



2022-2032

Reconciliation

Action Plan

Contents

Dedication	2
Land Acknowledgement	2
Foreword	3
Glossary	6
Message from the Mayor	8
Message from the City Manager	9
The City of Toronto's Statement of Commitment to Indigenous Peoples, Lands and Water	10
The Reconciliation Action Plan	12
Strategic Actions	16
Actions to Restore Truth	16
1. Conduct City-wide Reconciliation Audits	18
2. Enhance Indigenous Education	19
3. Apologize to the Métis	22
4. Establish a Commitment to Reconciliation with Businesses and Organizations	23
Actions to Right Relations and Share Power	24
5. Improve Relationships with Treaty and Territorial Partners	26
6. Improve Relationships with Indigenous Organizations and Collectives	27
7. Enhance Indigenous Civic Engagement	28
8. Advocate for Indigenous Peoples to Provincial and Federal Governments	29
Actions for Justice	30
9. Address Racism	32
10. Promote Prosperity	34
11. Improve Community Safety and Well-being	35
12. Implement the Calls for Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG)	37
13. Support Indigenous Health and Well-being	38
14. Increase Access to Affordable Housing	40
15. Support Indigenous Placekeeping	42
16. Celebrate Indigenous Arts and Culture	45
17. Support the Revitalization of Indigenous Languages	46
18. Improve Access to Traditional Foods and Medicines	48
19. Return Land and Stewardship Rights	49
Actions to Make Financial Reparations	50
20. Improve Indigenous Economic Development	52
21. Decolonize Honoraria Practices	54
22. Enhance Indigenous Recruitment and Retention within Toronto Public Service	55
23. Provide Sustainable Fiscal Supports for Reconciliation	57
Actions for the Indigenous Affairs Office	58
24. Advocate for Indigenous Peoples within the City of Toronto	60
25. Increased Indigenous Community Engagement	61
26. Enhance Communication between Indigenous Communities and City Divisions	62
27. Support Capacity within the Toronto Public Service	65
28. Implement Accountability Processes	67
Next Steps	68



Dedication

This Reconciliation Action Plan of the City of Toronto is dedicated to all First Nations, Inuit and Métis who have lived and persevered on these lands despite consistent colonial efforts to perpetuate forced assimilation and cultural genocide. The City of Toronto honours the survivors and descendants of all those impacted by social inequity, and cultural atrocities including the Indian residential and day schools, the Sixties and Millennial Scoops, Indian hospitals, displacement and land dispossession, and the resulting intergenerational traumas.

We also wish to honour those Indigenous warriors, defenders of land and culture, and leaders who have worked tirelessly for generations in this place, so that we may now continue their efforts in the spirit of reconciliation.

Toronto has one of the oldest urban Indigenous populations in Canada and this has led to the development of successful Indigenous organizations. We honour and respect the tireless efforts of these organizations that continue to play a major role in supporting Indigenous Peoples in and around Toronto. We are especially grateful to the Toronto Aboriginal Support Services Council (TASSC) and community Elders who, through their advocacy and activism, laid the groundwork for both the creation of the Indigenous Affairs Office and this Reconciliation Action Plan. This plan would not be possible without input from the Indigenous communities, Nbisiiing Consulting, Sister Circle Consulting and the Ambe Maamowisdaa Employee Circle.¹

This Reconciliation Action Plan represents the City of Toronto's commitment to telling the truths of local Indigenous Peoples, communities, cultures, spiritualities, knowledge systems, legal systems, histories, modern-day realities, perspectives, and self-identified needs. This Reconciliation Action Plan is also a framework for action that will guide the future of Toronto, in the spirit of justice, making progress toward right relations with all our relatives.

Land Acknowledgement

The City acknowledges that all facets of its work are carried out on the traditional territories of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee, and the Wendat peoples and is now home to many diverse First Nations, Inuit, and Métis peoples. These territories are currently covered by Treaty 13 with the Mississaugas of the Credit and the Williams Treaties signed with multiple Mississaugas and Chippewa bands. We are eternally grateful for Indigenous stewardship of these lands and waters.

Gchi Miigwetch, Niawen, Marsi, Nakummesuak, Quannamiik

¹ Ambe Maamowisdaa is the Indigenous employee circle at the City of Toronto.



Foreword

In Indigenous worldviews, relationships and partnerships are often symbolized as paths. These paths, such as the many footpaths that have existed across Toronto for thousands of years, wind their way along rivers and creeks, through ravines and forests teeming with sacred life. Sometimes paths are straight and clear, and you can see a great distance ahead. Other times paths are winding and you cannot see far beyond what lies right in front of you. Sometimes paths are flat and easily traversed, yet others are rough, hilly, and challenging to walk.

If the relationship between Indigenous Peoples and Canada, or the City of Toronto more specifically, is seen as a path, it would be one fraught with twists and turns, steep hills, and many obstacles. Colonialism, the theft of lands and knowledge, and the many other harms perpetuated by the colonial state have fractured relationships, and make journeying together now down a mutual path very difficult. The fact is that colonial state actors have attempted to forcefully assimilate, displace, and systemically erase Indigenous Peoples from this place, perpetuating grave injustices, inequities, and fatal consequences.

The recent confirmation of thousands of children in unmarked graves across Canada reminds us of the need for truth, justice and reconciliation. These children were stolen from their families and communities, systematically dehumanized, and their rich knowledge, identities, culture and languages were intentionally erased. This is genocide and it is important that the City of Toronto name this for what it is, so we can take meaningful steps to address these atrocities.

The available data demonstrates that Indigenous Peoples continue to face challenges in Toronto today:

- Approximately 35 per cent of Indigenous adults in Toronto were experiencing homelessness or precarious housing during the study.²
- Approximately 25 per cent of Indigenous adults reported that they and others in their household did not have enough to eat.³
- Almost 1 in 4 (24 per cent) guardians/parents of Indigenous children in Toronto indicate having concerns about the progress of their child's physical, mental, emotional, spiritual and/or social development.⁴
- Almost 6 in 10 Two-Spirit Indigenous adults have attempted to die by suicide. This is two times higher than those not identifying as Two-Spirit (3 in 10).⁵
- Additionally, 1 in 10 Indigenous adults reported filing a missing persons report with the police for a child or family member,⁶ and 1 in 3 had a close friend or family member die as a result of violence caused by another person.⁷
- Indigenous women, girls, and 2SLGBTQ+ people are the most at risk of violence in urban centres: of known cases 70 percent of women and girls have disappeared in urban areas and 60 per cent were found murdered in an urban area.⁸

The COVID-19 pandemic has reinforced the need for meaningful action with and for First Nations, Inuit and Métis in Toronto, given the significant and disproportionate economic and health impacts of COVID-19 on Indigenous communities. It is critical that the City of Toronto consider social determinants of health within the context of Indigenous ways of knowing and being which is inclusive of concepts like spirituality, connectedness and reciprocity to land and all life, self-reliance, and self-determination. All of which supports Indigenous prosperity and well-being. Toronto's recovery and rebuilding efforts must place truth, reconciliation and justice at the centre of City programs and services.

² Firestone, M., O'Brien, K., Xavier, C., Wolfe, S., Maddox, R., & Smylie, J. "Our Health Counts Toronto – Housing and Mobility Factsheet" (2018) retrieved from <http://www.welllivinghouse.com/what-we-do/projects/our-health-counts-toronto/>

³ Xavier, C., O'Brien, K., Wolfe, S., Maddox, R., Laliberte, N., & Smylie, J. "Our Health Counts Toronto – Nutrition & Food Security Factsheet" (2018) retrieved from <http://www.welllivinghouse.com/what-we-do/projects/our-health-counts-toronto/>

⁴ Xavier, C., O'Brien, K., Wolfe, S., Maddox, R., Laliberte, N., & Smylie, J. "Our Health Counts Toronto – General Health Factsheet" (2018) retrieved from <http://www.welllivinghouse.com/what-we-do/projects/our-health-counts-toronto/>

⁵ Xavier, C., O'Brien, K., Wolfe, S., Maddox, R., Laliberte, N., & Smylie, J. "Our Health Counts Toronto – Two Spirit Mental Health Factsheet" (2018) retrieved from <http://www.welllivinghouse.com/what-we-do/projects/our-health-counts-toronto/>

⁶ Xavier, C., O'Brien, K., Laliberte, N., Maddox, R., Wolfe, S., & Smylie, J. "Our Health Counts Toronto – Missing Persons Factsheet" (2018) retrieved from <http://www.welllivinghouse.com/what-we-do/projects/our-health-counts-toronto/>

⁷ O'Brien, K., Xavier, C., Maddox, R., Laliberte, N., Wolfe, S., & Smylie, J. "Our Health Counts Toronto – Violence & Abuse Factsheet" (2018) retrieved from <http://www.welllivinghouse.com/what-we-do/projects/our-health-counts-toronto/>

⁸ Native Women's Association of Canada. "Fact Sheet: Missing and Murdered Aboriginal Woman and Girls," (2010) retrieved from [Fact_Sheet_Missing_and_Murdered_Aboriginal_Women_and_Girls.pdf](http://www.nwac.ca/Fact_Sheet_Missing_and_Murdered_Aboriginal_Women_and_Girls.pdf) (nwac.ca)

This Reconciliation Action Plan has been developed to map and guide the actions that the City of Toronto will take from 2022 to 2032 and beyond to achieve truth, reconciliation and justice to the extent that it remains consistent with the self-identified needs of Indigenous communities in Toronto.

The commitments found in this Reconciliation Action Plan build on and are guided by :

- the strategic directions provided in the City's *Statement of Commitment to Aboriginal Peoples* (2010),
- the Calls to Action set out by the *Truth and Reconciliation Commission's final report* (2015),
- the principles detailed in the *United Nations Declaration on the Rights of Indigenous Peoples* (2007), and the Calls for Justice outlined by the *National Inquiry into Missing and Murdered Indigenous Women and Girls* (2019).

