



Themes and Recommendations

With Actionable Directives

Winnipeg Indigenous Accord
2024

A thorough and thoughtful approach to transforming participant contributions into strategic directives.

In our examination of the progress made under the Winnipeg Indigenous Accord, we've noted that the annual reports from its signatories detail a variety of initiatives intended to support Indigenous communities. While annual reports highlight numerous activities presumed to benefit Indigenous peoples, measuring the impact of these efforts needs further exploration. This gap underscores the necessity to discuss data and impact to accurately assess the Accord's effectiveness in achieving its stated goals and fostering positive outcomes for Indigenous peoples.

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These themes, recommendations, and actionable directives aim to inspire action and facilitate change.

They are designed to heighten awareness of the Winnipeg Indigenous Accord and its intended outcomes, inform future planning for the City of Winnipeg and Accord Signatories, policy development, and research across social, educational, and organizational settings.

They address critical issues like systemic racism, and promote leadership and self-determination offering pathways for development and focus.

Theme 1

Dismantling Barriers: a commitment to systemic change

Removing systemic barriers and creating culturally safe environments for Indigenous peoples.

“It’s not about training non-Indigenous people to understand Indigenous people. It’s about having Indigenous people as part of your process, or part of your team.”

- **Engage in Transformative Work:** Encourage personal and organizational transformation to unlearn white supremacy and actively address racism.
- **Indigenous-Led Revitalization and Ally-Led Systemic Change:** Support Indigenous-led efforts and non-Indigenous allies in dismantling systemic racism, inspired by the “Copper Pot” and “Cedar Basket” metaphors.
- **Address Power Imbalances:** Work on sharing power equitably within workplaces to alter power imbalances that impede reconciliation.
- **Historical Awareness and Education:** Enhance understanding of the historical context of Indigenous issues in Canada, including legislation impacts like the Indian Act.
- **Elevate Indigenous Voices in Leadership:** Increase Indigenous representation in leadership and decision-making processes to ensure systemic change.
- **Inclusive Organizational Practices:** Integrate Indigenous perspectives in organizational processes to ensure active participation and inclusion.
- **Cultivate Inclusive and Welcoming Environments:** Develop environments where Indigenous individuals feel safe, supported, and welcomed, addressing alienation and representation needs.
- **Reflective Workforce Demographics:** Align organizational staff demographics with the community’s Indigenous population to achieve true representation and inclusion.
- **Advance Indigenous Peoples in Leadership:** Promote growth and advancement opportunities for Indigenous employees within organizations.
- **Intentional Hiring and Inclusion:** Implement deliberate hiring practices that prioritize Indigenous inclusion, with measurable goals for dismantling barriers and systemic change.

Theme 1

Dismantling Barriers: A commitment to systemic change

Removing systemic barriers and creating culturally safe environments for Indigenous peoples.

1. **Address Institutional Racism:** Address systemic barriers within educational institutions, especially in professional fields like law.
2. **Recognizing the Complexity of Indigenous Priorities:** Avoid making assumptions about the priorities of Indigenous peoples. Engage in open and respectful dialogues to understand the unique priorities of different Indigenous groups, especially in the context of specific projects or collaborations.
3. **Decentralize Decision-Making Power:** Develop organizational structures that distribute power more equitably and allow for a more collaborative approach to decision-making, recognizing and valuing Indigenous methods and worldviews.
4. **Addressing Systemic Issues with Inclusive Policies:** Initiate a thorough review and reform of existing policies with an Indigenous lens to address systemic barriers within the organization.
5. **Re-evaluate Recruitment and Hiring Practices:** To dismantle systemic biases and promote inclusivity.
6. **Address and Dismantle Systemic Barriers:** Commit to recognizing and changing systemic biases within organizations.
7. **Prioritize Truth in Reconciliation Efforts:** Emphasize the importance of understanding historical truths for effective reconciliation.
8. **Recognize and Acknowledge Past Mistakes:** Encourage organizations to openly acknowledge past wrongs and commit to informed, respectful practices moving forward.
9. **Recognize and Address Systemic Issues:** Acknowledge and work on systemic issues that may hinder the integration and growth of Indigenous employees.
10. **Implement Historical Context Education:** Develop educational programs for staff and stakeholders to understand the historical contexts affecting Indigenous communities. This understanding should inform all initiatives and interactions.
11. **Adjust to Indigenous Concepts of Time and Process:** Recognize and adapt to different cultural perceptions of time and decision-making processes to allow for more in-depth and meaningful engagement.
12. **Allocate Resources for Community Needs:** Direct resources towards addressing the specific needs of Indigenous communities, especially in areas like housing and youth support.
13. **Reform Systemic Funding Structures:** Advocate for and develop funding models that recognize the importance of relationship building and allow for more flexible, culturally appropriate project timelines.
14. **Incorporate Proof of Indigenous Ancestry in Hiring and Admissions:** Adapt admission processes to include community involvement and genuine Indigenous identity as key criteria.

15. **Adopt a Respect-First Customer Service Policy:** Formalize a customer service policy that prioritizes respect and understanding of Indigenous clients' perspectives and needs.
16. **Listening and Adapting Business Practices:** Encourage business leaders and staff to prioritize listening over speaking when engaging with Indigenous communities. Adapt business practices based on the insights gained from these interactions to create a more inclusive and respectful work environment.
17. **Giving Up Control:** Train staff in understanding the importance of relinquishing control and recognizing the expertise of Indigenous communities.
18. **Long-Term Cultural Shift for Authentic Representation:** Develop long-term strategies to integrate Indigenous voices into organizational culture. This includes creating leadership opportunities for Indigenous people and ensuring their perspectives are considered in decision-making processes.
19. **Implement Ongoing Cultural (Training) Education Programs (TRC Call to Action #57):** Introduce regular cultural competency training, Treaty and anti-Indigenous racism education programs in organizations to promote understanding and respect.
20. **Mandatory Indigenous Cultural Education:** Implement comprehensive education programs on Indigenous history and culture in workplaces.
21. **Prioritize Cultural Shifts:** Focus on changing organizational culture to support reconciliation efforts.
22. **Creating Safety for Indigenous Voices:** Foster an environment where Indigenous individuals feel safe to express their opinions, especially when they challenge existing practices or leadership. This can be achieved through policies that protect against retaliation and encourage open dialogue.
23. **Create a Truth and Reconciliation Position or Committee:** Set up a dedicated role or committee within the organization to continually assess historical actions and current initiatives for their impacts on Indigenous communities.
24. **Recognizing Legal and Political Structures:** Provide training for staff on the distinctions between rights holders and stakeholders within Indigenous communities.
25. **Distinguish Between Rights Holders and Stakeholders:** Educate staff and external partners on the distinction between rights holders and stakeholders to ensure that the correct protocols are followed and that engagements are meaningful and respectful.
26. **Acknowledge and Incorporate Distinct Indigenous Groups:** Recognize and respect the diversity of Indigenous groups, ensuring that initiatives are not one-size-fits-all and that the unique cultural aspects and contributions of each group are reflected.
27. **Use Language that Reflects Specificity and Respect:** Ensure that all official communications and documents use specific and respectful language that honors the distinct identities of First Nations, Métis, and Inuit peoples.
28. **Mandate Indigenous Cultural Competency Training:** Implement compulsory cultural competency training for all employees that covers Indigenous history, culture, and current issues, with updates as required.
29. **Focus on Relationship-Building Activities:** Invest in regular team-building and community-engagement activities that prioritize relationship-building over procedural adherence.

