

Municipal Strategies for Addressing the TRC Calls to Action: a National Scan

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REPORT SUMMARY

This report aims to provide insight into how municipalities can respond to and carry out the Calls to Action from the Truth and Reconciliation Commission of Canada at the local level. In addition, it aims to make recommendations for future implementation opportunities for the City of Brantford. This research provides a literature review on best practices to carry out the Calls to Action at the municipal level, an inventory of current practices at nine municipalities in Canada, and recommendations for next steps for the City of Brantford.

The findings suggest that there are currently five (5) dominant approaches to engagement between the nine (9) communities: Toronto, Thunder Bay, Surrey, Calgary, Edmonton, Saskatoon, Winnipeg, Hamilton, and Halifax. The dominant approaches include: Urban Declaration/Accords, Government to Government Agreements, Staff Allocation/Departments, Committees, and Framework/Strategies. It also outlines potential tools for engagement utilized by other communities.

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1.0 INTRODUCTION

The City of Brantford requested a review of municipal initiatives relating to urban Indigenous populations in the context of Canada. The review was undertaken with the objective of exploring various policies that illustrate potential ways of engaging with Indigenous populations as a municipality.

As a preliminary scan, this report explores examples of community initiatives with an emphasis on reviewing the feasibility in a community such as Brantford, Ontario. Nine communities were investigated with seven having robust strategies and initiatives already in place. Two of the communities highlighted are in the process of identifying their own engagement strategies. Documentation and information were largely gathered through publicly accessible documents. Additional guidance and support was provided by numerous staff in communities highlighted in this document. While extensive, this scan was in no way exhaustive, with additional initiatives and policies existing outside what is listed here. The findings of the scan are illustrated through the Discussion in section 3 and Summary in section 5.

This report also provides a series of recommendations for the City of Brantford regarding implementation of a municipal level urban Indigenous strategy. The recommendations for the City of Brantford are outlined in terms of time required and the level of complexity involved in implementation. This structure is used in order to outline the best strategies based on capital, ranging from a Urban Declaration or the formation of a committee or department, to the implementation of a city wide urban Indigenous strategy with thorough urban Indigenous public engagement.

2.0 BRIEF HISTORY AND EXISTING POLICY OUTLINE

2.1 FEDERAL ABORIGINAL URBAN STRATEGY & URBAN PROGRAMMING FOR INDIGENOUS PEOPLES

The Urban Aboriginal Strategy was developed in 1997 in response to the growing number of Indigenous peoples moving into Canada's urban centres. It provided funding for municipal level initiatives and arguably sparked most of the larger initiatives in Canada, including initiatives in this preliminary scan. The Urban Programming for Indigenous Peoples (UPIP) was created in response to feedback from the Aboriginal Urban Strategy in 2016. UPIP has four streams of funding:

1. Organizational capacity
2. Programs and services
3. Coalitions
4. Research and innovation

The Government of Canada will provide \$53 million each year to UPIP, beginning in 2017-2018.

2.2 TRUTH AND RECONCILIATION COMMISSION OF CANADA'S FINAL REPORT CALLS TO ACTION

In December of 2015, the Truth and Reconciliation Commission of Canada released its final report. As a part of the report, 94 Calls to Action were outlined which included calls to actions that directly required municipal input. The report has a profound impact on how Canadians see the relationship between the government and Indigenous peoples, but also their perception of the lasting trauma that resulted from the Indian residential school system. An annotated version of the Calls to Action is attached to this report as Appendix A.

2.3 FEDERATION OF CANADIAN MUNICIPALITIES - PATHWAYS TO RECONCILIATION: CITIES RESPOND TO THE TRUTH AND RECONCILIATION COMMISSION CALLS TO ACTION

In 2016, the Federation of Canadian Municipalities released "Pathways to Reconciliation: Cities respond to the Truth and Reconciliation Commission Calls to Action". This document

highlights the significance of the Truth and Reconciliation Commission Calls to Action, as well as the role the document had in laying out the path Canadians must take together. It focused on three pathways where municipalities were and could take action:

1. Fostering Communities, Alliance and Hope
2. Advancing Awareness and Recognizing Rights
3. Improving Health and Wellness

It provides a declaration of support while also providing examples of approaches to Indigenous engagement across the country. It is attached to this report as Appendix B.

3.0 DISCUSSION: PRIORITIES FOR ENGAGEMENT

Indigenous peoples were living in Canada as self-determining peoples long before the establishment of the state [1]. Engaging with Indigenous populations as a government is a complicated task when acknowledging the long and detrimental relationship that has existed previously between Indigenous populations and governments, in addition to acknowledging Indigenous Rights and treaty rights as per the Constitution Act of 1985.

In 2008, Dr. Ryan Walker, along with the support of researchers and Indigenous community members across Canada, identified five (5) priority areas in which Indigenous communities and urban municipalities could interface:

1. Citizen Participation and Engagement
2. Governance Interface
3. Indigenous Culture as Municipal Asset
4. Economic and Social Development
5. Urban Reserves, Service Agreement and Regional Relationships [2]

These priority areas provide a useful framework in analyzing the practices identified in this study.

Participation and Engagement

Citizen participation and engagement is focused on providing formal processes in which municipalities and Indigenous communities can interface. Although location-based strategies (i.e. community groups) can be used, they may not provide the best avenue of engagement for Indigenous peoples. Additionally, engagement and participation have to be meaningful. As Walker points out in later works, “simply recruiting Indigenous ‘voices’” through engagement strategies is problematic [3]. Instead, “co-production requires actually engaging in consultative exercises as a joint effort, mutually actualizing local state and Indigenous autonomies”[4].

Government Interface

Walker advocates for two types of working relationships between governments and Indigenous peoples. The first “is with individual Aboriginal reserve/rural communities with their governments,” while the second focuses on “less discrete and a more multicultural/diverse urban population that includes people from different Aboriginal nations and communities that have some common and overlapping interests in urban affairs”[2]. Both relationships play integral parts in how communities interact and prosper.

Indigenous Culture as Municipal Asset

The third priority, understanding Indigenous culture as an asset, is important. It challenges the 'social problem' rhetoric and promotes the value of Indigenous culture and people. By changing the way Indigenous culture is seen in a community, Walker argues that a “rich entry point into meaningful change” can be created [2].

Economic and Social Development

In regard to economic and social development, there are both manifest and more latent ways in which strong Indigenous-municipal relations can be an asset. Joint initiatives can be pursued as larger projects, while improved recognition of Indigenous culture can produce enhanced local economic development through heritage, tourism, and place identity [2].

