, providing members with the space to be open and honest; the responses were then analyzed and used to inform the design of the Workshop. A sample Workbook is provided in Appendix A for reference.



² The Indigenous Engagement Consultant held a one-on-one meeting with each of the Committee Co-chairs, and City Administration held one-on-one meetings with two Committee members who were unable to attend the Workshop.

2.2 Workshop

Following an analysis of Workbooks, a two-hour strategic planning Workshop was held on February 7, 2019. The purpose of the Workshop was to share high-level findings from the Workbooks, to validate those findings through a series of interactive exercise, as well as to begin thinking about next steps and priorities. The Workshop was organized into three main components.

First, the Indigenous Engagement Consultant presented draft themes based on Committee member motivations and expectations (from completed Workbooks). Time was then given for participants to validate and give feedback on the draft themes.

The second component involved a Table Discussion focused on reconciliation priorities. In this activity, participants were divided into two groups and provided with Implementation Plan priorities (based on the most popular Workbook responses; participants were also allowed to add in other priorities) and were then asked to rank them. Participants discussed their prioritization based on criteria such as timing, sequencing, momentum, and resource requirements. In some instances, aligned priorities were grouped.

The last component of the Workshop also involved a Table Discussion of opportunities and challenges. Participants were asked to review a listing of opportunities and challenges (based on Workbook responses) and rank them. Once ranked, they discussed which opportunities and challenges were most significant and how they might be activated (in the case of opportunities) or mitigated (in the case of challenges). In some instances, aligned opportunities and challenges were combined by participants. The Workshop presentation is provided in Appendix B for reference.



3.0 Data

The following sections provide a high-level analysis of the data collected through the 9 submitted Workbooks and the contributions of the 10 Workshop participants. The analysis also takes into consideration the reflections provided during one-on-one meetings with Committee members.

3.1 Committee Member Motivations

The work of reconciliation is *heart work* and can be personal and challenging. The first activity in both the Workbook and Workshop was designed to understand what drives Committee members, and how they see the benefits of their participation on the Committee.

Four themes that related to motivations were identified through the engagement. While these themes may not speak specifically to any one member's motivations, they reflect the engagement feedback collected. Moreover, these themes do not exist in isolation, as there are multiple points of intersection exist between them. Themes are also relevant to a specific moment in time, and may change based on new experiences, opportunities, barriers, and outside influences.

- 1. Awareness and Education** members are motivated to bring greater awareness to the TRC Calls to Action and to promote Indigenous culture in Lethbridge.
- 2. Equality and Respect** members are motivated to create a more equitable and respectful community through policy and action, and to build an environment that is free of racism and discrimination.
- 3. Authentic Relationships** members are motivated to repair and build stronger relationships between Indigenous and non-Indigenous peoples based on awareness, trust, and compassion.
- 4. Opportunities** members are motivated to create opportunities for Indigenous peoples in Lethbridge, including employment, and other opportunities that contribute to a better future for all peoples.

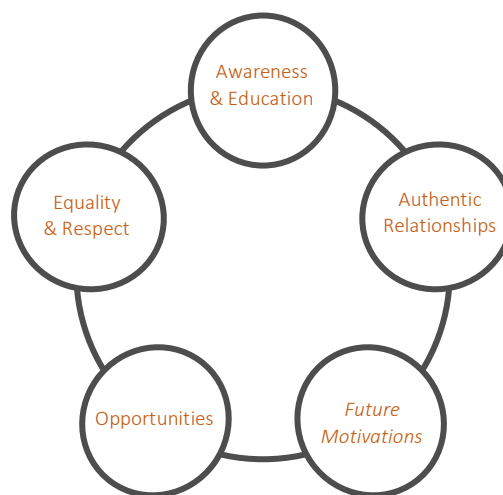


Figure 1 Committee Motivations

Figure 1 captures the four themes that relate to motivations and represents them in a way to highlight their interconnectedness. Figure 1 also includes a space for *future motivations* as a suggestion that members' motivations may change or grow over time.

3.2 Committee Member Expectations

Committee members' expectations ranged from specific outcomes (e.g., review and develop policy, create cultural and social infrastructure), reflections on how the Committee should work (e.g., be open-minded, create formal communication processes), to larger hopes and visions for the community (e.g., deal with racism).

Five themes that related to expectations emerged from the engagement. As expressed in the previous section, themes are interrelated and time sensitive.

1. **Ethical Space** members expect ethical space for open and respectful dialogue to take place, and that once developed, can be modelled within the broader community.³
2. **Understanding and Partnerships** members expect to build strong, lasting partnerships based in truth and shared understanding, allowing for the exploration of opportunities.
3. **Clear Action and Communication** members expect that the Committee will generate clear action and communicate its results, including through reporting to City Council and the Community.
4. **Policy** members expect that the Committee will be involved in reviewing and creating policy which reflects the needs, interests, and lived experiences of Indigenous peoples.

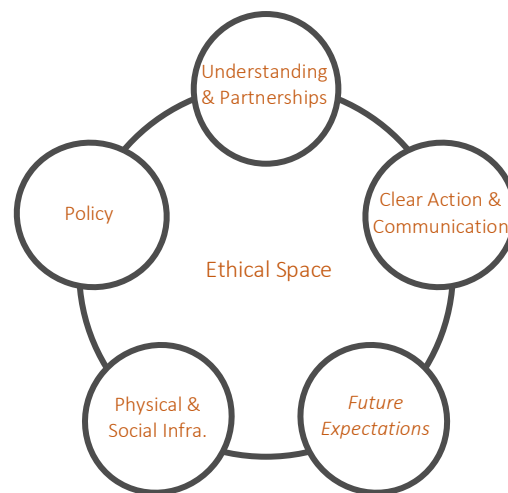


Figure 2 Committee Expectations

³ Ethical space can be understood as the ability for dialogue, story, and information to flow between knowledge systems respectfully and in a way where one knowledge system does not dominate over others. For more reading on Ethical Space see Willie Ermine's "The Ethical Space of Engagement" (2007).

- 5. Physical and Social Infrastructure** *members expect that the Committee will promote reconciliation and improve the well-being of Indigenous peoples through physical and social infrastructure that creates space for dialogue, connection, awareness, and collaboration.*

Figure 2 captures the five themes that related to expectations, and again represents themes in a way that indicates interconnectedness. The figure includes ethical space at the middle as a foundational element that brings the expectations together. As with motivation themes, a space for *future expectations* is included as a suggestion that members' expectations of RLAC may change or grow over time.



3.3 Reconciliation Implementation Plan Priorities

Based on input received, priority actions for the next 6 – 12 months were identified. Members considered aspects such as: sequencing, resources, momentum / synergy (i.e., the alignment of an action with other initiatives, making it more compelling or actionable). The following two sections highlight the findings from the **Workbooks** and **Workshop**, followed by a collective analysis.

