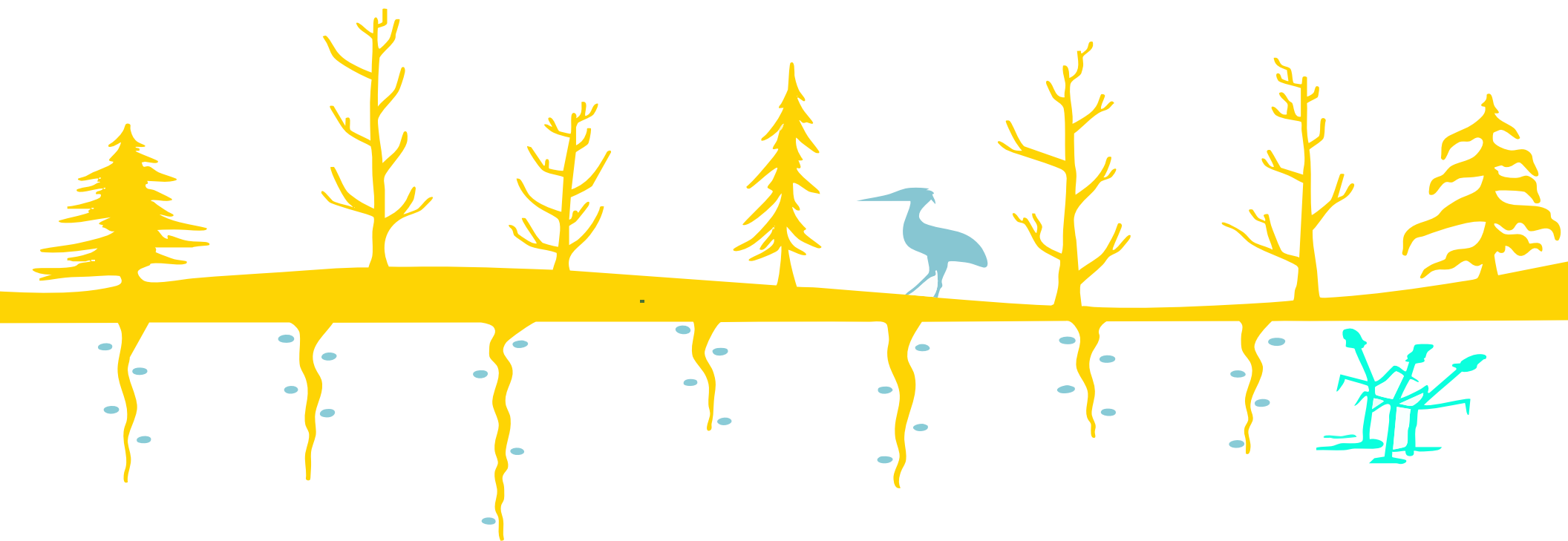


ASSOCIATION OF MUNICIPALITIES OF ONTARIO'S
INDIGENOUS RECONCILIATION ACTION PLAN



Association of Municipalities of Ontario (AMO)

155 University Ave | Suite 800

Toronto, ON M5H 3B7

Telephone: 416.971.9856

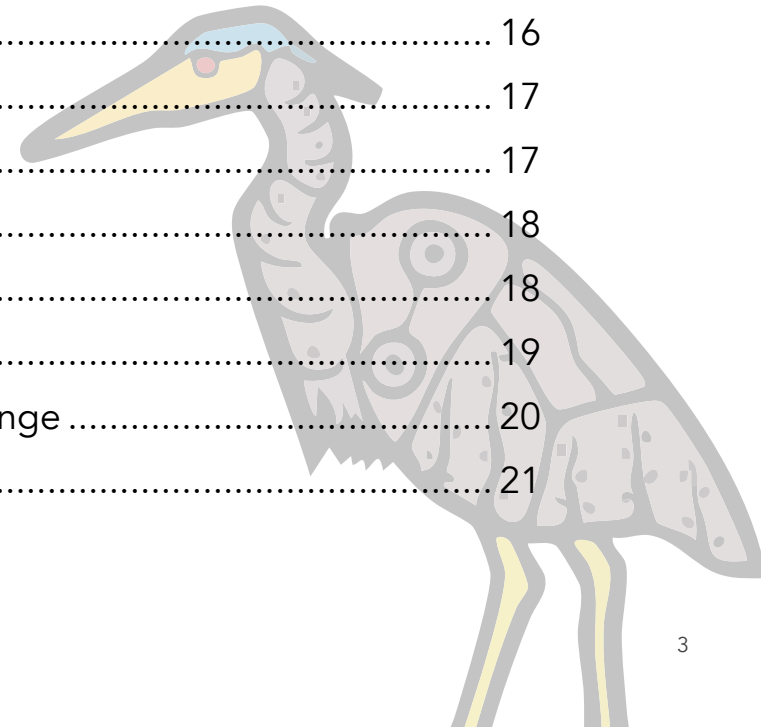
Toll-free in Ontario: 1.877.426.6527

Fax: 416.971.6191

www.amo.on.ca

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MESSAGE FROM THE AMO PRESIDENT



On behalf of the AMO Board and our 444 municipal members, it is an honor to affirm our commitment to fostering stronger, more meaningful municipal-Indigenous relationships.

Since 2022, a core goal for the AMO Board has been to strengthen relationships with

Indigenous partners. We recognize the profound responsibilities municipalities bear towards Indigenous Peoples. We also deeply understand the immense potential for shared success and well-being that true partnerships between municipalities and Indigenous partners can achieve. Strong relationships with Indigenous Peoples, governments and organizations are increasingly central to municipal success, particularly amidst:

- Rapid housing and economic development
- Municipalities' expanding role in energy projects and economic infrastructure, and
- The urgent need to address increasing social challenges that disproportionately impact Indigenous Peoples.

This understanding led to my announcement at our 2024 annual conference of AMO's commitment to collaborate with Indigenous partners in creating our first IRAP.

This Indigenous Reconciliation Action Plan (IRAP) represents AMO's next major, concrete step towards reconciliation.

2025 marks the 10th anniversary of the Truth and Reconciliation Commission of Canada releasing its final report and 94 Calls to Action. This significant anniversary serves as a powerful reminder of the solutions put forward by Indigenous People to reconcile relationships with Canadians and with all levels of government. AMO's IRAP builds on past progress, addresses current challenges, and outlines actions for municipal reconciliation.

I would like to extend my deepest gratitude for the significant engagement and meaningful participation from numerous municipalities and Indigenous governments, organizations and individuals. Your active involvement is profoundly meaningful and is, in itself, a positive and powerful step toward strengthening the relationships between us all. We are excited to build on this strong foundation by putting the plan into action and continuously improving it.

A handwritten signature in black ink that reads "Robin Jones".