The Reconciliation Action Plan is a living document and will continue to grow and evolve as needed in order to respond to changing needs of Indigenous communities in Toronto. As the relationship between the City and Indigenous communities in Toronto strengthens, the Reconciliation Action Plan may be adapted and reinterpreted. Where required, updates to this Action Plan will be reported to City Council for adoption.

This Reconciliation Action Plan was developed with input from Indigenous Peoples across Toronto, both in the course of the day-to-day work of the City of Toronto, and through specific engagement in the development of this document, including with:

- First Nations, Inuit and Métis members of the diverse urban Indigenous community of Toronto, including youth, Elders, and Knowledge Carriers
- Toronto Aboriginal Support Services Council and its member agencies
- Indigenous-led organizations in Toronto
- Indigenous employees and non-Indigenous allies within the Toronto Public Service, including senior leadership

There is a well-established path that should inform the relationship between the City of Toronto and Indigenous peoples – the Gä·sweñta' (Kaswentha) or Two Row Wampum. The Two Row Wampum is one of the oldest relationships, first made between the Haudenosaunee and the Dutch. It is a foundational teaching from one of the original caretakers of this land. The wampum belt has two rows of purple that represent their vessels, a canoe and a ship, and they travel side by side down the river of life, respecting and not interfering with one another's path. This reflects a respect of each other's customs, languages, laws and traditions. The relationship is built on friendship and peace and is described as lasting forever, "as long as the grass is green, as long as the water runs downhill, as long as the sun rises in the east and sets in the west, and as long as our Mother Earth will last." The Two Row Wampum represents a model for people to live together in peace, where each nation will respect the ways of the other as they meet to discuss solutions to the issues that come before them. Now, more than ever, is a time to include the values and spirit of the Two Row Wampum to support a peaceful co-existence.

Glossary

Aboriginal – This dated term is used in the *Constitution Act (1982)* to collectively refer to First Nations, Inuit and Métis, and should now be used precisely, with caution and care.

Colonization – The establishment, exploitation, maintenance, acquisition and expansion of colonies in one territory by people from another territory. It is a set of unequal relationships between the colonial power and the colony, and between the colonists and the Indigenous population.

Decolonization – Decolonization is the process of removing colonial elements from ways of thinking and the systems and structures within which we live and work, including but not limited to imperialism, white supremacy, patriarchy, paternalism and human centrism.

First Nations – A term which began to become adopted in the early 1980s, this collective term refers to the original nations, whose members, and descendents existed across the territory for thousands of years, and were colonially referred to as “status and non-status Indians” as described by the *Indian Act, 1876*.

Indigenous and Indigenous Peoples – Is a term used internationally to collectively represent the original inhabitants or those naturally existing in a particular place. In this context, “Indigenous” is used to refer to the First Nations, Inuit and Métis.

Indigenous collective – A non-legal entity, a grassroots group that has a majority of members who are First Nations, Inuit and Métis.

Indigenous communities – A term used to collectively refer to the multiple differing communities comprised of diverse First Nations, Inuit and Métis peoples within Toronto.

Indigenous organization – A legal entity organized and operated for a collective, public or social benefit of Indigenous Peoples and communities, and that has a majority of members who are First Nations, Inuit and Métis. Indigenous organization is used interchangeably with Indigenous agency.

Inuit – The Inuit are Indigenous Peoples whose territories lay within the circumpolar arctic regions of the world. This includes Canada’s far north regions of Nunavut, the Northwest Territories and northern parts of Labrador and Québec. The word Inuit means “people” in the Inuit language, Inuktitut.

Ishpadinaa – An Anishinaabemowin (Ojibway language) word which means “a high place” or a ridge, and the Anishinaabe name for Toronto.

Living document – Given that this Action Plan was created within a specific context and moment in time, it must be understood and implemented as a living document so it may continue to grow and be expanded upon as needed. In order for the actions and interpretations of this plan to remain culturally safe and grounded in the voices and visions of Indigenous communities, it must be adapted and reinterpreted in changing contexts. Where required, updates to this Action Plan will be reported to City Council for adoption.

Métis – Métis means a person who self-identifies as Métis, is distinct from other Aboriginal peoples, is of Historic Métis Nation ancestry, and is accepted by the Métis Nation.

Place-making and Place-keeping – The collective re-imagining of public spaces to strengthen the connection between place, community, values, culture, past, present and future.

Reconciliation – Reconciliation requires mutually respectful relationships between Indigenous and non-Indigenous People, awareness of the past, acknowledgement of and atonement for the harms that have been caused, and actions to change behaviour⁹. The actions taken for reconciliation must be taken in partnership with Indigenous Peoples, and directly respond to the self-identified needs and directives as set out by Indigenous community members, organizations and leaders.

Territorial Partners – Territorial partners are the original caretakers of the City who may not have entered into treaties with the Crown (federal and provincial governments) directly related to the City of Toronto. They may have signed treaties in other jurisdictions or with other First Nations. The City seeks territorial partners to advise and collaborate on a variety of issues that connect to their historical relationship to the land. Territorial partners include: Six Nations Elected Council, Haudenosaunee Confederacy Chiefs Council and the Huron Wendat Nation.

Tkaronto – A Mohawk word which means "where there are trees in the water," from where the name "Toronto" was derived.

Treaty Partners – Treaties are legally binding agreements that set out the rights, responsibilities and relationships between First Nations and the Crown. Treaty partners have signed treaties addressing the territory now occupied by the City. The municipal government works with treaty partners to advise and collaborate on a variety of issues that impact the land and waters of Toronto. Toronto's treaty partners are the Mississaugas of the Credit First Nation and Williams Treaties First Nations (Alderville, Beausoleil, Curve Lake, Georgina Island, Hiawatha, Scogog, and Rama First Nations).

Turtle Island – A term commonly used by some Indigenous people to refer to the continent of North America. The name comes from the creation stories of many First Nations oral histories.

Two-Spirit – A contemporary pan-Indigenous term used by some Indigenous LGBTQ+ people that honours male/female, and other gendered or non-gendered spirits, as well as spiritual and cultural expressions. The term may also be used interchangeably to express one's sexuality, gender and spirituality as separate terms for each or together as an interrelated identity that captures the wholeness of their gender and sexuality within their spirituality¹⁰.

⁹ Truth and Reconciliation Commission of Canada, Canada's Residential Schools: Reconciliation – The Final Report of the Truth and Reconciliation Commission of Canada, 2015, Volume 6, pg. 3.

¹⁰ 2SLGBTQIA+ Sub-Working Group. MMIWG2SLGBTQIA+ National Action Plan Final Report, April 2021, 8.



Message from the Mayor

On behalf of the City of Toronto and City Council, it is an honour to provide this message of hope and optimism in our evolving relationship with First Nations, Inuit and Métis communities in Toronto.

The path to reconciliation outlined in this action plan is the next step in our continued effort to renew the City of Toronto's Statement of Commitment to Aboriginal Peoples. Over the past decade, our City has taken strides to improve relationships with First Nations, Inuit and Métis communities, to embody our commitment with concrete actions, and to enable partnerships and meaningful dialogue along the way. This plan demonstrates our commitment to doing more and furthering that work we have started.

With the release of the Truth and Reconciliation Commission's Calls to Action in 2015, we recognized the need to build on this commitment with further action. As a city which is home to many First Nations, Inuit and Métis communities it is our duty to do so. As a result, we established the Indigenous Affairs Office to provide leadership and to advise us in our partnerships and collaborations with Indigenous communities.

With the release of the City's first ever Reconciliation Action Plan, we are capturing work underway and pushing the City of Toronto to do more with and for Indigenous Peoples. This path includes many steps, beginning with truth-telling, enhancing relationships, sharing power, seeking justice and making financial reparations. All of which will allow the City of Toronto to truly honour the contributions of Indigenous Peoples, past, present and future.

A future that includes reconciliation between Indigenous and non-Indigenous Peoples truly benefits us all. I look forward to our next steps down this path as we all move forward, together.

In Unity,
John Tory
Mayor



Message from the City Manager

I am humbled to be participating in the first Reconciliation Action Plan for advancing truth, justice and reconciliation within the City of Toronto. Taking this step as a community is important and will support everyone in the Toronto Public Service in building a more inclusive and representative city with and for Indigenous Peoples.

I am committed to taking action to advance truth, justice and reconciliation both as the City Manager and as a settler on Indigenous lands. Almost six years ago, the nation was rocked by the experiences captured by the Truth and Reconciliation Commission's investigations and subsequent final report. The legacy of the harms and atrocities committed against Indigenous Peoples through Indian residential schools was finally acknowledged. More recently, the ongoing recoveries of unmarked graves on residential school grounds offer yet another reminder of the genocide against Indigenous Peoples. There is no denying that Canada and all its citizens need to commit to repairing these harms, as well as stopping continued control and assimilation of Indigenous Peoples.

At the City of Toronto, we have implemented a number of initiatives and changes that are a direct result of the tireless work of many Indigenous leaders, advocates and activists. This includes the development of the Indigenous Affairs Office and now the development of the Reconciliation Action Plan.

We understand that change is a lengthy process and requires extensive collaboration. While the City has made progress towards fulfilling its Statement of Commitment to Aboriginal Peoples, we acknowledge that we will be travelling this path towards reconciliation together for a long time. No doubt there will be some bumps along the path, but this Reconciliation Action Plan is the City's commitment to walking it together.

Throughout this journey, we at the City must build strong relationships with Indigenous Elders and Knowledge Carriers to remind us of our true responsibilities to the land and the water. We will need the innovative minds of Indigenous young people to help us envision the direction we must move towards. And we will need the support of Indigenous scholars, activists, leaders and visionaries to ensure that we move forward in a good way, thinking of future generations.

Over the next 10 years, the Toronto Public Service is committed to taking meaningful action to advance truth, reconciliation and justice, and to improving outcomes of Indigenous Peoples in this city. We will only get there through healthy and reciprocal relationships with Indigenous Peoples.