Workbooks

More than 40 priority actions were identified through the Workbooks. The following are the top three.

1. City of Lethbridge Staff Training

Committee members see training as important because it can help raise the City staff awareness regarding the historical and contemporary experiences of Indigenous peoples, thus create more understanding. This in turn can cause a ripple effect within the community and place The City in a leadership position. Moreover, through awareness, employment and other tangible outcomes become more realizable.

2. Employment and Economic Development

Employment and economic development are seen as priorities because they have a direct impact on individuals' lives. Meaningful employment creates a sense of purpose and leads to improved quality of life. Creating more opportunities (including removing barriers) to employ Indigenous peoples, particularly if spearheaded by The City, could help create greater community awareness, and encourage other organizations to do the same.

There is also interest in seeing more procurement and business-to-business relationships emerge with Indigenous businesses (including those based in Kainai, Piikani, and Lethbridge). Finally, broader collaborative planning around economic development, including with Blackfoot Confederacy Nations, is seen as a way of generating more regional economic prosperity, and advancing relationship-building efforts at the community level.

3. Review and Adopt United Nations Declaration on the Rights of Indigenous Peoples

Reviewing and adopting UNDRIP is seen as a priority because it emphasizes the *why* behind reconciliation, that being a re-affirmation of the rights of Indigenous peoples as they relate to dignity, language, culture, territory, and consent etc. This action is seen important because it provides a strong signal to the community and lays a foundation for further actions.

Workshop

During the Workshop Committee members were divided into two groups. The top priorities from each group are provided below.

Group 1

Group 1 indicated that their top priority was to *Review and Adopt UNDRIP* because it is seen as a tool to provide common language and understanding, and as a framework for alignment and communication. The second priority was to seek opportunities for *Experiential Learning in Spiritual Ceremonies, Traditions, and Rituals*. This action was seen as important because it increased understanding of Indigenous cultures, and through that, deeper connection and investment in the outcomes. The third priority was to *Build Stronger Relationships*, with both community stakeholders and Kainai and Piikani Nations. This was identified as a priority because it will generate greater credibility, support, shared-ownership and collective responsibility.

Other significant priorities included: exploring opportunities for public education and recognition, staff training (City and other public agencies), job creation and economic development, and appropriate education and services for children.



Group 2

Group 2 organized their priorities thematically. The top priority was *Recognition*, including acknowledging Blackfoot Traditional Territory in City plans, experiential learning, the creation of a monument, and reviewing and adopting UNDRIP. The second priority was *Education and Awareness*, including ensuring the availability of appropriate childhood education programs, public education and recognition, working with community stakeholders, and City staff training. The third priority was *Job Creation and Employment*, including more opportunities for Indigenous graduates, and building stronger relationships with Kainai and Piikani Nations.

Other priorities included services (working with Alberta Health Services on culturally relevant services, ensuring equitable access to services, and addictions and mental health services), and maintaining communications with the National Council for Reconciliation (NCR).

Table 3 Summary of Priority Actions

| Workbooks | Workshop Group 1 | Workshop Group 2 |
|-------------------------------------|--|-----------------------------|
| City of Lethbridge Staff Training | Review and Implement UNDRIP | Recognition |
| Employment and Economic Development | Experiential Learning in Spiritual Ceremonies, Traditions, and Rituals | Education and Awareness |
| Review and Adopt UNDRIP | Build Stronger Relationships | Job Creation and Employment |

3.4 Opportunities and Challenges

Through the engagement, significant opportunities and challenges relating to priority actions were identified. Committee members expressed a strong degree of alignment and agreement on some of the main opportunities and challenges. The most common identified opportunities and challenges are presented below, as well as some thoughts around possible activation strategies (in the case of opportunities) and mitigation strategies (in the case of challenges).

Opportunities

- More awareness of Indigenous peoples and reconciliation at The City and in the community
- Stronger, more authentic relationships at the community level, but also at the governance level (City Council, First Nation Councils) that lead to greater collaboration and joint-advocacy
- Meaningful opportunities and real positive change in the lives of Indigenous peoples
- True reconciliation leadership by The City of Lethbridge
- Stronger representation and profile of Indigenous peoples in Lethbridge
- Meaningful symbols of Indigenous peoples in the community (e.g., signs, flags, land acknowledgements)

Strategies to advance or activate these opportunities include:

- Identify collective interests and values
- Start with awareness-raising (truth) as a pathway to empower compassion and action
- Engage and partner with the Indigenous community and partner organizations
- Create clear project plans and identify resources
- Be mindful that this is a gradual process
- Advocate and communicate with others (i.e., governments and NCR)



Challenges

- Resource limitations in both the community and at The City (e.g., staff, time, funding)
- Limited awareness and education about the historical and contemporary experiences of Indigenous peoples
- Continuing dominance of Western processes, knowledge, and governance models
- Limited safe space for meaningful dialogue and engagement
- Push-back from the community
- Systemic barriers such as racism and discrimination
- Fear and discomfort

Strategies to mitigate these challenges include:

- Encourage and actively promote education and awareness
- Identify our shared resources
- Create realistic timelines
- Develop strong communication strategies
- Advocate collectively
- Showcase City leadership, encourage others
- Increase Indigenous content and build more symbols in the community

3.5 Other Feedback

In addition to the more targeted feedback discussed in the previous sections, more generalized feedback was gathered throughout the engagement. This general feedback is summarized in seven key areas.

Respect *Respect is foundational to any relationship, and particularly one grounded in reconciliation. Respect is demonstrated through language and behaviour and is also reflected in meeting environments.*

Purpose *There is some uncertainty regarding the fundamental purpose of RLAC: as an advisory body to City Council and/or serving a community-building role.*

Structure *The current structure of the Committee, and its origins in non-Indigenous governance models, is a possible barrier to meaningful dialogue and the active participation of all members and allies (non-Committee members who attend meetings).*

Accountability and Planning *There are high expectations of the Committee, including that it will create tangible impacts in the daily lives of Indigenous peoples. Stronger planning, communications, and allocation of resources (not only financial) can help support the Committee.*

Partnership *Reconciliation is a partnership between Indigenous and non-Indigenous peoples, where information, learning, and benefits are shared. Prioritizing the work of The City and the community, including identifying where they are one and the same, will strengthen this partnership.*

Future Actions *Over time, and through meaningful engagement, additional actions and priorities should be added to the Implementation Plan.*

Truth and Awareness *To begin the work of reconciliation, and to make it relevant to potentially unfamiliar audiences, the historic and contemporary experiences of Indigenous peoples in Lethbridge need to be acknowledged. Through greater understanding, the perception of Indigenous peoples in the community will shift.*

4.0 Recommendations

Based on the engagement, the following 11 recommendations are presented.

