



Strategic Recommendations

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introduction

The RECOVER Urban Wellness project is at a critical juncture in its journey where building understanding and taking action must begin to coexist.

To support this transition, we have prepared a map of actions, roles, and concepts that will also allow for an understanding of success to be formed. These actions, while not comprehensive, serve as a starting point for building good relations and creating capacities within all communities in the RECOVER ecosystem.

Following the implementation of these efforts, we believe that the next steps will become clear through deep, authentic collaboration with Indigenous communities.

indigenous framework

In close collaboration with Indigenous communities across Edmonton and surrounding areas, the Indigenous Relations Office, in partnership with the Integrated Strategic Development Branch at the City of Edmonton, has developed an Indigenous Framework.

This framework was designed to answer the question: How can the City of Edmonton best support Indigenous peoples living in an urban context? It leverages the City's previous work as well as the Calls to Action from the Truth and Reconciliation Commission, The United Nations Declaration on the Rights of Indigenous Peoples, and the Calls for Justice from Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls. Over 50 Indigenous-serving agencies, organizations, and governments were engaged, as well as many Indigenous individuals in multiple community engagements over several years. This co-creative process resulted in a series of commitments and roles which organize and operationalize the work of improving relationships between Indigenous peoples and the City of Edmonton.

To utilize this framework in the context of RECOVER's work, we have prepared our recommendations to include clear alignment with this document. Each recommendation refers to one or more commitments being addressed, as well as the role or several roles that will be filled in the course of engaging with that strategic recommendation.

Indigenous Framework Commitments

The seven commitments developed are intention-driven, with care taken to identify what a successful outcome may look, feel, and act like.

- **#1**
Identify and implement ways to make City spaces and buildings welcoming and safe for Indigenous Peoples.
- **#2**
Host and participate in events where the City of Edmonton, including Council, senior leadership and all levels of administration, and Indigenous communities can meet, build relationships, and celebrate successes.
- **#3**
Support all City staff to build relationships that honour the four roles of the framework within their interactions with Indigenous Peoples and Indigenous communities.
- **#4**
Build strong, ever-evolving relationships with Indigenous communities that are based on mutual collaboration and open communication.
- **#5**
Remove the systemic barriers that exist for Indigenous people in working for the City of Edmonton and create career development opportunities for Indigenous employees.
- **#6**
Build and promote learning opportunities for City staff as they progress on their journey of building relationships with Indigenous communities.
- **#7**
Together with Indigenous communities,

showcase the success stories of where strong relationships exist between the City of Edmonton and Indigenous communities.

Indigenous Framework Roles

The four roles developed are, once again, intention-driven, with care taken to identify what a successful uptake of each role may look and feel like.

→ **Listener (Witness)**

We listen, with open hearts and minds, when Indigenous people share their stories and experiences.

→ **Advocate**

We stand with Indigenous people to create a safe and inclusive city where everyone is treated with dignity and respect.

→ **Partner**

We work in partnership with Indigenous people to improve the physical, mental, spiritual and emotional well-being of Indigenous people in Edmonton.

→ **Connector**

We connect Indigenous people to the things that matter to them and foster relationships to create positive change.

recommendations

To support the work of RECOVER, we have prepared four detailed strategic recommendations to improve the standing of the project among Indigenous communities across Edmonton and to chart a path forward for deeper engagements to come.

Each recommendation includes the relevant commitments and roles as defined in the City of Edmonton's Indigenous Framework, principles from the Returning to the Circle companion report to Soulful City, tactics for implementing the strategy, an evaluation statement, and a summary of resources that may be required.

BECOMING STORYTELLING ALLIES

As RECOVER continues its mission of facilitating a culture shift around wellness and well-being in Edmonton, the project must ensure that Indigenous concepts of wellness and well-being and Indigenous Edmontonians are core to its storytelling.

Commitments

Commitments from the City of Edmonton’s Indigenous Framework that are most relevant to this strategic outcome include:

- **#6**
Build and promote learning opportunities for City staff as they progress on their journey of building relationships with Indigenous communities.

Roles

Roles outlined in the City of Edmonton’s Indigenous Framework that are most relevant to facilitating this strategic outcome include:

- ➔ **Advocate**
We stand with Indigenous people to create a safe and inclusive city where everyone is treated with dignity and respect.
- ➔ **Partner**
We work in partnership with Indigenous people to improve the physical, mental, spiritual and emotional well-being of Indigenous people in Place/Edmonton.

Principles

Principles outlined in RECOVER’s Returning to the Circle that are most relevant to facilitating this strategic outcome include:

- ◆ **Aspiring to Be Those of Two-Eyed Seeing**
- ◆ **Ethical Space-making & Supporting Ethical Space-taking**
- ◆ **Self-location as a Basis for Settler Ethics**

Tactics

Accessible Documents

Create accessible documents to showcase efforts and inform those in the RECOVER ecosystem.