Urban Reserves, Service Agreements, and Regional Relationships

Finally, while urban reserves are generally only legislated in Western provinces, they are still possibility throughout Canada. Additionally, service agreements and regional relationships in areas of substantial density are areas of opportunity for municipalities throughout Canada.

4.0 STRATEGIES AND PRACTICES

Each community will have its own unique needs and approaches, but looking at existing strategies provides an outline of potential approaches for other communities. The following highlights community strategies that were most common or particularly innovative. While some communities had the opportunity to begin their urban Indigenous strategies through the federal initiative, others took the initiative themselves as a separate venture. In instances of the latter, they were often created and implemented prior to the TRC's Calls to Action report. Due to this, these earlier strategies do not specifically engage with the Calls, although they share substantial similarities between their goals and areas of focus and what is suggested by the TRC. In order to discuss the highlighted communities' initiatives, similar or particularly innovative approaches are discussed below and illustrated in Tables 1 and 2.

The communities outlined in this report were selected based on a simple search strategy and purposive sampling strategies in order to provide examples from a variety of municipalities with varying provincial governments, populations, and historical Indigenous relations. It was also important to highlight other communities in Ontario as they have similar historical backgrounds and current supports and political frameworks. Below are the themes that emerged from the numerous strategies implemented by the Canadian municipalities included in this study.

4.1 URBAN DECLARATIONS/ACCORDS

One of the most common approaches to begin engagement with urban Indigenous populations by municipalities was often a declaration or an accord publicly announcing their commitment to relationship building, cooperation, and dedication to supporting and uplifting urban Indigenous citizens. This report identified four communities which engaged with this approach (Thunder Bay, Calgary, Edmonton, Winnipeg). While each community has its own unique needs and approaches to declaring their interest and support for urban Indigenous peoples, all of the documents were focused on continued relationship building and celebrating the connections and achievements of Indigenous peoples in the community, as well as the community as a whole.

4.2 GOVERNMENT-TO-GOVERNMENT DECLARATION/AGREEMENTS/ ACCORDS

Government-to-Government agreements are especially important to communities which actively engage with nearby communities, or exist on traditional territory of Canada's Indigenous peoples. Three communities used this approach: Thunder Bay, Edmonton, and Winnipeg. It should be noted, that although not formally declared, the remaining communities highlighted in this study had relationships with local Indigenous groups and all noted the importance of these relationships in their approaches to engaging with their urban Indigenous populations. Walker emphasized the importance of specific protocols between municipal and individual Indigenous communities [2]. He suggests that while support from provincial or federal government for these type of agreements is a nice precursor, it is not required for communities establishing their own protocols. He also notes that these agreements "assist with addressing issues of common purpose where mobility between city and rural/reserve community is an important aspect of the urban experience"[2]. This can be illustrated by the three examples in this study.

4.3 STAFF ALLOCATION/DEPARTMENTS

With the inclusion of the developing initiatives in Halifax and Hamilton, dedicated departments, offices, or employees seems to be an increasingly popular approach to addressing urban Indigenous needs by other municipalities. In the spirit of taking action on the TRC's Calls to Action, a dedicated department allows a municipality to build relationships and take the appropriate amount of time to engage with a population historically forgotten. In total, five (5) communities highlighted in this study utilized departments, offices, or dedicated employees of Indigenous descent as a part of their approach to engaging with Indigenous populations: Thunder Bay, Edmonton, Winnipeg, Hamilton, and Halifax.

4.4 COMMITTEES

Some municipalities highlighted in this study had dedicated committees which provide direction for their work focused on the needs of Urban Indigenous peoples. Four (4) communities highlighted their use of committees including: Toronto, Thunder Bay, Surrey, and Calgary.

Walker specifically pointed to the role committees or advisory bodies with representation from the various Indigenous communities in regularizing “the consultation process and creat[ing] a system for collaborative decision-making [2]. Representation is a key component of an effective advisory body, while it is also integral to ensure that the advisory body is actively involved in decision making. Some communities have boards to address urban Indigenous needs in specific ways, in addition to other larger initiatives. For example, Thunder Bay’s Elder’s Advisory Council has a very significant role in relation to guiding and supporting the community’s strategy, while a community like Surrey may rely on an advisory body like their Aboriginal Leadership Committee to spearhead their initiative.

4.5 FRAMEWORKS/STRATEGIES

While some communities divided their attention among multiple initiatives and projects, other communities highlighted their focus through a larger framework or strategy. While these strategies were not the only approach or initiative being engaged by the communities, there was significant time and resources dedicated to these frameworks, and they seemed to provide guidance to the initiatives pursued. Communities with large scale frameworks or strategies include: Toronto, Surrey, and Calgary. Hamilton is also approaching their urban Indigenous engagement in this fashion, although it is still being developed.

Frameworks or Strategies are long term projects often with multiple phases that require a larger amount of resources in the initial phase of creation. That being said, due to the thoroughness and the inclusion of potential partnerships with community partners and other communities, frameworks or strategies have the potential to have larger impacts and provide an opportunity for more focused initiatives along the way. They also lend themselves well to committees or departments as documentation of a specific approach with targeted objectives and goals.

4.6 USEFUL TOOLS

YEAR OF RECONCILIATION

A useful tool of acknowledgement and action is the concept of a “Year of Reconciliation”. Not unlike a framework or strategy, a year initiative can have specific objectives and goals but with a limited time frame. There is also the opportunity for the announcement to be focused more on principle, however it does little to support the underlying acknowledgement of Indigenous self-government and agency. Both Saskatoon and Winnipeg used the announcement as a tool of publicity to reinforce a commitment to reconciliation after the publication of the Final Report from the TRC. There is still opportunity to use this type of announcement as a tool today as the journey to reconciliation in Canada is complex and ongoing. Acknowledging that as a community can be an excellent first step.

RACISM AND EQUITY APPROACHES

Another approach which surfaced through this study was the utilization of racial or equity focused commissions and initiatives to support urban Indigenous peoples. In the cases of Toronto and Saskatoon, these approaches have been in use within the community for well over a decade each. Race, diversity, or equity focused initiatives can be an excellent launching point, however, there is not as strong of an opportunity to focus or tailor the initiatives to the TRC. It is also more difficult to distinguish the needs of a multicultural community and an urban Indigenous one in this context.