Recommendations are organized in two categories: Committee-focused and Community / City-focused. Committee-focused recommendations are meant to support the overall functioning of the Committee; while Community / City-focused recommendations are activities that the Committee can champion or support in its role as an advisor to City Council and as a forum for dialogue and advocacy within the community.

It is important to note that these recommendations are not necessarily presented sequentially, as multiple recommendations can and should be pursued simultaneously. Sections 4.1 and 4.2 introduce the recommendations. Additional high-level notes on key implementation steps and resources requirements are presented in Appendix C.

4.1 Committee-Focused Recommendations

Terms of Reference

1. Terms of Reference, Statement of Purpose

The Terms of Reference (ToR) is central to the Committee's operation and how its role is understood with The City and Community. The important role that the Community plays in reconciliation, while captured in different sections of the ToR (e.g., 3, 5, and 6), is not present in the Statement of Purpose. Updating this to reflect the role of the Community as part of the Committee's work will help current and future Committee members feel reflected and valued.

2. Indigenous Governance Review

RLAC is unlike any other Committee at the City and there are few contemporaries in Canada. Committee members expressed an interest in creating space for Indigenous perspectives and governance approaches to guide their work as an embodiment of reconciliation; space, in this context refers both to the physical space where meetings take place and the emotional space which allows people to feel welcome. To identify opportunities to incorporate Indigenous governance models, it is recommended that the Committee conduct a governance review. This may include engaging with Elders to understand traditional forms of governance and decision-making and conducting an

environmental scan or literature review. A governance review should also explore how best to include the voice of the community. The work may result in changes to the TOR.

Education and Awareness

3. *Indigenous Awareness Training (IAT) for Committee Members*

Committee members should all have a foundational level of information and be provided with opportunities to increase their level of awareness of Indigenous peoples in this Territory. Greater empathy, awareness, and understanding (including of cultural protocol) will create more respectful dialogue within the Committee and help empower action.

Training need not be delivered in a formal classroom environment but could take on more informal and experiential forms such as: a resource library, reading list, cultural events, and ceremonies. Where training and education are delivered, it is preferable that it be led by Committee members or their organizations, to help support relationship-building. Where that is not possible, then training should be relevant to Lethbridge and region.

4. *Committee Handbook*

Committee members should all have the knowledge they need to participate effectively on the Committee. This is especially the case for future Committee members who may join the Committee with limited understanding of the Committee's past, or its protocol, operations, and structure.

It is recommended that The City prepare a Committee Handbook that includes resources to support Committee members in understanding Committee historical context (e.g., relevant reports and resources) and operations (e.g., expectations, time commitment, how to use a proxy in the event of an absence etc.). Special attention should be paid to ensuring all Committee members are aware of respectful meeting language and behaviour (e.g., the use of mobile phones, consequences of disrespectful language etc.).

Work Planning

5. *Project Charter Template*

Committee members expressed the importance of achieving more tangible outcomes. Related concerns include limited awareness of the Committee within the community, and challenges in identifying / allocating resources to specific outcomes.

To support the work of the Committee, Project Charters can be used at the outset of every activity, including those identified in this report. Project Charters contain various components to help define and empower a project to be successful, and contain the following core elements:

- Concise business case (the *why*)
- Project resources (human and financial)
- Expected goals and deliverables
- Key milestones
- Engagement plan
- Communications and reporting
- Risks and opportunities

The City or other partner organizations present at the Committee may already have a Project Charter template that can be readily adapted to meet the needs of the Committee.



4.2 Community / City-Focused Recommendations

Recognition and Awareness

6. Community Symbols

Through engagement it was expressed that there are multiple opportunities to create more general awareness within the community. Some of the examples include:

- Raising the Blackfoot Confederacy Flag permanently at City Hall (underway)
- Updating the “Welcome to Lethbridge” signs to include recognition of Blackfoot Traditional Territory
- Including Territory Acknowledgements in Statutory Plans
- Creating a Monument to Residential School Survivors

There are other opportunities for greater “passive” recognition and awareness within the community. These opportunities were not specifically identified by Committee members during engagement, but are based on other municipal, corporate or institutional best practices, and include:

- Naming roads and parks
- Including more cultural references at City Hall (such as named meeting rooms and incorporating Blackfoot art in the foyer)
- Empowering City staff to do Territory Acknowledgements in their day-to-day work in the community (such as a Protocol Handbook)
- Building a Protocol Handbook or Toolkit that supports community members and organizations
- Including broader heritage interpretive and cultural / art programs within the City

The Committee can explore how these and other ideas are brought forward and how to refer them to City Administration and City Council. RLAC can create structures (such as a sub-committee) to review requests and make recommendations back to Administration or City Council as appropriate.

Training and Education

7. Indigenous Awareness Training (IAT) to City Employees

The City employs roughly 1,500 individuals, over 1% of the population of Lethbridge. Providing IAT to that large of a group will in turn create ripple effects not only in the community but also within the families and social circles of employees. There are multiple platforms for awareness training including online and classroom formats, as well as more experiential opportunities. Regardless of how training is delivered, it should be based on community, staff, and Indigenous Community engagement and

delivered by organizations and people from this Territory. The City can also explore partnerships with other organizations (including post-secondaries and the school districts) to build or adapt training programs that may already exist.

While RLAC is not likely to be directly involved in the design and delivery of IAT, the Committee can support the City in this effort by:

- Identifying and supporting possible partnerships
- Reviewing an engagement plan to help design the IAT
- Reviewing and giving feedback on IAT content

Relationship-building

8. Strong Community Link

The work of RLAC is supported by maintaining a strong voice within and connection to the community, including other community forums and tables (e.g., LISN). A strong relationship within the community can ensure there is not duplication of efforts and that there are opportunities to share resources and knowledge. The challenge however is that Committee members' time and resources are limited.

RLAC can explore opportunities for Committee members and other organizations to share written and verbal updates with the Committee that can then be distributed. Providing the space for information sharing can also ensure the Committee stays focused on its central role.

Economic and Employment Opportunities

9. City Hiring and Procurement Policy Review

There was strong alignment about the importance of creating more positive, tangible impacts on the lives of Indigenous peoples in Lethbridge, including through economic and employment opportunities. There was also a desire to see The City take a leadership role in this area.

While RLAC is not involved in hiring and procurement, the Committee can support City Administration by reviewing hiring and procurement practices to ensure they take into consideration the interests and needs of Indigenous peoples and businesses. This may include considering where employment and procurement opportunities are advertised and aspects of the evaluation process.

The City may also choose to contract outside specialized human resources and procurement advice and to ensure it is following leading practice in this area.