- ☐ **Engaging Indigenous Perspectives in Training Programs:** Continuously involve Indigenous clients in the development and evaluation of training programs. Regularly conduct surveys and feedback sessions to tailor these programs to better serve Indigenous needs and preferences.
- ☐ **Specificity in Language:** Educate staff on the importance of using specific and correct language when engaging with different Indigenous groups.
- ☐ **Integrating Indigenous Perspectives and Lived Experience:** Amend recruitment criteria to recognize and prioritize the lived experiences of Indigenous candidates as valuable qualifications for roles.
- ☐ **Holistic and Culturally Sensitive Approaches:** Integrate Indigenous cultural protocols into organizational practices, ensuring that events and initiatives are respectful and culturally appropriate.
- ☐ **Education and Awareness:** Implement a mandatory cultural competency training program for all staff to build awareness and understanding of Indigenous histories and contemporary issues.
- ☐ **Initiate Cultural Competency Training:** Implement training programs for all signatories on indigenous languages and cultures to foster a deeper understanding and respect for these traditions within the community and organizations.
- ☐ **Establish Trust-Building Measures:** Develop initiatives within organizations that create safe spaces for Indigenous staff to express their needs and challenges, facilitating a culture of trust and safety.
- ☐ **Conduct Allyship Training:** Offer allyship training for non-indigenous Accord members to amplify indigenous voices appropriately and effectively.
- ☐ **Implement Sensitivity Workshops:** Regularly hold cultural sensitivity workshops to address unconscious biases and promote inclusivity within Accord organizations.
- ☐ **Embrace Flexible Timelines:** Adopt long-term planning strategies that are adaptable to the pace of relationship building, rather than adhering to rigid schedules.
- ☐ **Invest in Cultural Competency:** Commit to ongoing cultural education and training within organizations to build a foundation of understanding and respect for Indigenous cultures.
- ☐ **Adopt Generational Thinking:** Reorient project goals to consider the impact on future generations, drawing from Indigenous knowledge that emphasizes the well-being of the next seven generations.
- ☐ **Develop Comprehensive Education Programs:** For staff to understand indigenous cultures and histories.
- ☐ **Implement Diversity and Equity Training Programs:** To address systemic barriers and improve workforce diversity.
- ☐ **Cultural Sensitivity in Service Delivery:** Respect and integrate indigenous cultures in community services.
- ☐ **Implement Comprehensive Indigenous Education Programs:** To increase staff understanding and respect for Indigenous cultures.
- ☐ **Implement Comprehensive Educational Programs:** Educate non-indigenous community members about indigenous history and culture.

47. **Implement Engaging and In-Person Training:** Offer training sessions that are engaging, in-person, and involve elements of Indigenous culture and history.
48. **Promote Transparent Leadership:** Encourage leaders to be transparent, open to learning, and willing to be challenged.
49. **Promote Continuous Learning and Adaptation:** Encourage ongoing learning and adaptation of practices to better align with the evolving needs and voices of Indigenous communities.
50. **Educate on Treaty Rights and Impacts:** Increase awareness and understanding of treaty rights and their impacts, particularly in urban settings.
51. **Create Educational Materials and Protocols:** Offer easy-to-access educational resources and protocols to inform organizations and individuals about Indigenous perspectives and histories.
52. **Create an Inclusive and Welcoming Environment:** Build an organizational culture where Indigenous employees feel at home and valued.
53. **Educate and Sensitize Non-Indigenous Staff:** Implement comprehensive educational programs for non-Indigenous staff to enhance their understanding of Indigenous cultures, histories, and contemporary issues. This education should be mandatory at all levels of the organization.
54. **Implement Mentorship and Support Programs:** Introduce mentorship programs, particularly for Indigenous employees, to provide guidance, support, and career development opportunities. Ensure these programs are led by individuals who understand the unique challenges faced by Indigenous workers.
55. **Create Safe and Inclusive Work Environments:** Foster workplace cultures that make all employees, especially those from Indigenous backgrounds, feel valued, heard, and comfortable. This could involve regular diversity training, the establishment of support networks, and the implementation of anti-discrimination policies.
56. **Embrace and Recognize Diversity Within Indigenous Communities:** Develop initiatives that acknowledge the diversity within First Nations, Métis, and Inuit communities, ensuring that a wide range of voices and perspectives are included and respected in decision-making processes.
57. **Educate to Change Perceptions:** Emphasize the role of education in changing perspectives about the value and role of Indigenous communities.
58. **Develop Safe Spaces for Open Dialogue:** Create environments where uncomfortable but necessary conversations can happen without fear of judgment or repercussions.
59. **Encourage Questions and Continuous Learning:** Promote a culture where asking questions and admitting lack of knowledge is encouraged as a part of the learning process about Indigenous cultures and issues.
60. **Respecting Diversity of Expression in Reporting:** Broaden the accepted formats for reporting and sharing information to include various forms of artistic expression. This approach acknowledges and values the diverse ways in which Indigenous communities might choose to communicate and express their perspectives.
61. **Shifting Hierarchical Relationships:** Reassess organizational structures to reduce hierarchy and create more equitable partnerships with Indigenous groups.

62. **Cultivate a Sense of Belonging:** Create environments within organizations and communities that are welcoming, respectful, and inclusive. This can be achieved through cultural sensitivity training, community engagement initiatives, and inclusive policies.
63. **Prioritize Listening and Respect:** Ensure that initiatives and decisions are made with a deep respect for Indigenous voices and perspectives, fostering a sense of "home" and community.
64. **Create Common Benchmarks:** Establish common benchmarks for Accord commitments to motivate signatories and measure progress.

Theme 2

Honouring Autonomy: advancing Indigenous self-determination and leadership

“This isn't merely about creating space; it's about integrating Indigenous culture, knowledge, and perspectives into the very fabric of organizational operations.”

- **Promote Indigenous Governance:** Acknowledge and support the implementation of Indigenous governance systems, respecting Indigenous cultures and languages in line with Accord Commitments 1 and 2.
- **Elevate Indigenous Leadership:** Ensure Indigenous representation in leadership positions, adhering to Accord Commitment 4, to empower Indigenous peoples to lead their own initiatives.
- **Facilitate Indigenous Self-Determination:** Champion the right of Indigenous peoples to self-determination, where Indigenous peoples navigate their paths in all aspects of life, fulfilling the essence of Accord Commitment 6.
- **Shift from Placemaking to Space-Honouring:** Transition from symbolic inclusion to meaningful integration of Indigenous perspectives and practices in all areas of organizational operation.
- **Ensure Indigenous Participation in Decision-Making:** Actively involve Indigenous people in decision-making processes, adhering to the principle of "nothing for us without us" to ensure authentic representation and inclusion.
- **Address Economic Reconciliation:** Recognize and support the economic aspirations of Indigenous peoples, facilitating pathways to success on their terms and aligning with the principles of economic reconciliation.
- **Combat Exploitation and Enhance Authentic Representation:** Address and prevent exploitation in Indigenous initiatives, ensuring that economic and social rights are protected as per MMIWG Calls for Justice.
- **Acknowledge and Adjust Power Dynamics:** Recognize and address existing power imbalances, ensuring non-Indigenous allies understand and adjust their roles to support Indigenous leadership and self-determination.

