



# **City of Cornwall**

***Truth and Reconciliation Action Plan***

***Tsi Nenkaié:ren ne Orihwí:io  
Aonsonterihwaserón:ni***

## **Publishing Information**

**Prepared By:** Trevethan, S. & McLeod, H. (Orbis Risk Consulting)

**Research and Engagement Collaborators:** Ainslee Kent and Nancy Steele (Orbis Risk Consulting)

**City of Cornwall Administration Leads:** Wells, K. & Meghji, F. (City of Cornwall)

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For more information on the Indian Residential Schools Truth and Reconciliation Commission of Canada, visit the [\*National Centre for Truth and Reconciliation\*](#), University of Manitoba.

## Ohén:ton Karihwatéhkwen

**Awé:konéskatánonteiéntitewahwa'nón:nine onkwa'nikikòn'raethinonkwarátonne..."**

Onkweshón:'a  
lonkhi'nisténha Ohwéntsia  
Ohneka'shón:'a  
Kentsion'shon:'a  
Ohonte'shón:'a  
Kahihshón:'a  
Ononhkwa'shón:'a  
Kaienthóshera  
Kontírio  
Okwire'shón:'a  
Otsi'ten'okón:'a  
Kaié:riNikawerá:ke  
lonkhihsothokon:'aRatiwe:ras  
Shonkwahtsí:'a KiohkehnékhaKaráhkwa  
lonkhisóthaAhsonthenhnékhaKaráhkwa  
lotsistohkwarónnion  
Kaié:riNiionkwé:take  
Shonkwaia'tíson

*The Haudenosaunee begin and end each meeting or gathering with the Ohenten Kariwatekwen, or Thanksgiving Address. By doing so, is taking time to thank all relatives, acknowledge and express gratitude for the contributions of all elements of creation.*

*By giving thanks for the abundance and beauty that surrounds us, we hope to cultivate a deeper connection to the world and strive to live in harmony with nature.*

*This was taken from a presentation to the City of Cornwall by Phillip White-Cree, Spring 2025*

## Words Before All Else

**All as one, we will combine our mind and we will greet the...**

People  
Mother Earth  
Water  
Fish  
Plants  
Fruits  
Medicine Plants  
Food Plants  
Animals  
Trees  
Birds  
Four Winds  
Grandfather Thunders  
Elder Brother the Sun  
Grandmother Moon  
Stars  
Four Messengers  
He Who Created You

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## Dedication

*The Cornwall Truth and Reconciliation Action Plan is dedicated to Haudenosaunee peoples and Mohawks of Akwesasne who have resided on these lands and endured colonial efforts to force assimilation and cultural genocide. The City of Cornwall pays tribute to the survivors and descendants affected by social injustices and cultural atrocities such as the Indian residential and day school systems, the Sixties and Millennial Scoops, Indian hospitals, displacement, land dispossession, and the resulting intergenerational traumas.*

*We also wish to acknowledge the Mohawk and local Indigenous leaders and community members who have tirelessly worked for generations in this region - we aim to support their efforts in the spirit of reconciliation.*

*Further, we recognize and appreciate the ongoing efforts of Indigenous organizations that play a vital role in assisting Indigenous Peoples in Cornwall and the surrounding areas.*

*The Action Plan signifies the City of Cornwall's commitment to sharing the truths of local Indigenous peoples, communities, cultures, spiritualities, knowledge systems, legal systems, histories, modern-day realities, perspectives, and self-identified needs. This Action Plan serves as a roadmap for future actions in Cornwall, with a focus on justice and advancing towards harmonious relationships with all members of our community.*

## Land Acknowledgement

*City of Cornwall respectfully acknowledges that the land on which we gather and learn daily is the Traditional territory of the Haudenosaunee peoples and Mohawks of Akwesasne. Our communities have much to learn from the First People as the Voice of Creation.*

*We acknowledge our responsibility to the calls to action for Truth and Reconciliation, and strive to incorporate them into our community work, and commit to continue learning and unlearning to decolonize our minds and work. May we create sustainable partnerships and strong community for the future teachings and benefit of generations to come.*

## Guiding the Creation of the Cornwall Truth and Reconciliation Action Plan

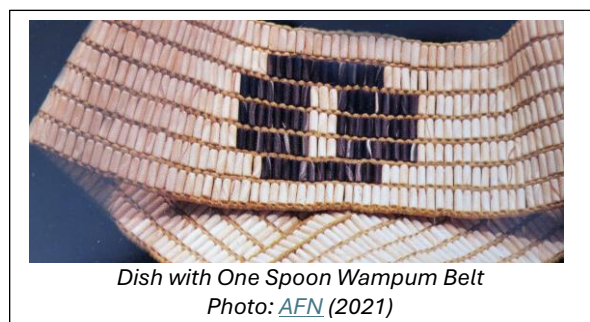
The Corporation of the City of Cornwall (the City) is taking action to respond to the Truth and Reconciliation Commission (TRC) [Calls to Action](#) (CTA) by developing this Truth and Reconciliation Action Plan (the “Action Plan”). The development of the Action Plan was guided by First Nations, Métis, and Inuit traditional teachings and ways of knowing, including the [Two Row Wampum Belt](#), the [Dish with One Spoon Wampum Belt](#), and the teachings of the seasons.