In Unity,
Chris Murray
City Manager



The City of Toronto's Statement of Commitment to Indigenous Peoples, Lands and Water

The City of Toronto hereby renews its commitment to truth and reconciliation with Indigenous Peoples. We recognize and respect the unique status and rich cultural diversity among the First Nations, Inuit and Métis communities of Toronto, those who originate from all lands across Canada, and those who know this land as their traditional, ancestral territories, referred to as Tkaronto or Ishpadinaa. While this Reconciliation Action Plan focuses on reconciling relationships with First Nations, Inuit and Métis in Toronto, the City also recognizes that it is home to Indigenous Peoples from across the globe who have experienced similar atrocities of colonial and capitalistic-driven land dispossession, cultural suppression and genocide.

The City of Toronto acknowledges and affirms that the city resides on lands and waters that have been occupied and stewarded by Indigenous Peoples since time immemorial, including the Wendat, Anishinaabek, Chippewa and Haudenosaunee, and is the current treaty land of the Mississaugas of the Credit. The City values the history and continued presence of Indigenous Peoples in this place, and acknowledges the meaningful contributions of First Nations, Inuit and Métis in the development and prosperity of what is known as Toronto today. Indigenous Peoples are a vital part of the social fabric of this city and continue to live in neighbourhoods throughout Toronto.

The City of Toronto recognizes the inherent rights to self-determination and self-governance of Indigenous Peoples that are recognized and protected by section 35 of *Constitution Act, 1982*. The City known as Toronto is a historically significant place where diverse Indigenous Nations gathered to exchange goods and conduct sacred

cultural practices for thousands of years prior to the asserted sovereignty of the Crown and Canada. Some may see municipalities, like the City of Toronto, as having a moral responsibility to respect Indigenous rights and not necessarily the same fiduciary responsibility as the federal government. Regardless, the City has a role and responsibility to take meaningful action.

The City of Toronto understands that many Indigenous Peoples living in Toronto are affected by historical and contemporary injustices which continue to perpetuate profound trauma and social and cultural impacts on most, if not all, aspects of life. The City acknowledges that reconnecting with, maintaining, and celebrating a strong Indigenous identity through cultural expression, retention of language, spiritual practice and community relations is fundamental to the well-being of Indigenous communities.

The City of Toronto respects and is grateful for the strength, knowledge and value of Indigenous agencies and organizations that exist throughout Toronto and acknowledges that these agencies and organizations have nurtured and incubated urban survival and positive change for Indigenous Peoples living in Toronto. Toronto has one of the oldest urban Indigenous populations in Canada, which led to the development of successful urban Indigenous agencies that continue to play a pivotal role in supporting Indigenous Peoples in Toronto and beyond. The City of Toronto is committed to working with these organizations to support Indigenous communities.

The City of Toronto acknowledges that Indigenous communities have the knowledge, experience and ability to pilot and steer the City's strategic development that is needed to expand Indigenous opportunities and address injustices and inequities. The City also understands the inherent right for Indigenous communities to lead and deliver initiatives that are for and about Indigenous People.

The City of Toronto also reaffirms its ongoing commitment to listen, share and promote learning opportunities for all residents and visitors to Toronto, by understanding and promoting Indigenous values and approaches from First Nations, Inuit and Métis perspectives in a systematic and holistic way.

The City of Toronto reaffirms its commitment to provide employment opportunities that are accessible to and equitable for Indigenous People and increases the number of Indigenous employees at all occupational levels.

The City of Toronto is committed to fulfilling the actions set out in this Action Plan and understands that true reconciliation requires action. Where required, City Council will be asked to make decisions that reflect this commitment to taking action. Within this plan, the City commits to fulfilling the Calls to Action in the Truth and Reconciliation Commission, the Calls to Justice in the National Inquiry into Missing and Murdered Indigenous Women and Girls, and to work with Indigenous communities across Toronto to promote new relationships and ways of working within the Toronto Public Service, agencies, community partners, businesses and organizations.

These commitments echo the City of Toronto's original Statement of Commitment to Aboriginal Peoples adopted in 2010, following approval by the City's Aboriginal Affairs Advisory Committee. These commitments, understandings, and values, shape the context for all actions contained within this Action Plan, and provide a basis to interpret all of which is contained in this document, as well as any needs or directives that arise hereafter that may not be anticipated at this moment in time.

The **Reconciliation Action Plan**

Vision

The Action Plan envisions a city where:

- A.** First Nations, Inuit, and Métis peoples, worldviews, cultures, and ways of life hold a respected, celebrated, prominent, and distinctive place in Toronto;
- B.** Indigenous Peoples in Toronto have multiple pathways to prosperity and wellness;
- C.** All who live, work, and visit this land acknowledge and understand the true history and contemporary Indigenous realities of this place; and,
- D.** Where future Indigenous generations exercise their rights to self-determination, self-governance, and land stewardship in a context of right relations with all relatives.

Mission

The City of Toronto will dedicate time, space, and money to create and maintain meaningful relationships with First Nations, Inuit, and Métis communities, leaders, collectives, and organizations. These relationships will be rooted in early engagement, collaboration, co-development, equal partnership, and power shifting. Within the context of these relationships, the City will collaborate to restore truth, right relations, and contribute to a just future for Indigenous Peoples.

The City will dedicate time, space, and money with the goal of:

- A.** Returning land to Indigenous governments, communities, collectives, and organizations;
- B.** Making financial reparations; and,
- C.** Decolonizing our structures, processes, and ways of working.

Developing and maintaining transparency and accountability with Indigenous communities underpins this work.

Values and Principles

In navigating this Action Plan, the City of Toronto will be guided by the following values and principles:

Accountability – The City will be accountable to the self-identified needs and directions of the First Nations, Inuit and Métis of Toronto, and will honour this commitment through effective and consistent communication, transparency, and demonstrated benefit for Indigenous communities.

Decolonization and Power-shifting – Across all domains of City work and throughout the actions contained in this plan, the City work with partner with Indigenous communities, organizations, collectives, and cultural professionals and scholars to decolonize City processes and shift power to Indigenous communities to help revitalize Indigenous rights to self-determination, self-governance, land stewardship, service and data sovereignty.

Good Mind – This is a central philosophy and way of life for many Indigenous Peoples that signifies one's own peace and ability to use our minds collectively for the good of all people.

Inclusivity – The City will work with the diverse Indigenous communities of Toronto. We will not perpetuate “pan-Indigenization” where distinct Nations and communities are collapsed into falsely homogenized groups. We will also be responsive to the needs of all members of Indigenous communities, including children, youth, Elders, and Two-Spirit and LGBTQ+ people, and recognize that their voices must be involved in decision-making processes.

Kindness – The City will work, unequivocally, with utmost kindness towards First Nations, Inuit and Métis families, communities, nations and colleagues across Toronto, and will approach all work from a decolonial and trauma-informed¹¹ lens.

Respect – The City of Toronto is committed to ensuring that its leadership, staff, activities, programs and services actively respect Indigenous worldviews and perspectives in their development, implementation, and evaluation. The City will respect the rights of First Nations, Inuit and Métis Peoples to be self-determining and self-governing, and these commitments will be appropriately reflected and effectively demonstrated across all of the City's processes and ways of working from this point forward.

Right Relations (Relationships) – The City is committed to actively forming relationships through meaningful engagement, partnership, collaboration and co-development, and power shifting and sharing with Indigenous communities and organizations. The City values the truth and importance of the Indigenous phrases “nothing about us, without us” and “for Indigenous by Indigenous.” Righting relations is an obligation to live up to the responsibilities involved when taking part in these relationships—be it to other humans, other species, the land and waters or the climate – and requires respect, reciprocity and just actions.

Seven Grandfather Teachings – Many Indigenous Peoples hold these fundamental set of values that include the collective teachings of Wisdom, Love, Respect, Bravery, Honesty, Humility and Truth.

Truth – The City of Toronto is committed to reflecting on its colonial structure, as well as instilling and demonstrating a fundamental respect for First Nations, Inuit and Métis nationhood, culture, spirituality, and identity. Understanding the truth of Indigenous Peoples, their families, communities and nations is fundamental.

¹¹ Trauma-informed care is a strengths-based approach that builds on an understanding that an individual's past and current experiences of trauma can affect their overall experiences within the varying systems (medical, education, or other systems) which directly affects their overall health and wellbeing (Northern Health: Indigenous Health, 2021).

Ten Guiding Principles of Truth and Reconciliation

In addition, the City commits to follow the Ten Guiding Principles of Truth and Reconciliation space as shared by the Truth and Reconciliation Commission¹², to assist Canadians moving forward:

1. The United Nations Declaration on the Rights of Indigenous Peoples is the framework for reconciliation at all levels and across all sectors of Canadian society.
2. First Nations, Inuit, and Métis Peoples, as the original peoples of this country and as self-determining peoples, have Treaty, constitutional, and human rights that must be recognized and respected.
3. Reconciliation is a process of healing of relationships that requires public truth sharing, apology, and commemoration that acknowledge and redress past harms.
4. Reconciliation requires constructive action on addressing the ongoing legacies of colonialism that have had destructive impacts on Aboriginal Peoples' education, cultures and languages, health, child welfare, the administration of justice, and economic opportunities and prosperity.
5. Reconciliation must create a more equitable and inclusive society by closing the gaps in social, health, and economic outcomes that exist between Aboriginal and non-Aboriginal Peoples.
6. All Canadians, as Treaty Peoples, share responsibility for establishing and maintaining mutually respectful relationships.
7. The perspectives and understandings of Aboriginal Elders and Traditional Knowledge Carriers of the ethics, concepts, and practices of reconciliation are vital to long-term reconciliation.
8. Supporting Aboriginal Peoples' cultural revitalization and integrating Indigenous knowledge systems, oral histories, laws, protocols, and connections to the land into the reconciliation process are essential.
9. Reconciliation requires political will, joint leadership, trust building, accountability, and transparency, as well as a substantial investment of resources.
10. Reconciliation requires sustained public education and dialogue, including youth engagement, about the history and legacy of residential schools, Treaties, and Aboriginal rights, as well as the historical and contemporary contributions of Aboriginal Peoples to Canadian society.