COMMUNICATION GUIDES

Although there was only one example of a communications guide created in Saskatoon, the initiative presented an extremely accessible way of promoting education and awareness not only among public service workers but in the larger community as well. Canada, and most communities within its borders, is diversifying continuously. Cultural differences can be difficult to navigate in all situations. With the historical relationship between Indigenous peoples and government in Canada, there is a requirement for public service workers in communities to be especially cognizant of Indigenous cultural needs.

Table 1 - Engagement Approaches

	URBAN DECLARATIONS	GOVERNMENT-TO-GOVERNMENT	ALLOCATED STAFF	COMMITTEES	FRAMEWORK/STRATEGIES
Toronto					
Thunder Bay					
Surrey					
Calgary					
Edmonton					
Saskatoon					
Winnipeg					
Hamilton					
Halifax					

Table 2 - Calls to Action Directly Identified for Engagement by Community

Calls to Action	Toronto	Calgary	Edmonton	Saskatoon	Winnipeg	Hamilton	Halifax
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(Note: This table highlights municipalities that specifically engaged with the TRC's Calls to Action only)

5.0 JURISDICTIONAL SCAN

5.1 TORONTO, ONTARIO

Due to the diversity existing in Toronto, there has been significant engagement over the years with topics of diversity, equity, and racism within the community. In the last few decades there has been a concerted effort by the municipality to engage with its Urban Indigenous populations.

ABORIGINAL AFFAIRS COMMITTEE

The Aboriginal Affairs Committee is an advisory body to City Council made up of Executive Directors and/Designates from organizations and institutions in Toronto focused on urban Indigenous peoples [5]. It was re-established in 2011 after a brief period of dissolution. The Aboriginal Affairs Committee prioritized three Commitments for implementation:

1. Creating training opportunities for the Toronto Public Service (TPS) on Indigenous history and culture (Aboriginal Education Strategy)
2. Engaging Indigenous communities in the decision-making processes at the City (Aboriginal Representation on Agencies and Corporations)
3. Increasing the number of Indigenous employees at all levels of the City (Aboriginal Employment Strategy) [6]

TORONTO URBAN ABORIGINAL FRAMEWORK

The framework was developed in consultation with Indigenous communities in Toronto. It was approached through two phases:

1. A Statement of Commitment towards the Indigenous people of Toronto
2. Development of an Action Plan in support of the Statement of Commitment.

RESPONDED CALLS TO ACTION:

#23 - HEALTH

#43 -

RECONCILIATION

#57 - PROFESSIONAL
DEVELOPMENT AND
TRAINING FOR
PUBLIC SERVANTS

#68 - MUSEUMS AND
ARCHIVES

#77 - NATIONAL
CENTRE FOR TRUTH
AND
RECONCILIATION

#82 -

COMMEMORATION

#88 - SPORTS AND
RECONCILIATION

#94 - NEWCOMERS
TO CANADA

STATEMENT OF COMMITMENT

The City of Toronto adopted the Statement of Commitment to the Aboriginal Communities of Toronto - Towards a Framework for Urban Aboriginal Relations in Toronto in July of 2010. It identifies six (6) goals or commitments to be fulfilled by the Urban Aboriginal Framework:

- Developing a strategy to provide educational opportunities for the TPS on the history and culture of Indigenous Peoples living in Toronto, and the impact of their historical experience on their lives today.
- Providing training opportunities for the TPS to learn about Indigenous history and its current day impacts from Indigenous Elders and other Indigenous partners and to improve public awareness of Indigenous life.
- Identifying and removing barriers to civic participation and to increasing the representation and role of Indigenous people on municipal boards and committees.
- Identifying existing programs at the City that serve Indigenous communities.
- Identifying gaps in services as well as opportunities to develop more complementary services.
- Equity, Diversity and Human Rights (EDHR) Division to report annually on the progress in implementing the Statement of Commitment.

CITY INITIATIVES FOR INDIGENOUS RESIDENTS

The City of Toronto additionally identifies two areas of key focus in relation to Urban Indigenous residents: Children and Health. According to the City's website, these are addressed in the following ways:

Children

The Aboriginal Advisory and Planning Committee in the Children's Services Division is responsible for constructing an Indigenous integrated service model based on the needs of Aboriginal children (birth to 12 years old) and families in Toronto that truly reflects cultural, linguistic, political and historical integrity.

Health

Toronto Public Health in partnership with Anisnawbe Health and Toronto Central Local Health Integration Network provide services to Indigenous residents in the City of Toronto. Aboriginal Health Advisory Circle

- Improved health for the community and increasing community self-determination in health service planning
- Creating a more respectful, culturally appropriate public health outreach and service delivery
- Indigenous health community of practice
- Native Housing Program in Partnership with Native Women's Resource Centre
- Aboriginal Housing Support Centre in partnership with Wigwamen Incorporation [7].

PROGRAMS FOCUSED ON RACISM AND EQUITY

CITY OF TORONTO PLAN OF ACTION FOR THE ELIMINATION OF RACISM AND DISCRIMINATION

The City of Toronto adopted a Vision Statement for the City of Toronto Plan of Action for the Elimination of Racism and Discrimination in December of 1999, while the Action Plan itself was adopted in 2003. It provides a framework and a roadmap for the collective embracement of the City's diversity through a focus on access, equity, and diversity.

Find out more at <https://www.toronto.ca/city-government/accessibility-human-rights/aboriginal-affairs/>

5.2 THUNDER BAY, ONTARIO

The City of Thunder Bay takes a multi-prong approach to Urban Indigenous needs through their Aboriginal Liaison department, as well as through strong relationships with neighbouring and associated communities. Some of these initiative are listed below:

MAAMAWE ABORIGINAL LIAISON STRATEGY

The Mamawe Aboriginal Liaison Strategy focuses on the role of the City of Thunder Bay in the improvement of urban Indigenous residents' lives, as well as the wider community. It was implemented as a part The City of Thunder Bay's 2007 - 2010 Strategic Plan and focuses on the four (4) roles of the municipality:

- The Role of Leader
- The Role of Partner
- The Role of Employer
- The Role of Service Provider

ELDER'S ADVISORY COUNCIL

The Elder's Advisory Council provides guidance and direction for the work of the Aboriginal Liaison. The Elder's Advisory Council is fundamental in connecting the community while also receiving guidance on issues of protocol, traditional practices, and ceremonies.

DECLARATION OF COMMITMENT

The Declaration of Commitment statement provides the groundwork for a relationship between the municipality and Indigenous peoples within Thunder Bay. It also commits to Aboriginal Liaison Strategic Plan.