The principles of wampum agreements have long been used by Haudenosaunee Peoples to outline rights and responsibilities in a respectful and reciprocal way. These agreements emphasize the importance of respect, reciprocity, and collaboration in building harmonious relationships between people, communities and all relations. The [Two Row Wampum Belt](#) represents the relationship between the Haudenosaunee nations and European Settlers, with two parallel



lines of purple beads symbolizing the canoe carrying the Haudenosaunee Peoples, traditions, laws, and lifeways; and the ship carrying the traditions and laws of the European Settlers. The Two Row Wampum belt teaches us the value of mutual respect and self-governance for each nation, as they co-exist on shared lands and resources. The Two Row Wampum remains a guide for healing nation-to-nation relationships and navigating the complexities of Indigenous and non-Indigenous systems in today's society. Further, in the context of truth and reconciliation, the Haudenosaunee teachings of the Two-Row Wampum Belt emphasize the importance of maintaining healthy and respectful relationships with all beings, including other human beings, animals, plants, and the Earth itself. This involves treating others with kindness, compassion, and understanding, and recognizing the interconnectedness of all living things.<sup>1</sup>

The [Dish with One Spoon Wampum Belt](#) was an initial agreement between the Anishinaabe and the Haudenosaunee people, predating European contact. The purple beads in the middle represent a dish, which symbolizes mother nature and the abundance that comes from her. The white square in the middle represents the beaver tail and symbolizes eating from the dish with one spoon. The Dish with One Spoon Wampum promotes sharing and responsibility, eating from



<sup>1</sup> Bonaparte, D. (2005). *The two row wampum belt: An Akwesasne tradition of the vessel and canoe*. The People's Voice. Retrieved from: <https://www.wampumchronicles.com>; Fox, K. (2025). Haudenosaunee *Thanksgiving Address & A Dish with one Spoon*. Retrieved from: <https://www.bing.com/videos/riverview/relatedvideo?q=tal+talk+mohawk+thanksgiving+address&mid=C82B3D8EAD494A208649C82B3D8EAD494A208649&&FORM=VRDGR>; MCA (2015). *Akwesasne: A cultural portrait*. Retrieved from: <http://www.akwesasne.ca/history-resources/a-cultural-portrait/>.

one dish and taking only what is needed, leaving for others today and for the next generation. It also emphasizes the need to protect mother nature and the environment by keeping the dish clean, for today and for the generations to follow. Existing for centuries, this agreement emphasizes taking care of the land and environment while building equitable relationships across communities.<sup>2</sup>

The Haudenosaunee have a deep respect for the natural world and the changing seasons. This approach connected the action plan to the stages of growth, change, and renewal represented by each season. The teachings, unique to First Nations, Inuit, and Métis peoples, include spring for renewal and planting, summer for growing and sharing, fall for harvesting and giving thanks, and winter for rest and reflection. It is taught that people are accountable to themselves, their relations, families, community, and all living things, recognizing the interconnectedness of all.

Each season has its own teachings and lessons to offer, and by observing and learning from the natural world, we can live in harmony with it.<sup>3</sup>

### Spring – Renewal and Planting

*As a part of the teachings, spring represents new beginnings and growth. The Haudenosaunee celebrate the renewal of life and the awakening of the earth. This is a time for planting, including the Three Sisters (corn, beans, squash) as well as for honouring the balance and harmony of the natural world. We are reminded of the Wahta (Maple Tree Ceremony) which is held at the start of the maple/sap season (early spring), and the Ka:nen (Seed Ceremony) that is held at the start of the planting season.*

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### Connecting to the Creation of the Action Plan

In the context of developing the action plan, this was the time spent preparing and planning for the development of the project, such as brainstorming ideas on approaches, setting goals, and laying the foundation for the work ahead. The team:

- Reached out to the MCA to discuss the City's plans to develop a Truth and Reconciliation Action Plan. As reflected in the Two Row Wampum Belt teachings, this was important because Cornwall shares its southern border with Akwesasne, and their histories have been intertwined for centuries.

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<sup>2</sup> *Ibid.*

<sup>3</sup> MCA (2015). *Akwesasne: A cultural portrait*. Retrieved from: <http://www.akwesasne.ca/history-resources/a-cultural-portrait/>.

## Summer – Growing and Sharing

Moving into the summer season, there is a sense of abundance and growth. It is a time when the earth is in full bloom, and also a time to connect with community, family, loved ones, and to give thanks for the blessing of the seasons. We are reminded of Ken'niiohontésha (Strawberry Ceremony) that is held when the first strawberry bud blooms, Skanekwenhtará:ne (Raspberry Ceremony), Orhóntseri (Green Bean Ceremony) and Okahseró:ta (Green Corn Ceremony).