The first step to recruiting efforts for expanded storytelling about RECOVER and its engagement with Indigenous peoples in Edmonton must be through knowledge-sharing. Information critical to share with parties in and around RECOVER should include:

- Indigenous concepts of well-being and wellness,
- Indigenous communities being engaged, incorporated, and empowered, and
- Commitments made by RECOVER to Indigenous communities and its context within the greater journey of reconciliation.

This information can be shared with accessible briefing documents about each of these topics that are regularly updated, maintained, and shared widely.

Incorporating Indigenous

Incorporate storytelling items in all RECOVER materials to ensure that Indigenous ideas and people are present throughout.

This work of righting relations is a part of RECOVER's story, and so weaving in relevant teachings, aspirations, and the communities being called-in will be important for continued trust-building.

Particular attention should be paid to the content and design of:

- **Discussion Materials:** The understanding/nistotamowin principles are incorporated in some way to the "why" of RECOVER,
- **Presentations & Agendas:** Including a self-location exercise of some kind as a standing agenda item, and
- **Visual Materials:** are proportionally representative of Indigenous people and art.

Consider including a regular share-back to the Indigenous communities of Edmonton about progress towards goals relevant to our communities and lessons learned since the last share-back. Even more important than sharing success is sharing what didn't work.

Reconciliation and mending relations with Indigenous peoples at this moment is an inherently iterative process—no one is sure yet about what the recipe for a better future is with any granularity.

Evaluating Impact

Success for this strategic outcome should satisfy the following statement:

All RECOVER staff, volunteers, and participants feel comfortable in sharing how the work of RECOVER intersects with Indigenous communities in Edmonton.

Resources Required

Materials

- Introduction to Indigenous Concepts of Wellness
- Returning to the Circle: A Companion to the Soulful City

Relationships

None required.

NURTURING ETHICAL SPACES

The work of innovation and community-building of RECOVER requires safe mental, physical and digital spaces for its leadership, core team, and participants.

In order to facilitate the development of spaces where those from all walks of life can participate and connect, nurturing a culture of safety, understanding, and self-reflection must be a high priority.

Commitments

Commitments from the City of Edmonton’s Indigenous Framework that are most relevant to this strategic outcome include:

- **#1**
Identify and implement ways to make City spaces and buildings welcoming and safe for Indigenous Peoples.
- **#4**
Build strong, ever-evolving relationships with Indigenous communities that are based on mutual collaboration and open communication.

Roles

Roles outlined in the City of Edmonton’s Indigenous Framework that are most relevant to facilitating this strategic outcome include:

- ➔ **Advocate**
We stand with Indigenous people to create a safe and inclusive city where everyone is treated with dignity and respect.
- ➔ **Connector**
We connect Indigenous people to the things that matter to them and foster relationships to create positive change.

Principles

Principles from RECOVER’s Return to the Circle most relevant to facilitating this strategic outcome include:

- ◆ **Aspiring to Be Those of Two-Eyed Seeing**
- ◆ **Ethical Space-making & Supporting Ethical Space-taking**
- ◆ **Self-location as a Basis for Settler Ethics**

Tactics

Foundational Knowledge Development

To support the development of all parties involved in the work of RECOVER, a series of foundational knowledge development opportunities must be created, delivered, and regularly updated as learnings continue.

Below, we have detailed the three main areas of training that are required, which includes training for the Core Team of the RECOVER Project, the Catalysts, Volunteers, and other leadership. Materials covered include Indigenous-specific content about concepts of well-being, but also include introducing and renewing awareness of the principles and practices of RECOVER.

Tier 1

Audience: Core Team & Catalyst Group Leadership
Delivery: Live Workshop with Capstone Project
Periodicity: Yearly

Purpose: To introduce and reaffirm the nistotamowin principles RECOVER is guided by.

Learning Outcomes:

- Evaluate the extent to which activities are in-line or not in-line with RECOVER principles.
- Guide RECOVER partners, Catalyst Group members, volunteers, and participants about how to align their activities with RECOVER principles.

Tier 2

Audience: Core Team & Catalyst Group Leadership

Delivery: Seminar/Webinar, Talking Circle

Periodicity: Yearly

Purpose: To introduce and reaffirm understandings of Indigenous concepts of wellness.

Learning Outcomes:

- Explain to others what the differences and similarities are between Indigenous concepts of well-being and non-Indigenous concepts of well-being
- Seek out additional resources for deepening their learning.

Tier 3

Audience: RECOVER Prototype Creators

Delivery: Online, Self-Paced Training with Mini Capstone Project

Periodicity: As-Needed

Purpose: To introduce in a condensed format the RECOVER principles and core ideas about Indigenous concepts of well-being.