Robin Jones

MESSAGE FROM THE INDIGENOUS ADVISORY COUNCIL CHAIR



AMO's Indigenous Advisory Council, comprised of leaders from the Ontario Native Women's Association (ONWA), the Ontario Federation of Indigenous Friendship Centres (OFIFC), the Métis Nation of Ontario (MNO), and Indigenous municipal officials initiated and have guided the development of this IRAP.

On behalf of the members of the Indigenous Advisory Council, we are proud to stand with the Association of Municipalities of Ontario (AMO) to mark the launch of the first AMO IRAP. This moment is a significant and deeply meaningful—not only for AMO and its member municipalities, but for Indigenous People across Ontario.

This plan reflects years of listening, dialogue, and the building of relationships based on mutual respect, honesty, and a shared commitment to meaningful reconciliation. It is a step forward in transforming intentions into action by learning the true history, acknowledging past and ongoing harms, while working collectively toward a more just and inclusive future.

As Indigenous leaders and knowledge holders, we have guided this process with a strong belief that true reconciliation must be rooted in truth, accountability, and sustained partnership. We recognize that

this is just the beginning. The real work lies in the answering the Calls to Action and Justice by municipalities, and how municipalities engage with Indigenous Peoples, Nations and organizations, uphold and advance Indigenous rights, and create space for Indigenous voices and solutions in local governance.

This plan challenges all of us to learn, to unlearn, and to walk together in a good way. We encourage municipal leaders across the province to embrace this plan not as a checklist, but as a living commitment that will evolve through relationships, collaboration, and inclusion, with Indigenous Peoples.

Together, we can build a shared better future and foster stronger communities built on trust, equity, and respect. We honour our ancestors and the future generations by taking this important step today.

A handwritten signature in blue ink that reads "Wendy Landry".

Wendy Landry
Chair, AMO Indigenous Advisory Council





ARTIST STATEMENT

Aanii, Boozhoo,

My artist name is Que Rock and this is my design/artist statement for the AMO IRAP.

This project's overall theme has been pulled from the Anishinaabe creation stories, the main story is called "The original 6 nations peace treaty story." The design has layers of Anishnaabe teachings applied in sacred geometry patterns and highlights the laws of nature.

Some of those patterns follow the duality teachings:

- The Sacred balance of 2.
- 7 generation thinking (past, present, future) the trinity or sacred 3.
- Medicine wheel teachings (sacred 4) the laws of nature.
- 7 Grandfather teachings.
- The 7 Directions.
- The 7 pointed star; and
- The 7 Anishinaabek nations.

This design is meant to be an indigenous-inspired Visual Land Acknowledgement, and the styles are meant to be a representation of past, present, and future. My goal is to create a Visual Healing Experience for anyone who sees these designs.

Chi Miigwetch

Manidoo Nemeen (a Spirit Dancing)
Aka Que Rock



AMBASSADOR

Noowin: My name is Quentin (Rocky) Commanda. My Spirit name is Manidoo Nemeen, which translates to Spirit Dancer.

Enjibaayaan: I'm from Garden Village, Nipissing First Nation.

Gaa-bi-mno-nankiiyaan: I am currently a professional muralist, illustrator and designer. I work with several school boards in Toronto including The UofT, The Daniel's Building of Architecture Landscaping and Design, TCDSB and York U. I also have worked with the Toronto TTC, The city of Toronto Street Art (StART) where I am currently a roster artist and cultural producer. I am also a Hip Hop artist and a Grass Dancer. I am a young helper and a fire keeper. I am an advisor for the TCDSB IAEC committee. I have earned international recognition as a member of Ready to Rock crew from the Bronx NYC. My murals have been exhibited across Canada, Japan, China, France, Italy, Spain and UK.

NIPISSING FIRST NATION A-ki, Bemaadigh, E-Nipissimung
The Land, the People, the Future

EXECUTIVE SUMMARY

About this Reconciliation Action Plan

AMO is honoured to present this Indigenous Reconciliation Action Plan (IRAP) as the next step in our journey towards reconciliation and a guiding document for municipalities across Ontario.

This plan reflects AMO's commitment to fostering relationship building between municipalities and Indigenous partners and an ongoing desire to listen, learn, and advance the principles and recommendations laid out in:

- The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)
- The Truth and Reconciliation Commission (TRC) Calls to Action, and
- The National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice

The IRAP provides foundation for a comprehensive approach to advancing progress on our reconciliation responsibilities and to achieve our vision for a shared better future. It articulates concrete actions for both:

- How AMO as a non-profit organization will advance reconciliation, and
- How AMO as an association will support its 444 member municipalities to act and improve relationships with local Indigenous Peoples, governments and organizations.

In summary, AMO will advance reconciliation internally through:

- Strengthening its reciprocal relationships with Indigenous partners
- Implementing internal policies to improve Indigenous inclusion within the organization, and
- Engage with Indigenous partners to integrate their perspectives into AMO policy and jointly advocate to provincial and federal governments

AMO will encourage and support member municipalities to improve their relationships with local Indigenous Peoples, governments and organizations by providing training, guidance and action-focused resources on:

- How to fulfill municipal responsibilities in advancing Indigenous rights, and
- Delivering programs that strengthen local municipal-Indigenous relationships, address systemic inequities, and improve service delivery for Indigenous People

The IRAP sets out concrete actions that AMO will take towards these goals, organized under five pathways with 19 actions.

This living document was developed through engagement with Ontario municipal elected officials and staff, First Nations, Métis and urban Indigenous Peoples, governments and organizations; and was co-developed with AMO's Indigenous Advisory Council. Progress and updates will be reported publicly every three years.

AMO's Indigenous Reconciliation Action Plan: Highlights

Values and Principles

Respect and Relationality:

Foster relationships built on mutual recognition, cultural safety, and long-term commitment

Rights and Responsibility:

Ground all engagement in the recognition and implementation of Indigenous rights, particularly those affirmed in UNDRIP

Integrity and Accountability:

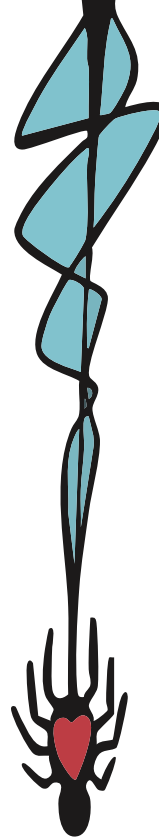
Build trust through consistent, honest, and transparent practices

Inclusion and Collaboration:

Commit to shared leadership and co-development, ensuring Indigenous Peoples are meaningfully involved in shaping decisions that impact them

Openness and Courage: *Approach reconciliation with an open heart and mind, embracing discomfort as part of transformative learning*

Commitment and Continuity: *Ensure that reconciliation is not one-time or symbolic, but embedded across time, systems, and practice*



Reconciliation Action Pathways

- **Education and Awareness:** Pathway to Truth
- **Relationships:** Pathway to Friendship and Partnership
- **Economic Reconciliation:** Pathway to Sharing Prosperity

- **Inclusion:** Pathway towards Equity
- **Policy and Influencing:** Pathway to Influencing Systems Change

MUNICIPAL RESPONSIBILITY IN RECONCILIATION

Municipalities in Ontario share enduring relationships with Indigenous Peoples. All municipalities are situated on the traditional territories of Indigenous Nations and within Treaty areas. Ontario has the largest Indigenous population in Canada at 2.9% of total population. First Nation, Inuit and Métis People live in almost every municipality across Ontario and are important contributors to the social and economic fabric of communities. In some urban centres, such as Thunder Bay and Sault Ste Marie, the urban Indigenous population is as high as 14%.¹ In many cases, municipalities and First Nations communities are neighbours, sharing resources, and infrastructure, as well as overlapping interests in community well-being and regional development.