FRIENDSHIP AGREEMENT

The Friendship Agreement between North Caribou Lake First Nation, Fort William First Nation, City of Thunder Bay and Thunder Bay Police Services Board speaks to both broad and specific areas of recognition, respect, and cooperation.

STATEMENT OF COMMITMENT TO FIRST NATION YOUTH AND FAMILIES

The statement of commitment to First Nation Youth and Families responds to incidents of racism against Indigenous residents. It acknowledges that racism does exist but it will not be tolerated within the community, while also committing to a Student Safety Plan[8].

SEVEN YOUTH INQUEST

The Seven Youth Inquest began in October 2015 as a response to the deaths of Seven (7) First Nation youth. It resulted in 145 recommendations which address the needs of First Nation youth who come to Thunder Bay to attend high school. Thirty-one of the recommendations directed at the City of Thunder Bay. The Inquest is in partnership with Fort William First Nation.

Find out more http://www.thunderbay.ca/Living/City_Services_and_Info/Guide_to_City_Services/Aboriginal_Liaison.htm

5.3 SURREY, BRITISH COLUMBIA

Although not explicitly linking to specific Calls to Action, the municipality has chosen to approach their community's needs through the creation of an Urban Indigenous Leadership Committee and a multi-phase Social Innovation Strategy:

SURREY URBAN ABORIGINAL SOCIAL INNOVATION STRATEGY

PHASE I

The focus of this document was to research and illuminate common misconceptions about the Urban Indigenous population in Surrey. It was also intended to highlight barriers or challenges that impede a positive experience of city life. The following findings were highlighted:

1. There is a distinction between the urban Indigenous population and the legal and political rights of those First Nations on whose Traditional Territories the City of Surrey sits.
2. It is estimated the current size of the Indigenous population in Surrey has surpassed the Indigenous population in Vancouver and will grow exponentially over the next 15 years.
3. The urban Indigenous community in Surrey is very diverse.
4. While Indigenous people live all over Surrey, some neighbourhoods have higher concentrations of Indigenous people than others.
5. The Indigenous population in Surrey is significantly younger than the non-Indigenous population in Surrey and Metro Vancouver. Indigenous youth face unique challenges with personal safety, police relations, and age appropriate services.
6. There is a disconcertingly high number of Indigenous foster children living in Surrey. These children and families face very significant challenges and barriers.
7. A disproportionate number of Indigenous adults in Surrey lack a highschool degree. However, most Indigenous adults in Surrey do have a post-secondary education.
8. The labour force participation rate for Indigenous people in Surrey is on par with municipal and regional averages, however, the unemployment rate for the Indigenous community is considerably higher than that of the Surrey population as a

whole. The Indigenous community in Surrey has one of the highest child and youth poverty rates in the region.

9. The majority of Indigenous people that move to Surrey stay in the city. Home ownership levels among Indigenous households in Surrey are much higher than in Vancouver. More Indigenous specific housing options are needed for renters and the homeless.
10. While the collective Indigenous community in Surrey is largely invisible, Indigenous individuals report facing negative stereotypes and ignorance in daily life.
11. There are a wide variety of social services and programs in Surrey, however most of the services and programs are delivered by non-Indigenous agencies and are not designed to serve Indigenous specific needs or preferences.
12. There is a need to augment existing services for Indigenous people.
13. Indigenous people in Surrey do not have a central place to connect with community.
14. The Indigenous community in Surrey can be better organized to give voice to their issues and the unique needs of the urban Indigenous population.

PHASE II

Phase II built on the previous findings in Phase I and used them to build a strong base for collective action and positive change. It focused on the following objectives:

- Create and strengthen partnerships that will benefit urban Indigenous people.
- Expand the urban Indigenous leadership capacity in Surrey.
- Improve and grow programs and services for urban Indigenous people.
- Increase education and understanding about the urban Indigenous community in Surrey.
- Increase funding for urban Indigenous programs and services.

Out of these objectives, 42 specific goals were highlighted [9].

A PROFILE OF THE ABORIGINAL POPULATION IN SURREY, BC

In January 2016, a profile of the Indigenous community in Surrey was released. It provided initial statistical data to begin work on the larger components of the Social Innovation Strategy.

ABORIGINAL LEADERSHIP COMMITTEE

The Aboriginal Leadership Committee recognizes that Surrey is located on the traditional territories of the Semiahmoo, Katzie, Kwikwetlem, Kwantlen, Qayqayt, Musquesam and Tsawwassen First Nations. The committee's core value is to respect the political autonomy of the Coast Salish First Nations in Surrey. This is focused on not speaking on First Nations behalf, instead, maintaining respectful relationships with the Coast Salish First Nations in Surrey. Committee membership includes representation from the following:

- Aboriginal Community Career Employment Services Society
- City of Surrey
- Cwenengitel Aboriginal Society
- First Nations Health Society (Fraser Salish Region)
- Fraser Health Authority (Aboriginal Health Team)
- Fraser Region Aboriginal Friendship Centre (FRAFCA)
- Fraser Valley Aboriginal Children and Family Services Society (Xyolhemeylh)
- Indigenous Wellness Training Society
- Kekinow Native Housing Society
- Metis Nation of British Columbia
- Ministry of Children and Family Development
- Nova Metis Heritage Association
- Simon Fraser University
- Surrey RCMP
- Surrey School District 36 (District Principal Aboriginal Education)

Additionally, any First Nation governments with a historic and current connection to territory that now includes the City of Surrey have a standing invitation.

Find out more <http://www.surrey.ca/community/18417.aspx>

5.4 CALGARY, ALBERTA

The City of Calgary's efforts to engage with its Urban Indigenous population has increased since the release of the Truth and Reconciliation's Calls to Action. While specific goals attached to the TRC are highlighted through the White Goose Flying: Report to Calgary City Council on the Indian Residential School Truth and Reconciliation Calls to Action, similar themes are evident in previous and continued work outside of the report:

CALGARY URBAN ABORIGINAL INITIATIVE

The Calgary Urban Aboriginal Initiative began in 1999, following a community listening circle initiative. It highlights 8 domain groups which are focusing on removing barriers, with attention to intergenerational trauma as a lens:

- Employment
- Education
- Funding
- Health
- Housing
- Human Rights
- Justice
- Social Services

CALGARY ABORIGINAL URBAN AFFAIRS COMMITTEE

The Calgary Aboriginal Urban Affairs Committee (CAUAC) reports to Calgary City Council through Standing Policy Committee on Community and Protective Services. It was established in 1979. Today, it focuses on providing advice on matters that affect Indigenous residents.