10. Regional Economic Development Partnerships

Committee members expressed an interest in seeing more regional economic development outcomes for Indigenous peoples, including with Kainai and Piikani Nations. Both Kainai and Piikani Nations are growing communities, with strong legacies of economic development. Moreover, members from both Nations contribute tens of millions of dollars annually to the City and regional economy.

Part of the mandate of RLAC is to advise City Council on its relationship with the Blackfoot Confederacy Nations. One possible approach in this realm may be for the Committee to provide City Council with recommendations on what steps can be taken to advance economic relationships with Kainai and Piikani. This may come in the form of an environmental scan, looking at other successful City-to-Nation relationships that exist in Canada (e.g., City of Edmonton and Enoch Cree Nation) and the pathways that they have followed to be successful (e.g., Memoranda of Understanding, CEDI partnerships).

Process

11. Committee Referral Process

All of the potential actions identified in the Implementation Plan would benefit from the perspective and involvement of the Committee at some level. And in fact, as many of them require Council awareness or approval, the Committee is ideally positioned as the referral body to bring items forward to Council. Members of the Committee, as well as administrative support staff, should ensure there is awareness in the community and at The City for individuals, organizations, Business Units, and other Committees (e.g., Historic Places Advisory Committee, Heart of our City Committee, Public Art Committee) to refer or bring forward matters for Council's consideration through the RLAC.

This may come in the form of a formalized referral process internally to the City (alongside greater Business Unit Manager awareness) and a more informal process for the benefit of community members and organizations. A more informal community-driven process may include Committee members acting as referral "champions" or "sponsors".

The City or other partner organizations present at the Committee may already have a sample referral process / template that can be readily adapted to meet the needs of the Committee.

Appendix A

Sample Workbook



**Reconciliation Lethbridge
Advisory Committee:
Strategic Planning
Workshop and Report
WORKBOOK**

Prepared By:
Aaron Aubin Consulting Inc.



CITY OF
Lethbridge

WELCOME

The City of Lethbridge values inclusion, equity, and diversity. The City is committed to working towards becoming a community of reconciliation in partnership with all urban Indigenous peoples, including members of the Blackfoot Confederacy Nations and the Métis Nation of Alberta Region 3. In 2018, City Council established the Reconciliation Lethbridge Advisory Committee to act as an advisory committee to Council on issues related to reconciliation.

As a valued member of this committee, we encourage you to complete this workbook. The insights you will provide will help support the upcoming strategic workshop. We look forward to hearing your wisdom, experiences, and relationships, all of which will contribute to the strategic direction of the Committee and the advancement of reconciliation in our community.

Amanda Scout

Co-chair, Reconciliation Lethbridge Advisory Committee

Mayor Chris Spearman

Co-chair, Reconciliation Lethbridge Advisory Committee

PURPOSE OF THE WORKBOOK

The purpose of this workbook is to assist in the development of the strategic planning workshop and report, both of which will be delivered by Aaron Aubin Consulting Inc. (AACI) in early 2019. Through this workbook, we ask that you take time to reflect on your understanding of the purpose and priorities of the Reconciliation Lethbridge Advisory Committee (RLAC), and complete the activities openly and honestly. Should you be an institutional or organizational representative on the Committee, you are encouraged to reach out to your colleagues and include their input with your own.

Each Committee member brings with her or him a different level of familiarity and perspective on reconciliation. It is important to remember that all perspectives are welcome, and there are no right or wrong answers. All answers shared will remain completely **anonymous**. We do ask however that you try to keep your answers concise.

There are two ways of completing the workbook: you can write your answers in digitally (the PDF document is fillable), or you can print it off and fill in your answers by hand. Once completed, we ask that you return your workbooks electronically to Perry Stein before January 16th.

Thank you again, and we look forward to seeing you at the workshop.

Perry Stein

Project Manager & Intermediate Community Planner

Aaron Aubin Consulting Inc.

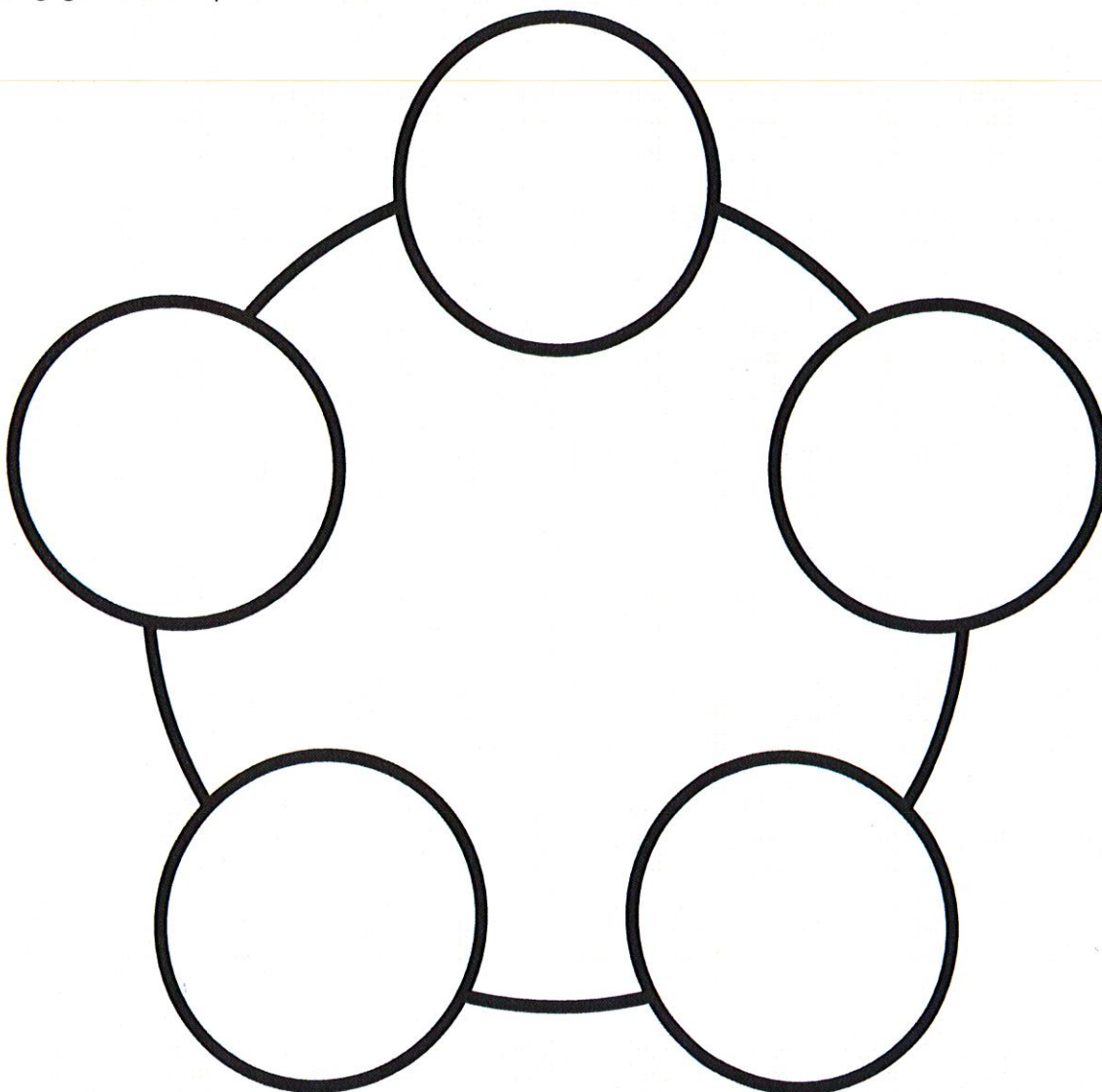
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ACTIVITY 1: MEMBER MOTIVATIONS