To move forward, municipal–Indigenous relationships must begin with an honest acknowledgment of the historical and ongoing impacts of colonization. Colonization has created widespread displacement and dispossession, socio-economic marginalization and systemic discrimination of First Nations, Métis and Inuit peoples. These have resulted in intergenerational trauma, persistent inequities and socio-economic disparities, and ongoing human rights violations and violence against Indigenous People, particularly, women, girls, and 2SLGBTQQIA+ people.

These systemic challenges are reflected in current disparities – from infrastructure gaps in First Nations communities, to the over-representation of Indigenous People in unhoused populations, to the challenges faced by many Indigenous People in accessing health, social and economic resources.

AMO acknowledges that as settler governments, municipalities have an obligation to uphold Treaty agreements. This means building relationships with the Indigenous communities on whose traditional territories they are located and undertaking meaningful and collaborative engagement on issues that impact land.

Municipalities have a responsibility to protect the rights of Indigenous Peoples affirmed in UNDRIP and the Canadian Constitution and take steps to redress the socio-economic impacts of colonization by meaningfully advancing reconciliation and implementing the TRC Calls to Action and the MMIWG Calls for Justice, a number of which are specific to municipalities.

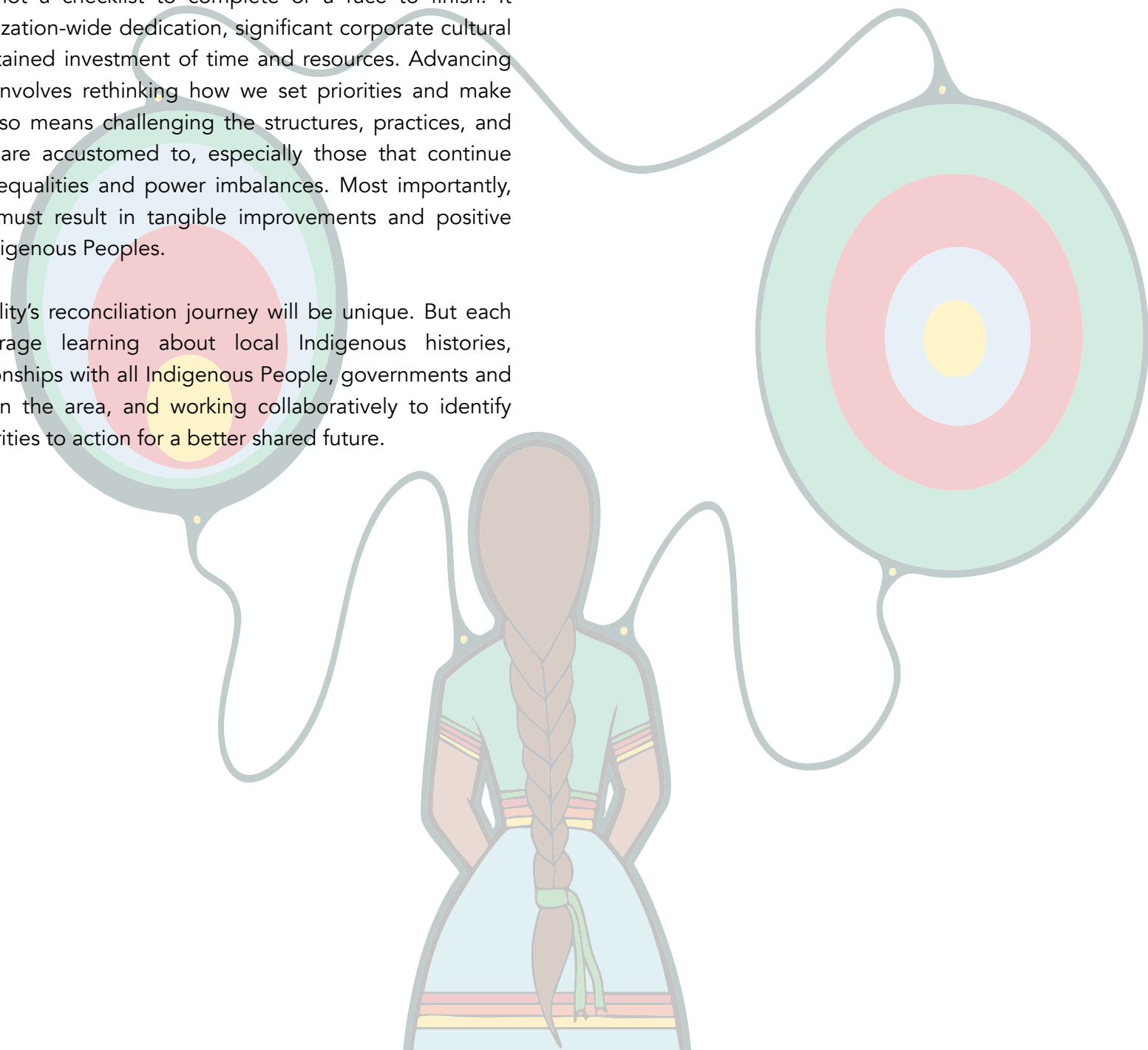
Municipalities, as the order of government closest to the people, deliver services that profoundly impact daily life. Building positive, meaningful municipal–Indigenous relationships allows for mutually beneficial partnerships and fostering thriving communities through decision-making that includes Indigenous voices.

Indigenous communities and organizations make vital contributions to municipalities and local economies. They share common goals with municipalities in community well-being, economic development and service delivery that improve quality of life.

1 Statistics Canada, "Focus on Geography Series, 2021 Census of Population Ontario, Province," 2021. <https://www12.statcan.gc.ca/census-recensement/2021/as-sa/fogs-spg/page.cfm?lang=E&topic=8&dguid=2021A000235#>

AMO acknowledges that reconciliation is a long-term and ongoing commitment, not a checklist to complete or a race to finish. It requires organization-wide dedication, significant corporate cultural shifts, and sustained investment of time and resources. Advancing reconciliation involves rethinking how we set priorities and make decisions. It also means challenging the structures, practices, and processes we are accustomed to, especially those that continue to reinforce inequalities and power imbalances. Most importantly, reconciliation must result in tangible improvements and positive impacts for Indigenous Peoples.