INDIGENOUS POLICY

The Indigenous Policy focuses on 3 ways forward:

- Ways of Knowing
- Ways of Engaging
- Ways of Building Relationships

INDIGENOUS POLICY FRAMEWORK

The Indigenous Policy Framework is a component of CAUAC 10-year strategic Plan was to create an Indigenous Policy Framework for Calgary. It is a living document which is heavily

grounded in the spirit of Truth and Reconciliation. Two major discussions prior to addressing policy directly focused on Knowledge and Recognition before addressing Action.

WHITE GOOSE FLYING: REPORT TO CALGARY CITY COUNCIL ON THE INDIAN RESIDENTIAL SCHOOL TRUTH AND RECONCILIATION CALLS TO ACTION

This report was named in honour of 17 year old, Jack White Goose Flying which died from tuberculosis at Calgary's only residential school. The report was initiated by CAUAC with the guidance of the Calgary City Council and directly engages with TRC's Calls to Action and highlighted actionable approaches for the municipality to take based on three categories: Own, Partner, and Encourage.

Find out more [http://www.calgary.ca/CSPS/CNS/Pages/First-Nations-Metis-and-Inuit-Peoples/Calgary-Urban-Aboriginal-Initiative-\(CUAI\).aspx](http://www.calgary.ca/CSPS/CNS/Pages/First-Nations-Metis-and-Inuit-Peoples/Calgary-Urban-Aboriginal-Initiative-(CUAI).aspx)

CALLS TO ACTION IDENTIFIED THROUGH 3 CATEGORIES:

OWN

STREAM A - PUBLIC AWARENESS AND TRAINING

57, 62.1, 69.III, 93

STREAM B - SPIRITUAL HEALING, CULTURE, AND ARTS COMMEMORATION

21, 22, 48.II, 79.I, III

STREAM C - LEADERSHIP-TO-LEADERSHIP RELATIONS

45.III

STREAM D - CEMETERIES AND RECORDS

75, 77

STREAM E - ATHLETIC DEVELOPMENT AND HERITAGE

87, 88, 89, 90, 91

PARTNER

STREAM F - ADULT JUSTICE

30, 36, 37, 39, 40, 42

STREAM G - YOUTH JUSTICE AND EMPLOYMENT

7, 31, 34, 38

STREAM H BASIC NEEDS

20

ENCOURAGE

STREAM I - POST SECONDARY EDUCATION

1.III, 16, 24, 27, 28

STREAM J - PRIMARY EDUCATION

8, 9, 62.III, 64

STREAM K - INDIGENOUS HEALTHCARE

3, 5, 23.III

STREAM L - CORPORATE LEADERSHIP

92

5.5 EDMONTON, ALBERTA

The City of Edmonton is working towards building relationships with Urban Indigenous communities as well as neighbouring Indigenous communities. The key component of the City of Edmonton's strategy is arguably the Indigenous Relations Office which is entirely devoted to the needs of the Indigenous population of Edmonton:

INDIGENOUS RELATIONS OFFICE

The following was listed as Indigenous Relations Office Initiatives:

- Build and support good relations between the City, Indigenous people and organizations that serve Indigenous people
- Increase Indigenous participation in the City of Edmonton workforce
- Ensure City-mandated services address the needs of Indigenous people
- Coordinate City participation in Indigenous community-led initiatives
- Help the City of Edmonton fulfill the intentions of City Council's Aboriginal Declaration
- Provide leadership and support in the renewal of the Accord
- Provide support to the Edmonton Urban Aboriginal Affairs Committee

ABORIGINAL DECLARATION

The Aboriginal Declaration was passed in 2005. It serves as a basis for further relationship building, and focuses on the following statements:

- Celebrating past Indigenous Contributions
- Recognizing that past injustices have impacted Indigenous society
- Acknowledging the unique challenges facing Indigenous people
- Valuing Indigenous Contributions Today
- Appreciating the Legitimacy of Aboriginal Autonomy
- Aboriginal People in the City's Future

THE EDMONTON URBAN ABORIGINAL DIALOGUE

The Edmonton Urban Aboriginal Dialogue was a public engagement initiative which was conducted from July 2005 to December 2005. It involved a broad community dialogue which saw a cross section of the Indigenous community join in talking circle discussions, open

house information sessions, and a large gathering of executive and community leaders who discussed and provided their input on issues, concerns, and opportunities. The process resulted in Your City, Your Voice Report (2006) [10].

URBAN ABORIGINAL ACCORD

The Urban Aboriginal Accord is guided by the following community-identified principles:

Relationships

Enhance and Promote Positive Perceptions and Attitudes between Indigenous Communities and the City of Edmonton

Agreements

Explore and Create Agreements that Enrich Community Life

Celebrations

Share the Gifts of Our Relationship

Renewal

Renew and Strengthen this Relationship Agreement

MEMORANDUMS OF UNDERSTANDING AND COOPERATION

The following memorandums were signed between the City of Edmonton and various Indigenous communities to promote cooperation, relationship building, and understanding:

- Memorandum of Understanding between Enoch Cree Nation and the City of Edmonton
- Memorandum of Cooperation and Dialogue Between Confederacy of Treaty Six First Nations & City of Edmonton
- Memorandum of Shared Recognition and Cooperation Between Métis Nation of Alberta and City of Edmonton

Find out more at https://www.edmonton.ca/city_government/initiatives_innovation/indigenous-relations.aspx

CALLS TO ACTION IDENTIFIED:**#3 - CHILD WELFARE****#17 - LANGUAGE AND CULTURE****#23 - HEALTH****#30 - JUSTICE****#38 - JUSTICE****#40 - RECONCILIATION****#43 - RECONCILIATION****#47 - RECONCILIATION****#53 - PROFESSIONAL
DEVELOPMENT AND TRAINING
FOR PUBLIC SERVANTS****#55 - PROFESSIONAL
DEVELOPMENT AND TRAINING
FOR PUBLIC SERVANTS****#57 - PROFESSIONAL
DEVELOPMENT AND TRAINING
FOR PUBLIC SERVANTS****#69 - PROFESSIONAL
DEVELOPMENT AND TRAINING
FOR PUBLIC SERVANTS****#75 - MISSING CHILDREN AND
BURIAL INFORMATION****#77 - NATIONAL CENTRE FOR
TRUTH AND RECONCILIATION****#79 - RESIDENTIAL SCHOOL
COMMEMORATION AND
CEMETERIES****#87 - PROFESSIONAL
DEVELOPMENT AND TRAINING
FOR PUBLIC SERVANTS****#88 - PROFESSIONAL
DEVELOPMENT AND TRAINING
FOR PUBLIC SERVANTS****#92 - NATIONAL CENTRE FOR
TRUTH AND RECONCILIATION****#93 - SPORTS AND
RECONCILIATION**