The purpose of *Activity 1* is to understand the different values and interests that Committee members bring with them to the Committee.

The focus in this first question is on what motivates Committee members to participate, and not necessarily what members think the priorities of the Committee should be.

In the diagram below, fill in one answer in each of the circles. Your answers should be concise, such as *Respect, Relationships, or It is important to my agency etc.* If you are unsure how to answer this question, you might think about what excites you about this Committee or what keeps you engaged in this important work.



ACTIVITY 3: RECONCILIATION ACTIONS

The purpose of *Activity 3* is to see where Committee members feel that their time and energy should be devoted (*i.e., the specific actions or outcomes the Committee should be working on*).

On the following three pages, you will see a listing of the "Potential City Actions" and "Potential Community Support" as found in the Reconciliation Implementation Plan. In some cases the actions and supports have been condensed or summarized due to space constraints.

In this activity, you are asked to identify the three Potential City Actions and/or Community Supported Actions you feel should be the Committee's priority in the next 6 to 12 months. Remember, there are no right or wrong answers.

After you have identified your top three priorities, please explain why you feel each is important. You might think about the importance of sequencing (*i.e., this needs to happen before other actions can happen*), resources (*financial and human*), momentum/synergy (*the ability to work on something when it aligns with other initiatives*) etc.

| Priority | Why it is important |
|----------|---------------------|
|----------|---------------------|

| | |
|---|--|
| 1 | |
| 2 | |
| 3 | |

ACTIVITY 3: COMMITTEE PRIORITIES

Below is a list of the Reconciliation Implementation Plan's identified actions. They are categorized into **Potential City Actions** and Potential Community Support. For further detail on the Actions, please refer to the Implementation Plan.

Potential City Actions

- Review all services the City offers to children to ensure equitable access. (*Call to Action 3*)
- Review the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and prepare for potential city adoption and implementation implications. (*43*)
- Send a letter indicating that the City is willing to participate where they may have a role in its implementation. (*47*)
- Explore the legal context and practical implications for the exercise of Treaty and inherent rights within the City of Lethbridge, including locations where these activities can safely take place. (*47*)
- Update the Heritage Management Plan to incorporate Indigenous Heritage. (*47*)
- Update the Historic Places Advisory Committee to include representation from an Indigenous person as well as a qualified registered Archaeologist or Traditional Indigenous Land Use Expert. (*47*)
- Explore potential partnerships for the protection and restoration of significant sites found within and near to Lethbridge, including applying for grants to conduct this work. (*47*)
- Require all Statutory Plans prepared by the City to include an acknowledgement of Blackfoot Traditional Territory. (*47*)
- Work with our partners in Lethbridge County to explore the incorporation of an acknowledgement of Blackfoot Traditional Territory into the Intermunicipal Development Plan the next time it is reviewed. (*47*)
- Require all new Area Structure Plans prepared by the City to conduct a Traditional Knowledge and Land Use Study (or similar) at the outset of the project. (*47*)
- Require all new Area Redevelopment Plans prepared by the City with plan boundaries that include or border undeveloped top-of-bank lands to conduct a Traditional Knowledge and Land Use Study (or similar). (*47*)
- Provide updates, reports and to maintain communication with the National Council for Reconciliation. (*55*)
- Build City of Lethbridge's staff training plan. (*57*)

ACTIVITY 3: COMMITTEE PRIORITIES

Below is a list of the Reconciliation Implementation Plan's identified actions. They are categorized into Potential City Actions and **Potential Community Support**. For further detail on the Actions, please refer to the Implementation Plan.

Potential Community Support

- Advocate with federal and provincial governments and respective child care authorities to identify potential collaboration and supports for agencies and Indigenous families to ensure children are in culturally appropriate environments. (*Call to Action 1*)
- Advocate and Support local school boards and service providers to ensure that appropriate childhood education programs are available for Aboriginal families. (12)
- Commit to not charging any administrative costs for name changes. (17)
- Advocate and Support Alberta Health Services and local health facilities in their recruitment, hiring and retention of Indigenous employees and providing culturally relevant services. As well, collaborate to provide opportunities for cultural competency training efforts. (23)
- Advocate with federal and provincial governments for education, preventative practices and support for agencies working with and individuals that have been diagnosed with Fetal Alcohol Spectrum Disorder (FASD). (33)
- Support alternative forms of community justice initiatives to divert individuals from criminal justice processes for minor offences to more culturally relevant restorative justice processes framed around healing and rehabilitation. (33)
- Review UNDRIP and prepare for potential city adoption and implementation implications. (48)
- Look for leadership on UNDRIP from the Federal and Provincial Governments. (48)
- Collaborate with faith-based groups to support Reconciliation in the Community. (48)
- Provide educational opportunities to people to participate in Indigenous spiritual ceremonies, traditions and rituals as an experiential learning opportunity. (48)
- Participate with community stakeholders to determine the most appropriate and effective strategies. (75)
- Continue to create and strengthen the relationship between the neighbouring Kainai and Piikani Nations and Lethbridge City Council. (75)

ACTIVITY 3: COMMITTEE PRIORITIES

Potential Community Support (cont'd)

- Build in Indigenous protocols re: invasive technical inspection and investigation of cemetery site in the Cemetery Bylaw. (76)
- Mayor to request additional information on the National Centre for Truth and Reconciliation from Federal MP. (77)
- Offer to send information that the City may have related to cemetery records and land ownership records. (77)
- In collaboration with urban Indigenous agencies, work towards a monument in downtown Lethbridge. (82)
- Work with community stakeholders and Indigenous leadership to determine an appropriate monument. (82)
- A capital budget submission may be required. (82)
- Research local Indigenous athletes. (87)
- Explore opportunities for public education and recognition. (87)
- Collaborate and support Indigenous employment service agencies and review internal recruitment practices to ensure equitable access to jobs. (92)
- Explore training opportunities to be potentially implemented into staff training. (92)
- Explore opportunities for job creation, joint economic development opportunities (including the potential for urban reserves) and greater collaboration with Blackfoot Nations and Urban Indigenous agencies to create a joint planning initiative around employment. (92)
- Create opportunities for Indigenous graduates to enjoy opportunities and remain, contribute and work in Lethbridge upon completing post-secondary. (92)

ACTIVITY 4: OPPORTUNITIES & CHALLENGES

The purpose of *Activity 4* is to understand the opportunities and challenges related to each of the priority actions you identified, and the ways they may be activated/mitigated.