Learning Outcomes:

- Engage in a self-location process
- Apply Two-Eyed Seeing into ideation processes for their prototype
- Seek out additional resources for deepening their learning

RECOVER Communities of Practice

Development of a series of ongoing and dynamic communities of practice around key areas of RECOVER principles and Indigenous concepts of well-being. These can look like regular book-club style meetings, regular gatherings for a speaker series, or a resource-sharing group hosted online.

Examples of potential communities of practice have been prepared based on engagement with RECOVER to date.

Decolonizing Identities

Exploring how intersectionalities like gender, sexuality, age, and ethnocultural backgrounds mediate who lives on the margins and what they do there.

Histories of Edmonton

Deepening knowledges of the vast history of this place by exploring texts, archives, and oral histories.

On/of the Land

Land-based learning and teaching about the ecologies of this region and how humans find themselves in relation to our non-human kin.

Indigenous Futurisms

Discovering how Indigenous peoples are imagining themselves in the future (or re-imagining our past and present) through literature, music, and film.

Evaluating Impact

Success for this strategic outcome should satisfy the following statement:

All those within the RECOVER community feel grounded in an abundance of information and relationship with Indigenous teachings, histories, and futures.

Resources Required

Materials

- Introduction to Indigenous Concepts of Wellness
- Returning to the Circle: A Companion to the Soulful City

Relationships

- Trainers/Educators

ROOTING THE CATALYST GROUP

As the Catalyst Group matures into a powerful force enabling the work of RECOVER, steps should be taken to meaningfully include Indigenous people and ideas into its operations and outlook.

As individuals and as institutional actors, the Catalysts are a unique opportunity to influence the formation of new understandings and new relationships across our city. Providing the relationships, tools, and time to explore and deepen understandings of Indigenous peoples and of non-Indigenous roles in righting our relations can be a powerful engine for innovation, community-building, and improving urban wellness for all.

Commitments

Commitments from the City of Edmonton’s Indigenous Framework that are most relevant to this strategic outcome include:

- **#2**
Host and participate in events where the City of Edmonton, including Council, senior leadership and all levels of administration, and Indigenous communities can meet, build relationships, and celebrate successes.
- **#4**
Build strong, ever-evolving relationships with Indigenous communities that are based on mutual collaboration and open communication.
- **#6**
Build and promote learning opportunities for City staff as they progress on their journey of building relationships with Indigenous communities.

Roles

Roles outlined in the City of Edmonton’s Indigenous Framework that are most relevant to facilitating this strategic outcome include:

- ➔ **Listener (Witness)**
We listen, with open hearts and minds, when

Indigenous people share their stories and experiences.

- ➔ **Advocate**
We stand with Indigenous people to create a safe and inclusive city where everyone is treated with dignity and respect.
- ➔ **Partner**
We work in partnership with Indigenous people to improve the physical, mental, spiritual and emotional well-being of Indigenous people in Edmonton.
- ➔ **Connector**
We connect Indigenous people to the things that matter to them and foster relationships to create positive change.

Principles

Principles outlined in RECOVER’s Returning to the Circle that are most relevant to facilitating this strategic outcome include:

- ◆ **Deepening Understandings & Renewing Connections to Our Layers of Place**
- ◆ **Ethical Space-making & Supporting Ethical Space-taking**
- ◆ **Self-location as a Basis for Settler Ethics**

Tactics

Convening Elders & Artists Circles

Create Indigenous-led and governed bodies for advice, exploration, and assessment of RECOVER's role and work in Edmonton.

Concept Validation

In a set of digital talking circles, respected elders, knowledge keepers, and artists should gather to review and discuss the work done by RECOVER to date, the RECOVER theory of change, and the concept of an Elders Circle and an Artists Circle. The objectives for these sessions would be to begin socializing the work of RECOVER, gain feedback, and build community ownership of the Circles.

In these digital talking circles, the RECOVER team should also seek to validate the concept of the two circles to follow; an Elders Circle and Artists Circle. Should the concept be invalidated, it will be important to gain an understanding of alternatives.

Knowledge gained from these discussions must be shared, effectively discussed and deliberated over, and then distributed among those engaged.

Convening the Circles

Following a comprehensive, thoughtful curation of key Indigenous-specific relationships to pursue (ranging from service providers to treaty organizations to cultural associations), an outreach process should be done to request their involvement in the work of convening these Circles.

The first two activities undertaken by each group of stakeholders should be the development of:

- A selection process for Circle members
- An initial Terms of Reference

With the latter to be approved by the respective Circle as the central purpose of their first meeting.

Ongoing Activities

Important details such as the purpose, gathering format, and gathering frequency of each Circle will be decided by these initial stakeholder groups and Circle members as a part of the Terms of Reference development.

A central purpose of both Circles should be to contribute to the Catalyst Group (though not their sole purpose) and a critical component of their Terms of Reference should include mention of how they will inform and/or participate in their work.

Potential intersections might include:

- Information and meeting minutes sharing
- Celebration gatherings on significant dates
- Upon request (in both directions) to provide input or guidance

Indigenizing the Catalyst Group

Meaningfully include Indigenous governance processes and people in the operations of the Catalyst Group.