¹² Truth and Reconciliation Commission of Canada, What We Have Learned: Principles of Truth and Reconciliation, 2015, pg 3-4.

Actions *to* Restore Truth

"In ten years, I hope to have Indigenous knowledges, worldviews, voices and faces as commonplace throughout the city across all sectors and neighbourhoods."

– Indigenous community member





Conduct City-wide Reconciliation Audits

The City needs to explore its practices in order to eliminate systemic barriers that contribute to the ongoing oppression of Indigenous Peoples. The reconciliation audit will identify changes to existing policies, programs, and processes of the City that could be implemented to eliminate barriers. Identified changes would promote modifications to City existing policies, programs, and processes to further: the valuing of Indigenous perspectives and ways of knowing; creating space for self-determination; respecting Indigenous rights; and, supporting the peaceable co-existence between Indigenous communities and settler institutions such as the City of Toronto.

The Indigenous Affairs Office will:

- A. Collaborate with Indigenous Elders, community members, organizations and academics with respect to the creation of a reconciliation audit tool kit in 2022.
- B. Work with Indigenous communities to determine divisions to be prioritized for conducting reconciliation audits in each year.

All City divisions will:

- A. Conduct a reconciliation audit using the approved reconciliation audit tool kit:
 - Identify policies, programs and processes that create systemic barriers for Indigenous Peoples
 - Revise and co-develop new policies, programs and processes to replace existing policies based on the reconciliation audit findings
 - The following divisions will begin the audits in 2023:
 - City Planning
 - Housing Secretariat
 - Municipal Licensing & Standards
 - Parks, Forestry and Recreation
 - Purchasing and Materials Management
 - Shelter Support and Housing Administration
 - Social Development, Finance & Administration
 - Implement audits for at least 8-10 divisions per year; completing audits for all divisions by 2028



A lot of youth don't really know how to cook traditional foods or how to use/make traditional medicine and teas. I don't know how and it definitely makes me feel 'less' Indigenous"

– Indigenous community member



Enhance Indigenous Education

The City acknowledges the attempted erasure of Indigenous culture, knowledge, language and identity from residential and day schools, Sixties Scoop, Millennial Scoops and other harmful governmental policies and practices. In order to understand the truth, the entire Toronto Public Service needs to receive education about this history and how it continues to impact Indigenous Peoples in Toronto. By deepening the understanding of the past, and also of contemporary urban Indigenous issues, the public service will be more responsive to the needs of the Indigenous community.

All City divisions, with leadership from the People and Equity division will:

- A.** Promote the e-learning modules: "Introduction to Indigenous Learning" and the "Equity, Reconciliation and Inclusion 101" series, which includes topics such as colonialism, systemic injustice and allyship:
 - Mandatory completion by all non-union members of the Toronto Public Service by 2023
 - Mandatory completion by all union staff by 2024
- B.** Deliver in-person/virtual Indigenous awareness training to all City staff that will broaden Toronto Public Service's understanding of First Nations, Inuit, and Métis perspectives and cultures:
 - Mandatory completion by all non-union members of the Toronto Public Service by 2024
 - Mandatory delivery to all union staff by 2028

C. Expand educational programs and initiatives that will:

- Deepen understanding of contemporary urban Indigenous realities and experiences
- Address anti-Indigenous racism and how to address it in the workplace
- Include impacts of intersectional identities of Indigenous People such as age, sexuality, gender, ability, race, religion, class and more
- Address divisional specific needs
- Provide participatory educational opportunities and hands-on learning

D. Provide opportunities for Indigenous staff to access Indigenous-specific training, mentorship, networking and support:

- Trainings will be based on their distinct, self-identified learning goals and objectives and will foster better retention and a more inclusive, respectful learning environment
- The Ambe Maamowisdaa Employee Circle will support this process by gathering information on training topics and supporting Indigenous staff to access training

E. Commemorate the National Day for Truth and Reconciliation on September 30 annually by providing specific learning opportunities to the Toronto Public Service on the history and legacy of residential and day schools.

The City Solicitor, with support from People & Equity, will:

- A.** Require City lawyers to participate in training on topics including the history and legacy of residential schools and Indigenous law by 2027.

The Economic Development & Culture division and all other relevant divisions will:

- A.** Co-develop exhibits, features and other initiatives with Indigenous Peoples, that accurately tell the stories of First Nations, Inuit and Métis through art, music, language, literature and media.

The People and Equity division and the IAO will:

- A.** Continue to work with City agencies (e.g. Toronto Public Library, Heritage Toronto and CreateTO) to enhance their Indigenous education and learning programs.

The Toronto Newcomer Office will:

- A.** Create educational opportunities specific to newcomers to Canada to support their understanding of Indigenous history in Canada and the local Indigenous experience in Toronto.





Apologize to the Métis

The City acknowledges its role in sending soldiers to the prairies and contributing to the militarized action against Métis Peoples in the 1880s, and how the patriotism of this narrative continues to perpetuate hostility, racism and colonial violence towards the Métis.

The City will:

- A.** Offer a formal apology to Métis Peoples. This apology will be adopted by City Council and delivered by the Mayor in 2022.

The Economic Development & Culture division will:

- A.** Co-develop a public education program about the truth behind the apology with the Toronto & York Region Métis Council and Métis community members in Toronto by 2024.



Establish a Commitment to Reconciliation with Businesses and Organizations

Businesses and organizations are an integral part of the fabric of Toronto and can contribute to advancing truth, justice and reconciliation by becoming active partners on this shared journey. Through collaboration and relationship building, the City will work with the broader community, specifically businesses and organizations, to build new initiatives, partnerships, and advance reconciliation efforts.

The City of Toronto will:

- A. Call on businesses and organizations within all sectors in Toronto to demonstrate their commitment to truth, justice and reconciliation by:
 - Learning about Indigenous history, what cultural safety means in the context of their work and what it means to be allies with Indigenous communities
 - Undertaking parts of the Reconciliation Action Plan as appropriate within their sector
 - Demonstrating responsibility and accountability through reporting publicly on their commitments bi-annually

Actions *to* Right Relations *and* Share Power

"In ten years, I want Indigenous People to be more visible and distinct. We are not 'multicultural,' we are sovereign. We will have more power, more influence, accurate representation and inclusion at events, and a distinct status."

– Indigenous community member





Improve Relationships with Treaty and Territorial Partners

It is vital to the City of Toronto that Indigenous communities be respected in their rights to self-determination and sovereignty. Whenever possible, the City seeks to include and respect the perspectives, needs, and realities of treaty and territorial partners in planning and decision-making.

The City Manager's Office will:

- A. Collaborate on the development of protocols to develop formal government-to-government relationships with interested local Indigenous governments. These could include:
 - Mississaugas of the Credit First Nation
 - Six Nations of the Grand River
 - Haudenosaunee Confederacy Chiefs Council
 - Huron Wendat Nation
 - Williams Treaties First Nations (Chippewas of Beausoleil, Georgina Island, and Rama, and the Mississaugas of Alderville, Curve Lake, Hiawatha, and Scugog Island)
 - Toronto and York Region Métis Council of the Métis Nation of Ontario
 - Munsee-Delaware Nation, Chippewa Of The Thames First Nation and Oneida Nation of the Thames
- B. Report to City Council for approval of the establishment or entering into of any formal government-to-government relationship protocols with interested local Indigenous governments.
- C. Develop a process for determining how to make agreements with treaty and territorial partners about the engagement of field liaison representatives during required archaeological assessments for City-led projects.
- D. Report back to Council for approval for the process of making agreements, and the entering into of such agreements.

Solid Waste Management Services will:

- A. Negotiate a community benefits protocol between the City of Toronto and the Munsee Delaware Nation in light of the City's Green Lane Landfill operations and commitments with other First Nations communities and report back to Council for further direction.



Improve Relationships with Indigenous Organizations

The needs shared by Indigenous organizational leaders are essential perspectives that positively impact the City's decision-making processes. The City commits to working on right relations with Indigenous organizations across a range of sectors to support a strong urban Indigenous community.

The City of Toronto will:

- A. Co-create protocols with Indigenous organizations and collectives that use Indigenous knowledge and processes to support working together in right relations.
- B. Support the development and implementation of the forthcoming Tkaronto Prosperity Plan¹³ and SafeTO.
- C. Provide sustainable funding and resources:
 - Create and maintain a database of Indigenous organizations and collectives across a variety of sectors (eg. health, arts, education, community service, and environment) to network with and share opportunities
 - Increase funding allocated to Indigenous organizations as well as the number of organizations being funded
 - Identify community needs not currently met through Indigenous funding opportunities at the City of Toronto, including identifying barriers to city funding and work to resolve
 - Increase opportunities for emerging organizations, small organizations and collectives to receive funding and capacity building opportunities

¹³ The City of Toronto is supporting the development of an urban Indigenous-led Poverty Reduction Action Plan (Tkaronto Prosperity Plan). The intent is to ensure that the needs and perspectives of the urban Indigenous community are identified, prioritized, and funded, in order to best address the unique circumstances faced by this population.



Enhance Indigenous Civic Engagement

The City acknowledges that self-determination necessitates the creation of avenues and opportunities for Indigenous Peoples to be directly involved in decision-making at various levels, places and spaces at the City of Toronto.

The City of Toronto, led by the City Clerk's Office, will:

- A.** Expand inclusion of Indigenous ceremonies, practices, and protocols into official City events.
- B.** Work with the community to expand current practices for recognition and honouring of days of significance for Indigenous Peoples in order to expand delivery in 2023.
- C.** Increase the representation and role of Indigenous Peoples on City boards, committees and tribunals by reducing barriers in the appointment process, and actively recruiting Indigenous Peoples.
- D.** Work with Indigenous governments, agencies, organizations, and collectives to open their doors and processes for collaborative decision-making within many divisions whose work impacts Indigenous Peoples, lands and waters.

The City of Toronto, led by the City Manager's Office will:

- A.** Support the representation of Indigenous Peoples on City Boards, committees and tribunals by reducing barriers to participation, and, where appropriate, designate Indigenous representation on specific boards, committees and tribunals.
- B.** Work with Indigenous governments, agencies, organizations, and collectives to open their doors and processes for collaborative decision-making within many divisions whose work impacts Indigenous Peoples, lands and waters.