There are four steps to complete the activity.

- 1) In Column A, copy your priority actions from Activity 3.
- 2) In Column B, indicate what you see as the greatest opportunities that arise from completing each action. For example, *it can help advance...*, *it addresses...*, *it helps the Committee focus on...*
- 3) In Column C, indicate what you see as the greatest challenges faced in trying to complete each action. For example, challenges may be financial, perception, policy, human resources etc. Try to be as specific as possible.
- 4) Finally, in Column D, list your ideas to activate, address, overcome, or activate the opportunities/challenges identified. Try to be as specific as possible.

| Priority | Greatest Opportunity | Greatest Challenge | How to Activate/Mitigate |
|----------|----------------------|--------------------|--------------------------|
| 1 | | | |
| 2 | | | |
| 3 | | | |
| | | | |

THANK YOU



CITY OF
Lethbridge

Appendix B

Workshop Presentation

Reconciliation Lethbridge Advisory Committee Strategic Planning Workshop

February 7, 2019

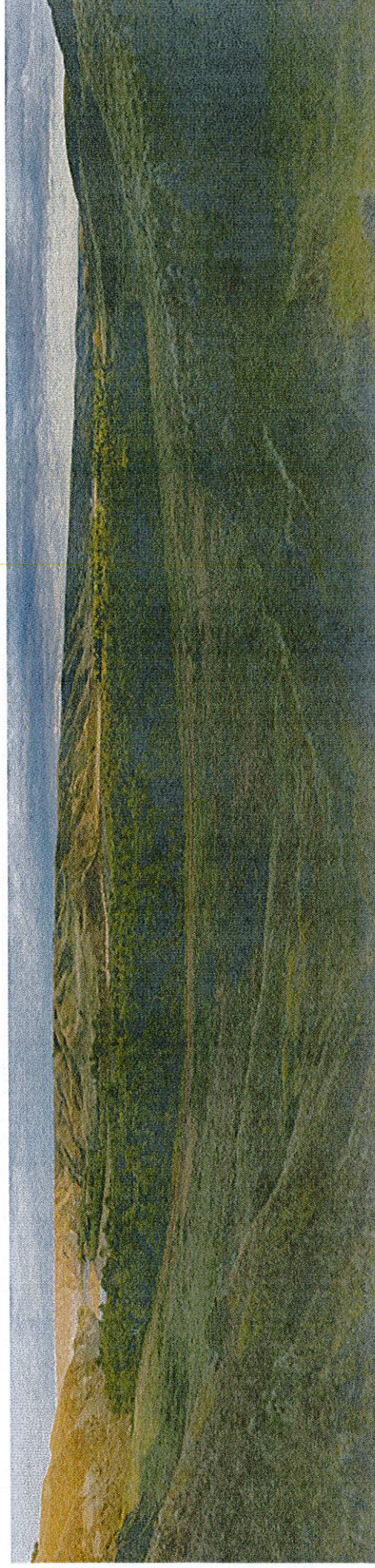
Galt Museum, Lethbridge

Facilitated by: Perry Stein & Aaron Aubin

Aaron Aubin Consulting Inc.

Agenda

1. Welcome
2. Workbook Presentation (Motivations & Expectations)
3. Table Discussion 1 (Priorities)
4. Break
5. Table Discussion 2 (Opportunities & Challenges)
6. Close and Next Steps



Workbook Summary

Activity 1 – Committee Member Motivations

Key Themes

Awareness & Education:

bring greater awareness to the TRC Calls to Action and to promote Indigenous culture in Lethbridge

Relationships:

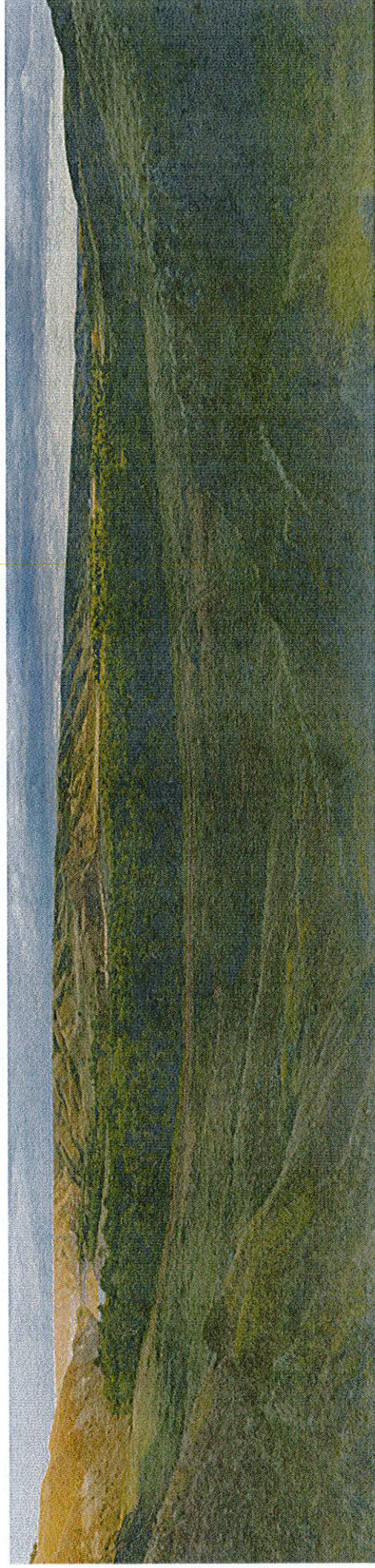
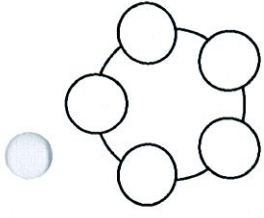
build and repair relationships between Indigenous and non-Indigenous peoples based on awareness, trust, and compassion

Inclusivity:

create a more inclusive and respectful community through policy and action, and to build an environment that is free of racism and discrimination

Opportunity:

create opportunities for Indigenous peoples in Lethbridge, including employment, which contribute to a better future for all peoples