Embedding Self-Location

To prime Catalyst Group members to engage in Two-Eyed Seeing, a self-location exercise of some kind should be a standing agenda item. This could come in the form of a question asked for introductions, a story told with the intent of reminding all present of their location, or a smudge ceremony.

Additional opportunities for reminding the Catalysts of their positionality should be explored by the Catalysts themselves as a subject of continuous discussion.

Staying Informed About Indigenous Canada

Provide a short brief about Indigenous news before each Catalyst Group meeting. This is to ensure that all present are situated among the ways in which Indigenous peoples are being affected by/driving change so that the Group may be responsive and continually building their knowledgebase.

This brief should cover a representative balance of positive and negative news, with special attention paid to systems change, legislation, and social movements for each of the following: Edmonton, Alberta, Canada, and globally.

Evaluating Impact

Success for this strategic outcome should satisfy the following statements:

The RECOVER team, Catalyst Group, and Elders & Artists Circles can articulate the mechanics and value of their interconnection.

The RECOVER team, Catalyst Group, and Elders & Artists Circles are sustainably co-creating initiatives and engaging in activities.

The Catalyst Group is well informed about ongoing Indigenous news developments and understand how this may or should affect the work of the Elders & Artists Circles, the Catalyst Group, or RECOVER as a whole.

Resources Required

Materials

- Introduction to Indigenous Concepts of Wellness
- Returning to the Circle: A Companion to the Soulful City

- Elders Circle Terms of Reference (For Future Development by RECOVER)
- Artists Circle Terms of Reference (For Future Development by RECOVER)
- News Aggregation Tool, Service, or Contractor

Relationships

- Confederacy of Treaty 6 First Nations
- Métis Nation of Alberta
- Bent Arrow Traditional Healing Society
- Indigenous Knowledge and Wisdom Centre
- iHuman Youth Society
- I A M - Indigenous Artist Market Collective
- Indigenous student services and organizations at educational institutions.

CALLING-IN INDIGENOUS COMMUNITIES

Serving the Indigenous populations in need must include ongoing and meaningful outreach to those Indigenous communities and individuals in plenty.

A recognized challenge by non-Indigenous organizations seeking to support Indigenous peoples is the duplication of efforts instead of the forging of alliances. By expanding the type of Indigenous communities, individuals, and organizations engaged, RECOVER will be able to find alignment with efforts already in motion within Indigenous communities.

Commitments

Commitments from the City of Edmonton’s Indigenous Framework that are most relevant to this strategic outcome include:

- **#1**
Identify and implement ways to make City spaces and buildings welcoming and safe for Indigenous Peoples.
- **#2**
Host and participate in events where the City of Edmonton, including Council, senior leadership and all levels of administration, and Indigenous communities can meet, build relationships, and celebrate successes.
- **#4**
Build strong, ever-evolving relationships with Indigenous communities that are based on mutual collaboration and open communication.

Roles

Roles outlined in the City of Edmonton’s Indigenous Framework that are most relevant to facilitating this strategic outcome include:

- ➔ **Partner**
We work in partnership with Indigenous people

to improve the physical, mental, spiritual and emotional well-being of Indigenous people in Place/Edmonton.

- ➔ **Connector**
We connect Indigenous people to the things that matter to them and foster relationships to create positive change.

Principles

Principles outlined in RECOVER’s Returning to the Circle that are most relevant to facilitating this strategic outcome include:

- ◆ **Ethical Space-making & Supporting Ethical Space-taking**
- ◆ **Self-location as a Basis for Settler Ethics**

Tactics

Netweavers Community

Create a community of knowledge-sharing and collaboration towards Indigenous peoples’ well-being in our urban centre.

In recognition of the need to continually conduct outreach or support outreach to Indigenous peoples and communities within Edmonton and surrounding areas, we suggest the development of a community of

“netweavers.” These individuals should be those already present in these spaces, able to surface Indigenous peoples and organizations that can be resources to or leaders of prototypes delivered to Indigenous communities on an ongoing basis. An example of a similar community is the Systemic Design Exchange community.

These conversations should be convened regularly for all who can attend, and a recording should be captured and distributed among those who want to remain informed but cannot be present. An option to draft an update email with meeting minutes could be explored.

The fruits of these discussions, synchronous or asynchronous, would then serve as the first stop for potential prototype-builders, future partners, or volunteers and as a tangible value-add for RECOVER as it socializes its work and takes its role in Edmonton.

Netweavers Community Digital Platform

Support the growth of the Netweavers Community with an online presence and living resource database.

This resource should be available to external parties within the RECOVER Netweavers Community as well as RECOVER partner organizations, volunteers, and participants. This could be as simple as a Google Sheet with secure sharing, or it could be a custom digital platform created by a contractor. An example would be the Systemic Design Exchange Basecamp community.