The City of Toronto, led by the City Manager's Office will:

- A.** Strengthen meaningful engagement with Indigenous organizations and communities by co-developing consistent and respectful approaches to consultation and decision-making processes and leveraging lessons learned through collaborative efforts like SafeTO.



Advocate for Indigenous Peoples to Provincial and Federal Governments

The City has a role to play in working with other levels of government and advocating with and for Indigenous communities at both the federal and provincial governments.

The City Manager's Office will:

- A.** Collaborate with Indigenous-led organizations and conduct annual engagement sessions with Indigenous communities to identify key areas regarding advocacy including, but not limited to: adequate and sustainable funding to support urban Indigenous communities and organizations, mental health and addictions, housing, arts, language revitalization, business, climate change and other sectors identified by Indigenous partners.
- B.** Work with the provincial and federal governments on matters of importance to Indigenous communities.

Actions *for* Justice

"I would love to see the perception of Indigenous People change, I want people who walk down the sidewalks and see an Indigenous person struggling, think to themselves 'that is a human being who deserves kindness' and to understand why they struggle."

– Indigenous community member





Address Racism

The City will address injustices, combat prejudice and eliminate all forms of violence, racism and discrimination, including systematic racism and discrimination, against all Indigenous Peoples including elders, youth, children, women, men, people with disabilities, gender-diverse, Two-Spirit, Afro-Indigenous and mixed/interracial Indigenous Peoples.

The City will:

- A. Implement the Tkaronto Prosperity Plan aimed at eradicating poverty, a structural inequity furthered by racism.
- B. Work with the health sector through Toronto Public Health, Ontario Health, and Indigenous social service and health organizations to identify opportunities to combat anti-Indigenous racism in healthcare services.
- C. Work with the Toronto Police Service to explicitly address systemic racism within the Toronto Police Service and explore concrete options to empower Indigenous organizations and communities to self-determine safety and well-being across the city.
- D. Ensure that the Indigenous Heritage Engagement Project (IHEP)¹⁴ identifies and preserves sites of historical and cultural significance to Indigenous communities. The project will be governed by a council of members from the Indigenous community, preventing the erasure of Indigenous history, a too frequent outcome of racism.
- E. Work with the Indigenous Centre for Innovation and Entrepreneurship (ICIE) to provide economic opportunities for entrepreneurs who may have difficulty developing businesses due to racism.
- F. Utilize the Indigenous Affairs Community of Practice (IACOP)¹⁵ to provide Indigenous and non-Indigenous staff a forum to discuss anti-racism initiatives.

¹⁴ The IHEP is being developed through a dialogue between the City Planning division, Economic Development & Culture division, the Indigenous Affairs Office, First Nations, Inuit and Métis communities, and Indigenous-serving organizations in Toronto. The IHEP is intended to serve the needs of Indigenous Peoples and the City of Toronto by creating a greater understanding of First Nations, Inuit, and Métis heritage in this city.

¹⁵ The IACOP facilitates interdivisional information sharing, collaboration and innovation to support and enhance the City's work with Indigenous People, communities, organizations, and nations. Advancing current and future reconciliation efforts within the City of Toronto.



- G. Provide a safe place for Indigenous employees at the City of Toronto to meet and support each other and to address racism within the City through the development of recommendations of employee-driven initiatives via the Ambe Maamowisdaa Employee Circle.
- H. Develop partnerships with Indigenous organizations to better support the recruitment and retention of Indigenous employees at the City of Toronto who may otherwise be denied opportunities due to racism.
- I. Ensure that the Indigenous community has access to ceremonial space, gathering places and healing spaces to heal from the impacts of racism. Indigenous place-making initiatives are occurring throughout the City, from major projects such as the Port Lands redevelopment and the development of the Toronto Island Master Plan to site-specific development projects, where possible.
- J. Amend City grants to eliminate any structural barriers which prevent Indigenous access to funding for community programs addressing racism and structural inequities.
- K. Review all City sponsored housing programs to ensure that racism does not prevent access to housing for Indigenous Peoples.



Promote Prosperity

The City acknowledges that poverty is an outcome of colonization and attempted genocide of Indigenous Peoples. In order to create pathways to prosperity for Indigenous people residing in Toronto, addressing the following areas is critical: housing stability; service access; transportation equity; food access; quality jobs and liveable incomes; and systemic change.

The City of Toronto will:

- A.** Support the Toronto Aboriginal Support Services Council in their development and implementation of the Tkaronto Prosperity Plan, in partnership with all divisions of the City, provincial and federal governments, private, philanthropic, non-profit, community allies and contributors:
 - Integrate the findings from the Toronto Aboriginal Research Project (TARP) Retrospective developed by the Toronto Aboriginal Support Services Council into the Prosperity Plan
 - Co-develop solutions and create actionable directions from the Prosperity Plan reflecting input from the urban Indigenous social services sector; the private sector; allied sectors with the potential to further prosperity and economic development with and for Indigenous communities. Allied sectors could include and are not limited to, arts, business, environment, and education, all levels of government, and philanthropy
- B.** Allocate community funding to implement Indigenous-led prosperity strategies such as the Tkaronto Prosperity Plan in conjunction with the Poverty Reduction Strategy.
- C.** Determine future initiatives to help move Indigenous Peoples from poverty to prosperity.



In 10 years, I hope to see Indigenous City Councillors."

– Indigenous community member



Improve Community Safety and Well-being

The City acknowledges that Indigenous Peoples must lead and determine the actions taken to improve their safety and well-being and alleviate ongoing harms causing community suffering.

The City of Toronto will:

- A.** Engage with Indigenous communities to identify needs for City support, including funding related to safety and well-being broadly.
- B.** Continue work on Data for Equity initiative by 2023 to ensure Indigenous data is gathered, analyzed and shared across appropriate institutions to inform real-time policy and program development that meets the needs of the diverse Indigenous communities in Toronto.
- C.** Enhance Indigenous-led, multi-sector, culturally responsive mental health and vulnerability supports.
- D.** Ensure that the Trans and Non-Binary Youth Plan¹⁶ is responsive to the health and well-being of Two-Spirit individuals.

¹⁶ The Trans and Non Binary Youth Plan will advance and support the employment needs of Transgender, Non Binary, and Two-Spirit youth living in Toronto.



- E. Enhance Indigenous-led programs and services that promote healthy child and family development.
- F. Embed an Indigenous lens and Indigenous leadership in SafeTO's efforts to promote healing and justice and efforts to become a trauma-informed City.
- G. Invest in and implement Indigenous-led strategies, programs and services that reduce harm related to substance use, including implementation of the Toronto Indigenous Overdose Strategy.
- H. Explicitly address systemic racism within the Toronto Police Service and explore concrete options to empower Indigenous organizations and communities to self-determine safety and wellbeing across the city.
- I. Allocate community funding to implement Indigenous-led strategies such as the Tkaronto Prosperity Plan in conjunction with the City's Poverty Reduction Strategy.
- J. Not display Indigenous-themed sports images, logos, or team names in City facilities except those used by Indigenous sports organizations.



Implement the Calls for Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG)

The City acknowledges the ongoing attempted genocide through generations of systemic violence against Indigenous women, girls and Two-Spirit people as gathered in the National Inquiry, and the urgent need for justice for those who have been harmed, and the action needed to prevent future violence.

The City, in partnership with the IAO and local Indigenous communities, the Social Development, Finance & Administration division, Housing Secretariat, Toronto Public Health, and the People & Equity division, alongside all other relevant divisions and agencies, will:

- A.** Establish dedicated role(s) within the City to oversee the implementation of the Calls for Justice in 2022.
- B.** Develop an implementation plan to guide the City's response to the **Calls for Justice** from the *National Inquiry into Missing and Murdered Indigenous Women and Girls Final Report*, including the sub-reports for Two-Spirit people, First Nations, Inuit and Métis and urban communities by 2023. To the largest extent possible, recommendations will support:
 - Community-driven initiatives geared towards prevention and early intervention of violence against Indigenous women and girls and Two-Spirit individuals
 - Affordable housing for Indigenous women and Two-Spirit individuals
 - Increased access to culturally relevant services
 - Addressing root causes of Indigenous women's over-representation in the prison system and providing holistic supports for women moving away from incarceration
 - Long-term and adequate funding of services and supports for Indigenous women, girls and 2SLGBTQ+ persons
 - Anti-racism education and training that focuses on the experiences of Indigenous women, girls, and 2SLGBTQ+ persons
 - Access to land for ceremony and healing
 - Meaningful participation in decision-making
 - Divisional strategies across the Toronto Public Service as they relate to Indigenous communities, specifically Indigenous women, girls and Two-Spirit and LGBTQ+-identifying individuals
- C.** Advocate to provincial and federal levels of government the need for action to address the Calls for Justice.



Support Indigenous Health and Well-being

Indigenous health and wellness are integral to the overall well-being of Indigenous Peoples in Toronto.

Toronto Public Health will:

- A. Continue to advocate for, promote and implement the Toronto Indigenous Health Strategy through:
 - Developing meaningful relationships and partnerships with Indigenous health leaders and health care partners to support the greater goal of Indigenous health and well-being
 - Creating 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 by 2022
 - Reviewing Toronto Public Health's hiring practices and exploring opportunities to recruit and retain Indigenous employees, including placement opportunities in 2022
- B. Engage with Indigenous leaders and health care partners to develop and implement a culturally safe framework for Toronto Public Health, and share this framework with Toronto Public Health partners through storytelling, tools and resources, and other health promotion supports.
- C. Engage with Indigenous service providers, advocates, and people with lived experience to develop a policy that aims to find an alternative approach to criminalization of possession of all drugs for personal use, which includes:
 - Developing an Indigenous healing pathway for substance use, harm reduction, recovery, and treatment
- D. Work with appropriate City divisions to advocate to various levels of government around increasing equitable access to social determinants of health for Indigenous peoples and improvement of overall health status of Indigenous Peoples through increasing:
 - Affordable housing and supportive housing units
 - Education and employment
 - Social connectedness and sense of belonging



Senior Services and Long-Term Care and Toronto Public Health will:

A. Engage with Indigenous health and social service providers to:

- Determine the feasibility of developing an Indigenous specific long-term care home and, if feasible, develop it
- Adapt existing programs, services and spaces to support Indigenous cultural practices
- Offer training in Indigenous healing and wellness practices for staff
- Create culturally-specific supports for Indigenous community members choosing to age at home

“

I want to be able to conduct ceremony freely in all spaces, to have land to gather and to grow food for our communities.”