Each municipality's reconciliation journey will be unique. But each should encourage learning about local Indigenous histories, building relationships with all Indigenous People, governments and organizations in the area, and working collaboratively to identify goals and priorities to action for a better shared future.



VISION

AMO envisions a future where all Ontario municipalities understand the impacts of colonization, honour Indigenous rights and embrace reconciliation as a core responsibility. We envision municipalities as places where First Nations, Inuit and Métis peoples are safe, valued, and engaged as citizens, rights holders, leaders, and partners in decision-making. We envision municipal systems free of anti-Indigenous racism, where collaboration drives tangible improvements in Indigenous well-being and inclusion, building a future rooted in mutual respect and shared opportunity.

Guided by UNDRIP, the TRC Calls to Action, and the MMIWG Calls for Justice, AMO is committed to serving as a unifying voice that advances inclusion, prosperity, and reconciliation across Ontario's municipalities. Through leadership, reciprocal relationships with Indigenous partners, advocacy, and education, AMO will support municipalities in fulfilling their reconciliation responsibilities and demonstrate a culture shift toward allyship, humility, and accountability.



GUIDING VALUES AND PRINCIPLES

These six values and principles are grounded in UNDRIP and informed by Indigenous knowledge systems, such as the Seven Grandfather Teachings. They support municipalities in building respectful, reciprocal, and rights-affirming relationships with Indigenous Peoples—recognizing the unique experiences of First Nations, Inuit, Métis, and urban Indigenous populations, and the leadership of Indigenous women, Elders, youth, and 2SLGBTQIA+.

1. Respect and Relationality

Foster relationships built on mutual recognition, cultural safety, and long-term commitment.

Principles:

1. Uphold Indigenous worldviews, knowledges and teachings—as structural foundations for relationship-building, such as the Seven Grandfather Teachings and the spirit and intent of the Two Row Wampum (Teioháte Kaswenta).
2. Establish reciprocal, evolving relationships that honour Indigenous knowledge, ceremony, and leadership. Demonstrate accountability through on-going renewal of relations.
3. Create safe and honest spaces for open dialogue, listening, and healing-centred engagement.

2. Rights and Responsibility

Ground all engagement in the recognition and implementation of Indigenous rights, particularly those affirmed in UNDRIP.

Principles:

1. Use UNDRIP as a guiding framework for municipal engagement and policy development.
2. Ensure both a distinction-based and inclusive approach, that holds space and uphold the rights of First Nation, Métis, Inuit, urban Indigenous Peoples and Indigenous women, girls and 2SLGBTQIA+ individuals.
3. Embed Indigenous rights into daily operations, decision-making, and accountability structures.

3. Integrity and Accountability

Build trust through consistent, honest, and transparent practices.

Principles:

1. Ensure transparency in decision-making and communication with Indigenous partners.
2. Demonstrate follow-through on commitments and respect timelines and protocols.
3. Uphold honesty and truth in all interactions and processes.

4. Inclusion and Collaboration

Commit to shared leadership and co-development, ensuring Indigenous Peoples are meaningfully involved in shaping decisions that impact them.

Principles:

1. Honour the principle of “Nothing About Us Without Us”, ensuring Indigenous participation at all levels.
2. Move beyond consultation toward real collaboration and shared governance.
3. Practice the ethic of treating others as you wish to be treated, fostering equity and empathy.

5. Openness and Courage

Approach reconciliation with an open heart and mind, embracing discomfort as part of transformative learning.

Principles:

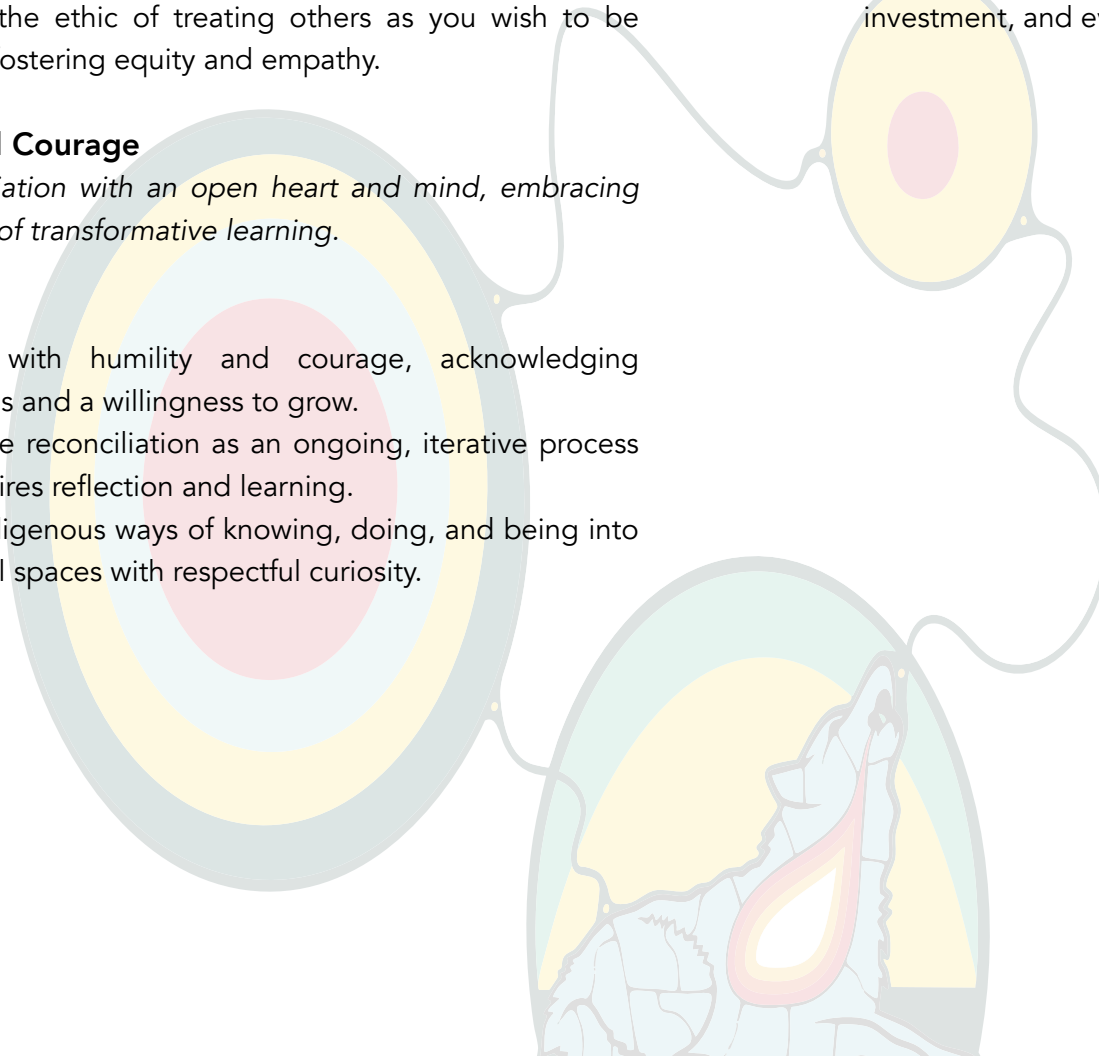
1. Engage with humility and courage, acknowledging limitations and a willingness to grow.
2. Recognize reconciliation as an ongoing, iterative process that requires reflection and learning.
3. Invite Indigenous ways of knowing, doing, and being into municipal spaces with respectful curiosity.

