

## 2022 Year One Work Plan

### Overall Objectives for 2022

Year One of the Reconciliation Action Plan (RAP) implementation will focus on establishing processes, relationships and priorities (e.g. engagement, guidance on policy development, accountability framework) and continuing critical work that has already begun (e.g. Indigenous housing, Indigenous crisis response pilot, Indigenous place-making and place-keeping in parks and ravines, begin construction of the IRSS/Spirit Garden, and determine an operator for the ICIE).

Integral to beginning to implement the RAP, is for all City Divisions (and agencies/corporations) to build and strengthen relationships with Indigenous communities and organizations. Good relations are critical for the success of this work.

NOTE: This work plan is subject to change based on feedback from Indigenous organizations and community members. Priorities set out below are reflective of feedback from engagements, discussions and conversations with City Divisions and Indigenous community thus far. We acknowledge that priorities for Indigenous community may change for a variety of reasons, and as a living document, this work plan may be adjusted accordingly.

Priorities	Action #	Key 2022 Deliverables	City Leads
<b>Actions to Restore Truth</b>			
Conduct a City-wide Reconciliation Audit	1	<ul style="list-style-type: none"> <li>- Through research, policy development and engagement with Indigenous partners, determine what audits will entail</li> <li>- Create Reconciliation audit toolkit</li> </ul>	IAO with support from divisions conducting audits in 2023 (PFR, SDFA, HS, MLS, Planning, PMMD)
Enhance Indigenous Education	2	<ul style="list-style-type: none"> <li>- Needs assessment for training for non-Indigenous and Indigenous staff</li> <li>- Begin to develop training that builds on current offerings to fill needs/gaps identified</li> </ul>	P&E IAO
Apologize to Métis	3	<ul style="list-style-type: none"> <li>- Formal apology to Métis citizens adopted by City Council</li> <li>- Engagement with Toronto and York Region Métis Council for the development of education program</li> </ul>	Clerks IAO
Establish a commitment to Reconciliation with Businesses and Organizations	4	<ul style="list-style-type: none"> <li>- Develop a framework or tool for businesses and organizations including those under contract to the City of Toronto to participate in reconciliation</li> </ul>	EDC IAO PMMD

Priorities	Action #	Key 2022 Deliverables	City Leads
<b>Actions to Right Relations and Share Power</b>			
Improve Relationships with Treaty and Territorial Partners	5	<ul style="list-style-type: none"> <li>- Work with the Mississaugas of the Credit and the Huron-Wendat towards establishing government to government relationship protocols</li> <li>- Develop agreements with treaty and territorial partners related to the review of archaeological reporting and engagement of field liaison representatives/monitors for on-site archaeological field work undertaken for City-led projects</li> </ul>	<p>Lead: IAO CMO</p> <p>Support: EDC SDFA PFR City Planning PPFA</p>
Improve Relationships with Indigenous Organizations and Collectives	6	<ul style="list-style-type: none"> <li>- Initiate engagement and relationship building with Indigenous organizations to establish priorities and potential relationship protocols</li> <li>- Establish processes for prioritizing funding and resources for Indigenous organizations</li> <li>- Create a living database of Indigenous agencies, organizations, collectives and educational centres by mid-2022, with ongoing updates</li> </ul>	<p>Lead: IAO</p> <p>Support: EDC SDFA PFR City Planning</p>
Enhance Indigenous Civic Engagement	7	<ul style="list-style-type: none"> <li>- Review Public Appointments Policy and related processes (ex. interviews) to identify areas of improvement to increase representation of Indigenous People on boards, committees and tribunals</li> <li>- Engage with Indigenous organizations and community members to ensure that proper ceremonial protocols are respected and that days of significance are honoured</li> </ul>	<p>City Clerk CMO IAO</p>
<b>Actions for Justice</b>			
Address Racism	9	<ul style="list-style-type: none"> <li>- Engagement/learning about the priority areas from community regarding racism (where they are experiencing it, where greatest action is needed)</li> <li>- Promotion of opportunities for Indigenous and non-Indigenous staff to share and discuss anti-racism initiatives</li> <li>- Continue to develop the Indigenous Heritage Engagement Project in partnership with First Nation, Métis and Inuit communities (Planning)</li> <li>- Procure an Indigenous Engagement Specialist to build an Indigenous Steering Circle and Knowledge Carriers Circle, and to propose an Engagement Strategy (Planning)</li> <li>- Through the place-making framework and pandemic recovery, ensure that Indigenous community has access to safe spaces for</li> </ul>	<p>Lead: P&amp;E</p> <p>Support: IAO SDFA EDC PFR Planning</p>