– Indigenous community member



Increase Access to Affordable Housing

The City acknowledges the pervasive and systemic harms that Indigenous Peoples experience as a result of land dispossession and displacement and recognizes that access to safe, secure and affordable housing is a fundamental right of Indigenous Peoples. Housing actions include addressing encampments, the lack of culturally appropriate housing and homelessness services and supports, the realities of "hidden homelessness" often experienced by Indigenous women, and how to create and improve access to safe and long-term affordable and supportive housing for all.

The Housing Secretariat and Shelter, Support & Housing Administration division will:

- A.** Implement actions and priorities co-developed with Indigenous housing providers as part of the HousingTO 2020-2030 Action Plan:
 - By 2030, approve 5,200 affordable and supportive housing units for Indigenous residents delivered by Indigenous housing providers in collaboration with Miziwe Biik Development Corporation, and other orders of government
 - Prioritize Indigenous men, women, Two-Spirit people, families, children, youth, and seniors for social, affordable and supportive housing opportunities
 - Ensure culturally-appropriate and sufficient wraparound services are available for Indigenous People to remain housed, including but not limited to strong mental health and addictions support services



- B.** Implement actions and priorities co-developed with Indigenous housing and homelessness providers as part of the 2021 SSHA Homelessness Services Plan:
 - Create Indigenous-specific shelters
 - Work with community partners to provide culturally-appropriate supports for Indigenous community members who are street involved
 - Support Indigenous organizations that are supporting communities in encampments as well as people with lived experience to share expertise with the City to develop a human-centred, trauma-informed approach that includes harm reduction initiatives
- C.** Identify additional needs and priorities that may fall outside the scope of existing programs/strategies and develop initiatives to meet those needs.
- D.** Develop statements of accountability that ensure collaboration with Indigenous communities can occur in a good way.
- E.** Support the recruitment and retention initiatives described in Action 20 by hiring Indigenous People whenever possible to ensure that housing services can be provided in a culturally safe manner.



Support Indigenous Placekeeping

Indigenous placemaking and placekeeping is integral to truth, justice and reconciliation in that it creates and nurtures space, in process and policy, for ceremony, teaching and community; strengthens Indigenous connections with lands and waters; and builds cultural competency and capacity for land-based Indigenous engagement. The outcomes of placemaking and placekeeping initiatives are varied and all are critical for the health and well-being of Indigenous Peoples.

The City will:

- A. Co-develop and implement a strategy for placemaking and placekeeping that addresses the needs of Indigenous communities. This will include, but is not limited to:
 - Providing access to land and waters for ceremony, stewardship and other cultural activities
 - Increased access to ceremony and cultural activities for urban 2SLGBTQ+ relatives and communities
 - Identify accessible spaces for ceremony
 - Decolonizing City processes and policies that create barriers to Indigenous People's access to land and water
 - Elevating Indigenous languages in placemaking and placekeeping initiatives
 - Create a framework for co-management of spaces that have been developed in partnership between the City and Indigenous partners
 - Balancing the representation of the historic presence of treaty and rights holders with the diverse contemporary Indigenous population in the City
- B. Support Toronto Council Fire Native Cultural Centre in the establishment of the Spirit Garden in Nathan Philips Square by 2023.
- C. Address barriers that Indigenous people experience when holding sacred fires by 2022 by:
 - Engaging with Indigenous community partners, including Fire Keepers, Toronto Fire Services, Toronto Police Services and other City divisions and agencies to develop a holistic approach to sacred fires that centres Indigenous Peoples' self-determination and inherent rights to conduct sacred fires, while ensuring safety measures are in place
 - In partnership with Indigenous community partners, identifying designated locations across the City for sacred fires to take place, barrier-free
 - Develop an approach, with Indigenous community partners, Elders and Knowledge Carriers, Toronto Fire Services, Toronto Police Services and other City divisions/agencies on relations with Indigenous community with respect to sacred fires



The City's Corporate Real Estate Management division and other divisions and agencies, as appropriate, will:

- A.** Support Indigenous organizations and community groups with their space needs. Space can include office space, rehearsal space, programming space, and space for ceremony and other cultural activities.

The Parks, Forestry & Recreation division will:

- A.** Co-develop a PFR Indigenous Placekeeping program with Indigenous communities that is focused on increasing Indigenous access to, planning of and stewardship of areas in parks and ravine areas of historical, cultural and spiritual importance.
- B.** Convene an Indigenous circle to advise on placekeeping in parks, ravines, trails, and recreational facilities.
- C.** Allocate time and free program space for Indigenous activities at City of Toronto community centres.

The Economic Development & Culture division will:

- A.** Leverage Indigenous placemaking and placekeeping initiatives to create opportunities for Indigenous artists, including access to creative spaces.

The Transportation Services division will:

- A.** Continue to invest in, expand and promote StreetART¹⁷ and the Neighbourhood Improvement Program¹⁸, in order to support and promote the visibility of Indigenous artists, designers and youth.

The City Planning division will:

- A.** Continue to identify opportunities for Indigenous placemaking and placekeeping initiatives in new development.
- B.** Advance historical or heritage designations for sites of Indigenous significance.
- C.** Support the progress of Indigenous-led projects intended to increase access to housing, social services or ceremonial spaces.
- D.** Undertake a Reconciliation Audit to systematically review City planning policies, process and practices, including heritage policies such as but not limited to Heritage Conservation Districts (HCDs).

The IAO will:

- A.** Convene an Indigenous Placemaking Advisory Circle comprising Indigenous artists, designers, historians, Knowledge Carriers, land stewards and youth to advise the City concerning potential placemaking and placekeeping activities.
- B.** Undertake a digital mapping exercise of placemaking and placekeeping initiatives in Toronto in cooperation with Indigenous community partners and educational institutions in 2022. The map(s) will serve as an educational tool and support strategic planning of placemaking and placekeeping initiatives.
- C.** Support other placemaking initiatives that are self-identified and co-led by Indigenous Peoples and organizations, as well as the City of Toronto.

¹⁷ A suite of innovative programs intentionally designed to showcase, celebrate and support street, mural and graffiti artists and art throughout Toronto. Programs and projects are rooted in a set of values that demonstrate the positive and powerful impacts of diversity and inclusion, foster community engagement and civic pride, add colour and vitality to neighbourhoods, encourage active transportation, showcase Toronto artists and contribute to their skills development, mentor emerging talent, and create opportunities for positive engagement among residents, business owners and operators, artists and arts organizations.

¹⁸ Focuses on projects to increase the safety and functionality of boulevards, including sidewalks, as well as improving the appearance of these areas.



Celebrate Indigenous Arts and Culture

Toronto has been an important site for gathering, trading and celebration for Indigenous People for thousands of years and continues to be home to many diverse Indigenous Peoples, whose artistic and creative contributions are vital to the fabric of the city.

The Economic Development & Culture division will:

- A.** Work with Indigenous communities to apply an Indigenous truth-telling and storytelling lens at City-owned museums.
- B.** Support a comprehensive marketing campaign to promote the Toronto Indigenous Arts Festival, be it virtual or in-person, as the premier annual festival celebrating Indigenous arts and culture in the City of Toronto.
- C.** Collaborate with Strategic Communications and local Indigenous communities, Greater Toronto Airports Authority, Ports Toronto, Metrolinx, Toronto Transit Commission and other entities as appropriate to develop a series of cultural events and campaigns (including, but not limited to, public art displays at major transportation hubs) that promote Toronto as a vibrant, culturally rich Indigenous community through a high-profile campaign, visible signage and displays, and public education initiatives.
- D.** Support First Nations, Inuit and Métis artists, youth, and arts and culture organizations by providing funding and space needed to enhance the visibility of Indigenous Peoples in Toronto through the proliferation of arts and culture.
- E.** Work with local Indigenous artists to co-develop an Indigenous Arts Action Plan as a part of the City's Ten Year Public Art Strategy (2020-2030).
- F.** Support Indigenous festivals and events in the city throughout the year.

Economic Development & Culture, Corporate Real Estate Management, Indigenous Affairs Office and other City divisions and agencies, as appropriate, will:

- A.** Collaborate with Indigenous arts and culture leaders concerning the potential creation of multi-purpose spaces for Indigenous artists to gather and collaborate.



Support the Revitalization of Indigenous Languages

The City acknowledges the systematic erasure of Indigenous languages through residential schools and other assimilationist policies and the need to support language revitalization efforts for children, youth and adults.

The City will:

- A. Engage with Indigenous community members and organizations to identify community needs, Indigenous language restoration approaches and issues broadly by 2022.
- B. Ensure that language programs include virtual and in-person options in order to make the programs as accessible as possible to all Indigenous Peoples in Toronto.
- C. Create an Indigenous language revitalization funding stream to address the unique needs of urban language learners by 2024 that will:
 - Support Indigenous language learning opportunities for all ages
 - Support for basic, intermediate and fluent language learning
 - Support diverse Indigenous language and culture learning strategies including intergenerational, hands-on, land-based and multi-language groups
 - Reduce barriers for fluent speakers to teach language, including travel and housing costs when coming from outside Toronto, and accreditation processes
- D. Beginning in 2023, include Indigenous language translation at key City and Council functions, as well as translating key official City documents.
- E. Research Indigenous languages in Canada for historical names, terms and cultural roles for 2SLGBTQ+ people.
- F. Ensure that compensation/honorariums for language speakers/teachers/translators remains at or above industry standards and is reviewed every two years to ensure that such compensation remains at the highest level possible.
- G. Increase signage across Toronto in Indigenous languages, including both syllabics and Roman alphabets.
- H. Support the work of Children's Services and the Indigenous language EarlyON language programming.
- I. Work with language speakers and Knowledge Carriers, and ensure that Indigenous language is given priority in the naming and renaming of City streets, parks and other City assets.

