

Operational Alignments - Example Ongoing Responses to the Calls for Justice

Administration has compiled a list of some of the current and future activities that support the City's response to the Calls for Justice. These activities have been grouped into three themes to tailor our corporate approach to one that is locally centered and culturally responsive: 1) Awareness; 2) Addressing; and 3) Resurgence.

		City-Supported Activities	
Focus Area	Calls for Justice (not a comprehensive list)	Short Term (2021-2023)	Medium and Long Term (2023-Beyond)
Human and Indigenous Rights and Governmental Obligations	1.2 Implement and fully comply with all relevant rights instruments (like The United Nations Declaration on the Rights of Indigenous Peoples and the United Nations Convention on the Rights of the Child).	ADDRESSING & RESURGENCE Development and implementation of the City of Edmonton Indigenous Framework (approved February 2021) calls for the City to use the Truth and Reconciliation Commission of Canada Calls for Action, National Inquiry into Missing and Murdered Indigenous Women and Girls Calls for Justice, and The United Nations Declaration on the Rights of Indigenous Peoples as a foundation to inform our work.	ADDRESSING & RESURGENCE • Implement the Indigenous Framework commitments. • Develop and implement a National Inquiry into Missing and Murdered Indigenous Women and Girls Calls for Justice response • Develop and implement a Truth and Reconciliation Commission of Canada Calls for Action response plan • Adopt and comply with the principles of the United Nations Declaration on the Rights of Indigenous Peoples
Human and Indigenous Rights and Governmental Obligations	1.3 Pursue the measures required to eliminate the social, economic, cultural, and political marginalization of Indigenous women, girls	ADDRESSING Implementation of GBA+ for the City of Edmonton in council reports.	ADDRESSING Deepen understanding of and implementation of culturally appropriate GBA+ practices and an Indigenous lens when developing

	and 2SLGBTQQIA people when developing budgets and determining priorities.		reports, budgets, and project/program evaluation.
Human and Indigenous Rights and Governmental Obligations	1.6 Eliminate jurisdictional gaps that result in the denial of services, or improperly regulated and delivered services, that address the marginalization of, and violence against, Indigenous women, girls and 2SLGBTQQIA people.	ADDRESSING City of Edmonton works with governmental and institutional partners such as Edmonton Police Service, Government of Canada, Government of Alberta, and Indigenous non-profit partners to address many issues related to violence, poverty, homelessness and housing, as well as mental health and addictions.	ADDRESSING Analyze where there are gaps in service that may impact Indigenous women, girls, and 2SLGBTQQIA people and find opportunities to work across jurisdictions towards beneficial outcomes. Consider applying the service first approach of Jordan's Principle.
Self Determination and Self Governance	1.4 We call upon all governments, and in particular Indigenous governments and Indigenous representative organizations, to take urgent and special measures to ensure that Indigenous women, girls, and 2SLGBTQQIA people are represented in governance and that their political rights are respected and upheld. We call upon all governments to equitably support and promote the role of Indigenous women, girls, and 2SLGBTQQIA people in governance and	RESURGENCE The City works with Indigenous Elders/Matriarchs, women, girls and 2SLGBTQQIA to identify opportunities that help reclaim traditional roles or to share their individual and unique strengths • Indigenous ward naming, Oliver Community League renaming, and Government Centre LRT station renaming and others • Establishment and support for the Indigenous Framework Circle of Elders and Knowledge Keepers	RESURGENCE • Continue to work with and support Indigenous Elders/Matriarchs, women, girls and 2SLGBTQQIA people, including the Indigenous Framework Circle of Elders • Develop, support, and fund leadership, mentorship, and professional growth programming for Indigenous women, girls, and 2SLGBTQQIA people • Support and fund intergenerational learning opportunities