### Connecting to the Creation of the

In the context of the action plan, this time represents engagement with the communities in Cornwall and Akwesasne. To provide opportunities for all to share their knowledge, insight, and ideas to help create a plan that is connected to the abundance of knowledge and expertise of community, the team created a space for dialogue. A multi-faceted approach was developed to gather information, including a document review, interviews, focus groups, two public sessions (one in Cornwall and one in Akwesasne), and a public opinion survey. This included engaging, listening, and understanding from:

- The Mohawks of Akwesasne, including the MCA Grand Chief and District Chiefs, MCA departments, and community members
- First Nations, Inuit, and Métis people living in and surrounding the City of Cornwall
- Indigenous-led organizations in Cornwall and Akwesasne
- Indigenous employees of the City of Cornwall
- Members of City Council
- Employees within the Cornwall Public Service
- External interest holders
- Citizens of Cornwall

Almost 260 individuals provided input in the initial phase of engagement.



*Akwesasne Community Engagement  
Photo: Katherine Wells, City of Cornwall*

### **Fall – Harvesting and Giving Thanks**

The fall season is a time for harvesting, such as the Three Sisters in the gardens, assessing what has been accomplished and adjusting as needed. It is the time to give thanks for the bountiful harvest and prepare for the coming winter. This is a time for reflection, gratitude, and honouring the cycle of life and death. We are reminded of Kaientho'kwen Enhontekhwaro:roke (Harvest Ceremony) which is held on the first day of harvest.

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#### **Connecting to the Creation of the Action Plan**

In the context of the action plan, this was the time to gather what was heard, develop the plan, validate what was learned, identify areas for improvement, and make any necessary changes to the plan. The team:

- Pulled together to learn from what was shared through documents and engagement sessions
- Prepared the draft action plan and summary report
- Went back to community to ensure we adequately captured what was heard

### **Winter – Rest and Reflection**

Winter is a time of rest and reflection, when the earth lies dormant, and the people gather around the fire to share stories, wisdom, and teachings. It is a time for introspection and spiritual renewal, as well as a time to prepare for the challenges of the coming year. We are reminded of Ontkenhnhokten (End of Seasons Ceremony) when the year comes to an end and will start again soon.

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#### **Connecting to the Creation of the Action Plan**

In the context of the action plan, this is the time taken to reflect on the Action Plan and gather together, sharing what has been learned, and prepare for the next cycle of growth and change: Implementation of the City of Cornwall's Truth and Reconciliation Action Plan. The City:

- Reflected on the action plan
- Held community sessions to present the Action Plan and discuss next steps
- Implemented the Action Plan

By following the principles of equity, mutual respect, healthy relationships, and the interconnectedness of all things represented by the Two-Row Wampum Belt and the Dish With One Spoon Wampum Belt agreements, as well as the seasonal teachings, the City of Cornwall strives to create a more harmonious and balanced community where all beings can co-exist peacefully and thrive in a spirit of truth and reconciliation.

## **The City's Commitment to an Action Plan**

The Truth and Reconciliation Commission (TRC) released its [Final Report](#) in 2015, including 94 [Calls to Action](#) (CTA) on how governments of all levels, institutions, and residents of Canada can support the process of reconciliation. The CTA address a wide range of areas including child welfare, education, health, justice, language, and culture. These CTA are meant to address the ongoing impact of residential schools on survivors and their families and describe a path for systemic changes in public policy that are necessary for Indigenous and non-Indigenous Peoples to move forward together with a shared vision of reconciliation. Five of the CTA specifically refer to municipalities and eight refer to all levels of government (see Appendix A).



*TRC ceremony with Bentwood Box  
Photo by: M. Tansey*

The City has already undertaken some activities or initiatives that respond to the TRC CTA. These actions help demonstrate the City's commitment to addressing the historical injustices faced by Indigenous Peoples and communities and working towards meaningful reconciliation. In addition — although not directly actions by the City of Cornwall — other partners/interest holders in the region have also undertaken activities to address the CTA. Appendix B lists the initiatives underway.

The City of Cornwall's Truth and Reconciliation Action Plan is meant to map and guide the actions the City will take to advance truth and reconciliation with Indigenous Peoples and provide a concrete approach to put truth and reconciliation into practice in the work it does. The Action Plan envisions a City where:

- The City of Cornwall and the Mohawks of Akwesasne have a strong relationship and work in partnership;
- The Mohawks of Akwesasne and local First Nations, Inuit, and Métis Peoples worldviews, cultures, and ways of knowing and being hold a respected, celebrated, and distinctive place in Cornwall;
- Those who live, work, and visit Cornwall acknowledge and understand the history and current realities of Indigenous Peoples; and,
- Indigenous Peoples in Cornwall have multiple pathways to prosperity and wellness.