6. Commitment and Continuity

Ensure that reconciliation is not one-time or symbolic, but embedded across time, systems, and practice.

Principles:

1. Honour Indigenous relationships with consistent, long-term engagement.
2. Integrate reconciliation values into the core work of municipalities—not as add-ons, but as foundational.
3. Recognize that true relationships require presence, investment, and evolution over time.



CURRENT REALITIES AND RELATIONSHIPS

The IRAP's development involved engaging with diverse Indigenous People and communities, and municipalities. Municipal-Indigenous relationships across Ontario are diverse. Some are marked by strong collaboration, while others are hindered by unresolved challenges.

We heard that positive municipal-Indigenous relationships are built on respect, proactive engagement, meaningful inclusion in decision-making, a commitment to economic reconciliation and collaboration as equals. These relationships are supported by:

- ongoing relationship-building and open dialogue, including repair processes such as formal apologies, ceremonies, or mediation where required;
- co-development of advisory structures, meaningful collaboration in shaping policies, inclusion in decision-making;
- policies that ensure relationship continuity beyond leadership changes;
- co-developed processes for accountability and transparency;
- proactive problem-solving and co-creation of solutions on shared priorities;
- recognition and respect of Indigenous cultures, worldviews, and protocols grounded in humility and power-sharing; and
- economic reconciliation.

We heard that ongoing issues and barriers in some communities to reconciliation include:

- A lack of knowledge, misconceptions, and systematic anti-Indigenous racism, leading to inadequate services, and non-inclusive engagement;
- Tokenistic or performative engagement efforts;
- Inconsistent collaboration dependent on individuals rather than policy, placing an ongoing burden on Indigenous communities and organizations to advocate, often straining trust and capacity; and
- Municipal inaction, delays, or bureaucracy that result in missed opportunities and weakened relationships.



OUR JOURNEY SO FAR

AMO has been taking steps to advance reconciliation since 2017. Our initial steps included establishing an Indigenous Relations Task Force, providing resources to municipalities on Truth and Reconciliation and relationship-building, including programming on Indigenous topics at AMO Conferences, and training on Indigenous-municipal relations. AMO has also been developing relationships with the OFIFC and ONWA, formalized through MOUs as well as an AMO-OFIFC Declaration of Mutual Commitment and Friendship.

In each of 2023, 2024 and 2025, the AMO Board has identified strengthening municipal-Indigenous relationships as a strategic priority for the organization. In 2023, the Indigenous Relations Task Force was replaced by an Indigenous Advisory Council, led by Indigenous voices and elevating this work of importance. Further, in 2023, the AMO Board approved the development of an IRAP to provide the organization with a deeper and more comprehensive approach to Indigenous relations.

The IRAP was developed with guidance from the AMO Indigenous Advisory Council, with the support of Tawi:ne Consulting, an award-winning First Nation woman-owned and operated firm specializing in Indigenous engagement and consultation, policy, governance, capacity building, and economic development.

The first phase focused on research and included a review of the existing resources, literature and reports on Indigenous-municipal relations; an analysis of UNDRIP, TRC Calls to Action, and MMIWG Calls for Justice to identify recommendations relevant for municipalities; and research into reconciliation action plans from other organizations.

During the second phase, Tawi:ne Consulting held individual conversations with AMO Board members and senior leadership, municipal elected officials, municipal staff and other municipal partners to understand current approaches and needs. This was followed by engagement with Chiefs of Ontario's Leadership Council, Métis Nation of Ontario Regional Councils, First Nation's leadership, Friendship Centres, Indigenous Women's organizations, and Indigenous service organizations. Indigenous participants shared their experiences and relationships with municipalities, their visions for Indigenous-municipal relationships, priorities for engagement, and the types of support needed to strengthen these relationships and advance reconciliation.

The final phase involved co-development with the Indigenous Advisory Council, including a full-day workshop where members participated in a visioning activity and reviewed all elements of the IRAP, informed by engagement findings. The AMO Board of Directors also contributed to a visioning exercise.

In total, nearly 200 individuals participated across all engagement activities. The research, conversations, and co-development processes generated rich insights and valuable advice that will continue to guide AMO's reconciliation work and support to municipalities.

RECONCILIATION ACTION PATHWAYS

Education and Awareness: Pathway to Truth

Our commitment

AMO commits to advancing education and learning as foundational to building respectful and just relationships with Indigenous Peoples. Indigenous partners highlighted the importance of municipal education on:

- The diversity of Indigenous Peoples, local histories, Traditional Territories and Treaties, and the breadth of governance structures
- The history of colonialism and systemic racism, as well as key reconciliation frameworks and cultural competencies situated within established Indigenous rights; and
- The role of urban Indigenous organizations and how to partner with them.

AMO heard from Indigenous partners about opportunities to support a better understanding of municipalities' roles, realities and how to work with municipal governments to advance relationships and Indigenous interests. The importance of aligned expectations was highlighted as an important foundation for positive relationships.

AMO will prioritize practical, action-oriented education and training aimed at helping municipalities translate knowledge into action. This includes tools and guidance for municipalities to develop their own local Indigenous Reconciliation Action Plans. Training and education materials will be developed in collaboration with Indigenous communities and organizations.

Actions

1. Integrate Indigenous-municipal relations into AMO new Councillor training, so that all municipal elected officials are aware of their obligations and can begin to take steps towards reconciliation.
2. Provide regular training for all AMO staff and Board members to support AMO's ability to build effective relationships with Indigenous partners.
3. Review current AMO Indigenous-municipal relations training offerings to make sure they address a diversity of municipal needs, are accessible to a broad range of municipal officials, and are Indigenous-led. The potential to support training for Indigenous groups on working with municipalities will also be explored.
4. Establish accessible and easy to use online portal with resources for municipalities, including links to relevant Indigenous resources, action-oriented planning tools, and best practices for municipal-Indigenous relationships.

Relationships: Pathway to Friendship and Partnership

Our commitment

AMO commits to developing and strengthening relationships with First Nations, Inuit, Métis, Indigenous organizations and Indigenous women's organizations based on respect, trust, proactive engagement, and meaningful inclusion.