Amegmashpadi
Ishpadinaa
Spadina Rd





18 Improve Access to Traditional Foods and Medicines

The City acknowledges the important role that traditional food and medicines play in fostering emotional, physical and spiritual health and well-being of Indigenous Peoples. The City also acknowledges the barriers Indigenous Peoples face such as lack of access to land for growing and harvesting food and medicines, lack of availability of affordable traditional foods and lack of knowledge of traditional foods due to colonial assimilation.

Social Development, Finance & Administration, Parks, Forestry & Recreation and Shelter, Support, Housing & Administration, Economic Development and Culture, in collaboration with Toronto Public Health will:

- A.** Host a traditional food and medicines circle beginning in 2022 to:
 - Increase connection and support for earth workers, who are often working in isolation within non-Indigenous organizations
 - Support youth mentorship
- B.** Hire Indigenous land stewardship team to:
 - Increase planting of Indigenous medicines, nuts, and berries as part of the Toronto Ravine Strategy
 - Support access to land for growing and harvest, including creating an Indigenous harvest map
- C.** Create an Indigenous farmers market:
 - Increase visibility of Indigenous foods
 - Provide a subsidy program and delivery program to promote community access
- D.** Increase access to land and space for food programming:
 - Expand programs to growing and harvesting
 - Increase community knowledge on cooking and preserving
- E.** Support Indigenous food businesses by:
 - Increasing access to small business grants, loans and subsidies
 - Prioritizing Indigenous vendors for City events



Return Land and Stewardship Rights

The City acknowledges that Indigenous oppression and genocide is rooted in the impacts of land dispossession and displacement. The City also acknowledges that Indigenous Peoples are experts in local land stewardship and carry thousands of years of collective knowledge of how to live in right relations with the land, water, and all its inhabitants.

The City of Toronto will:

- A. Prioritize Indigenous worldviews and relational views of land protection and Indigenous community leadership to enhance climate resiliency.
- B. Develop a framework to guide the City's real estate acquisitions and disposal processes and policies that affect Indigenous communities:
 - Ensure all transactions are consistent with legislative requirements
 - Consider the needs of diverse Indigenous communities residing in Toronto
 - Identify and evaluate real estate opportunities to advance Indigenous stewardship, control, and ownership of land within the City of Toronto
- C. Engage Indigenous Nations, communities and community leaders in the co-development of protocols, practices, and agreements surrounding Indigenous use of and access to land and water within the City of Toronto.
- D. Make every effort to facilitate the transfer of stewardship, control, and/or ownership of lands and waters to Indigenous Nations, communities, collectives, and organizations and agencies:
 - Where the City can, support Indigenous People in accessing land – in parks, throughways, schools, community centres, etc.
 - Work with the Toronto Region Conservation Authority to develop and sustain partnerships and good relations to ensure support for Indigenous access and stewardships of lands

Actions *to* Make Financial Reparations

"The trauma Indigenous Peoples continue to experience requires immediate attention, resources and visibility."

– Indigenous community member





I want to hear the language as much as possible spoken and written in the City.”

– Indigenous community member



Improve Indigenous Economic Development

The City acknowledges Indigenous People experiences in the city due to displacement, intergenerational trauma and ongoing oppression and the need to improve economic well-being and prosperity.

Economic Development & Culture, People and Equity, Purchasing and Materials Management, Social Development, Finance & Administration, and all other relevant City divisions will:

- A.** Create Indigenous-focused workforce development, training and employment opportunities to be leveraged through City programs and initiatives.
- B.** Build relationships and partner with Indigenous organizations that support Indigenous community members with employment.
- C.** Ensure the successful development and operation of the Indigenous Centre for Innovation and Entrepreneurship (ICIE) – an Indigenous-led space with programming, services and supports for Indigenous Peoples as they develop, launch and grow their businesses.
- D.** As a component of the reconciliation audit referenced in Action 1, develop decolonized procurement processes in collaboration with Indigenous community partners and enhance opportunities for Indigenous businesses through the Social Procurement Program.



- E. Enhance supports for Indigenous businesses in Toronto.
- F. Support the development of an Indigenous-led annual Indigenous Economic Forum to provide opportunities for:
 - Relationship-building and networking
 - Advertising and sharing City of Toronto economic opportunities
- G. Encourage other public sector organizations to set hiring and investment targets that advance Indigenous economic development, including institutions participating in the AnchorTO¹⁹ Network.

¹⁹ A network of public sector institutions operating in Toronto working to advance social procurement practices within their organizations. The City of Toronto's Poverty Reduction Strategy Office facilitates this network and is working to increase procurement from Indigenous businesses to advance inclusive economic development.



Decolonize Honoraria Practices

Gifting an Elder, Knowledge Carrier or community member is an act of reciprocity for what they have provided; it promotes balance and demonstrates gratitude. It is imperative that Indigenous Peoples are properly compensated for their time, labour and knowledge, both in amount given and process used to give the honorarium.

The City, led by Finance and Treasury will:

- A.** Collaborate with Indigenous partners on revising policies and practices associated with honoraria payments in 2022, including:
 - Appropriate conditions and compensation guidelines for using honoraria in lieu of other methods of payment to ensure respect for Indigenous knowledge, expertise and time in relation to City operations
 - Modifications to payment forms and processes to address community concerns

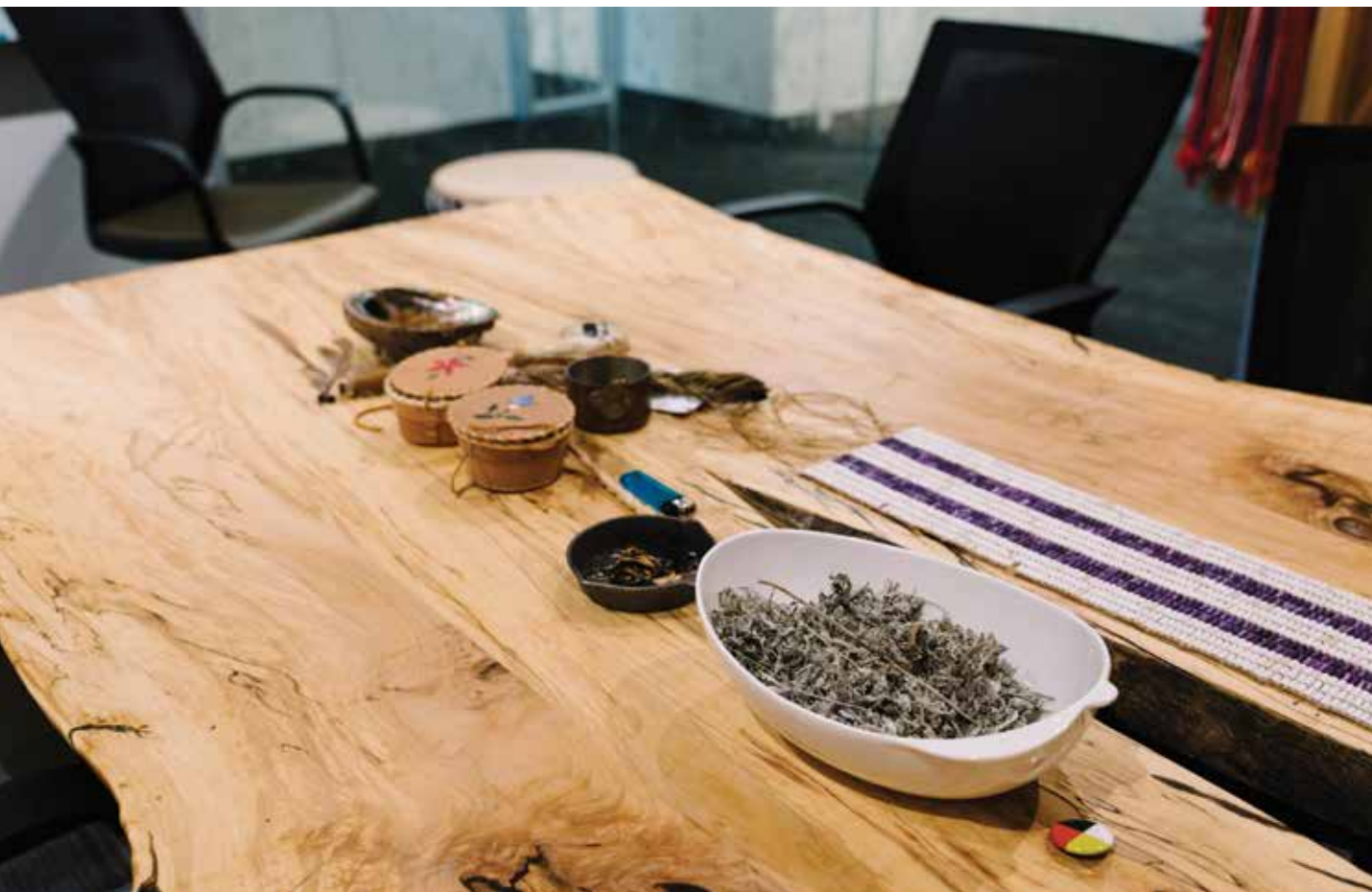


Enhance Indigenous Recruitment and Retention within Toronto Public Service

The City acknowledges that Indigenous employment with the Toronto Public Service is a priority and should reflect First Nations, Inuit and Métis in Toronto. The City must leverage the **Aboriginal Employment Strategy** and increase the overall percentage of Indigenous People employed at the City of Toronto. The City recognizes that Indigenous Peoples must be hired and retained in diverse roles spanning the organization and that Indigenous perspectives and experiences must be centred in all work conducted by the City, not exclusively within the work of truth, justice and reconciliation.