5.6 SASKATOON, SASKATCHEWAN

The City of Saskatoon has both the base of a strong race relations strategy, and the focus on reconciliation driven by the TRC's Calls to Action. They also incorporate urban reserves, which presents a dynamic that currently exists in few other Canadian cities. Under the overarching theme of Aboriginal Relations, Saskatoon approaches both urban Indigenous and Indigenous community relations with the following initiatives:

YEAR OF RECONCILIATION

In response to the release of the TRC's final report, Saskatoon City Council unanimously declared July 1, 2015 - June 30, 2016 as a "Year of Reconciliation". The Declaration also resolved that the City would adopt and implement the relevant Calls to Action (which initially included Recommendations 17, 23, 43, 57, 75, 77, 87, 88, but later expanded to a substantial list) [11].

KITASKINAW: AN ENVIRONMENTAL SCAN OF PROGRAMS AND SERVICES SERVING ABORIGINAL PEOPLE IN SASKATOON

KITASKINAW: An Environmental Scan of Programs and Services serving Indigenous People in Saskatoon is a comprehensive inventory of programs and services of importance to Indigenous peoples addressed through the use of survey of Indigenous consumers.

AYISINOWAK: A COMMUNICATIONS GUIDE

The goal of the Ayisinowak: Communications Guide "is to increase understanding, respect and awareness of Indigenous culture to facilitate improved relationship building" [12]. It provides definitions and explanations for terms and concepts related to Indigenous peoples in Canada and specifically in Saskatoon. It also highlights



protocols and cultural norms and expectations of local Indigenous groups.

URBAN RESERVES & TREATY LAND ENTITLEMENT

In the spirit of acknowledging and honouring the relationships between the City and First Nations with land holdings and reserves within its region, the City created individual community profiles with basic information about each community within them. The City of Saskatoon also released the following statement in relation to the Federally and Provincially focused process of Treaty Land Entitlement: "The City of Saskatoon welcomes these investments in the city and the region, which support the economic, environmental, social, and cultural well-being of the entire community" [13].

RACE RELATIONS, CULTURAL DIVERSITY AND RACE RELATIONS COMMITTEE AND POLICY

The Cultural Diversity and Race Relations Committee Policy was instituted in February 2004. It has the following vision statement: "The City of Saskatoon will work with community organizations, business and labour, all orders of government, and other stakeholders to create an inclusive community, where ethno-cultural diversity is welcomed and valued, and where everyone can live with dignity and to their full potential, without facing racism or discrimination" [14].

The policy focuses on the following four indicators of success:

1. A workforce representative of Saskatoon
2. Zero tolerance for Racism and Discrimination in Saskatoon
3. Community decision-making bodies will be representative of the whole community of Saskatoon

INITIAL CALLS TO ACTION IDENTIFIED:

#17 - HEALTH
 #23 - HEALTH
 #43 -
 RECONCILIATION
 #57 -
 PROFESSIONAL
 DEVELOPMENT
 AND TRAINING FOR
 PUBLIC SERVANTS
 #75 - RESIDENTIAL
 SCHOOL
 COMMEMORATION
 AND CEMETERIES
 #77 - NATIONAL
 CENTRE FOR
 TRUTH AND
 RECONCILIATION
 #87 - SPORTS AND
 RECONCILIATION
 #88 - SPORTS AND
 RECONCILIATION

4. Awareness and understanding in the community regarding issues, and acceptance of the various cultures that make up Saskatoon [15]
5. The City commits to being a:
 - Leader in the community by communicating the City's vision and role in regard to the issues.
 - Leader in the community by achieving the outcomes within its own organization
 - Facilitator to bring other agencies together to work jointly towards the outcomes
 - Coordinator or clearing house for information sharing
 - Granting agency through existing grant programs [15]

Additionally, the City of Saskatoon's employment equity plan, as well as Saskatoon Community Plan for Homelessness and Housing and the Innovative Housing Incentives Policy can be cross referenced within this initiative. The function of the committee is to monitor issues related to Cultural Diversity and Race Relations policy. The Committee consists of 18 appointed members, with half of the committee representing visible minorities:

- One member of the Board of Education - Saskatoon Public Schools;
- One member of the Board of Education - Greater Saskatoon Catholic Schools;
- The Chief of Police or his designate;
- One member of the Saskatchewan Intercultural Association;
- One member of the Saskatchewan Health Authority;
- One representative from the Metis community;
- One representative from the First Nations community;
- One representative from the Ministry of Social Services;
- One representative from the Ministry of Corrections, Public Safety and Policing;
- Up to eight representatives from the general public; and
- Up to two City Councillors.

WĪCIHITOWIN ABORIGINAL ENGAGEMENT CONFERENCE

The Wĭcihitowin Aboriginal Engagement Conference is being held in October 2018. It will focus on Indigenous engagement and human service delivery topics relevant to Indigenous and non-Indigenous participants. The focus is on supporting organizations who would like to

appropriately engage with Indigenous communities as highlighted in the TRC's Calls to Action.

NAME THE NORTH COMMUTER PARKWAY (NCP) PROJECT

In response to TRC Call to Action #79, this project focuses on highlighting Indigenous history and/or the spirit of the community as a whole. The naming process took the following steps:

- First Nation and Métis Elders will guide the cultural protocol for the naming project, including the blessing of the land which took place in May 2017.
- Names will be gathered from the community in September and October 2017.
- Elders and Survivors will reflect and deliberate on the list of names in order to determine a shortlist of four names.
- The community will be able to watch a short vignette on each of the four names and provide input online or in-person in February and March 2018.
- Community feedback will be considered before the final recommendation is made to City Council by CUMFI, STC, OTC, FSIN and the City in May 2018 [16].

RECONCILIATION ACTIVITIES AND RECONCILIATION SASKATOON

The City of Saskatoon, Office of the Treaty Commissioner, Saskatoon Tribal Council, Central Urban Metis Federation Inc., along with 54 supporting organizations, are launching a month-long series of activities from May 17 to June 21, 2018 to promote Reconciliation in Saskatoon. The 73 member initiative, known as Reconciliation Saskatoon, joined together to further a citywide conversation about the process of Canadian reconciliation, provide opportunities for transformative experiences at events, and inspire citizens to engage in calls to action [17].