<b>Priorities</b>	<b>Action #</b>	<b>Key 2022 Deliverables</b>	<b>City Leads</b>
		ceremony and gathering, to heal from the impacts of racism	
Improve Community Safety and Well-being	11	<ul style="list-style-type: none"> <li>- Launch the Indigenous crisis response pilot</li> <li>- Partner with Indigenous communities, collectives, and agencies to identify needs for City support funding related to safety and wellbeing broadly and find ways for communities to lead efforts</li> </ul>	SDFA
Implement the Calls for Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG)	12	<ul style="list-style-type: none"> <li>- Begin development of an implementation plan to guide the City's response to the Calls to Justice building on initial engagement and direction from community</li> <li>- Recruit dedicated role within the City to work with community and divisions to develop implementation plan</li> </ul>	IAO SDFA HS TPH P&E
Support Indigenous health and well-being	13	<ul style="list-style-type: none"> <li>- Continue to implement the Toronto Indigenous Health Strategy</li> <li>- Initiate engagement with Indigenous service providers and community members to develop a drug policy focused on an alternative approach to criminalizing possession of all drugs</li> <li>- Create a network of Indigenous community members and traditional Knowledge Keepers, Elders, and healers who provide feedback into the development and delivery of programs, services, and policy development at Toronto Public Health</li> <li>- Review Toronto Public Health's hiring practices and exploring opportunities to recruit and retain Indigenous employees, including placement opportunities</li> </ul>	TPH
Increase Access to Affordable Housing	14	<ul style="list-style-type: none"> <li>- Continue to implement the Meeting in the Middle (MITM) strategy, working closely with the Toronto Indigenous Community Advisory Board (SSHA)</li> <li>- Co-develop a relationship approach inspired by MITM with Indigenous housing providers (HS)</li> <li>- Continue efforts to increase affordable housing supply, including services and other supports for Indigenous communities by Indigenous organizations, in partnership with Miziwe Biik Development Corporation and Indigenous housing operators. This includes identifying land and capital and/or operating</li> </ul>	HS SSHA

Priorities	Action #	Key 2022 Deliverables	City Leads
		<p>funding opportunities to support delivery and operation</p> <ul style="list-style-type: none"> <li>-Support Indigenous organizations in advocacy efforts to other orders of government to develop an Urban Indigenous Housing Strategy with funding commitments long term</li> <li>- Continue implementation of an Indigenous set-aside of City allocation of funding to support people experiencing homelessness and homelessness prevention initiatives in collaboration with the Indigenous housing organizations</li> <li>- Establish sharing circle with Indigenous service providers, community members to develop a human centred, trauma informed approach to supporting community in encampments</li> <li>- Review existing City programs and funding sources and explore supports to address the costs incurred by Indigenous affordable housing projects to acquire and develop land and property</li> </ul>	
<p>Support Indigenous Place-Making and Place-Keeping</p>	<p>15</p>	<p><i>Advisory Circles:</i></p> <ul style="list-style-type: none"> <li>- Establish an Indigenous Place-Making Advisory Circle for the City of Toronto, including a dedicated group to advise on place-making in parks, ravines, trails, and recreational facilities.</li> </ul> <p><i>Place-making Strategy:</i></p> <ul style="list-style-type: none"> <li>- Engage with Indigenous communities (e.g. Native Child and Family Services On the Land program, supporting Memtigwaake Kinomaage Maawnjiding (Bush Teaching Gathering Space) under the administration of ENAGB Indigenous Youth Agency to develop a strategy that provides increased access to land and waters as well as a framework for co-management agreements between the City and Indigenous partners and other authorities and governments that have jurisdiction over waterfront and ravine areas.</li> <li>- Engage with Indigenous communities to identify priorities that will be used to develop a Parks, Forestry and Recreation Indigenous Place-making program with an applied focus on Toronto parks, ravines and natural areas.</li> <li>- Identify available spaces within City facilities that could meet the needs of Indigenous</li> </ul>	<p>Lead: PFR with IAO</p> <p>Support: Planning EDC Toronto Fire CREM Legal</p>