Evaluating Impact

Success for this strategic outcome should satisfy the following statements:

By Edmonton's Indigenous people, RECOVER is considered a resource for understanding how they can contribute to the well-being of those in most need in Edmonton's Indigenous communities.

When prototypes that will affect Indigenous peoples are in development, RECOVER can easily direct participants to relevant Indigenous resources.

Resources Required

Materials

- RECOVER Netweavers Community Mission
- A secure digital platform for storing netweaving resources

Relationships

All relationships developed as a part of RECOVER can and should be involved.

Further outreach could be done to involve additional:

- Indigenous & Non-Indigenous Service Provider Organizations
- Treaty and Métis Organizations
- Indigenous Business Associations and Economic Development Organizations
- Indigenous Arts, Culture, and Heritage Organizations

ALIGNMENT WITH INDIGENOUS LEADERSHIP

The time and resources Indigenous peoples in Canada have dedicated to the development of national and international guidelines for respecting our unique human rights and present-day needs are truly monumental.

Seeking out and creating alignment with those documents shows respect for those efforts and also aids in articulating the aims of RECOVER using language already employed by Indigenous communities.

The most relevant documents for the work of RECOVER are the Truth and Reconciliation Commission of Canada’s Final Report, the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls, and the United Nations Declaration on the Rights of Indigenous Peoples. In the following pages, we have drawn together the Calls to Action, Calls for Justice, and Articles that most closely align with the aims and objectives of RECOVER and have provided our thoughts on the implications they may have on future initiative development.

Commitments

Commitments from the City of Edmonton’s Indigenous Framework that are most relevant to this strategic outcome include:

- **#7**
Together with Indigenous communities, showcase the success stories of where strong relationships exist between the City of Edmonton and Indigenous communities

Roles

- ➔ **Listener (Witness)**
We listen, with open hearts and minds, when Indigenous people share their stories and experiences.
- ➔ **Advocate**
We stand with Indigenous people to create a safe and inclusive city where everyone is treated with dignity and respect.
- ➔ **Partner**
We work in partnership with Indigenous people

to improve the physical, mental, spiritual and emotional well-being of Indigenous people in Place/Edmonton.

Principles

Principles outlined in RECOVER’s Returning to the Circle that are most relevant to facilitating this strategic outcome include:

- ◆ **Ethical Space-making & Supporting Ethical Space-taking**
- ◆ **Self-location as a Basis for Settler Ethics**

Tactics

Each of these documents, while often containing directives targeted at specific groups or institutions, should be treated as frameworks for policy and initiative development. How each relevant Article, Call to Action, Call for Justice applies specifically to the work of RECOVER is summarized after each item.

The United Nations Declaration on the Rights of Indigenous Peoples

Adopt the United Nations Declaration on the Rights of Indigenous Peoples as a foundational document and commit to following directives in the following Articles:

Article 2

Indigenous peoples and individuals are free and equal to all other peoples and individuals and have the right to be free from any kind of discrimination, in the exercise of their rights, in particular that based on their indigenous origin or identity.

Implications

Organizations have an obligation to provide regular, comprehensive, and effective anti-discrimination education to their staff, and where possible, the larger community they are a part of. This might include the development of custom courses or classes as well as ongoing communities of practice.

Organizations have an obligation to create an accessible and fair system of review of any claims of discriminatory actions or policy. This system should take inspiration from restorative justice models.

Article 15.1

Indigenous peoples have the right to the dignity and diversity of their cultures, traditions, histories and aspirations which shall be appropriately reflected in education and public information.

Implications

Organizations have an obligation to intentionally develop Indigenous-specific content that relates to their work. This might include both internal and externally-focused messaging.

Organizations have an obligation to design appropriate and sustainable processes for fact-checking information regarding Indigenous peoples, cultures, and histories.

Article 18

Indigenous peoples have the right to participate in decision-making in matters which would affect their rights, through representatives chosen by themselves in accordance with their own procedures, as well as to maintain and develop their own indigenous decisionmaking institutions.

Implications

- Organizations have the obligation to understand where and how their activities, new or existing, overlap with Indigenous-led organizations.
- Organizations have the obligation to take all necessary steps to yield to Indigenous leadership where there may be overlap between mandates, activities, or population served.
- Organizations have the obligation, whenever possible, to support the development or growth of Indigenous-led organizations to serve their own communities.

Article 22.1

Particular attention shall be paid to the rights and special needs of indigenous elders, women, youth, children and persons with disabilities in the implementation of this Declaration.

Implications

- Organizations have the obligation to develop strategies, interventions, and review processes for addressing the unique needs that may exist for vulnerable Indigenous populations.
- Organizations have the obligation to consider Indigenous peoples when crafting strategies, interventions, and review processes for

addressing the needs of non-Indigenous vulnerable populations.