Theme 2

Honouring Autonomy: Advancing Indigenous Self-Determination and Leadership

1. **Increase Indigenous Representation:** Actively work to close the representation gap in professional sectors through targeted recruitment and support programs.
2. **Promote Indigenous Leadership:** Encourage Indigenous leadership and representation in decision-making roles within organizations. Create or enhance programs that provide pathways for Indigenous people to enter and succeed in various professions.
3. **Ensure Accurate Community Representation:** Strive for authentic representation of Indigenous peoples in various initiatives, avoiding reliance on a limited or elite group.
4. **Authentic Indigenous Representation Critical:** Include Indigenous peoples in decision-making processes and organizational structures.
5. **Create Mechanisms for Indigenous Leadership in Decision-Making:** Establish platforms where Indigenous people can lead and make decisions, ensuring their perspectives shape the initiatives from the outset.
6. **Recognize and Compensate FNMI Adequately (Emotional Labor):** Acknowledge and appropriately compensate the emotional labor involved in Indigenous consultations.
7. **Develop Community-Driven Health and Welfare Strategies:** Involving Indigenous partners in shaping health initiatives.
8. **Hire Indigenous Elders or Consultants:** Consider having Indigenous Elders or consultants on staff to guide organizations in culturally sensitive and informed practices.
9. **Focus on Building Community Networks:** Encourage and support the development of community networks and groups that bring together Indigenous and non-Indigenous members for shared projects and goals, fostering mutual understanding and respect.
10. **Actively Recruit Indigenous Peoples:** Increase the representation of Indigenous individuals in law firms and related fields.
11. **Actively Recruit for Diversity:** Actively seek out and recruit Indigenous individuals in various professions.
12. **Implement Intentional Recruitment Strategies:** Develop targeted recruitment strategies aimed at increasing Indigenous representation within the organization, with clear intentions and measurable goals.
13. **Internal Representation and Career Paths:** Create mentorship and professional development programs targeted at Indigenous employees to foster leadership skills.
14. **Establish Fair Compensation Structures:** Implement standardized honoraria and compensation systems that respect the time and expertise of Indigenous staff and advisors, including recognition of cultural responsibilities.

15. **Shift to Relationship-Oriented Organizational Practices:** Encourage and facilitate relationship-building activities within the organization to create a more inclusive culture where Indigenous voices can thrive and contribute meaningfully.
16. **Build Advisory and Support Structures:** Create advisory committees or circles that include a diverse range of Indigenous voices, ensuring they have significant influence over organizational decisions and strategies.
17. **Promote Inclusive Leadership and Decision-Making:** Create pathways for Indigenous staff to advance into leadership roles within the organization, ensuring that decision-making processes are inclusive and representative.
18. **Economic Empowerment and Recognition:** Develop a comprehensive program to provide equitable pay and opportunities for Indigenous council members and advisors.
19. **Promote Indigenous Leadership:** Actively seek and place Indigenous individuals in leadership and decision-making roles to ensure representation that authentically reflects the voices of these communities
20. **Co-Create with Indigenous Perspectives:** Develop initiatives with Indigenous communities through a co-creative process that respects and incorporates Indigenous ways of thinking and knowledge systems.
21. **Promote Collaborative Decision Making:** Adopt decision-making processes that are inclusive and collaborative, ensuring that Indigenous voices are not just heard but are influential in shaping outcomes. This can be achieved through partnerships, co-design processes, and shared governance models.
22. **Enhance Community Engagement through Active Listening:** Engage with Indigenous communities through forums, focus groups, and community events to listen actively to their needs and aspirations. This engagement should inform the development and implementation of relevant initiatives.
23. **Ensure Diverse Representation:** Establish mechanisms to include a broad range of Indigenous voices in conversations, reflecting varied perspectives and fostering authenticity in decision-making.
24. **Integrate Youth in Planning:** Actively involve Indigenous youth in planning processes to build capacity and ensure that future generations are considered and have a stake in outcomes.
25. **Promote Indigenous Leadership:** Encourage and support Indigenous individuals in leadership roles.
26. **Enhance Workforce Representation:** Work towards a more reflective demographic representation within organizations.
27. **Adopt Co-Development Approaches:** Work alongside Indigenous leaders and communities from the start of planning processes.
28. **Form Indigenous Advisory Groups:** Establish advisory groups with Indigenous members to provide guidance on initiatives.

29. **Empower Indigenous Youth:** Focus on empowering Indigenous youth through cultural education and opportunities.
30. **Promote Indigenous Entrepreneurship and Skills Training:** Support Indigenous entrepreneurship and skill development tailored to community needs.
31. **Foster Genuine Participation:** Ensure initiatives are developed with genuine and inclusive participation of Indigenous communities.
32. **Ensure Indigenous Leadership in Initiatives:** Place Indigenous, Metis, and Inuit people in leadership roles to guide the decision-making process.
33. **Conduct Needs Assessment of Indigenous Employees:** Regularly assess the needs, aspirations, and challenges of Indigenous employees within the organization.
34. **Focus on Career Development:** Develop strategies for career advancement, not just recruitment, to retain Indigenous talent.
35. **Promote Diverse Representation:** Ensure that diverse voices from within the Indigenous communities are present in organizational decision-making.
36. **Ensure Inclusivity in Employment Opportunities:** Create employment strategies that aim for a workforce representative of the community, with specific outreach and recruitment efforts targeting Indigenous peoples. Implement fair and transparent hiring practices to avoid biases and promote diversity.
37. **Ensure Representation and Inclusion:** Actively work towards including Indigenous representatives in decision-making boards, committees, and other influential positions.
38. **Importance of Community Collaboration and Inclusion:** Foster partnerships and collaborations between different organizations and communities. This could involve joint projects, shared resources, and cross-sector initiatives.
39. **Focus on Youth and Community-Centric Programs:** Create accessible and inclusive programs for Indigenous youth and communities.
40. **Acknowledge Diverse Indigenous Experiences:** Recognize and include diverse Indigenous perspectives and stories.
41. **Highlight Indigenous Success Stories:** Celebrate and publicize the successes of Indigenous individuals as role models.

Theme 3

Accountability in Action: progressing the Accord’s reconciliation journey

“It’s not just about checking boxes, we want to have an impact.”