The actions outlined here focus on developing processes and structures that formalize and deepen partnerships with Indigenous People and organizations. This includes closer engagement with AMO's decision-makers and governance processes, as well as the co-development of a shared foundation for collaboration and defining what meaningful partnership looks like and how it will be guided in practice.

Actions

1. Hold annual meetings between AMO's Indigenous Advisory Council and AMO's Executive Committee of the Board to ensure Indigenous voices are contributing to AMO's strategic directions and priorities.
2. Conduct annual meetings between AMO Executive Committee and Chiefs of Ontario leadership to strengthen trust, build mutual understanding, and identify areas of shared interest and collaboration.
3. Formalize an MOU with the Métis Nation of Ontario to build awareness and recognition of MNO's self-government status and priorities.
4. Progress action on implementing existing MOUs with Indigenous partners, deepening bi-lateral relationships between AMO, OFIFC and ONWA with regular staff meetings, ongoing advocacy collaboration, and joint implementation of initiatives.

Economic Reconciliation: Pathway to Sharing Prosperity

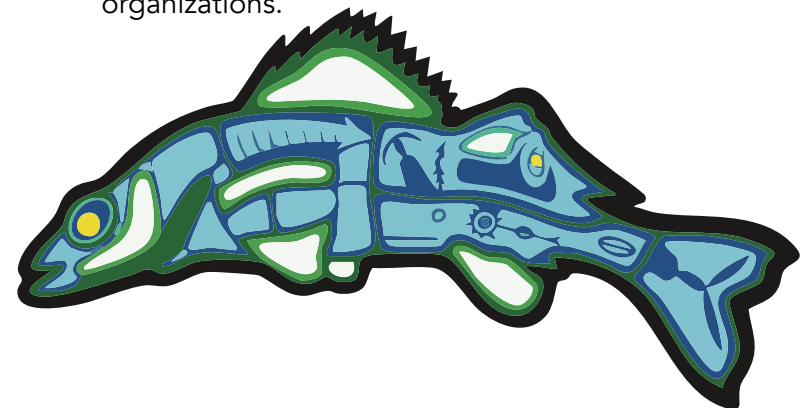
Our commitment

AMO commits to advancing economic reconciliation by promoting equity and inclusion, supporting the economic self-determination of Indigenous Peoples, communities, and organizations, by fostering municipal-Indigenous collaboration for shared, long-term prosperity.

AMO heard from Indigenous representatives and municipalities about the need for resources to enhance capacity for meaningful engagement. Both municipalities and Indigenous communities face significant resource constraints and many competing demands. AMO will continue to advocate to the federal and provincial governments for resources to support municipal-Indigenous engagement, and work in collaboration with Indigenous partners to put forward specific funding proposals.

Actions

1. Develop a joint request to the provincial and federal government for funding to support relationship building or collaboration between municipalities and First Nation communities, the Métis Nation of Ontario, Inuit, urban Indigenous organizations, and Indigenous women's organizations.



2. Develop resources for municipalities regarding what economic reconciliation could mean in the municipal context, including case studies and Indigenous business resources. Through engagement with Indigenous People and organizations, AMO has heard a variety of ideas for municipal economic reconciliation, including updating municipal procurement policies, facilitating land access, and supporting Indigenous economic development through business set asides, funding and joint projects. AMO will support these ideas through the development of resources for Ontario municipalities.

3. Develop an AMO Indigenous Procurement Policy aligned with economic reconciliation principles with a goal of increasing its procurement relationships and supporting spend with Indigenous businesses and organizations.

Inclusion: Pathway towards Equity

Our commitment

AMO recognizes the barriers faced by Indigenous people in fully participating in municipal systems and structures. As part of this commitment, AMO will ensure it operates as an inclusive organization that honours Indigenous rights, and that integrates diverse Indigenous perspectives into its work, culture, and practices. AMO will support municipalities to remove barriers to Indigenous participation and inclusion to create a more equitable municipal sector.

Actions

1. Build relationships with Elders and Knowledge Keepers across Ontario to support cultural learning and inclusion of appropriate protocols in AMO events and activities.
2. Develop an AMO Indigenous Inclusion HR policy to promote greater access to AMO employment opportunities.
3. Increase the inclusion of Indigenous perspectives in AMO events, and through inclusion in conference programming, enhanced access to AMO events.
4. Build relationships with Indigenous municipal staff and advisory groups to support enhanced understanding of the challenges and opportunities facing Indigenous municipal employees and civic participants to learn from their experiences.
5. As part of AMO's Workforce Development Project and Healthy Democracy Project, create resources and tools to help municipalities:
 - i. increase hiring and retention of Indigenous People in municipalities
 - ii. support Indigenous Peoples' participation in running for municipal office and local civic participation



Policy and Influencing: Pathway to Influencing Systems Change

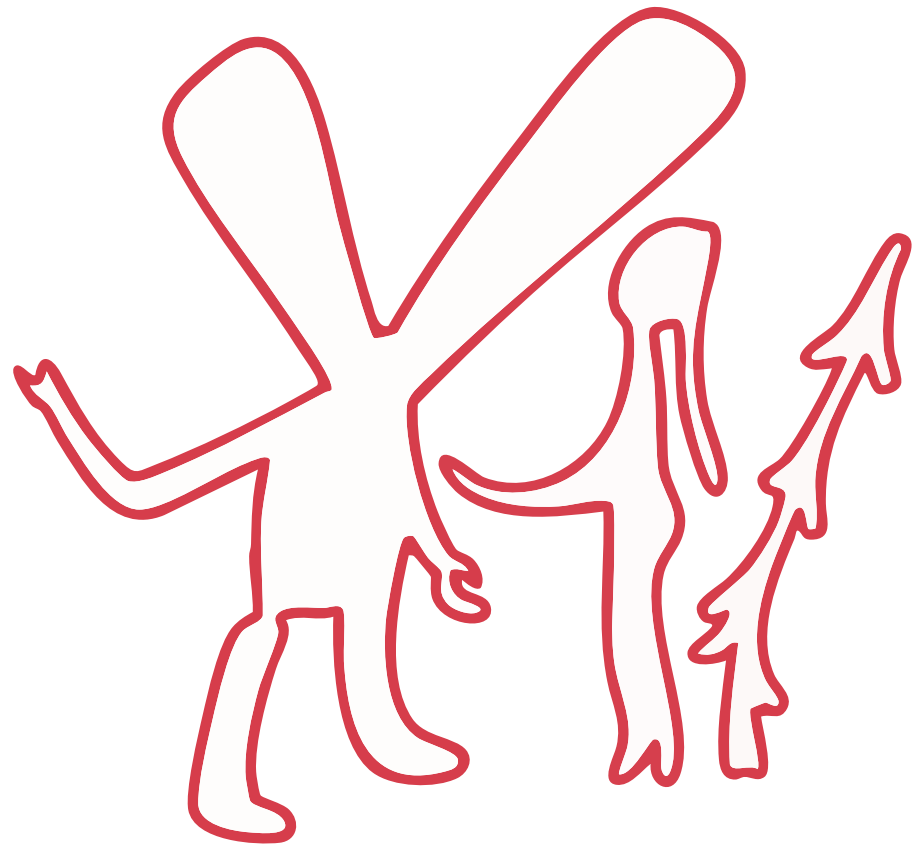
Our commitment

As an association with a strong voice at the provincial level, AMO is committed to using its influence to advocate for provincial policies that strengthen Indigenous–municipal relationships and advance reconciliation.