Article 23

Indigenous peoples have the right to determine and develop priorities and strategies for exercising their right to development. In particular, indigenous peoples have the right to be actively involved in developing and determining health, housing and other economic and social programmes affecting them and, as far as possible, to administer such programmes through their own institutions.

Implications

- Organizations have the obligation to include Indigenous voices in the development of any social or economic plans that may impact them.
- Organizations have the obligation to take steps to seek out and empower Indigenous-led organizations, whenever possible, to serve their own communities.

Article 25

Indigenous peoples have the right to maintain and strengthen their distinctive spiritual relationship with their traditionally owned or otherwise occupied and used lands, territories, waters and coastal seas and other resources and to uphold their responsibilities to future generations in this regard.

Implications

- Organizations have the obligation to consider how their activities create space for Indigenous peoples to engage in their land stewardship actions.
- Organizations have the obligation to, whenever possible, work with Indigenous communities to determine how to cease or ameliorate the

effects of any activities that may infringe upon this right.

Article 31.1

Indigenous peoples have the right to maintain, control, protect and develop their cultural heritage, traditional knowledge and traditional cultural expressions, as well as the manifestations of their sciences, technologies and cultures, including human and genetic resources, seeds, medicines, knowledge of the properties of fauna and flora, oral traditions, literatures, designs, sports and traditional games and visual and performing arts. They also have the right to maintain, control, protect and develop their intellectual property over such cultural heritage, traditional knowledge, and traditional cultural expressions.

Implications

- Organizations have the obligation to provide avenues for Indigenous individuals, communities, and organizations to create and share traditional and contemporary cultural materials where and how they deem appropriate.
- Organizations have the obligation to ensure any Indigenous content included in their work is clearly and prominently attributed to the individuals, communities, and lands associated with it.
- Organizations have the obligation to immediately remove any Indigenous content from their spaces if the owner requests it. If it is a physical object, it should be returned as soon as possible.

Article 36.1

Indigenous peoples, in particular those divided by international borders, have the right to maintain and develop contacts, relations and cooperation, including activities for spiritual, cultural, political, economic and

social purposes, with their own members as well as other peoples across borders.

Implications

- Organizations have the obligation to, whenever possible, provide support to Indigenous communities to gather and build relationships.
- Organizations have the obligation to, whenever possible, share their findings and learnings of their activities geared towards the renewal of positive Indigenous and non-Indigenous relationships with the wider community. In particular, these learnings should be shared with Indigenous communities involved in that work.

The Truth and Reconciliation Commission's Final Report

Commit to taking action towards achieving the following Truth and Reconciliation Commission's Calls to Action:

Call to Action 7

We call upon the federal government to develop with Aboriginal groups a joint strategy to eliminate educational and employment gaps between Aboriginal and non-Aboriginal Canadians.

Implications

- Organizations have the obligation to create and/or support and/or provide supported referrals for educational opportunities tailored for Indigenous peoples experiencing poverty or underemployment.
- Organizations have the obligation to create and/or support and/or provide supported referrals for employment opportunities tailored for Indigenous peoples who are under-skilled.

Call to Action 13

We call upon the federal government to acknowledge that Aboriginal rights include Aboriginal language rights.

Implications

- Organizations should, whenever possible, include Indigenous language translations of their vital documents.
- Organizations should include words and phrases from Indigenous languages in their everyday operations.

Call to Action 18

We call upon the federal, provincial, territorial, and Aboriginal governments to acknowledge that the current state of Aboriginal health in Canada is a direct result of previous Canadian government policies, including residential schools, and to recognize and implement the health-care rights of Aboriginal people as identified in international law, constitutional law, and under the Treaties.

Implications

- Organizations have the obligation to explore, articulate, and share how their work is addressing the intergenerational health and well-being impacts caused by the residential school system.

Call to Action 21

We call upon the federal government to provide sustainable funding for existing and new Aboriginal healing centres to address the physical, mental, emotional, and spiritual harms caused by residential schools, and to ensure that the funding of healing centres in Nunavut and the Northwest Territories is a priority.

Implications

- Organizations should explore, understand, and take steps to support local Indigenous health and well-being centres, services, and programs.

Call to Action 22

We call upon those who can effect change within the Canadian health-care system to recognize the value of Aboriginal healing practices and use them in the treatment of Aboriginal patients in collaboration with Aboriginal healers and Elders where requested by Aboriginal patients.

Implications

- Organizations should take steps to explore and include Indigenous-based healing protocols and practices in their centres, services, and programs.
- Organizations have the obligation to seek out and forge strong relationships with Indigenous Elders and knowledge keepers.

Call to Action 41

We call upon the federal government, in consultation with Aboriginal organizations, to appoint a public inquiry into the causes of, and remedies for, the disproportionate victimization of Aboriginal women and girls.

Implications

- Organizations should commit to carrying out the Calls for Justice in the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls

Call to Action 43

We call upon federal, provincial, territorial, and municipal governments to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation.