	leadership. These efforts must include the development of policies and procedures to protect Indigenous women, girls, and 2SLGBTQQIA people against sexism, homophobia, transphobia, and racism within political life.		
Calls for All Canadians	15.2 Decolonize by learning the true history of Canada and Indigenous history in your local area. Learn about and celebrate Indigenous Peoples' history, cultures, pride, and diversity, acknowledging the land you live on and its importance to local Indigenous communities, both historically and today	AWARENESS Support, funding, and attendance at Indigenous Peoples History Month, Ben Calf Robe Pow Wow, Edmonton Indigenous Peoples Festival, National Day for Truth and Reconciliation, Red Dress Day, and Walk a Mile in a Ribbon Skirt. Indigenous Framework - Hosting panel discussions, lunch and learn sessions, and developing toolkits for city staff to learn more about Indigenous histories and cultures. Indigenous Awareness Training	AWARENESS Continued support for Indigenous Peoples History Month, Edmonton Indigenous Peoples Festival, National Day for Truth and Reconciliation, and enhance support for Red Dress Day and Walk a Mile in a Ribbon Skirt. Continued support for Indigenous Framework Corporate Action Plan and Departmental Indigenous Framework Action Plans to provide education and awareness for City staff.
Calls for All Canadians	15.7 Create time and space for relationships based on respect as human beings, supporting and embracing differences with kindness, love, and respect. Learn about	RESURGENCE Indigenous Framework - Indigenous Knowledge Transfer about wahigicicobi / wâhkôhtowin - Kinship Relationships Indigenous Elders and Knowledge Keepers invited to share in City meetings, gatherings, speaker	RESURGENCE Indigenous Framework Corporate Action Plan and Departmental Indigenous Framework Action Plans Including development of:

	Indigenous principles of relationship specific to those Nations or communities in your local area and work, and put them into practice in all of your relationships with Indigenous Peoples.	panels/discussions, presentations, toolkit activities, and video series, corporate community of practice to educate staff about Indigenous principles of relationship (kinship) and put them into practice in living out the 4 Roles: Advocate, Connector, Partner and Listener. Indigenous Framework corporate and departmental action plans, including: • An Indigenous guiding concept (wahigicobi and wahkohtowin) for the City of Edmonton's service to, and relationship with, Indigenous Peoples on this land and all living beings • The City plays a Connector role to help facilitate this knowledge transfer and hosts community gatherings and check-ins • Review and update existing City of Edmonton training (GBA+, Respectful Workplace, etc) with content from an Indigenous lens. • Complete GBA+ with specific Indigenous lens on recruitment and development programs. • Develop respectful learning opportunities on how to work with Indigenous people and protocols. • Support the sharing of stories and use of Indigenous practices through the Corporate Community of Practice.	• wahigicobi / wâhkôhtowin - Kinship Relationships • "Land learning" opportunities. Land learning is defined as using a relationship and environmentally focused approach to help reinforce learning concepts. This may include experiential land-based activities, environmentally-focused content, or other content related to physical space and connection. • Indigenous Elders and Knowledge Keepers invited to share in City meetings, gatherings, speaker panels/discussions, presentations, toolkit activities, and video series to educate staff about Indigenous principles of relationship (kinship) • Indigenous Framework - Indigenous Knowledge Transfer
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		• Begin learning about Indigenous ways of thinking and being (two-eyed seeing) and explore how it might be applied to future decision-making	
Human and Indigenous Rights and Governmental Obligations; Human Security	1.5 Take all necessary measures to prevent, investigate, punish, and compensate for violence against Indigenous women, girls and 2SLGBTQIA people.	ADDRESSING Edmonton: Safe City • Edmonton Transit Service - transit safety & security project ◦ Responding to Sexual Violence training for city service providers ◦ ETS recruitment campaign GBA+ - transit management & operators ◦ Transit Watch service • Trauma-informed approach to sexual violence prosecutions • Bystander social marketing campaign • Indigenous-led justice response model research • GBA+ analysis to planning of new infrastructure and parks - Safety Audits of Infrastructure from an Indigenous Lens • SafeCityYEG is a web-based mapping tool • City social workers and Edmonton Police Services work in partnership to address issues of community safety, and to	ADDRESSING Address underfunding of Indigenous organizations and inequities in funding distribution • Support the delivery of programs and services by Indigenous organizations, including at the grassroots level Safety training for women, girls, two spirit and gender diverse peoples: • Self-defense training • Smartphone location tracking app safety training • Lateral violence Indigenous-led shelters and second stage / transition housing • Capital and core funding for Indigenous organizations to lead the development and delivery of infrastructure spaces and housing projects, shelters and safe houses that provide culturally safe wrap-around programs and services. • Spaces for Indigenous women, girls, two spirit peoples to gather for ceremonies
	1.9 We call upon all governments to develop laws, policies, and public education campaigns to challenge the acceptance and normalization of violence.		
	4.7 We call upon all governments to support the establishment and long-term sustainable funding of Indigenous-led low-barrier shelters, safe spaces, transition homes, second-stage housing, and services for Indigenous women, girls, and 2SLGBTQIA people who are homeless, near		