Indigenous people shared thoughts about a range of policy priorities that affect their communities, work, and relationships with municipalities. AMO will collaborate with Indigenous partners to identify shared advocacy priorities, co-develop policy positions, and amplify existing Indigenous-led advocacy efforts.

Actions

1. Integrate an 'Indigenous Lens' on AMO Policy work, including processes to include diverse perspectives by collaborating with Indigenous Peoples. This will include ongoing representation on the AMO Policy Task Force.
2. Collaborate with Indigenous partners on joint advocacy to provincial and federal governments to affect policy changes that impact Indigenous communities and organizations.
3. Advocate for provincial funding to support urban Indigenous community service delivery infrastructure including Friendship Centres and Indigenous women's organizations to improve service delivery outcomes for urban Indigenous People.

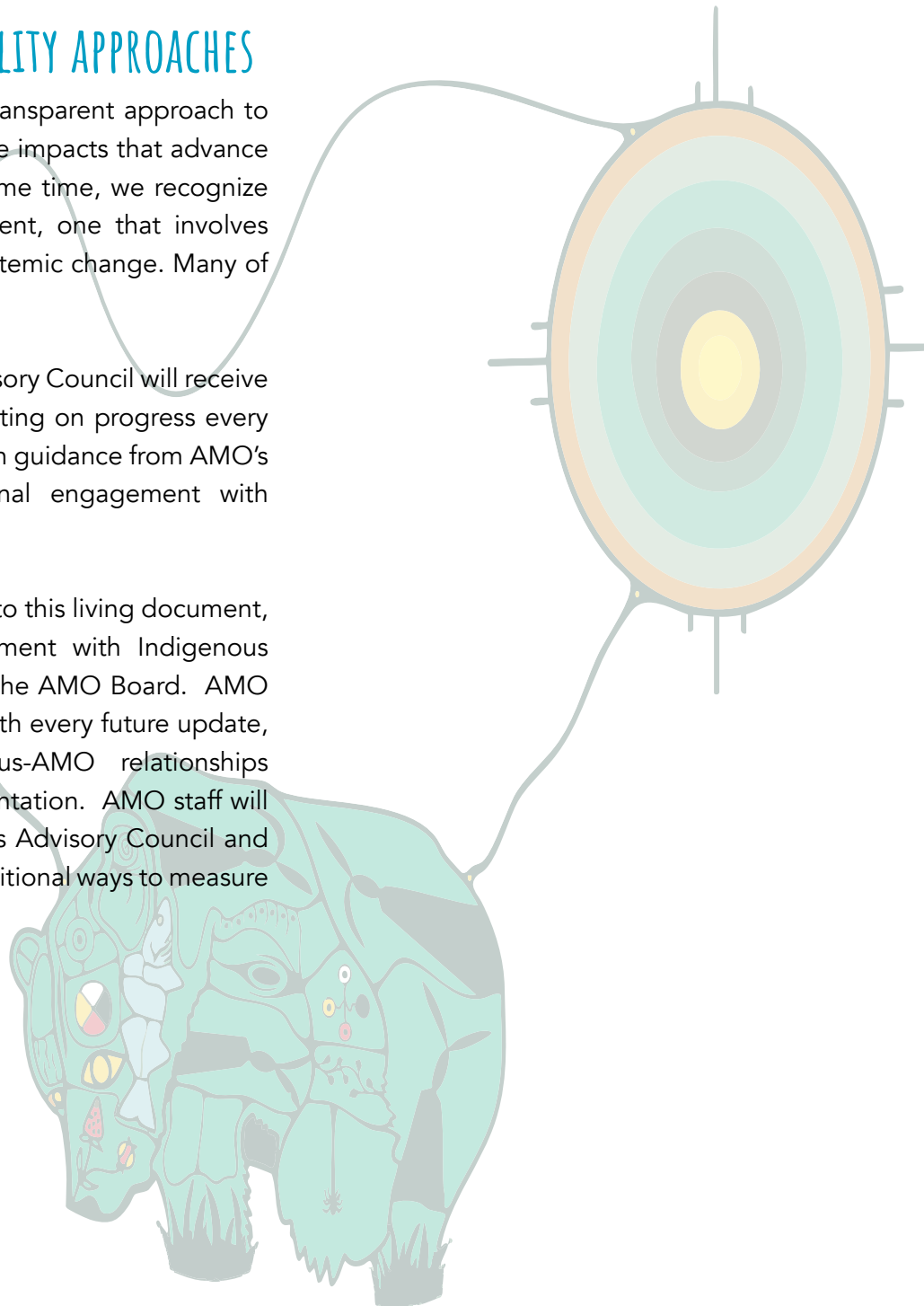


MEASUREMENT AND ACCOUNTABILITY APPROACHES

We are committed to an accountable and transparent approach to measuring our progress and creating tangible impacts that advance our commitment to reconciliation. At the same time, we recognize that reconciliation is a long-term commitment, one that involves organizational culture transformation and systemic change. Many of the changes we seek will take time.

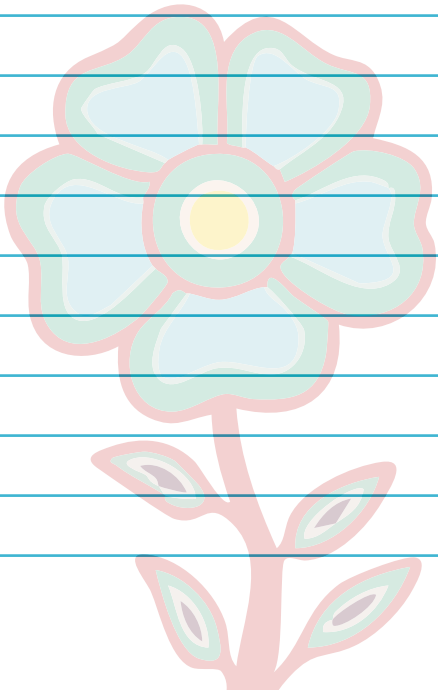
The AMO Board and AMO's Indigenous Advisory Council will receive regular progress reports, with a public reporting on progress every three years. Actions will be implemented with guidance from AMO's Indigenous Advisory Council and additional engagement with Indigenous and municipal partners.