- **Develop a Social Impact Framework:** Establish a comprehensive framework that shifts from mere activity reporting to evaluating tangible impacts, ensuring accountability and visible progress in reconciliation efforts.
- **Implement Robust Metrics:** Create and utilize robust metrics to measure real social progress for Indigenous communities, reflecting the actual impact of initiatives on the ground.
- **Enhance Accountability Measures:** Strengthen accountability mechanisms within the Accord to ensure all parties are actively contributing to meaningful social change, with clear responsibilities and outcomes.
- **Foster Reciprocity and Meaningful Outcomes:** Ensure that the Accord's activities lead to reciprocal benefits and meaningful outcomes for both Indigenous communities and other stakeholders, aligning actions with shared goals.
- **Leverage Technology for Data Management:** Utilize user-friendly technological solutions like web-based portals or Microsoft Forms to streamline data collection, analysis, and reporting, enhancing efficiency and comprehensiveness.
- **Establish Accountability Partnerships:** Create accountability partnerships among signatories to maintain commitment and ensure the continuous monitoring and fulfillment of set objectives, fostering a culture of shared responsibility.
- **Address Reporting Challenges:** Acknowledge and address the challenges faced by signatories in annual reporting, considering workload and relevance, to encourage consistent and meaningful participation in the reporting process.
- **Recognize and Work Within Systemic Constraints:** Understand and work within the limitations of the City of Winnipeg’s authority in enforcing Accord commitments, focusing on collaborative efforts to achieve impactful reconciliation initiatives.

Theme 3

Accountability in Action: Progressing the Accord’s Reconciliation Journey

1. **Support Indigenous Art Initiatives:** Create funding opportunities and platforms to showcase Indigenous art. Collaborate with Indigenous artists for public art projects, corporate gifting purchases and educational resources.
2. **Value and Recognize Non-Academic Expertise:** Create a system for acknowledging and integrating non-academic forms of expertise, especially those rooted in Indigenous knowledge and practices.
3. **Diversity of Indigenous Perspectives:** Recognize and respect the diversity within Indigenous communities. Ensure that a variety of Indigenous voices and perspectives are included and represented in dialogues and initiatives.
4. **Practical Steps to Acknowledge and Respect Indigenous Cultures:** Take practical steps to accommodate and respect Indigenous cultural practices, such as providing spaces for smudging or offering tobacco. These actions should be integrated into the standard operating procedures of the organization.
5. **Support Indigenous Self-Determination:** Encourage learning and appreciation of Indigenous culture among non-Indigenous members.
6. **Empower Indigenous Knowledge and Perspectives:** Actively seek and incorporate Indigenous knowledge and perspectives in all aspects of project planning, execution, and evaluation.
7. **Normalize Indigenous Practices and Celebrations:** Regularly incorporate Indigenous practices, such as land acknowledgments, into organizational routines to normalize and respect Indigenous cultures.
8. **Highlight Indigenous Leadership and Artistry:** Support and showcase Indigenous leadership and artistry in projects and initiatives to provide authentic representations and opportunities.
9. **Emphasizing Economic Opportunities and Procurement Policies:** Strengthen procurement commitments, ensure that government and organizational commitments to procure from First Nations-owned businesses are not just statements but are actively implemented. Set up a transparent monitoring system to track procurement processes and ensure that commitments are being met.
10. **Facilitate Shared Responsibility in Relationship Building:** Encourage both speaking up by Indigenous individuals and attentive listening and support from others.
11. **Integrate Indigenous Perspectives in Organizational Decisions:** Ensure that initiatives are not just for Indigenous communities but also shaped by them.
12. **Embrace Narrative Methods:** Incorporate storytelling into reporting frameworks to connect data with personal experiences, thereby humanizing the impact and fostering deeper understanding.
13. **Develop Economic Partnerships:** Develop partnerships with Indigenous communities to support economic projects and initiatives that foster economic reconciliation. Provide platforms for Indigenous voices in economic decision-making processes.

14. **Build Long-term Relationships:** Foster ongoing relationships with Indigenous communities, beyond project-specific interactions.
15. **Formulate and Enforce DEI Policies:** Create and implement comprehensive DEI policies with a focus on Indigenous inclusion and representation.
16. **Diverse Indigenous Consultation:** Ensure consultation processes include a diverse range of Indigenous voices and perspectives.
17. **Continual Review and Adaptation:** Regularly review and adapt strategies and initiatives based on feedback and evolving needs of Indigenous communities.
18. **Strengthen TRC Commitments:** Encourage organizational leaders to actively integrate truth and reconciliation goals into their operations and culture.
19. **Enhance Workplace Supports:** Develop spaces where Indigenous professionals feel supported and welcomed.
20. **Acknowledge Different Success Metrics:** Recognize diverse indicators of success beyond traditional academic metrics.
21. **Institute a Flexibility Clause in Collaborative Projects:** Establish protocols that anticipate and embrace the shifting of goals and objectives to align with Indigenous partners' input during project development.
22. **Conduct Ongoing Assessments:** Organize annual workshops for staff at all levels to reflect on organizational values and their alignment with Indigenous values and the principles of reconciliation.
23. **Enforce Data Sovereignty and Knowledge Protection Policies:** Develop and enforce policies that respect data sovereignty and prohibit the sharing of Indigenous knowledge without explicit, informed consent from the community.
24. **Standardize Community Consultation Procedures:** Define clear, community-approved procedures for what constitutes meaningful consultation and ensure all projects adhere to these standards.
25. **Collaboration Throughout Project Phases:** Implement a collaborative approach throughout all phases of a project, from initial planning to execution and evaluation. Ensure that Indigenous partners are involved and have a say in each step of the process.
26. **Listening and Taking Action:** Cultivate a proactive approach to responding to the needs and suggestions of Indigenous staff and community members. This involves not just listening but also implementing changes based on their feedback.
27. **Partnering with Indigenous-led Organizations:** Form partnerships with Indigenous organizations to develop and deliver programs. Allocate resources to support the administrative and operational needs of these partnerships.”
28. **Early Engagement and Co-creation:** Develop a framework for early engagement to ensure Indigenous communities are involved from the outset of any new initiative.
29. **Elders and Knowledge Keepers Engagement:** Develop a protocol for engaging with elders and knowledge keepers that respects their time, expertise, and preferred methods of collaboration.