The City of Cornwall will dedicate time, space, and funds to create and maintain meaningful relationships with the Mohawks of Akwesasne, local First Nations, Inuit, and Métis leaders, community members, and organizations. These relationships will be rooted in early engagement, collaboration, co-development, and partnership. With these relationships as a base and ensuring transparency and accountability, the City will collaborate with Indigenous Peoples in Cornwall and surrounding areas to restore truth and contribute to a just future for Indigenous Peoples.

The City of Cornwall, its organizations and every resident has a role to play in implementing the actions over the next decade. The Action Plan takes a broad approach and anticipates regular monitoring, adapting, and refining as circumstances evolve. It is meant to be a living document that will continue to evolve to respond to changing needs in Cornwall. Updates on the Action Plan will be reported to City Council for adoption.

## The Truth and Reconciliation Action Plan

The City of Cornwall's Truth and Reconciliation Action Plan emphasizes the importance of acknowledging and addressing past injustices, as well as working towards healing and reconciliation. This involved listening to key interest holders and seeking to understand the root causes of conflict and harm, such as systemic racism and colonialism, as well as working together to find solutions that are just and equitable for all. This action plan includes initiatives and actions aimed at fostering understanding, empathy, and dialogue between Individuals and communities, as well as promoting cultural exchange and collaboration.

The Truth and Reconciliation Action Plan includes specific activities/initiatives to address TRC CTA. In identifying actions, the City followed the TRC's [guiding principles of truth and reconciliation](#). In addition, the Action Plan is also guided by:

- The principles of the [United Nations Declaration on the Rights of Indigenous Peoples \(UNDRIP\)](#);
- The [United Nations Sustainable Development Goals \(UN SDGs\)](#);
- The Calls for Justice from the [National Inquiry into Missing and Murdered Indigenous Women and Girls \(MMIWG\)](#); and,
- The City's [strategic priorities 2022-2026](#).

Furthermore, the City was guided by the following values:

<b>Accountability</b>	The City will be accountable to the self-identified needs of the Mohawks of Akwesasne and the First Nations, Inuit, and Métis of Cornwall, and will honour this commitment through effective and consistent communication, transparency, and demonstrated benefit for Indigenous communities.
<b>Decolonization</b>	Across all aspects of City work and throughout the actions contained in this plan, the City will work with Indigenous leaders, communities, and organizations to decolonize City processes and help revitalize Indigenous rights to self-determination, self-governance, land stewardship, and data sovereignty.
<b>Inclusivity</b>	The City will work with Akwesasne and the diverse Indigenous communities of Cornwall. The City will also be responsive to the needs of all members of Indigenous communities, including children, youth, Elders, and Two Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, and Asexual Plus (2SLGBTQQA+) people, and recognize that their voices must be involved in decision-making processes.
<b>Respect</b>	The City is committed to ensuring that its leadership, staff, activities, programs, and services respect Indigenous worldviews and perspectives in their development, implementation, and evaluation.
<b>Relationship Building</b>	The City is committed to actively building relationships through meaningful engagement, partnership, collaboration, and co-development with Indigenous communities and organizations.

<b>Truth</b>	Understanding the truth of Indigenous Peoples, their families, communities, and nations is fundamental. The City is committed to reflecting on its colonial structure, as well as instilling and demonstrating a fundamental respect for First Nations, Inuit, and Métis nationhood, culture, spirituality, and identity.
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The development of the Action Plan focused on which of the 94 CTA were actionable by the local government. In particular, the intent was to identify actions based on the following criteria:

- A primary focus on CTA directed at municipalities or “all levels of government”, although other CTAs were included if relevant;
- Actions that are feasible, and which the City could implement or advocate for implementation;
- Actions that can have the largest positive impact on Indigenous individuals and families in Cornwall and surrounding areas and,
- Actions that are appropriately aligned to existing City initiatives and policies.

**Notes on Categories:**

- *Role: lead (the City would take the lead role in implementation of the action); collaborate (the City would work in partnership with other key interest holders on the action); support (another interest holder would be responsible for this action but the City could provide support – i.e., financial, political, subject matter expertise, etc.); advocate (although the action is outside of the City’s jurisdiction, City officials could advocate with other interest holders for this action)*
- *Links: consists of how each CTA may share connections to either the National Inquiry on MMIWG and/or UNDRIP*
- *Timeframe: Immediate = start immediately; short-term = start within 1-3 years; medium-term = start within 4-7 years; long-term = start within 8+ years*
- *Lead: the lead City department [note: other departments may also be involved]; and key interest holders*
- *Estimated Cost: includes existing resources; as well as estimates for other costs*
- *Considerations: includes change management, education, other considerations*