Workbook Summary

Activity 2 – Committee Member Expectations

Key Themes

Ethical Space:

ensure there is ethical space for open, respectful dialogue; model it within the community

Understanding & Partnerships

build strong, lasting partnerships based in truth and shared understanding, respectful and open dialogue, and which allow for the exploration of opportunities

Clear Action & Communication:

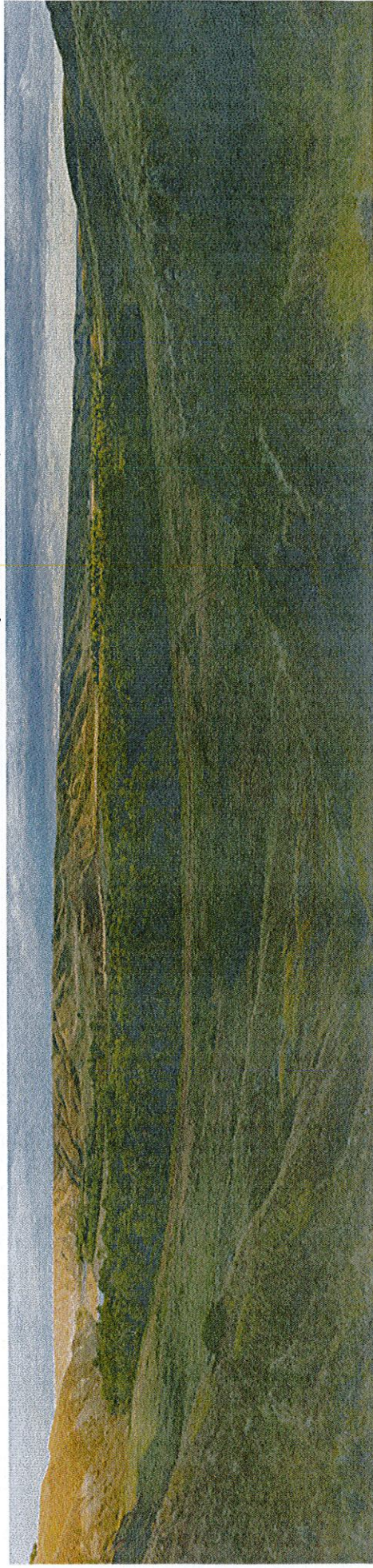
ensure clear action and results, including through reporting to City Council and the Community

Policy:

review and create policy to reflect the needs, interests, and lived experiences of Indigenous peoples

Physical & Social Infrastructure:

improve the well-being of Indigenous peoples and promote reconciliation through physical and social infrastructure that creates space for dialogue, connection, awareness, and collaboration



Motivations

Awareness & Education

Inclusivity

Relationships

Opportunities

Expectations

Ethical Space

Understanding & Partnerships

Clear Action & Communication

Policy

Physical & Social Infrastructure

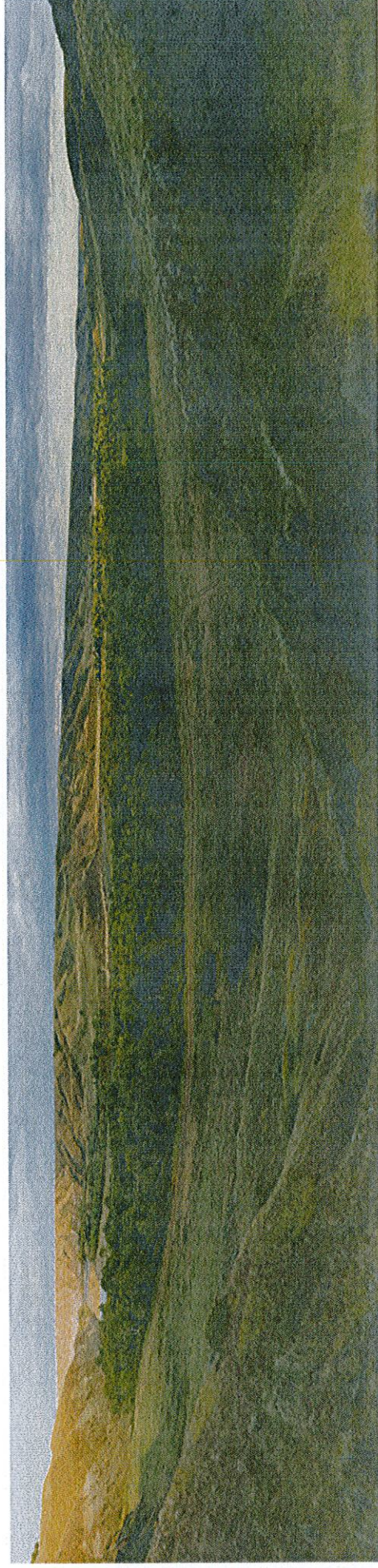


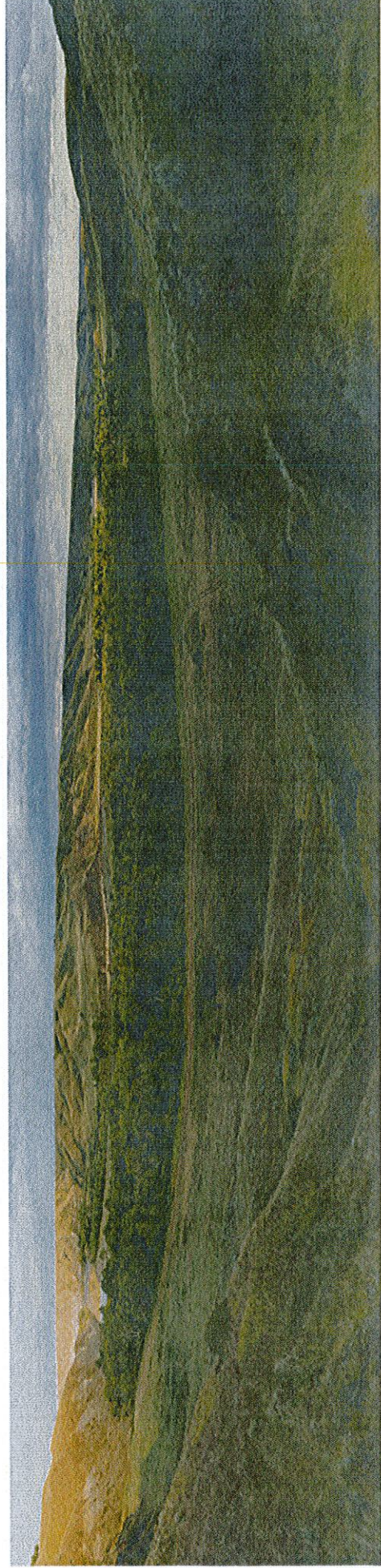
Table Discussion 1

Activity 3 – Reconciliation Priorities

Priority Actions

Training for City of Lethbridge Staff
Job Creation and Economic Development
Review and Implement UNDRIP
Equitable Access to Services for Children
Employment Opportunities for Indigenous Grads
Co-create Strategies with Community Stakeholders
Communication with the NRC