30. **Modify funding processes** to allow Indigenous organizations to have greater control and agency.
31. **Continuous Relationship Building:** Encourage project teams to consult with Indigenous partners on their terms and timelines.
32. **Initiate Early Engagement and Co-Creation:** Start consulting with Indigenous partners, community groups, and leaders at the earliest stages of project development to gain informed consent and incorporate their perspectives from the beginning.
33. **Foster a Culture of Active Listening and Accountability:** Encourage active listening to Indigenous communities and hold the organization accountable for following through on the input received by setting clear benchmarks and goals.
34. **Inclusive Decision-Making and Policy Development:** Establish a permanent Indigenous advisory board to ensure that all organizational decisions reflect Indigenous voices and perspectives.
35. **Continuous Engagement and Avoiding Tokenism:** Commit to authentic engagement by setting up long-term partnerships with Indigenous communities that involve them in ongoing dialogue and decision-making processes.
36. **Develop a Mentorship Program:** Create a structured mentorship program that pairs new signatories with experienced ones to guide them through their commitments.
37. **Ensure Continuous Community Engagement:** Engage with indigenous communities consistently, not just during initial consultations, to maintain a genuine partnership and open dialogue.
38. **Adapt Decision-Making to Indigenous Perspectives:** Integrate indigenous ways of thinking and values into organizational decision-making processes for initiatives that resonate culturally.
39. **Enhance Communication Channels:** Establish transparent communication channels for feedback from indigenous communities to be heard and integrated into the Accord's activities
40. **Align Organizational Goals with Economic and Reconciliation Aims:** Ensure that the Accord's signatories' goals are in harmony with the economic aspirations and reconciliation efforts highlighted by the Indigenous voices within the Accord.
41. **Focus on Intended Impact:** Ensure that the intention behind actions is not just a tick-box exercise but is genuinely intended to make a significant, positive impact on Indigenous communities.
42. **Address Failures Constructively:** Create processes for organizations to report on failures or challenges transparently as learning opportunities, ensuring continuous improvement and honest reflection in advancing the Accord's commitments.
43. **Prioritize Community Listening:** Dedicate initial phases of projects to understand community needs by actively listening and learning from community members, which may extend beyond typical project timelines.
44. **Involve Indigenous Communities in Strategic Planning:** Ensuring their voices shape policies and initiatives.
45. **Conduct Direct Outreach and Consultation:** Engage with Indigenous communities for authentic insights into their needs and aspirations.

46. **Establish Co-development Practices:** Involve indigenous leaders in policy and program development from the onset.
47. **Implement Regular Progress Measurement:** Track and report on the progress of initiatives against clear benchmarks.
48. **Foster Direct and Regular Community Engagement:** Encourage open and accessible communication channels with Indigenous communities.
49. **Ensure Continuous Support and Evaluation:** Provide ongoing support and regularly evaluate the impact of initiatives through community feedback.
50. **Address Barriers to Self-Declaration in Workplaces:** Conduct surveys or focus groups to understand why employees may be hesitant to self-declare their Indigenous identity. Use these insights to create a more welcoming environment that encourages self-declaration and celebrates diversity.
51. **Improve Transparency and Accountability in Reporting:** Establish rigorous and transparent reporting mechanisms for initiatives related to Indigenous communities. This could involve third-party auditing or community oversight to ensure honesty and accuracy in reporting.
52. **Develop Collaborative Governance Models:** Create governance models that involve key voices from Indigenous communities for co-creation of policies and programs.
53. **Build Trust Through Consistent Engagement:** Foster long-term relationships with Indigenous communities by consistently engaging in dialogues and joint projects, rather than one-off interactions.
54. **Align Financial and Program Goals with Indigenous Values:** Ensure that both private and public funding aligns with the goals and values of Indigenous communities and does not create conflicting objectives.
55. **Need for Unified Frameworks and Accountability:** Develop a clear, unified framework, establish a comprehensive framework that outlines clear goals, roles, responsibilities, and expectations for all stakeholders. This framework should be transparent and accessible to everyone involved.
56. **Implement Accountability Mechanisms:** Set up a system of accountability where progress and contributions of each stakeholder are regularly reviewed and reported. This could include periodic audits or assessments by an independent body.
57. **Develop Equitable Metrics for Impact Measurement:** Create a system where measurement tools are carefully designed to ensure they fairly assess the impact of diverse organizations, preventing disproportionate spotlight on certain entities while others seem inactive.
58. **Reevaluate Data Necessity:** Critically assess which data are essential for collection, considering whether directly engaging with Indigenous communities can provide more meaningful insights into the benefits or shortcomings of support initiatives.
59. **Allocate Adequate Resources for Initiatives:** Ensure that there are sufficient resources, including funding and time, allocated for effective implementation of Indigenous-centric initiatives.
60. **Celebrate Small Wins:** Regularly acknowledge and celebrate small achievements and progress. This helps maintain momentum and demonstrates commitment to long-term goals.

61. **Provide Resources for Smaller Organizations:** Develop accessible resources to aid smaller organizations in their efforts to engage with Indigenous communities without overburdening them.
62. **Develop Flexible Success Metrics:** Create adaptable ways to measure success, acknowledging the varied nature of achievements.
63. **Establish Holistic Accountability Mechanisms:** Go beyond numerical data to establish accountability measures that confirm actions are being implemented effectively, and the outcomes are truly benefiting Indigenous communities.
64. **Collective Understanding of Challenges and Solutions:** Create a platform for sharing successful strategies and best practices among stakeholders.
65. **Emphasize Qualitative Reporting:** Encourage alternative formats for reporting, like video or narrative forms, to capture the qualitative impact of initiatives.
66. **Increase Support for Report Compilation:** Allocate more resources to assist organizations in preparing and submitting their reports.
67. **Establish Learning Exchanges:** Create forums or learning exchanges where signatories can share best practices and challenges.
68. **Prepare Participants for Meaningful Dialogue:** Send out preparatory materials to signatories to facilitate deeper and more productive discussions during meetings.
69. **Implement an Online Collaborative Platform:** Launch an online platform for signatories to share updates, seek feedback, and offer support on ongoing projects and initiatives.
70. **Enhance Public Access to Accord Information:** Provide public access to a repository of information on the Accord's activities, increasing transparency and community engagement.
71. **Communicate Learning Opportunities:** Distribute information about events and learning opportunities related to Indigenous issues and the Accord's goals through regular communications.
72. **Mutual Accountability Framework:** Develop a system where signatories can be accountable to each other, sharing reports, feedback, and guidance in a collaborative environment.
73. **Develop Mentorship Programs:** Create mentorship opportunities where experienced Accord signatories guide new participants through the nuances of effective collaboration with Indigenous communities.
74. **Revise Reporting Expectations:** Clarify reporting expectations to align with the capacities of different types of organizations, such as for-profit and non-profit.
75. **Balance Reporting Requirements:** Ensure reporting requirements are balanced and do not overburden organizations, especially those with fewer resources, while still maintaining a level of accountability.
76. **Encourage Inclusive Reporting:** Adopt inclusive reporting practices that capture the voices of all stakeholders involved, from leadership to staff to the community members served.

77. **Learn from Other Networks:** Seek out and analyze successful practices from other networks that have harmonized shared metrics across diverse organizations to guide the development of a unified framework.
78. **Foster Transformative Engagement:** Recognize the potential of the Winnipeg Indigenous Accord to be transformative and commit to deep, meaningful engagement with Indigenous communities, similar to initiatives like Welcoming Winnipeg.
79. **Balance Quantitative and Qualitative Approaches:** While quantitative data is crucial for measuring reach and impact, qualitative measures are vital for understanding the depth of engagement and the nature of the impact. Implement a mixed-methods approach to evaluation that values stories, experiences, and community feedback as much as numerical data.

Theme 4

Embracing Indigenous leadership, knowledge, and methodologies

Integration of Indigenous epistemologies and storytelling into data strategies for the Winnipeg Indigenous Accord is not merely a recommendation for methodological enhancement but a necessary shift towards more meaningful, respectful, and comprehensive impact assessment.