#	CTA	Action	Role	Timeframe
<b>CHILD WELFARE (CTA 1-5)</b>				
3	We call upon <b>all levels of government</b> to fully implement Jordan’s Principle	With key interest holders, revise the CAS protocol/agreement so that City employees refer Indigenous children to the appropriate agency	Collaborate	Short Term
		Review all municipal services for children/youth to identify needs, gaps, and opportunities for new or enhanced culturally responsive and Indigenous-led programs and services for Indigenous children and families; and implement new and/or enhanced programs and services	Lead	Short Term
<b>EDUCATION (CTA 6-12)</b>				
7	We call upon the federal government to develop with Aboriginal groups a joint strategy to eliminate educational and employment	Develop a recruitment and retention strategy to increase the number of Indigenous City employees, including addressing any barriers to hiring	Lead	Short Term

#	CTA	Action	Role	Timeframe
	gaps between Aboriginal and non-Aboriginal Canadians			
10	We call on the federal government to draft new Aboriginal education legislation... incorporate the following principles: i. Developing culturally appropriate curricula ii. Protecting the right to Aboriginal languages, including teaching of Aboriginal languages as credit courses	Advocate for the introduction of curricula focusing on Mohawk language, culture, history, and traditions in Cornwall schools	Advocate	Medium Term
12	We call upon federal, provincial, territorial and Aboriginal governments to develop culturally appropriate early childhood education programs for Aboriginal families	Review and revise City of Cornwall funding mechanisms to ensure that early learning and childhood development programs for Indigenous families are culturally appropriate	Lead	Short Term
<b>CULTURE/LANGUAGE (CTA 13-17)</b>				
17	We call upon <b>all levels of government</b> to enable residential school survivors and their families to reclaim names changed by the residential school system by waiving administration costs for five years for the name-change process and revision of official identity documents, such as birth certificates, passports, driver's licenses, health cards, status cards and social insurance numbers	Review where any City program/service would require a fee for a name change and implement a process where that fee could be waived if it is for the purpose of reclaiming a family name	Lead	Short Term
Other		Support Indigenous artists (including youth) and arts and culture organizations by providing funding and space needed to enhance the visibility of Indigenous Peoples in Cornwall through arts and culture (e.g., bus shelters, City buildings, Cornwall arts & culture centre, creation of an herbal garden, arts hall of fame, etc.)	Lead & Advocate	Short Term
		Create a space for ongoing teachings that honour traditions, history, and knowledge of Indigenous Peoples at the Cornwall Arts & Cultural Centre to further educate and engage the public	Lead	Immediate

#	CTA	Action	Role	Timeframe
		Promote Cornwall as a vibrant, culturally rich Indigenous community (e.g., visible signage in Mohawk, rename streets and other City assets, art displays, cultural initiatives/events)	Collaborate	Medium Term
		Identify and translate key official City documents into Mohawk and other Indigenous languages as appropriate	Lead	Medium Term
		Establish a permanent presence for the Mohawks of Akwesasne flag at Cornwall City Hall	Lead	Short Term
		Advocate for the creation of a committee to discuss and pursue a mechanism and funding options to develop a Friendship Centre in Cornwall	Support; Advocate	Medium Term
<b>HEALTH (CTA 18-24)</b>				
23	We call upon <b>all levels of government</b> to:	Develop a section in the overall recruitment and retention strategy focusing on increasing the number of Indigenous City employees who deliver health care services	Lead	Medium Term
	i. Increase the number of Aboriginal professionals working in the health-care field.	Develop and provide cultural competency training for all City healthcare professionals	Collaborate	Short Term
	ii. Ensure the retention of Aboriginal health-care providers in Aboriginal communities.	Identify opportunities to combat anti-Indigenous racism in healthcare services	Collaborate	Medium Term
	iii. Provide cultural competency training for all healthcare professionals.			
Other		Examine the feasibility of hiring an Indigenous health navigator to help Indigenous Peoples who require long-term care	Lead	Medium Term
		Advocate for the provision of culturally appropriate and sufficient wraparound services for Indigenous People to remain housed, including but not limited to strong mental health and addictions support services	Advocate & Support	Long Term
<b>JUSTICE (CTA 25-42)</b>				
40	We call on <b>all levels of government</b> , in collaboration with Aboriginal people, to create adequately funded and accessible Aboriginal-specific victim programs and services with appropriate evaluation mechanisms	Advocate for the creation and expansion of victim services programs	Advocate	Long Term
Other		Advocate with the Cornwall Police Service to work with Indigenous organizations and communities to identify and address any concerns of	Advocate	Medium Term