	homeless, dealing with food insecurity, or in poverty, and who are fleeing violence or have been subjected to sexualized violence and exploitation. All governments must ensure that shelters, transitional housing, second-stage housing, and services are appropriate to cultural needs, and available wherever Indigenous women, girls, and 2SLGBTQQIA people reside.	address issues of high risk domestic violence cases ○ Neighbourhood Empowerment Teams (NET) ○ Domestic Abuse High Risk Team (DAHRT) ○ Community Outreach Transit Team (COTT) - Bent Arrow Traditional healing society new in town program ○ Body rub and adult entertainment support team - harm reduction and physical safety within licensed body rub centres; two municipal enforcement officers and a community safety liaison)	● Upgrades to emergency shelter standards include culturally appropriate services for Indigenous peoples and an anti-racist approach with a focus on lived experience of Indigenous women and 2SLGBTQQIA ● Examples include Treaty 8 Family Reunification Centre, MNA Community Hub Implement the recommendations of the Community Safety and Well-being Task Force Implement the Anti-racism Strategy
	1.8 Specific and long-term funding to create and deliver prevention programs, education, and awareness campaigns designed for Indigenous communities and families related to violence prevention and combating lateral violence.	Funding/resources for Indigenous-led programs and services to address all forms of gender- and race-based violence ● Stabilize and support for harm reduction and transitions through STREET (formerly SNUG) and Indigenous Victims of Homicide work	
Culture	2.3 Ensure that all Indigenous women, girls and 2SLGBTQQIA people are provided with access to their cultures and languages in order to	● Family and Community Support Services Program funding needed to support Indigenous programming, life skills, healthy relationships, mental health,	

	restore, reclaim and revitalize their cultures and identities.	and mentorship for young Indigenous women and 2SLGBTQQIA	
Health and Wellness	3.1 We call upon all governments to ensure that the rights to health and wellness of Indigenous Peoples, and specifically of Indigenous women, girls, and 2SLGBTQQIA people, are recognized and protected on an equitable basis.	Since 2017, the City of Edmonton has funded the Indigenous Artist Market Collective project. Over a 5-year period, the collective has grown from three founding Indigenous artists members to 75 artists.	
	3.4 We call upon all governments to ensure that all Indigenous communities receive immediate and necessary resources, including funding and support, for the establishment of sustainable, permanent, no-barrier, preventative, accessible, holistic, wraparound services, including mobile trauma and addictions recovery teams. We further direct that trauma and addictions treatment programs be paired with other essential services such as mental health services and sexual exploitation and	Funding/resources for Indigenous-led housing; development of the Indigenous Housing Strategy - Aim to prioritize and/or incentivize the development of Indigenous-led affordable housing projects in Edmonton - Support for housing projects led by Niginan Housing Ventures and Treaty 8 First Nations of Alberta, Paul First Nation, Metis Nation of Alberta, and other Communities, organizations, and Nations.	

	trafficking services as they relate to each individual case of First Nations, Inuit, and Métis women, girls, and 2SLGBTQIA people.		
Human Security	4.1 Uphold the social and economic rights of Indigenous women, girls and 2SLGBTQIA people by ensuring that Indigenous peoples have services and infrastructure that meet their social and economic needs. All governments must immediately ensure that Indigenous peoples have access to safe housing, clean drinking water and adequate food.	ADDRESSING Development of an Indigenous Housing Strategy for the City of Edmonton Development of an Indigenous-led shelter	ADDRESSING Implementation of an Indigenous Housing Strategy for the City of Edmonton Development and implementation of an Indigenous-led shelter
Human Security	4.3 Support programs and services for Indigenous women, girls and 2SLGBTQIA people in the sex industry to promote their safety and security.	ADDRESSING Continue City support for • STREET - Creating Hope Society • Community Outreach Transit Team • Body Rub and Adult Entertainment Support Team • Neighbourhood empowerment team - City of Edmonton	ADDRESSING Stabilize Core funding for: • STREET Program, Inner City Victims of Homicide group for families that have lost loved ones - Creating Hope Society • SACE - Wîwîp'son Healing - Sexual Trauma Circle • IAAW - Building Our Bundle program, Healthy Relationships, and Justice Systems Navigator