- **Embody Indigenous Principles in Data Management:** Implement a framework that embodies "mino-pimaadziwin" (the good life), ensuring data management strategies honour Indigenous knowledge systems and prioritize reciprocal value in partnerships.
- **Integrate Indigenous Leadership:** Ensure Indigenous leadership is central in decision-making processes, reflecting a commitment to self-determination and governance.
- **Merge Quantitative Data with Narrative Depth:** Combine statistical data with narrative methods to provide a holistic view of social impact, reflecting Indigenous aspirations and fostering understanding.
- **Utilize Storytelling as a Data Collection Tool:** Recognize storytelling as a powerful methodology for data collection, building relationships, and understanding, thereby transcending traditional data gathering methods.
- **Address Data Sovereignty Concerns:** Develop data collection processes that respect Indigenous data sovereignty and reflect the realities and aspirations of Indigenous communities, mitigating historical oppression associated with data collection.
- **Promote Indigenous Methodologies in Impact Assessment:** Integrate Indigenous knowledge and methodologies in evaluating the Accord's activities to ensure that they are genuinely beneficial and aligned with Indigenous principles of well-being and equity.
- **Foster Reciprocal and Mutually Beneficial Contributions:** Prioritize reciprocity in the Accord's initiatives, ensuring that activities lead to mutually beneficial outcomes and meaningful contributions to Indigenous communities.
- **Enhance Understanding through Indigenous Wisdom:** Incorporate Indigenous perspectives in data collection and analysis, asking the right questions and ensuring the data reflects Indigenous experiences and knowledge.

Theme 4

Embracing Indigenous Leadership, Knowledge, and Methodologies

1. **Create Safe Space Metrics:** Develop metrics to assess the safety and inclusiveness of the work environment for Indigenous peoples.
2. **Focus on Impactful Data:** Collect data that directly correlates with the impact and outcomes of the Accord's goals.
3. **Establish Core Metrics to Understand Social Impact:** Focus on tangible metrics such as incarceration rates, child poverty, and the welfare of Indigenous women. Measure progress by the reduction in these rates. [Speaker 1, Speaker 2]
4. **Intention Versus Impact:** Emphasize the importance of measuring the actual impact of actions over simply the intentions or plans, prioritizing results that have a tangible effect.
5. **Quarterly Accountability and Collaboration:** Prioritize education system improvements and data collection for accelerated social change. Disseminate data effectively.
6. **Focus on Impact Evaluation:** Develop methods to meaningfully evaluate the impact of activities, moving beyond superficial metrics.
7. **Focus on Quantifiable Data Collection:** Emphasize the collection of quantifiable data to objectively measure the impact of initiatives and programs.
8. **Balance Measuring Impact and Effort:** Recognize the difference between the effort put into initiatives and the tangible outcomes they produce. Both aspects should be considered in evaluations.
9. **Adopt a Long-Term Vision:** Recognize that meaningful change takes time. Set realistic, incremental goals that contribute to a long-term vision of progress and reconciliation.
10. **Regular Feedback Loops:** Establish forums or platforms for regular feedback from the community to ensure that the initiatives remain relevant and impactful.
11. **Create Common Benchmarks:** Establish common benchmarks for Accord commitments to motivate signatories and measure progress.
12. **"Holistic and Integrated Reporting Framework:** Assemble a comprehensive reporting framework that includes both quantitative data and qualitative impact stories to capture a full spectrum of progress and impact."
13. **Enhance Demographic Data Collection:** Initiate steps to improve the collection and analysis of demographic data, particularly related to arts and cultural presentations, in a sensitive and informed manner.
14. **Implement Relationship Tracking Metrics:** Explore qualitative methods to capture the essence of relationship-building efforts, moving beyond mere quantitative measures.
15. **Transparent and Unified Reporting Structure:** Develop a unified but flexible reporting structure that allows for both consistency and individual organization's uniqueness.
16. **Develop Mixed Data Collection Methods:** Combine quantitative metrics with qualitative assessments to get a more holistic view of the impact.

17. **Incorporate Indigenous Mindsets in Evaluation:** Integrate Indigenous teachings and perspectives in evaluating initiatives and their impact.
18. **Qualitative and Quantitative Balance:** Balance quantitative data with qualitative stories and narratives to capture the full impact.
19. **Find Balance Between Indigenous and Colonial Forms of Data Collection:** Recognize the historical context of data collection and its impact on Indigenous peoples. Strive to balance Indigenous perspectives with the need for data to support program funding. [Speaker 4]
20. **Move Beyond Performative Approaches and Tokenism:** Ensure actions and reporting are substantive and not just superficial measures to tick boxes. Authenticity in efforts is crucial for real progress. [Speaker 5]
21. **Integration of Reconciliation into Organizational Structures:** Embed reconciliation actions into the core operations of organizations to ensure these practices are sustained beyond token gestures and become part of the organizational culture.
22. **Develop a Pre-Engagement Strategy:** Initiate projects with a foundational stage that seeks genuine input from Indigenous partners, moving beyond mere consultation to active co-creation from the outset.
23. **Empowering Indigenous-Led Organizations:** Ensure that Indigenous-led organizations are recognized as equal partners in program development, with the autonomy to lead rather than follow.
24. **Respecting and Understanding Cultural Protocols:** Provide training for staff on Indigenous cultural protocols, such as the appropriate use of tobacco offerings, to foster respectful interactions.
25. **Inclusion Through Specific Language:** Update organizational documents to use specific and inclusive language that accurately reflects the diversity of Indigenous peoples and acknowledges their unique identities.
26. **Integrate Indigenous Roles in Governance:** Integrate paid Indigenous roles within the organizational structure, such as advisory committees or boards, to embed Indigenous perspectives at all governance levels.
27. **Recognition of Distinct Groups:** Value and recognize the unique contributions of each knowledge keeper and elder, understanding that each individual brings their own gifts and perspectives.
28. **Compensation and Recognition:** Ensure that Indigenous-led committees are informed and involved in decision-making processes and recognize their work through appropriate compensation, including paid time off.
29. **Language and Specificity:** Use specific and intentional language that acknowledges the distinct identities of First Nations, Inuit, and Métis peoples, avoiding a pan-Indigenous approach.
30. **Employ Mixed-Methods Approaches:** Adopt mixed-methods research approaches that combine traditional metrics with Indigenous knowledge systems to evaluate impact meaningfully.