All City divisions, in collaboration with People and Equity will:

- A.** Increase Indigenous recruitment across the Toronto Public Service, including senior leadership roles:
 - Create recruitment marketing plan tailored to Indigenous Peoples
 - Develop specific Indigenous recruitment programs to establish a foundation of diverse Indigenous talent, skills and wisdom to build upon
 - Prioritize the recruitment of Indigenous youth and talent in all Next Generations programs by allocating an annual budget for Indigenous participation
 - Expand the Indigenous Youth Research Associate Program each year across all divisions
 - Develop a culturally and spiritually safe and accessible Indigenous onboarding/orientation package to support and assist all new Indigenous staff by the end of 2022
 - Report annually on changes in representation of Indigenous staffing and efforts made to increase First Nations, Inuit and Métis staffing



B. Improve Indigenous employee retention, including senior leadership roles by respecting Indigenous ways of being, knowing, and working and improving cultural safety:

- Increase Indigenous staff representation in the city to 3%, reflective of First Nations, Inuit and Métis populations in the City, by 2030, with additional increases annually
- Ensure the Employee Assistance Program (EAP) and benefits packages for staff support Indigenous healing practices and Indigenous wellness approaches
- Providing leave for culturally significant events, including but not limited to ceremony, community and collective responsibility, restoration of culture and language
- Support Ambe Maamowisdaa, the Indigenous employee circle, including access to Elders, Knowledge Carriers, ceremonies, teachings and time and space to participate
- Make space for the use of medicines in the workplace
- Provide access to culturally specific and self-identified training opportunities needed by Indigenous employees
- Provide Indigenous employees with training opportunities that will enhance career opportunities within the Toronto Public Service
- Incorporate and apply Indigenous ways of learning and knowing in performance management systems for Indigenous employees



Provide Sustainable Fiscal Supports for Reconciliation

The City acknowledges that Indigenous-led organizations have chronically and systematically received inadequate and unjust levels of funding, perpetuating poor outcomes relating to the social determinants of health, and creating barriers to the actualization of self-determination and self-governance rights. New and ongoing financial supports are a necessity.

The City will:

- A. Provide sustainable fiscal support for all actions within the Reconciliation Action Plan, as well as other Indigenous community-identified needs or directives by:
 - leveraging funds from across City divisions
 - seeking and advocating for funds from external sources, including provincial and federal governments, and ensuring that these funds are flowed to Indigenous-led organizations

Social Development & Finance Administration and the IAO, with leadership from the City of Toronto granting divisions, Indigenous-led organizations and community members will:

- A. Continue and expand the work in decolonizing all grant-related policies and processes.
- B. Co-develop Indigenous specific grant streams and programs while shifting power to ensure Indigenous communities can self-determine how funding can support community identified needs.
- C. The City Manager and Chief Financial Officer and Treasurer will prepare an annual City Budget submission outlining the City's investments towards reconciliation and the actions within the Reconciliation Action Plan, including but not limited to:
 - IAO Core Operating Budget: to support core operations and activities of the Indigenous Affairs Office
 - Capacity and Partnerships: all grant/partnership programs to support the capacity of Indigenous-led organizations/treaty partners/traditional caretakers to participate and partner in City of Toronto processes
- D. Ensure each City Division reports to City Council annually on the funds they have identified to respond, support, and progress the actions contained within the Reconciliation Action Plan and/or other Indigenous community identified needs or directives.

Actions *for* the Indigenous Affairs Office

"In 10 years, I hope that Indigenous People are respected for their centuries of accumulated knowledge and wisdom. Their opinions are sought, and they are at the table in the City's decision-making progress."

– Indigenous community member





Advocate for Indigenous Peoples within the City of Toronto

The Indigenous Affairs Office (IAO) is mandated to speak truth to processes and systems that deny Indigenous Peoples their rights to self-determination by limiting access to health and well-being, meaningful engagement, partnership, and consultation, and continued oppression by colonial structures.

The IAO will:

- A. Advocate for First Nations, Inuit and Métis communities wherever needed within the Toronto Public Service.
- B. Serve as a “navigator” for Indigenous agencies, organizations, and treaty and territorial partners to make introductions and foster relations within the Toronto Public Service.
- C. Be responsive to inquiries and requests from individual community members and help them find the supports and services needed to address their concerns/needs.

“

Our ways of knowing are ancient...
Our contributions are boundless...
Our resilience is powerful...
Our hope is real.”

– Indigenous community member



Increase Indigenous Community Engagement

The City commits to work with Indigenous communities, groups and individuals across Toronto and beyond to promote new relationships and ways of working. It is critical that diverse Indigenous voices are engaged, including youth, men, women and Two-Spirit community members. All City of Toronto divisions have a responsibility to meaningfully engage Indigenous communities and organizations and the IAO will support this. To foster truth and transparency, the IAO will co-establish communication protocols to regularly inform community members of the work being done, while embracing community feedback and implementing accountability mechanisms.

The IAO will:

- A.** Host quarterly Indigenous community sharing circles beginning in 2022.
- B.** Provide monthly open "office hours" for Indigenous community, partners and allies beginning in 2022.
- C.** Explore additional engagement approaches as identified by Indigenous community and partners, for ample focus groups, land-based gatherings, etc.
- D.** Work with the Indigenous community to identify and regularly update a list of Indigenous facilitators/consultants who can support Indigenous engagement processes at the City.



Enhance Communication between Indigenous Communities and City Divisions

To live and work in right relations requires effective communication between Indigenous communities, organizations and City divisions.

The IAO will:

- A. Collaborate with internal and external partners to co-develop and implement a communication strategy to ensure that Indigenous community members reaching out through 311 receive accurate information.
- B. Deliver a quarterly newsletter that will highlight efforts at the City of Toronto, for example, upcoming employment/procurement opportunities, upcoming community engagement sessions.
- C. Work with the Strategic Public and Employee Communications to ensure that the IAO's website remains up-to-date with key information for community members, for example, opportunities for engagement, community events, upcoming employment/procurement opportunities, and activities and projects.
- D. Enhance the IAO website to serve as an additional hub for essential educational resources for all Torontonians including:
 - The Royal Commission on Aboriginal Peoples, the Truth and Reconciliation Commission's Calls to Action and Final Report, and the National Inquiry into Missing and Murdered Indigenous Women and Girls Calls to Justice and Final Report, UNDRIP
 - Links to urban Indigenous organizations and services, education centres, First Nations treaty and territorial partners, as identified by community on an ongoing basis

EveryChildMatters







Support Capacity within the Toronto Public Service

Truth, justice and reconciliation takes a united, ongoing effort across all divisions within the City of Toronto with strong leadership from the IAO to keep the public service moving forward in a good way.

The IAO will:

- A. Act as a resource for City staff who seek support in navigating their work with culturally-safe approaches.
- B. Further collaborate on and support ongoing and future City of Toronto initiatives, frameworks, strategies, plans, etc.
- C. Continue to facilitate quarterly meetings with the Indigenous Affairs Community of Practice, an internal working group with representation from each City division, and will support member discussions, knowledge sharing, and promote wise practices in allyship and supporting Indigenous communities:
 - All divisions will continue to commit to supporting employees to actively participate in the IACOP to help reduce silos and barriers to cross-divisional collaboration for effective implementation of the Reconciliation Action Plan



Examples of City of Toronto strategies, plans, and initiatives for collaboration and capacity building:

- Community Benefits Framework
- Data for Equity Strategy
- Digital Infrastructure Plan
- Gender Equity Strategy
- HousingTO
- Indigenous Health Strategy
- Indigenous Overdose Strategy
- Meeting in the Middle
- Poverty Reduction Strategy
- Ravine Strategy
- SafeTO
- TransformTO



Resilience is hard work, exhausting work. I'd love to see the work we do now create space for rest, joy and celebrating Indigenous excellence."

– Indigenous community member



Implement Accountability Processes

The Reconciliation Action Plan provides direction for important actions across the City of Toronto and requires transparency throughout its implementation. Ongoing reporting with Indigenous communities reminds us of our ongoing commitment to truth. Using Indigenous evaluation systems to evaluate the process and protocol will be critical in this work.

The IAO will:

- A.** Collaborate with community partners to develop and implement accountability and reporting measures to update Indigenous communities on our progress towards the commitments outlined in this Action Plan by 2023.
- B.** Ensure that diverse Indigenous voices are engaged in the development of accountability measures including but not limited to Indigenous led organizations, Knowledge Carriers, academics and Indigenous community members.
- C.** Report to City Council bi-annually on the progress and implementation of the Reconciliation Action Plan (including input from all divisions, to be collated and presented to City Council as well as necessary committees, ex. Aboriginal Affairs Advisory Committee).
- D.** As a living document, update this Action Plan on a regular basis, including measurable targets, to ensure it meets evolving needs of Indigenous communities in Toronto. This includes reporting to City Council bi-annually on potential amendments for City Council to approve. This includes reporting to necessary committees, ex. Aboriginal Affairs Advisory Committee.

Next Steps

The City of Toronto's **Reconciliation Action Plan** will be implemented over the next 10 years, from 2022 to 2032. Implementation will be based on five bi-annual (two-year) work plans, and a corresponding progress report. To ensure the City starts to implement the Reconciliation Action Plan in the best possible way, an annual work plan will be submitted for 2022 and 2023, following which the reporting will be bi-annual.

Each work plan will be created by City staff, after consultation with Indigenous communities, and submitted to City Council for approval and will contain key priorities and initiatives to advance truth, justice and reconciliation with Indigenous communities. Work plans also include a mix of initiatives that can be completed within existing resources and others requiring new investments. New resources will be sought through the City's budget process on an annual basis.

A bi-annual progress report will be reported publicly to help ensure continued improvement and community accountability.





**“Stronger communities, inclusive
practices, more collaboration,
better vision and more
knowledge sharing.”**

– Indigenous community member

City of Toronto
Indigenous Affairs Office

100 Queen St. W. Toronto, ON M5H 2N2
Indigenous@toronto.ca