#	CTA	Action	Role	Timeframe
		systemic racism within the Cornwall Police Service,		
		Provide a safe place for Indigenous City employees to meet and support each other and address racism and discrimination within the City through the development of recommendations of employee-driven initiatives	Lead	Short Term
<b>UNDRIP (CTA 43-44)</b>				
43	We call upon federal, provincial, territorial, and <b>municipal governments</b> to fully adopt and implement the UNDRIP as the framework for reconciliation	Conduct a comprehensive review of existing policies, programs, and services to identify areas where they may not align with the principles of the UNDRIP, develop an implementation strategy to address gaps, and make any necessary changes	Lead	Long Term
		Develop staff training on UNDRIP, including discussion on how they can implement in their roles	Lead	Short Terms
		Establish a formal consultation mechanism that will ensure Indigenous perspectives and priorities are incorporated into decision-making processes	Collaborate	Medium Term
		Identify options to provide support to Indigenous Peoples in navigating City services/programs (e.g., Indigenous liaison, Indigenous-specific online hub, etc.)	Lead	Medium Term
		Re-establish regional roundtable with MCA	Collaborate	Immediate
<b>ROYAL PROCLAMATION &amp; COVENANT OF RECONCILIATION (CTA 45-47)</b>				
45	We call upon the Government of Canada... iii. Renew or establish Treaty relationships based on principles of mutual recognition, mutual respect and shared responsibility for maintaining those relationships into the future	Build relationships with Akwesasne, local, and regional Indigenous organizations and leaders to open space for conversation on issues of mutual interest	Lead	Immediate & ongoing
47	We call upon the federal, provincial, territorial, and <b>municipal governments</b> to repudiate concepts used to justify European sovereignty over Indigenous peoples and lands, such as the Doctrine of Discovery and terra nullius and to reform those laws, government policies, and litigation strategies that	Review and revise recruitment policies/procedures/strategies to attract more qualified Indigenous employees (e.g., targeted hiring, change interview approach, etc.)	Lead	Medium Term
		Increase the representation and role of Indigenous Peoples on City boards, committees, and tribunals by reducing barriers in the appointment process, and actively recruiting Indigenous Peoples	Lead & Advocate	Medium Term

#	CTA	Action	Role	Timeframe
	continue to rely on such concepts	Conduct City-wide reconciliation audit to identify by-laws, policies, programs, and processes that create systemic barriers for Indigenous Peoples (including those that stem from colonial boundaries – e.g., Ontario, Quebec, USA)	Lead	Short Term
		Revise and/or co-develop new policies, programs, and processes to replace existing policies based on the reconciliation audit findings (e.g., procurement City Council by-laws, etc.)	Collaborate	Medium Term
		Ensure that compensation/honorariums for Elders/traditional knowledge holders remains at or above industry standards	Lead	Short Term
		Develop Indigenous cultural protocol for the City (e.g., smudging, ceremonies, gifts for Elders) and expand the use of Indigenous ceremonies, practices, and protocols into official City events and meetings	Lead	Short Term
		Review and revise the acknowledgement used by the City of Cornwall council and employees (including the use of personalized statements)	Lead	Immediate
Other		Advocate to the Government of Canada to address the issues identified with the current bridge crossing to Akwesasne (e.g., toll, customs)	Advocate	Short Term
<b>NATIONAL COUNCIL (CTA 53-56)</b>				
55	We call upon <b>all levels of government</b> to provide annual reports or any current data requested by the National Council for Reconciliation so that it can report on the progress towards reconciliation...	Provide annual report and/or data if requested by the <a href="#">National Council for Reconciliation</a>	Lead	Ongoing
<b>PROFESSIONAL DEVELOPMENT &amp; TRAINING FOR PUBLIC SERVANTS</b>				
57	We call upon federal, provincial, territorial, and <b>municipal governments</b> to provide education to public servants on the history of Aboriginal peoples, including on the history and legacy of residential schools, the UNDRIP, Treaties and Aboriginal rights, Indigenous	Create an Indigenous liaison position, responsible for monitoring and facilitating the implementation of the Truth and Reconciliation Action Plan, and developing and/or coordinating professional development sessions for public servants	Lead	Immediate
		Update internal training programs and tools/resources to regularly educate staff about the culture and history of	Lead	Medium Term

#	CTA	Action	Role	Timeframe
	law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.	Indigenous peoples in Canada (and Akwesasne specifically), colonization (including the residential school system), and its impact on relations between Indigenous and non-Indigenous people today (including mandatory training on trauma and intergenerational impacts of trauma, UNDRIP, MMIWG, etc.)		
<b>EDUCATION (CTA 62-65)</b>				
64	We call upon <b>all levels of government</b> that provide public funds to denominational schools to require such schools to provide an education on comparative religious studies, which must include segment on Aboriginal spiritual beliefs and practices developed in collaboration with Aboriginal Elders	Advocate for the inclusion education on Indigenous spiritual beliefs and practices in K-12 and post-secondary institutions	Advocate	Medium Term
Other		Review and identify ways to enhance awareness and education to further engage residents of Cornwall and the surrounding areas in learning about the history and impact of colonialization (including residential schools) on Indigenous Peoples, and to promote understanding and reconciliation (e.g., hosting community events, workshops, and discussions)	Lead	Short Term
<b>YOUTH PROGRAMS (CTA 66)</b>				
66	We call upon the federal government to establish multi-year funding for community-based youth organizations to deliver programs on reconciliation and establish a national network to share information and best practices	Raise awareness and encourage conversations with youth about reconciliation	Collaborate	Short Term
		Advocate youth-service agencies to explore the possibilities of incorporating Indigenous cultural content into the design and delivery of youth programs (e.g., use of Elders, Indigenous content)	Advocate & Support	Long Term
<b>MUSEUMS &amp; ARCHIVES (CTA 67-70)</b>				
69	We call upon Library and Archives Canada to: iii. Commit more resources to its public education materials and programming on residential schools	Host speaker events and sharing circles, and promote literature at the Cornwall Library that will increase awareness about the history and legacy of colonization (including residential schools)	Lead	Medium Term
<b>MISSING CHILDREN &amp; BURIAL INFO (CTA 71-76)</b>				
75	We call upon the federal government to work with	If the need arises, work with the federal government to develop and	Collaborate	If Required