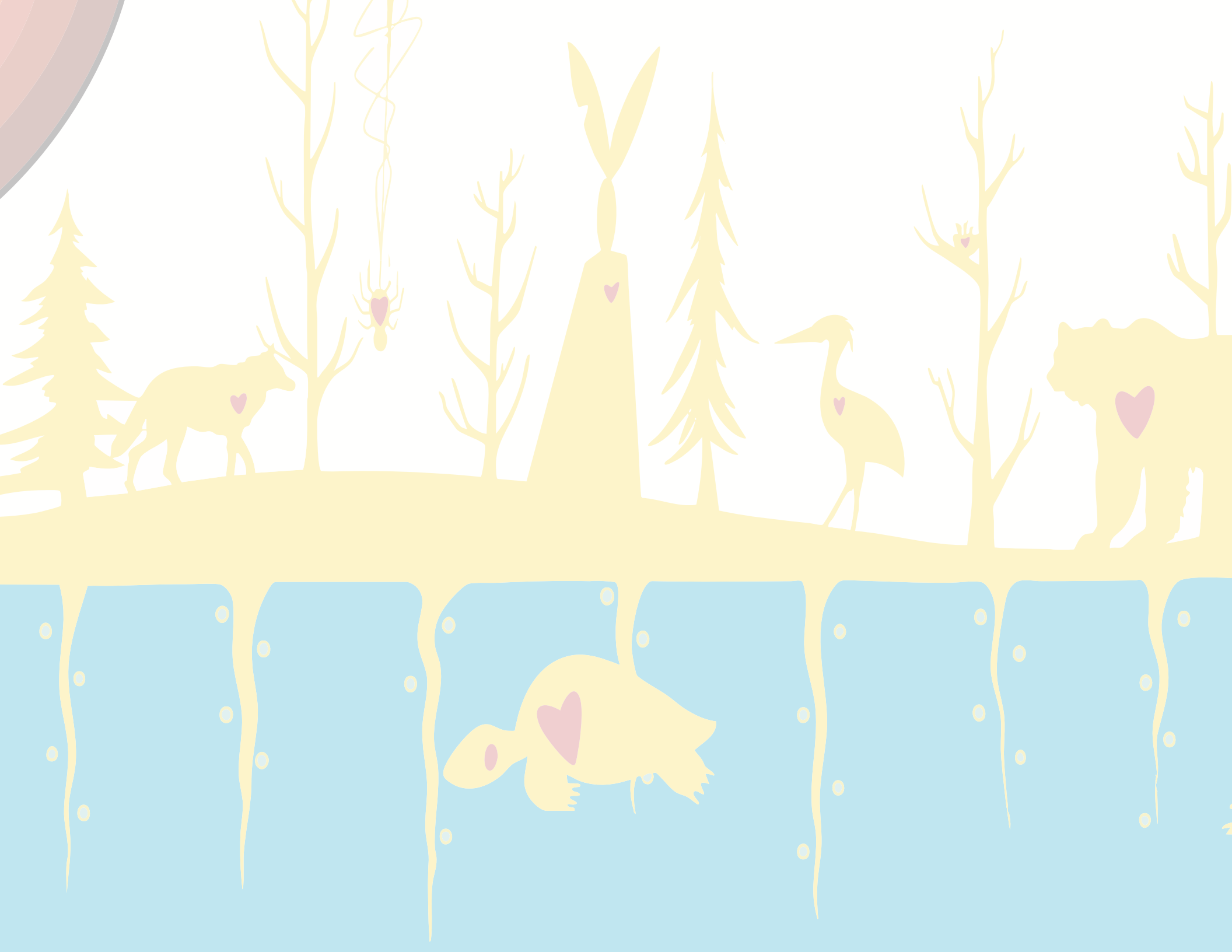
Actions will be added on an evergreen basis to this living document, based on feedback and ongoing engagement with Indigenous and municipal partners, and oversight from the AMO Board. AMO anticipates that this plan will be enhanced with every future update, benefitting from the stronger Indigenous-AMO relationships expected to result from each plan's implementation. AMO staff will seek additional feedback from its Indigenous Advisory Council and other Indigenous partners with respect to additional ways to measure progress and ensure meaningful action.

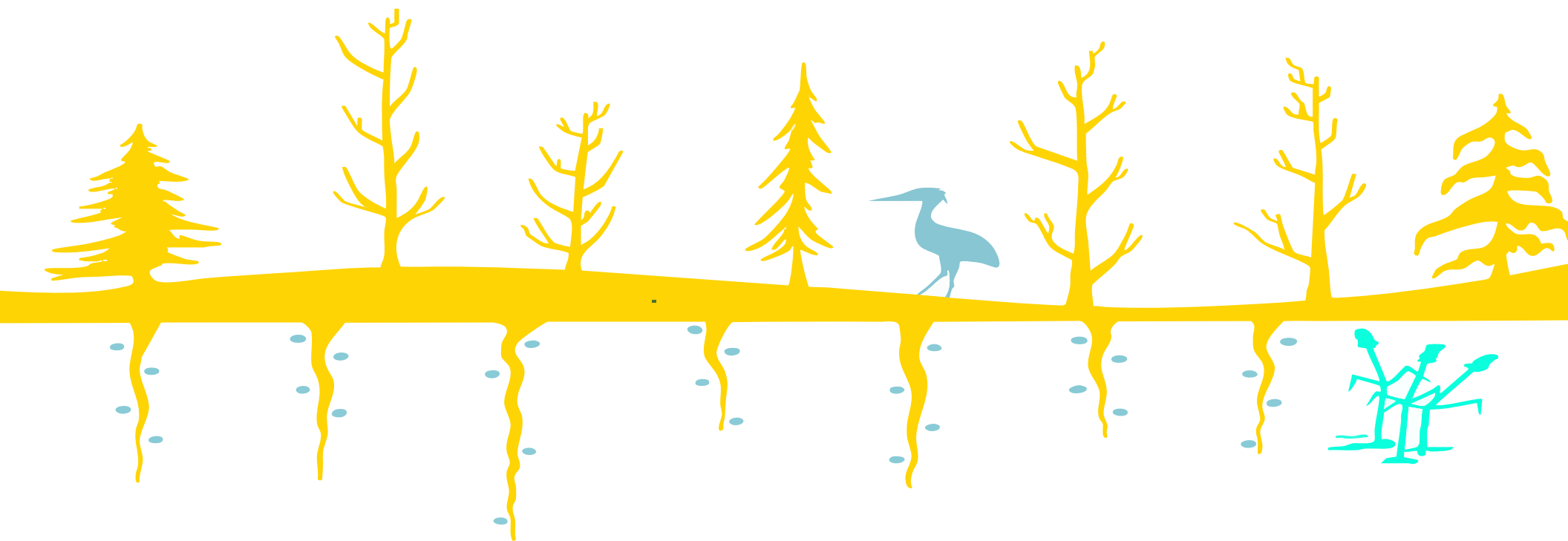


NOTES

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