			to help Indigenous women navigate the justice system. • Other programs as they are identified
Human Security	4.2 We call upon all governments to recognize Indigenous Peoples' right to self-determination in the pursuit of economic social development. All governments must support and resource economic and social progress and development on an equitable basis, as these measures are required to uphold the human dignity, life, liberty, and security of Indigenous women, girls, and 2SLGBTQQIA people. All governments must support and resource community-based supports and solutions designed to improve social and economic security, led by Indigenous women, girls, and 2SLGBTQQIA people. This support must come with long-term, sustainable funding designed to meet the needs and objectives as	ADDRESSING • Indigenous Procurement Strategy Framework development • Urban Reserve Strategy - Approved by City Council in June 2021 • Fund/resource financial empowerment and literacy programs and initiatives ◦ EMPOWERU • Funding for the Indigenous Artist Market Collective • Create an awareness campaign for Edmonton Indigenous Employees Resource Network - continue and enhance work already underway • Create and develop an employee support process that connects Indigenous employees to elders in their community as requested • Create a list of Indigenous community based health and wellness resources • Understand and articulate the Indigenous employee experience. • Promote employment opportunities with the City by	ADDRESSING Education and Training • Work with other orders of government and Indigenous organizations to offer mentorship and work experience for Indigenous women, girls, and 2SLGBTQQIA • Create resources to support career conversations and succession planning for Indigenous staff (supplement to existing Enabling Conversations tools and resources) • Support People Leaders in having conversations with Indigenous employees during recruitment/onboarding/development/engagement through tools and resources that create meaningful conversations • Review onboarding process and practices to include Indigenous information and Indigenous lens • Host Indigenous community networking event(s) - Internal staff. Speaker and networking event with Indigenous theme/topic. • Enhance Indigenous Internship Program. Develop formalized

	defined by Indigenous Peoples and communities. 4.4 We call upon all governments to provide supports and resources for educational, training, and employment opportunities for all Indigenous women, girls, and 2SLGBTQQIA people. These programs must be available within all Indigenous communities.	working with area educational institutions and through Indigenous specific publications • Participate in external groups/communities of practice to share/learn about human resources programs and services for Indigenous peoples (eg. training, recruitment, discrimination, retention) • Develop a targeted communication plan for Indigenous employees to promote existing health and wellness resources • Review, update, and refresh existing Indigenous resources webpage • Design tools/strategies to gather feedback from Indigenous employees on their experience (journey mapping, custom survey, collect stories, etc) • Review the hiring practices and employment requirements, identify barriers that may restrict Indigenous interest, recruitment, or retention; and develop solutions • Create Indigenous specific practices for labour relations to use during times of difficulty and when looking to improve the work environment • Review current workplace restoration practices and	letter of understanding with unions to support programs and increase participation • Create resources for People Leaders to better understand Indigenous recruitment and value of Indigenous employees • Create an internal development rotation program for Indigenous employees • Develop/enhance mentorship program for Indigenous employees (collaborate with Talent Outreach program and explore expansion) • Enhance and support a career coaching program (or enhance existing services) including an Indigenous focus • Develop and create an Indigenous leadership circle • Design alternative consultation process to include Indigenous lens and training • Create and enhance metrics on Indigenous hires and their journey throughout the organization
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		enhance education with tools/resources that come from the Indigenous community	
Culture	2.1 Acknowledge, recognize, and protect the rights of Indigenous Peoples to their cultures and languages as constitutionally protected inherent rights.	RESURGENCE The City of Edmonton's Indigenous Framework, the Accord and Declaration, established memorandums of understanding, and efforts in consultation and engagement with Indigenous communities, will help guide the City through the process of acknowledgment, recognition, and protection of Indigenous cultures, languages, ceremonies, and rights.	RESURGENCE Plans • Implement the Indigenous Framework commitments • Implement actions to address the Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA Calls for Justice • Develop and implement a response plan to the TRC Calls to Action • Adopt and implement the principles of The United Nations Declaration on the Rights of Indigenous Peoples
Culture	2.2 Recognize Indigenous languages as official languages, with the same status, recognition, and protection provided to French and English.	Current Indigenous Knowledge Committees: • Indigenous Ward naming, Oliver Community League renaming, and Government Centre LRT station renaming and others • Indigenous Framework Circle of Elders, Knowledge Keepers and Matriarchs	
Culture	2.3 Ensure that all Indigenous women, girls and 2SLGBTQQIA people are provided with access to their cultures and languages in order to restore, reclaim and revitalize their cultures and identities.		Language • Fund and support Indigenous language programs in Edmonton • Fund and support Indigenous naming practices for City facilities, roads, parks, and other infrastructure • Work with partners and Elders to ensure that Indigenous women, girls, and 2SLGBTQQIA have access to language learning and naming practices
Culture	2.4 Provide the resources required to preserve knowledge by digitizing interviews with Knowledge Keepers and language speakers. Support community-led Indigenous language and	Currently funding Indigenous arts and culture through the Indigenous Artist in Residence program and the Indigenous Art Market Collective. The Anti-racism Advisory Committee and the City of Edmonton are currently bringing forward an Anti-racism Strategy.	