Implications

- Organizations should, formally (if possible), adopt the United Nations Declaration on the Rights of Indigenous Peoples

Call to Action 57

We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skillsbased training in intercultural competency, conflict resolution, human rights, and anti-racism.

Implications

- Organizations have the obligation to provide and continually develop educational opportunities for their leadership, staff, and volunteers on topics of Indigenous awareness, intercultural competency, human rights, and anti-racism.
- Organizations should seek to create and share sector- or industry-specific Indigenous awareness, intercultural competency, human rights, and anti-racism educational opportunities.

Call to Action 80

We call upon the federal government, in collaboration with Aboriginal peoples, to establish, as a statutory holiday, a National Day for Truth and Reconciliation to honour Survivors, their families, and communities, and ensure that public commemoration of the history and legacy of residential schools remains a vital component of the reconciliation process.

Implications

- Organizations should take steps to develop and implement a regular day of recognition of our journey of reconciliation.

Call to Action 92

We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

- Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.*
- Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.*
- Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.*

Implications

- Organizations should develop policies relating to requirements that corporate partners, vendors, or clients must meet to be engaged.

The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls

Commit to taking action towards achieving the following Calls for Justice:

Call for Justice 1.3

We call upon all governments, in meeting human and Indigenous rights obligations, to pursue prioritization and resourcing of the measures required to eliminate the social, economic, cultural, and political marginalization of Indigenous women, girls, and 2SLGBTQQIA people when developing budgets and determining government activities and priorities.

Implications

- Organizations have the obligation to take special consideration of the needs of Indigenous women, girls, and 2SLGBTQQIA people when seeking to serve Indigenous communities.
- Organizations should embed the priorities of Indigenous women, girls, and 2SLGBTQQIA people as a part of measuring the success of programs or initiatives.

Call for Justice 1.4

We call upon all governments, and in particular Indigenous governments and Indigenous representative organizations, to take urgent and special measures to ensure that Indigenous women, girls, and 2SLGBTQQIA people are represented in governance and that their political rights are respected and upheld. We call upon all governments to equitably support and promote the role of Indigenous women, girls, and 2SLGBTQQIA people in governance and leadership. These efforts must include the development of policies and procedures to protect Indigenous women, girls, and 2SLGBTQQIA

people against sexism, homophobia, transphobia, and racism within political life.

Implications

- Organizations should invest resources in improving the representation of Indigenous women, girls, and 2SLGBTQQIA people in their work.
- Organizations have the obligation to develop roles within their organization that reflect or are responsive to the traditional roles of Indigenous women, girls, and 2SLGBTQQIA people.

Call for Justice 2.4

We call upon all governments to provide the necessary resources and permanent funds required to preserve knowledge by digitizing interviews with Knowledge Keepers and language speakers. We further call upon all governments to support grassroots and community-led Indigenous language and cultural programs that restore identity, place, and belonging within First Nations, Inuit, and Métis communities through permanent, no-barrier funding and resources. Special measures must include supports to restore and revitalize identity, place, and belonging for Indigenous Peoples and communities who have been isolated from their Nations due to colonial violence, including 2SLGBTQQIA people and women who have been denied Status.

Implications

- Organizations should take steps, whenever possible, to document and share (with free, prior, and informed consent) any interviews, artistic materials, or other cultural products freely with all Indigenous communities.
- Organizations should take steps to ensure fair remuneration for any artistic or cultural products shared for the benefit of that organization.

Call for Justice 3.2

We call upon all governments to provide adequate, stable, equitable, and ongoing funding for Indigenous-centred and community-based health and wellness services that are accessible and culturally appropriate, and meet the health and wellness needs of Indigenous women, girls, and 2SLGBTQQIA people. The lack of health and wellness services within Indigenous communities continues to force Indigenous women, girls, and 2SLGBTQQIA people to relocate in order to access care. Governments must ensure that health and wellness services are available and accessible within Indigenous communities and wherever Indigenous women, girls, and 2SLGBTQQIA people reside.

Implications

- Organizations have the obligation to centrally include and continually grow the presence of Indigenous worldviews in definitions of well-being and wellness.
- Organizations have the obligation to ensure accessibility to the resources created to improve the well-being and wellness of Indigenous women, girls, and 2SLGBTQQIA people.

Call for Justice 4.2

We call upon all governments to recognize Indigenous Peoples’ right to self-determination in the pursuit of economic social development. All governments must support and resource economic and social progress and development on an equitable basis, as these measures are required to uphold the human dignity, life, liberty, and security of Indigenous women, girls, and 2SLGBTQQIA people. All governments must support and resource community-based supports and solutions designed to improve social and economic security, led by Indigenous women, girls, and 2SLGBTQQIA people. This support must come with long-term, sustainable funding designed

to meet the needs and objectives as defined by Indigenous Peoples and communities.