Find out more at <https://www.saskatoon.ca/community-culture-heritage/cultural-diversity/aboriginal-relations>

5.7 WINNIPEG, MANITOBA

Framed most recently through what the City calls “a Journey to Reconciliation,” the City of Winnipeg is pursuing several initiatives, including the Indigenous Relations Division. A key component of this municipality’s approach is their Indigenous Relations Division.

YEAR OF RECONCILIATION

In 2016, Winnipeg announced 2016 as the Year of Reconciliation. It was the first step in what Winnipeg deemed its Journey to Reconciliation [18]. As a part of this, the following initiatives were also pursued:

- the creation of the Winnipeg Indigenous Accord
- the implementation of 5 truth and reconciliation commission Calls to Action, and
- the commemoration of the Assiniboia Residential School

INDIGENOUS RELATIONS DIVISION

The Indigenous Relations division is a specialized department that was established in 2013 to coordinate Indigenous specific initiatives and



JOURNEY OF RECONCILIATION
LES CHEMINS DE LA RÉCONCILIATION

programs in Winnipeg. It is housed in Corporate Support Services division. The Indigenous Relations Division has the following vision statement: “IRD will strive to provide leadership and experiences from an Indigenous perspective on civic programs, services and initiatives that support and address the needs of Winnipeg’s Indigenous community; now and into the future”[19]. The priorities of the Division includes:

- Literacy and Life Long Learning
- Physical, Culture and Leisure
- Employment and Employment Development
- Community Connections

Additionally, the Division focuses on 4 avenues:

- Indigenous Youth

- Community Partnerships
- Corporate Strategies
- Intergovernmental Relationships

INDIGENOUS ACCORD

The Indigenous Accord was adopted by City Council in March of 2017. It is a living document which is the responsibility of the signatories (which includes individual citizens and organizations). The goal of the accord is to make Winnipeg a better place to live based on mutual respect, equal opportunity, and hope.

INTERGOVERNMENTAL STRATEGIC INDIGENOUS ALIGNMENT

In July 2010, parties from Canadian, Provincial and Municipal governments signed a Memorandum of Collaboration to work together and better align resources to improve socio-economic outcomes for Indigenous peoples in Winnipeg and to improve the capacity of Indigenous organizations to carry out their mandates. The MOC had an expiry date of June 30, 2015, with an expectation of continued commitment until 2016.

In support of the Memorandum of Collaboration, an Intergovernmental Strategic Indigenous Alignment (ISIA) Working Group was formed to focus on a five-year strategic plan. The Working Group worked on three major areas:

1. Welcoming Winnipeg - To create a welcoming environment in the city of Winnipeg, increase cultural awareness through highlighting Indigenous peoples' roles and contributions in the evolution of the city of Winnipeg and engaging newcomers and visitors to build on lasting relationships for our shared future.
2. Urban Reserves - To support Indigenous communities to develop Urban Reserves or Urban Economic Development Zones within the city of Winnipeg and to support the City of Winnipeg in its efforts to negotiate Municipal Development Service Agreements or MDSA's with various First Nations.

CALLS TO ACTION IDENTIFIED:

#43 - UNDRIP
#47 - DOCTRINE
#57 - TRAINING
#75 - CEMENTARIES
#77 - ARCHIVES

3. Sustainable Livelihoods Model Project - To update a current database of services accessed by Winnipeg's Indigenous population using demographic data. This information will increase knowledge about community programs and services for individuals, community organizations, and funders.

MAYOR'S INDIGENOUS ADVISORY CIRCLE

The Mayor's Indigenous Advisory Circle was established as a community response to a January 2015 Maclean's publication. It consists of community leaders and elders and is responsible for creation of Winnipeg Accord.

Find out more at <http://www.winnipeg.ca/indigenous/default.stm>

5.8 HAMILTON, ONTARIO

The City of Hamilton is still in the early phases of development of their own Urban Indigenous Strategy. It is spearheaded by an Indigenous person and has so far presented a strong commitment to thorough Indigenous engagement and consultation in its development.

INDIGENOUS JUSTICE STRATEGY

The Indigenous Justice Strategy is made up a few key components:

- Mayor, City Manager, available senior staff, and available councillors meet on occasional basis (at least twice a year) to discuss issues that concern Indigenous peoples
- Awareness Training for City employees
- Symbolic Commemoration by City Council of the coming of the Witness Blanket
- A letter from the Mayor urging the PM to take action on Missing and Murdered Indigenous Women

URBAN INDIGENOUS STRATEGY

The Urban Indigenous Strategy is intended to strengthen relationships with Indigenous community and demonstrate respect for Indigenous knowledge and cultures. It has four objectives:

1. Identify actions with municipal jurisdiction and capacity from TRC report
2. Celebrate and honour Indigenous people, culture, and traditions
3. Promote a greater understanding among residents through public education

CALLS TO ACTION IDENTIFIED:

#22 - HEALTH
 #23 - HEALTH
 #43 - RECONCILIATION
 #47 - RECONCILIATION
 #57 - PROFESSIONAL DEVELOPMENT AND TRAINING FOR PUBLIC SERVANTS
 #75 - RESIDENTIAL SCHOOL COMMEMORATION AND CEMETERIES
 #77 - NATIONAL CENTRE FOR TRUTH AND RECONCILIATION
 #87 - SPORTS AND RECONCILIATION
 #88 - SPORTS AND RECONCILIATION
 #92 NEWCOMERS
 #94 NEWCOMERS

4. Create opportunities for education and internal collaboration with the Indigenous community

It also has three phases:

- Phase One - Plant the Strategy

The strategy will establish the governance structure, guiding principles, and raise awareness of this new work among the Indigenous community and all Hamilton residents. This phase is focused on beginning the conversation and its outcomes will be critical to how the rest of the process evolves.

- Phase Two - Cultivate the Strategy

The strategy will convene working circles to focus on main areas of the plan.

In Phase Two, Indigenous and non-Indigenous residents will be strategically engaged in a variety of ways about the needs and priorities for the strategy.