31. **Incentivize Data Sharing:** Implement a system where Indigenous businesses and organizations are recognized and rewarded for their contributions to data collection, ensuring that the data they provide has tangible benefits for their communities.
32. **Uphold Data Sovereignty:** Adhere to the principles of OCAP for all data pertaining to Indigenous individuals and communities, ensuring ownership, control, access, and possession remain with the Indigenous people.
33. **Embed Indigenous Metrics in Procurement:** Introduce Indigenous participation as a key metric in bid evaluations, ensuring Indigenous contributions are quantified and valued.
34. **Promote Equity in Reporting:** Encourage reporting that highlights the impact of Indigenous contributions and outcomes in a manner that respects and upholds cultural values.
35. **Hire Indigenous Consultants for Cultural Sensitivity:** Ensure that data collection processes are culturally appropriate and led by Indigenous experts.
36. **Prioritize Cultural Sensitivity:** Make sure the framework is culturally sensitive and inclusive, respecting Indigenous perspectives and values.
37. **Integrate Indigenous Perspectives in Data Collection:** Actively involve Indigenous communities in designing data collection methods and determining what types of data are relevant and respectful to their context. This inclusion ensures that the data collected is meaningful and culturally sensitive.
38. **Elevate Indigenous Voices in Evaluation:** Seek direct feedback from Indigenous employees, community members, and stakeholders to evaluate the impact of initiatives. Their perspectives should be central in assessing effectiveness and guiding future actions.
39. **Acknowledge Data Fluidity:** Recognize the fluid nature of data and update data collection and analysis methods accordingly.
40. **Create HR Hiring Strategies:** Integrate qualitative aspects like lived experience in job descriptions.

Theme 5

Together we thrive: co-creation and authenticity

The essence of building authentic relationships with Indigenous peoples lies at the core of this theme, and of reconciliation, which is essential for honoring the principles within the Winnipeg Indigenous Accord.

- **Promote Co-creation with Indigenous Communities:** Advance Accord efforts through collaborative projects like the public transportation safety initiative in Winnipeg, illustrating the power of community-led discussions and co-created solutions.
- **Prioritize Indigenous Voices in Decision-Making:** Ensure environments where Indigenous perspectives are central, allowing community members to express their realities authentically and influence decision-making processes.
- **Support Indigenous Self-Determination and Governance:** Uphold Indigenous peoples' right to self-determination and leadership in shaping and leading initiatives that affect their communities, aligning with Indigenous governance principles.
- **Foster Economic Self-Determination:** Advocate for and support economic initiatives led by Indigenous peoples, recognizing economic self-determination as a key aspect of reconciliation and Indigenous autonomy.
- **Acknowledge and Address Historical and Systemic Inequities:** Understand and confront the historical contexts and systemic barriers that affect Indigenous communities, integrating this awareness into the Accord's strategies and actions.
- **Build Authentic Relationships:** Cultivate genuine, reciprocal relationships with Indigenous communities, focusing on mutual respect, trust, and understanding, which are foundational to successful collaboration and reconciliation efforts.
- **Amplify Indigenous Leadership:** Elevate Indigenous leaders and their roles in decision-making processes, ensuring that their insights and leadership drive the Accord's initiatives and contribute to meaningful societal change.
- **Enhance Cultural Competency and Understanding:** Implement educational programs and workshops to deepen non-Indigenous peoples' understanding and appreciation of Indigenous cultures, histories, and current realities, promoting a more informed and empathetic engagement.

Theme 5

Together We Thrive: Co-Creation and Authenticity

1. **Regular Attitude Surveys:** Conduct anonymous employee surveys focusing on attitudes towards Indigenous issues and reconciliation.
2. **Employee Engagement Surveys:** Regularly survey employee engagement and satisfaction with reconciliation efforts.
3. **Community Feedback and Engagement:** “Regularly engage with the community for feedback and suggestions to improve data collection and reporting methods.”
4. **Prioritize Youth Engagement and Concrete Outcomes:** Shift focus from ceremonial aspects to substantive outcomes, especially involving youth. Invest resources in programs that directly benefit the community and address pressing issues like youth support and care. [Speaker 6]
5. **Enhance Participant Feedback Mechanisms:** Develop feedback systems within training programs that actively solicit and incorporate responses from Indigenous participants to ensure that their needs and aspirations guide future training development.
6. **Cultivate Community Engagement Practices:** Encourage organizations to adopt community engagement practices that prioritize listening and incorporate cultural elements such as circle meetings to promote inclusivity and respect for Indigenous cultures.
7. **Implement Collaborative Design:** Set up workshops where design processes are collaborative from inception to completion, inviting Indigenous stakeholders to contribute at all stages.
8. **Relationship Building Over Transactional Engagement:** Shift from transactional to relational processes in engagement, emphasizing ongoing relationships over one-time interactions.
9. **Embrace Community Timelines:** Allow community-driven timelines to dictate the pace of projects, ensuring that initiatives align with the priorities and schedules of Indigenous communities.
10. **Co-Creation at Pre-engagement Planning:** Initiate conversations and consultations with Indigenous partners and community groups at the onset of projects to ensure their perspectives and informed consent are integrated from the start.
11. **Shifting Organizational Practices:** Engage in open dialogues with community members to build strong relationships and assess their interest and potential contributions to organizational roles such as board membership.
12. **Ensure Transparent Reporting:** Commit to transparent reporting by regularly publishing progress and allowing for community feedback to assess accountability.
13. **Integrate Community Feedback:** Conduct regular surveys to gather feedback from Indigenous communities on the effectiveness and impact of initiatives.
14. **Continuous Community Consultation:** Engage in ongoing dialogue with Indigenous communities to refine data collection methods and ensure they reflect the communities' evolving needs and preferences.

15. **Engage in Continuous Dialogue:** Maintain ongoing communication with Indigenous communities to ensure data collection methods remain relevant and respectful of evolving needs and perspectives.
16. **Inclusive Reporting:** Create reporting processes that are inclusive of all voices, including leadership, staff, and especially those served by the organizations.
17. **Involve Additional Organizations:** Invite diverse external organizations to enrich the initiative.
18. **Develop a Community-Centric Data Framework:** Collaborate with Indigenous communities to determine what data to collect and how.
19. **Conduct Regular Surveys:** Implement both internal and external surveys to gather feedback from staff and the community.
20. **Strengthen Relationship Building:** Ensure the framework promotes and values the building of relationships, not just the completion of tasks.
21. **Adaptive and Inclusive Framework Development:** Involve a diverse range of stakeholders, including Indigenous communities, in developing and refining the framework to ensure it remains relevant and effective."
22. **Define Impact Based on Community Needs:** Allow Indigenous communities to define what impact means for them, and shape data collection accordingly.
23. **Engage Business Leaders and Community Members in Setting Goals:** Involve business leaders and community members in setting goals and defining success parameters.
24. **Empower Communities to Own Data Collection:** Enable communities to have ownership and control over the data collection processes affecting them.
25. **Align Data Collection with Long-Term Community Goals:** Ensure that data collection aligns with the long-term goals and aspirations of Indigenous communities.
26. **Promote Volunteerism:** Use volunteer hours as a metric for employee engagement in community activities.
27. **Incorporate Community Feedback in Assessments:** Involve the Indigenous community in providing feedback and assessment of the initiatives, ensuring their voices are central in the evaluation process.
28. **Promote Volunteerism:** Encourage and incentivize staff volunteerism in Indigenous-led or related community initiatives.
29. **Integrate Community Feedback:** Regularly survey and engage with Indigenous communities to assess the effectiveness and impact of initiatives and adjust strategies accordingly.
30. **Diversify Consultation Approaches:** Create multiple consultation avenues to reflect the diverse priorities of First Nations, Métis, and Inuit peoples, ensuring no single voice is considered representative of all.
31. **Collaborate Across Organizations for Data Sharing:** Encourage collaboration between different organizations for efficient data sharing while maintaining privacy and confidentiality.
32. **Action Over Intention:** Adopt a proactive approach to meeting the expressed needs of Indigenous communities, ensuring prompt and tangible action in response to feedback.