Priorities	Action #	Key 2022 Deliverables	City Leads
		<p>organizations (e.g. office space, gathering space, space for ceremony, rehearsal and studio space)</p> <p><i>Capital Projects:</i></p> <ul style="list-style-type: none"> <li>-Continue to support the IRSS/Spirit Garden in Nathan Philips Square, with construction beginning in 2022.</li> <li>-Identify PFR capital projects (planned and new) that are priorities for Indigenous communities.</li> </ul> <p><i>Sacred Fires:</i></p> <ul style="list-style-type: none"> <li>-Develop a protocol, with Indigenous community partners, Elders and Knowledge Carriers, Toronto Fire Services, Toronto Police Services and other City divisions/agencies as appropriate on relations with Indigenous community with respect to sacred fires.</li> <li>-Development of guidelines/policies for City staff to understand cultural importance of sacred fires, the identification of sacred fires and how to work respectfully with Indigenous community at sacred fire sites.</li> <li>-Identification of sites across the City dedicated for community use for sacred fires.</li> </ul>	
Celebrate Indigenous Arts and Culture	16	<ul style="list-style-type: none"> <li>- Complete development of a strategy for the commissioning of Indigenous artists</li> <li>-Continue to promote and create opportunities for Indigenous artists and arts professionals</li> </ul>	EDC IAO Transportation
Support the Revitalization of Indigenous Languages	17	<ul style="list-style-type: none"> <li>-Through the Dundas Renaming/Recognition Review and other initiatives, prioritize the visibility of Indigenous languages</li> <li>- Partner with Indigenous communities, collectives, and agencies to identify community needs, Indigenous language restoration approaches and issues broadly</li> </ul>	IAO EDC
Improve Access to Traditional Foods and Medicines	18	<ul style="list-style-type: none"> <li>- Create traditional food and medicines circle to connect Indigenous earth workers across the city</li> <li>- Explore policy options related to foraging and harvesting of vegetation; cultivation and traditional foods and medicines</li> </ul>	Lead: IAO PFR CREM
Return Land and Stewardship Rights	19	<p><i>Land Rights:</i></p> <ul style="list-style-type: none"> <li>- Establish priorities towards a framework for the transfer control and/or ownership of lands and waters to Indigenous Nations, organizations, collectives and agencies</li> </ul>	Lead: IAO, CREM  Support: PFR Planning

Priorities	Action #	Key 2022 Deliverables	City Leads
		<ul style="list-style-type: none"> <li>- Initiate the development of a framework that guides City acquisitions of properties with Indigenous community-related impacts to ensure they are transacted at fair market value</li> </ul> <p><i>Land Stewardship:</i></p> <ul style="list-style-type: none"> <li>- Engage with Indigenous communities to identify priorities that will be used to develop a framework for considering co-management agreements and land stewardship proposals / opportunities between the City and Indigenous partners and other authorities and governments that have jurisdiction over waterfront and ravine areas</li> </ul>	Toronto Water Transportation SWMS TRCA
<b>Actions to Make Financial Reparations</b>			
Improve Indigenous Economic Development	20	<ul style="list-style-type: none"> <li>- Determine operator and begin internal construction for the Indigenous Centre for innovation and entrepreneurship (ICIE)</li> <li>- Initiate engagement with Indigenous businesses, consultants and community partners towards decolonized RFP/RFQ processes</li> </ul>	EDC PMMD
Decolonize Honoraria Practices	21	<ul style="list-style-type: none"> <li>- Continue to engage with Indigenous partners to modernize and decolonize honoraria practices</li> </ul>	Finance SDFA IAO
Enhance Indigenous Recruitment and Retention within Toronto Public Service	22	<ul style="list-style-type: none"> <li>- Prioritize actions that support the increase and retention of Indigenous employees (e.g. Expand the Indigenous Youth Research Associate Program; identify opportunities across City Divisions for partnership with the Miziwe Biik Essential Skills Program)</li> <li>- Initiate the development of a comprehensive employment strategy for Indigenous recruitment</li> </ul>	P&E
Provide Sustainable Fiscal Supports for Reconciliation	23	<ul style="list-style-type: none"> <li>- Develop process for Divisional annual reporting on identified funds for the implementation of the RAP</li> <li>- Continue efforts to decolonize granting policies and processes</li> </ul>	Finance SDFA IAO
<b>Actions for the Indigenous Affairs Office</b>			
Implement Indigenous Community Engagement	27	<ul style="list-style-type: none"> <li>- Implement virtual or in-person community sharing circles and tea talks ("open office hours")</li> <li>- Begin working with community to determine enhanced community engagement processes</li> </ul>	IAO
Develop and Implement	28	<ul style="list-style-type: none"> <li>- Develop accountability and reporting measures in partnership with Indigenous organizations and community to monitor</li> </ul>	IAO

Priorities	Action #	Key 2022 Deliverables	City Leads
Accountability Processes		implementation and reporting of the Plan (report backs to community and biannual reporting to Council) - Engage with Indigenous partners to develop a sensitive and inclusive process for verifying Indigenous identity when hiring Indigenous staff and procuring Indigenous services, respecting impacts of colonization and assimilation on Indigenous People (e.g. Sixties Scoop, Millennial Scoop)	
<b>Acronyms:</b> CREM (Corporate Real Estate Management) EDC (Economic Development & Culture) HS (Housing Secretariat) IAO (Indigenous Affairs Office) MLS (Municipal Licensing & Standards) P&E (People & Equity) PFR (Parks, Forestry & Recreation) PMMD (Purchasing & Materials Management) SDFA (Social Development & Finance Administration) SSHA (Shelter Support & Housing Administration) SWM (Solid Waste Management) TPH (Toronto Public Health) TRCA (Toronto & Region Conservation Authority)			