Siksikaitapi Land Acknowledgment in City Plans
Council to Council Relationships with Kainai and Piikani Nations
Ensure Appropriate Childhood Education Programs are Available
Experiential Learning
Monument
Work with AHS on Culturally Relevant Services
Explore Opportunities for Public Education and Recognition



Break

Table Discussion 2

Activity 4 – Opportunities and Challenges

Opportunities

Increase Awareness & Empower Action

Create Stronger Relationships

Create Meaningful Opportunities for Indigenous Peoples

Demonstrate City Leadership

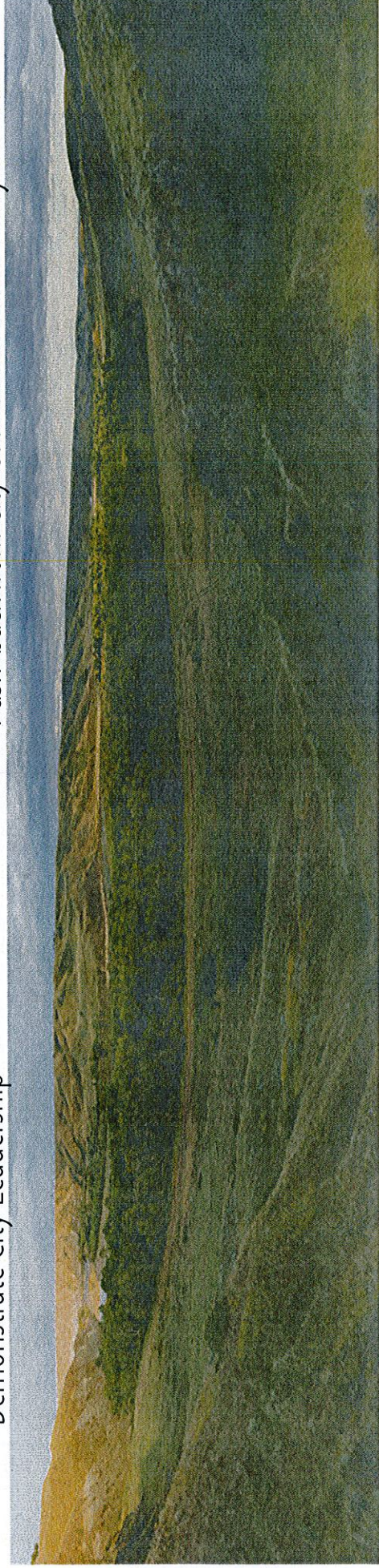
Challenges

Resource Limitations (time, money, people)

Limited Awareness & Education

Navigating Indigenous and Western Processes

Push-back from City Council and Community



Final Thoughts & Next Steps

Appendix C

Recommendation Summary Tables

COMMITTEE-FOCUSED RECOMMENDATIONS

| Recommendation | Key Steps | Resource Requirements |
|--|--|---|
| 1. Terms of Reference, Statement of Purpose | <ol style="list-style-type: none"> 1. Identify City / Committee resources to support 2. Engage Committee members and other relevant stakeholders 3. Prepare draft language for Committee review and recommendations | <p>None for RLAC</p> <p>None for City</p> |
| 2. Indigenous Governance Review | <ol style="list-style-type: none"> 1. Identify City / Committee resources to support 2. Hire an Indigenous student to consult Elders and to conduct an environmental scan / literature review 3. Prepare a summary report for Committee review and recommendations | <p>Minimal for RLAC to hire an Indigenous student and pay Elder honoraria</p> <p>None / Minimal for City depending on if they choose to supplement student work with a consultant</p> |
| 3. IAT for Committee Members | <ol style="list-style-type: none"> 1. Identify City / Committee resources to support 2. Maintain a list of educational opportunities and cultural and community events (e.g., Pow Wows) 3. Have a standing item on the Committee agenda 4. Develop training and education partnerships with other organizations (e.g., LISN, Sik-Ooh-Kotoki) 5. Earmark a dedicated Committee budget for education and awareness of members | <p>Minimal for RLAC to pay for Members to attend training or cultural ceremonies</p> <p>Minimal for City to pay for City Admin support to attend training or cultural ceremonies</p> |
| 4. Committee Handbook | <ol style="list-style-type: none"> 1. Identify City / Committee resources to support | <p>Minimal to RLAC to hire an Indigenous student</p> |

5. Project Charter Template

| | |
|--|---------------|
| 2. Hire an Indigenous student to create a draft handbook | None for City |
| 3. Present to Committee for review and recommendations | |
| 1. Identify City / Committee resources to support | None for RLAC |
| 2. Find a Project Charter template at City or among partner organizations and begin using it | None for City |
| 3. Review and update as needed | |

COMMUNITY / CITY-FOCUSED RECOMMENDATIONS

| Recommendation | Key Steps | Resource Requirements |
|---|---|--|
| 6. Community Symbols | <ol style="list-style-type: none"> 1. Identify City / Committee resources to support 2. Create a process for Community and City referrals | <p>None for RLAC to create the process</p> <p>Minimal / Moderate for City for design and construction</p> |
| 7. IAT to City Employees | <ol style="list-style-type: none"> 1. Identify City / Committee resources to support 2. Review IAT engagement and content design | <p>None for RLAC</p> <p>Moderate / Large for City to design and deliver IAT</p> |
| 8. Strong Community Link | <ol style="list-style-type: none"> 1. Identify City / Committee resources to support 2. Create a process for distributing community partner updates 3. Inform (through Committee members) other tables and organizations that they can share updates with RLAC | <p>None for RLAC</p> <p>None for City</p> |
| 9. City Hiring and Procurement Policy Review | <ol style="list-style-type: none"> 1. Identify City / Committee resources to support 2. Work with HR and Procurement to review aspects of the hiring and procurement practices 3. Hire outside expertise to advise on leading practice 4. Prepare a summary report for Committee review and recommendations | <p>None to RLAC</p> <p>Moderate to City to hire outside specialized human resources and procurement advice</p> |
| 10. Regional Economic Development Partnerships | <ol style="list-style-type: none"> 1. Identify City / Committee resources to support 2. Create an Indigenous Engagement Plan 3. Conduct an environmental scan with the Nations | <p>None for RLAC</p> <p>Minimal for City to Nation engagement</p> |

11. Committee Referral Process

4. Prepare a summary report for Committee review and recommendations
1. Identify City / Committee resources to support
2. Find a referral process template or draft new
3. Review and update as needed

None for RLAC

None for City