#	CTA	Action	Role	Timeframe
	provincial, territorial, and <b>municipal governments</b> ... to develop and implement strategies and procedures for the ongoing identification, documentation, maintenance, commemoration and protection of residential school cemeteries or other sites at which residential school children were buried	implement strategies and procedures to identify, document, maintain, commemorate, and protect residential schools cemeteries/other sites in the Cornwall area where residential school children were buried		
<b>NCTR (CTA 77-78)</b>				
77	We call upon provincial, territorial, <b>municipal</b> , and community archives to work collaboratively with the NCTR to identify and collect copies of all records relevant to the history and legacy of the residential school system, and to provide these to the NCTR	Conduct a search of City historical corporate and cemetery records to identify and deliver any relevant documentation to the NCTR	Lead	Long Term
<b>COMMEMORATION (CTA 79-83)</b>				
82	[PT] In collaboration with survivors and stakeholder organizations, install publicly accessible and visible monuments to honour survivors and all the children who were lost to their families and communities	Expand current commemoration practices to recognize and honour days of significance for Indigenous Peoples in (e.g., Orange Shirt Day, Red Dress Day, local monuments/plaques, etc.)	Lead & Collaborate	Short Term & Ongoing
<b>MEDIA (CTA 84-86)</b>				
	Other	Inform local media outlets about truth and reconciliation initiatives/activities the City is involved in to raise awareness	Lead	Ongoing
<b>SPORTS (CTA 87-91)</b>				
87	We call upon <b>all levels of government</b> , in collaboration with Aboriginal peoples, sports halls of fame and other relevant organizations, to provide public education that tells the national story of Aboriginal athletes in history	Increase awareness of the history of Indigenous athletes and the origin of lacrosse in the Cornwall area	Collaborate	Long Term
		Review and update the City of Cornwall's Sports Hall of Fame at the Civic Complex in order to highlight the contribution of Indigenous athletes	Lead	Medium Term
88	We call upon all levels of government to take action to ensure long-term Aboriginal athlete development and growth and continued support for the North American Indigenous Games, including funding to host the games and for provincial and	Review City sports programs (including those for children and youth) to identify barriers to participation and develop options to address the barriers (e.g., funding, transportation, tolls, need for anti-racism awareness and training, etc.)	Lead	Medium Term

#	CTA	Action	Role	Timeframe
	territorial team preparation and travel			
<b>BUSINESS (CTA 92)</b>				
92	We call upon the corporate sector in Canada to adopt the UNDRIP as a reconciliation framework and to apply principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. Would include, but not be limited to the following: i. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects. ii. Ensure Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects. iii. Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the UNDRIP, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.	Create a commitment to reconciliation with businesses and organizations and host cultural awareness training on the rights of Indigenous Peoples (e.g., regarding tax exemptions) for local business association leaders	Collaborate	Short Term
		Develop a multi-faceted approach to support employment opportunities for Indigenous Peoples within Cornwall (including employment and skills building information sessions for Indigenous students and adults to increase awareness of employment opportunities)	Collaborate	Medium Term
		Support Indigenous businesses by creating a space for Indigenous vendors to sell products (e.g., markets, City events, traditional foods and medicines, artisans, etc.)	Lead	Medium Term
		Establish a regular transit service (e.g., shuttle) between Cornwall and Akwesasne to increase access to businesses	Lead	Medium Term
Other		Advocate for mechanisms to address homelessness in the City (e.g., increased affordable housing fund, emergency homeless shelter and programs as a solution to homelessness)	Advocate	Long Term

#	CTA	Action	Role	Timeframe
<b>NEWCOMERS (CTA 93-94)</b>				
93	We call upon the federal government, in collaboration with the national Aboriginal organizations, to revise the information kit for newcomers to Canada and its citizenship test to reflect a more inclusive history of the diverse Aboriginal peoples of Canada, including information about the Treaties and the history of residential schools.	Include reference and give thanks to the Mohawks of Akwesasne and their traditional territories in the Cornwall New Residents and Newcomer Welcome Kits	Lead	Short Term
		Create educational opportunities specific to newcomers to Canada to support their understanding of Indigenous history in Canada and the local Indigenous experience	Lead	Long Term