- Phase Three - Harvest the Strategy

The strategy will finalize and share the findings and recommendations from Phase Two with a strategic document. A process evaluation will be conducted as well as the development of an implementation plan [20]

Find out more at <https://www.hamilton.ca/city-initiatives/strategies-actions/urban-indigenous-strategy>

5.9 HALIFAX, NOVA SCOTIA

The City of Halifax has also just begun their own path towards an Urban Indigenous Strategy. Most recently the community received wide national attention due to the removal of a statue of Edward Cornwallis as an act of reconciliation and acknowledgement [21].

THE OFFICE OF DIVERSITY AND INCLUSION

The City of Halifax established the Office of Diversity and Inclusion in June 2015. The office's work is supported by Draft Diversity and Inclusion Framework which does reference Indigenous peoples.

INDIGENOUS ADVISOR

In the 2017/2018 budget, the City of Halifax created the position of an Urban Indigenous Community Engagement Advisor. This position is responsible for implementing strategies of engagement for the community. The position was filled at the end of 2017, and the position as well as their initiatives are still developing.

URBAN ABORIGINAL STRATEGY

The Urban Aboriginal Strategy represents the core initiative to be implemented by the Urban Indigenous Community Engagement Advisor. It is currently still under development, however extensive research into external funding, community needs, and similar practices has been conducted.

Find out more at <https://www.halifax.ca/about-halifax/diversity-inclusion/advisor-indigenous-community-engagement>

CALLS TO ACTION IDENTIFIED:

- #43 - RECONCILIATION
- #47 - RECONCILIATION
- #57 - PROFESSIONAL DEVELOPMENT AND TRAINING FOR PUBLIC SERVANTS
- #75 - RESIDENTIAL SCHOOL COMMEMORATION AND CEMETERIES
- #77 - NATIONAL CENTRE FOR TRUTH AND RECONCILIATION

6.0 SUMMARY

In Canadian communities, multiple approaches and initiatives have taken shape to address relationships with urban Indigenous populations. A key component of addressing issues of community engagement and inclusion is the recognition that no one policy or protocol will benefit every community in the same way. Responses to community needs always require unique and specific approaches catered towards the political, social, and cultural atmosphere and needs of the community. All of the initiatives included in this report were implemented by a municipal government or with the municipal government as a leading partner. The following is a quick summary of the approaches highlighted in this study:

- Urban Declaration/Accords
- Government-to-Government Declaration/Agreements/Accords
- Staff Allocation/Departments
- Committees/Advisory Bodies
- Frameworks/Strategies
- Year of Reconciliation (Announcement of Commitment)
- Broader Racism and Equity Approaches
- Communication Guides

It is important to recognize no matter which approach or strategy is implemented, they all take time. Due to the unique needs of each community, time and resources need to be devoted to understanding the urban Indigenous community existing within, and their unique needs and wants. To begin the process, especially from a place of minimal engagement may require full departments/ committee/ advisory body commitment for some time. That being said the potential benefits could be substantial.

Addressing Urban Indigenous peoples needs is also about recognition, support, and reconciliation. Urban Indigenous engagement is largely based on the acknowledgement of Indigenous self-determination. As Fawcett and Walker point out, “scholars have argued that ‘co-production’ of Indigenous policies and programs between Indigenous communities and City Hall is a way to honour the principle and enact the practice of Indigenous self-determination, while working within the culturally diverse and shared territory of modern

cities” [4]. A key component of this co-production is the role of Indigenous peoples as the leads in negotiating this new relationship, whether it be as a collective advisory committee or an individual investigating the wants and needs of other Indigenous peoples.

Municipalities are responsible for taking the initiative to complete acts that move communities towards reconciliation. Within the process, it is important for municipalities to create space for Indigenous voices at the helm of any initiative they undertake. Both the municipalities of Hamilton and Halifax have recently hired staff who self-identify as Indigenous to lead their Urban Indigenous Strategy. The remaining (7) communities highlighted in this study have committees, advisory circles, or divisions/ offices that are Indigenous led. Indigenous staff representation is crucial for the work to remain in the spirit of self-determination.

Modern cities are complicated spaces. They are increasingly diverse and constantly growing, while also existing in very contested spaces due to colonization. A key theme among all the communities surveyed illustrated the active role of the municipality in engaging with the concept of reconciliation and the recognition of the role the community had in making their community a more welcoming place for all peoples, both Indigenous and non-Indigenous, to enjoy together.

Fawcett and Walker (2015) suggests “collaborative governance arrangements between municipal governments and Indigenous leaders and organizations with representative legitimacy...could potentially benefit both urban Indigenous groups and local governments through mutual learning and shared policy” [4]. While the passing of time is needed to truly evaluate these policies, the collective response to these initiatives presents a promising future.

7.0 RECOMMENDATIONS FOR THE CITY OF BRANTFORD

What this study suggests in the context of Brantford is that there is a multitude of options and opportunities for engagement with urban Indigenous populations. To move forward it will be important to reflect on what already exists in the community. With agreements such as the Grand River Notification Agreements, it is clear that the city is engaging with components of what has already been discussed in this study, and this trend will have to continue.

Outlined below are the strategies or approaches based on their time and capital commitment:

Year of Reconciliation (Announcement of Commitment)

Urban Declaration/Accords

Government-to-Government Declaration/
Agreements/Accords

Broader Racism and Equity Approaches

Communication Guides

Committees/Advisory Bodies

Staff Allocation/Departments

Frameworks/Strategies



Short Term

Long Term

While each approach has its strength and weaknesses this illustration shows the comparative length and complexity of the project. Although one community does not have to implement all of the strategies listed, many evolve and would provide a strong base for the more complex project after it. For example, the implementation of a Year of Reconciliation would easily lend itself to the focus on an Urban Declaration or a Government-to-Government agreement. These could lead to the hiring of a committed Indigenous staff advisor or the creation of a committee, or both. This process could easily continue beyond what has been highlighted here.

One component of implementation that was not highlighted through this study was the cohesion of policy and statements. As new innovative approaches are implemented, existing policies, guidelines, and bylaws needs to be reviewed to ensure cohesiveness. Based on the findings illustrated through this preliminary scan, Brantford is encouraged to evaluate the First Nations Policy and its role in Reconciliation in their community. Although the highlighted communities have varying approaches to engagement, each component whether under a specific framework or not, presents similar messaging and approaches. The shape which urban Indigenous engagement will take in the context of Brantford will require lengthy consideration with the guidance of the Indigenous community itself, both through engagement and creation and implementation.

Canada as a whole is moving forward in a positive direction with its Indigenous peoples. The road to reconciliation will be long, as the centuries of pain have had an extremely deep impact on Canadian society. However, present examples of approaches to working together for a positive future.

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Appendix