Theme 6

Cultivating understanding and fostering educational growth

Signatories to the Accord shared poignant learning experiences, emphasizing that education about Indigenous histories and cultures is both an intellectual and emotional journey. The needed learning revolves around the transformation from superficial engagement in reconciliation to deep, systemic change, requiring personal, organizational, and educational shifts towards true understanding, respect, and partnership with Indigenous communities.

- **Foster Deep Learning and Understanding:** Encourage comprehensive education on Indigenous cultures, histories, and priorities to support sustainable relationships and dismantle systemic barriers.
- **Commit to Reconciliation as a Process:** Embrace reconciliation as an ongoing commitment to rights and responsibilities, not merely benevolent actions, ensuring Indigenous participation in decision-making.
- **Ensure Organizational Readiness for Indigenous Inclusion:** Assess and adapt organizational cultures and practices to support the retention and growth of Indigenous employees, moving beyond recruitment to meaningful inclusion.
- **Promote Self-Reflective Learning:** Encourage personal and organizational introspection to address biases and systemic issues, fostering a culture of accountability and transformative change.
- **Implement Educational Shifts:** Transition from performative reconciliation to substantive learning and engagement, focusing on systemic change and true partnership with Indigenous communities.
- **Align with Indigenous Aspirations:** Ensure educational initiatives and organizational changes are in harmony with the "good life" envisioned in Indigenous teachings, promoting mutual respect and well-being.
- **Integrate Cultural Competency:** Develop and implement training programs to enhance cultural understanding and competency among staff and stakeholders, fostering respectful and informed interactions with Indigenous communities.
- **Support Lifelong Learning Journey:** Encourage continuous learning, unlearning, and relearning about Indigenous realities, contributing to a just and caring society in alignment with the Truth and Reconciliation Commission's Calls to Action and MMIWG Calls for Justice.

Theme 6

Cultivating Understanding and Fostering Educational Growth

1. **Focus on Training Impact:** Measure the effectiveness of training and development programs, not just participation rates.
2. **Transparent and Unified Reporting Structure:** Develop a unified but flexible reporting structure that allows for both consistency and individual organization's uniqueness
3. **Develop Tiered Learning Programs:** Design reconciliation learning programs that cater to the varying levels of understanding and engagement within the organization, from beginners to advanced.
4. **Create Leadership Pathways:** Develop internal programs aimed at career advancement for Indigenous employees to ensure representation in decision-making roles within organizations
5. **Identifying Gaps and Tailored Solutions:** Develop baseline data and employment programs with an emphasis on inclusivity and recognizing non-traditional qualifications, such as lived experience.
6. **Transparent Data Usage:** Establish clear policies on how data will be used, stored, and shared, and communicate this transparently to all stakeholders to maintain trust and integrity in the data collection process.
7. **Value Indigenous Metrics in Reporting:** Develop reporting mechanisms that recognize and value Indigenous-focused outcomes, such as cultural preservation, community impact, and social development.
8. **Training and Capacity Building:** Offer training and support for Indigenous businesses and organizations in data management, reporting, and utilization to build capacity and enable meaningful participation.
9. **Review and Revise Framework:** Regularly review the data collection and reporting framework in partnership with Indigenous communities and adjust the processes to ensure they remain relevant, effective, and respectful of Indigenous ways of thinking and governance.
10. **Establish Data Sovereignty Principles:** Adopt and enforce data sovereignty principles such as OCAP (Ownership, Control, Access, and Possession), ensuring Indigenous data is used for community benefits and not misappropriated.
11. **Implement Transparent Data Policies:** Develop clear policies on data usage, storage, and sharing, ensuring all stakeholders understand how Indigenous data will be handled.
12. **Enforce Privacy and Consent Protocols:** Ensure that personal data is collected and disclosed only with explicit consent, safeguarding individual privacy rights.
13. **Facilitate Training for Indigenous Data Management:** Offer training to Indigenous organizations on managing, reporting, and using data effectively.
14. **"Equitable Metrics Development:** Develop a measurement system that allows for equity among organizations, ensuring that contributions are recognized in relation to their context and capacities, not just their visibility or size.

15. **Decolonizing Data Collection:** Institute a data collection approach that values Indigenous perspectives and methods, ensuring that the data gathered reflects the true impact on First Nations, Inuit, and Métis communities.
16. **Accountability Beyond Numbers:** Implement accountability mechanisms that go beyond quantitative metrics to include qualitative impacts, ensuring that actions lead to substantial and intended outcomes.
17. **Narrative Emphasis:** Adopt narrative methods in reporting to capture the stories and experiences of individuals, providing a deeper connection and understanding of impacts.
18. **Data Dissemination in an Accessible Format:** Use plain language for reports to ensure broader understanding.
19. **Addressing Specific Areas of Impact:** Establish targeted working groups for accountability and expertise sharing.
20. **Implement Continuous Reporting Tools:** Establish systems for ongoing data submission rather than annual reports.
21. **Encourage Broad Participation in Data Collection:** Include feedback from all organizational levels, especially front-line staff.
22. **Data Governance and Ownership:** Clearly define who owns the data and establish guidelines on how it should be used, ensuring respect for cultural sensitivities.
23. **Transparent and Accountable Reporting:** Implement systems that ensure transparency and accountability in reporting, allowing for public scrutiny and feedback.
24. **Establish Participant-Led Evaluation:** Create an evaluation process that is led by the participants themselves, focusing on their individual goals and needs.
25. **Redefine Success Metrics:** Develop new metrics for success that go beyond short-term achievements and focus on long-term impact and sustainability.
26. **Build Trust in Data Collection Processes:** Address and mitigate mistrust issues, particularly with the government, ensuring transparency and respect in data collection.
27. **Use Respectful Data Collection Methods:** Employ data collection methods that are respectful of the participants' privacy and cultural sensitivities.
28. **Adapt and Customize the Framework as Needed:** Ensure the framework is adaptable and customizable to meet the diverse needs and contexts of different signatories.
29. **Promote Ongoing Learning and Adaptation:** Encourage continuous learning and adaptation within organizations, acknowledging that understanding and effectively contributing to Indigenous reconciliation is an evolving process.
30. **Revise Hiring Practices:** Implement criteria that value lived experience and diverse backgrounds in the hiring process.
31. **Develop Targeted Employment Programs:** Establish programs that address gaps in representation, such as in Indigenous lifeguarding or engineering fields.
32. **Educate Staff:** Conduct regular educational sessions on Indigenous histories and reconciliation within organizations, ensuring all staff, including management, participate.

33. **Enhance Transparency in Data Collection:** Develop mechanisms to verify and ensure the accuracy of data reported by signatories.
34. **Develop Baseline Data and Targeted Employment Programs:** Establish baseline data to identify gaps and create tailored employment initiatives.
35. **Educational Strategy:** Implement education programs for management and staff on Indigenous issues and reconciliation.

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