Implications

- Organizations have the obligation to learn and recognize what self-determination of Indigenous peoples means.
- Organizations should take steps to co-create initiatives to improve the standing of Indigenous women, girls, and 2SLGBTQQIA people economically and socially.
- Organizations should create opportunities for Indigenous women, girls, and 2SLGBTQQIA people to take leadership positions in defining economic and social success.

Call for Justice 6.1

We call upon all media, news corporations and outlets, and, in particular, government funded corporations and outlets; media unions, associations, and guilds; academic institutions teaching journalism or media courses; governments that fund such corporations, outlets, and academic institutions; and journalists, reporters, bloggers, film producers, writers, musicians, music producers, and, more generally, people working in the entertainment industry to take decolonizing approaches to their work and publications in order to educate all Canadians about Indigenous women, girls, and 2SLGBTQQIA people.

Implications

- Organizations should regularly evaluate their visual and written materials for the inclusion of Indigenous women, girls, and 2SLGBTQQIA people.
- Organizations have the obligation to ensure that the representation of Indigenous women, girls, and 2SLGBTQQIA people are respectfully and authentically implemented.

- Organizations should take steps to seek out and recruit Indigenous women, girls, and 2SLGBTQQIA people to share their stories, thoughts, and works.

Call for Justice 7.1

We call upon all governments and health service providers to recognize that Indigenous Peoples – First Nations, Inuit, and Métis, including 2SLGBTQQIA people – are the experts in caring for and healing themselves, and that health and wellness services are most effective when they are designed and delivered by the Indigenous Peoples they are supposed to serve, in a manner consistent with and grounded in the practices, world views, cultures, languages, and values of the diverse Inuit, Métis, and First Nations communities they serve.

Implications

- Organizations should take steps, whenever possible, to create opportunities to listen to Indigenous women, girls, and 2SLGBTQQIA people about what well-being and wellness mean to them.
- Organizations have the obligation to seek out Indigenous women, girls, and 2SLGBTQQIA people to deliver or collaborate with communities of Indigenous women, girls, and 2SLGBTQQIA people in improving measures of well-being and wellness.

Call for Justice 7.6

We call upon institutions and health service providers to ensure that all persons involved in the provision of health services to Indigenous Peoples receive ongoing training, education, and awareness in areas including, but not limited to:

- *the history of colonialism in the oppression and genocide of Inuit, Métis, and First Nations Peoples;*

- *anti-bias and anti-racism;*
- *local language and culture; and*
- *local health and healing practices.*

Implications

- Organizations have the obligation to provide educational opportunities to their leadership, staff, and volunteers about well-being and wellness through a decolonization and anti-racism lens, which is continually expanded and refined on an ongoing basis.

Call for Justice 15.1

Denounce and speak out against violence against Indigenous women, girls, and 2SLGBTQQIA people.

Implications

- Organizations should take a public stance against violence against Indigenous women, girls, and 2SLGBTQQIA people. This stance should be affirmed regularly, such as on the Sisters in Spirit Day each year on October 4th.

Evaluating Impact

Success for this strategic outcome should satisfy the following statement:

Those involved with RECOVER, or who work closely with RECOVER, understand and can describe the efforts being taken by RECOVER to align with Indigenous leadership.

Resources Required

To support this work, you will require the following:

Materials

- The United Nations Declaration on the Rights of Indigenous Peoples
- The Truth and Reconciliation Commission's Final Report
- Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls

Relationships

None

conclusion

The work of collaboratively improving urban wellness for and with Indigenous peoples is a critical part of renewing the treaty relationship of which we are all a part.

The strategies, tactics, and guidelines detailed in this report are a map of what the future could look like for the RECOVER project, which is a picture of strong, diverse relationships rooted in mutual respect and creativity, all pursuing a shared goal. And because the map isn't the territory, we anticipate these strategies to be continually refined in the process of reciprocal transformation of RECOVER and the communities within its ecosystem. Instead of discouraging us, this reality should remind us to be flexible, responsive, and above all, kind to one another as we experience the imperfection of truly taking part in the unfolding histories of Turtle Island among all our relations.

resources

- United Nations Declaration on the Rights of Indigenous Peoples.* (2007). Retrieved November 1, 2020, from <https://www.un.org/development/desa/indigenouspeoples/declaration-on-the-rights-of-indigenous-peoples.html>
- Truth and Reconciliation Commission of Canada: Calls to Action.* (2012). Retrieved November 1, 2020, from http://trc.ca/assets/pdf/Calls_to_Action_English2.pdf
- Reclaiming Power and Place: The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls.* (2019). Retrieved November 1, 2020, from <https://www.mmiwg-ffada.ca/wp-content/uploads/2019/06/Calls-Web-Version-EN.docx>
- City of Edmonton Indigenous Framework (2020). Retrieved November 1, 2020, from www.edmonton.ca/city_government/initiatives_innovation/community-engagement-indigenous-framework.aspx