	cultural programs through permanent, no-barrier funding and resources.		Capital Funding/resources for Indigenous cultural centres/spaces such as:
Culture	2.5 Create a permanent fund supporting Indigenous-led initiatives for Indigenous individuals, families, and communities to access cultural knowledge.		• Kihciy Askiy • Indigenous Culture and Wellness Centre • Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA Alberta Avenue Park • Kinsmen park space for ceremony and land-based experiential learning for Indigenous gender and sexuality-diverse youth • Esquao Resilience Centre
Culture	2.6 Develop and implement an Anti-Racism and Anti-Sexism National Action Plan to end racist and sexualized stereotypes of Indigenous women, girls and 2SLGBTQQIA people.		Identify and support opportunities to share positive stories and storytelling about and by Indigenous peoples.
Culture	2.7 Fund Indigenous-led initiatives to improve the representation of Indigenous Peoples in media and pop culture.		
Culture	2.6 We call upon all governments to educate their citizens about, and to confront and eliminate, racism, sexism, homophobia, and transphobia. To accomplish this, the	AWARENESS • Diversity and Inclusion training programs for City employees • Anti-racism Strategy and The Art of Inclusion: Our Diversity and Inclusion Framework - training videos, inclusion	AWARENESS A training strategy to be developed to address Trauma Informed Training and Mandatory Indigenous awareness training specifically on topic and realities of Indigenous women, girls and 2SLGBTQQIA to include:

	federal government, in partnership with Indigenous Peoples and provincial and territorial governments, must develop and implement an Anti-Racism and Anti Sexism National Action Plan to end racist and sexualized stereotypes of Indigenous women, girls, and 2SLGBTQQIA people. The plan must target the general public as well as public services.	moments, webinars, guides, events, information sessions, workshops, courses, etc. ○ Inclusion moments guide ○ Contributing to our respectful and inclusive workplace ○ Diversity and Ourselves ○ Foundations of Diversity and Inclusion ○ Inclusive Language Workshop ○ Introduction to Anti-Racism Public Education / Awareness Campaigns ● Profile, participate, and support local grassroots awareness and education efforts by Indigenous organizations and groups such as (events - marches, convoys, walks, vigils, installations in public spaces and parks): ○ Moose Hide Campaign Day ○ Red Dress Day march ○ Sisters in Spirit Day vigils ○ Women's Memorial Walk ○ Walk a Mile in a Ribbon Skirt ○ Okisikow (Angel) Way annual walk	● Mayor and Council ● All levels of City Administration (leaders, management, service providers) ● Any recipient of a City issued permit and license for the development, construction and use of all commercial, industrial, institutional or residential properties and buildings (e.g. taxi drivers, landlords, etc) ● Support alignments with the Anti-racism Strategy Indigenous Framework suite of educational opportunities ● lunch and learns/speakers panels, toolkits, videos, etc. ● Review Hiring Manager Certification to include outreach recruitment and unconscious bias training ● Create list/learning calendar for learning opportunities (ongoing internal City curriculum- once developed) ● Develop a workshop on working with an Indigenous Worldview (collaboration and consultation styles). Opportunities identified through the National Inquiry and community conversations: ● GBA+ – develop an Indigenous specific gender based analysis toolkit to challenge biases on
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		○ Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA public spaces, parks and community gardens, art, projects ○ National Day for Truth and Reconciliation ● Edmonton Safe City - Bystander social marketing campaign ○ Educational materials on how to respond to acts of violence and racism in City and public spaces with a focus on the lived experiences of Indigenous women, girls, 2SLGBTQIA	the impact of process, policy and programming on Indigenous women, girls, two-spirited, and gender diverse people Disaggregated Data Collection ● Work with partners and stakeholders (inclusive of other orders of government) to identify opportunities to initiate, develop and utilize disaggregated data collection. The City does not currently have the tools or capacity to collect data as it relates to the unique and distinct needs of Indigenous communities in Edmonton Explore the opportunity for an Indigenous Ombudsperson or Advocate with stakeholders and partners: ● To investigate and support Indigenous peoples who experience racism and discrimination in Edmonton
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