## Glossary of Terms

Term	Description
Decolonization	Decolonization is the process of removing colonial elements from ways of thinking and the systems and structures within which we live and work, including but not limited to imperialism, white supremacy, patriarchy, paternalism and human centrism.
Dish with One Spoon Wampum Belt	The Dish with One Spoon Wampum Belt is a treaty agreement between the Haudenosaunee (Iroquois) and Anishinaabe (Ojibwe) nations. It represents a commitment to share and protect the land and its resources for the benefit of all people. The wampum belt itself is made of beads strung together in a pattern that symbolizes the idea of sharing a single dish with only one spoon, emphasizing the importance of cooperation and sustainability. This treaty is still recognized and respected by Indigenous nations in the Great Lakes region today.
First Nations	A term which began to become adopted in the early 1980s, this collective term refers to the original nations, whose members, and descendants existed across the territory for thousands of years and were colonially referred to as “status and non-status Indians” as described by the <i>Indian Act, 1876</i> .
Indigenous / Indigenous Peoples	Is a term used internationally to collectively represent the original inhabitants or those naturally existing in a particular place. In this context, “Indigenous” is used to refer to the First Nations, Inuit, and Métis.
Indigenous Communities	A term used to collectively refer to the multiple differing communities comprised of diverse First Nations, Inuit, and Métis peoples within Cornwall.
Indigenous Organization	A legal entity organized and operated for a collective, public or social benefit of Indigenous Peoples and communities, and that has a majority of members who are First Nations, Inuit and Métis. Indigenous organization is used interchangeably with Indigenous agency.
Inuit	The Inuit are Indigenous Peoples whose territories lay within the circumpolar arctic regions of the world. This includes Canada’s far north regions of Nunavut, the Northwest Territories and northern parts of Labrador and Québec. The word Inuit means “people” in the Inuit language, Inuktitut.
Kawehno:ke	Kawehno:ke is the Mohawk name for Cornwall Island
Living Document	Given that this Action Plan was created within a specific context and moment in time, it must be understood and implemented as a living document so it may continue to grow and be expanded upon as needed. In order for the actions and interpretations of this plan to remain culturally safe and grounded in the voices and visions of Indigenous communities, it must be adapted and reinterpreted in changing contexts. Where required, updates to this Action Plan will be reported to City Council for adoption.
Métis	Métis means a person who self-identifies as Métis, is distinct from other Indigenous peoples, is of Historic Métis Nation ancestry, and is accepted by the Métis Nation.
National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG)	After decades of mothers, daughters, grandmothers, aunts, and cousins calling for an end to violence against Indigenous women, the National Inquiry into MMIWG was established in 2016. It was launched in response to Call to Action 41 of the TRC. The Inquiry ran for three years, from 2016 to 2019, with the Final Report published on June 3 <sup>rd</sup> and the Inquiry officially concluding on June 30 <sup>th</sup> .
Reconciliation	The term ‘reconciliation’ often has different interpretations, but the TRC refers to reconciliation as: an ongoing process of establishing and maintaining respectful relationships. A critical part of this process involves repairing damaged trust by making apologies, providing individual and collective reparations, and following through with concrete actions that demonstrate real societal change. In its simplest form, reconciliation is about Indigenous and non-Indigenous peoples coming to terms with the events of the past in a manner that rebuilds trust and respectful relationships. This will enable people to work out historical differences and build healthy relationships with a focus on bettering future generations in Canada.
Truth and Reconciliation Commission (TRC)	As one component of the Indian Residential Schools Settlement Agreement, the mission of the TRC was to inform all Canadians about the complex truth about the history and ongoing legacy of the residential school system. The TRC published its Final Report in 2015 detailing the experiences and impacts of the residential school system, creating a historical record of its legacy and consequences.
Two-Row Wampum Belt	The two-row wampum belt is a traditional symbol of the relationship between the Haudenosaunee (Iroquois) Confederacy and European settlers. It consists of two parallel rows of purple and white beads, representing two distinct paths or vessels traveling side by side but never intersecting. The belt signifies the importance of mutual respect, peace, and friendship

Term	Description
	between different cultures and nations. It is often used in diplomatic ceremonies and agreements to symbolize the principles of unity and cooperation.
Two-Spirit (2S)	A contemporary pan-Indigenous term used to honour male/female, and other gendered or non-gendered spirits, as well as spiritual and cultural expressions. The term may also be used interchangeably to express one's sexuality, gender and spirituality as separate terms for each or together as an interrelated identity that captures the wholeness of their gender and sexuality within their spirituality.
United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)	The UNDRIP was adopted by the United Nations General Assembly on September 13, 2007. The Declaration is the most comprehensive international instrument on the rights of Indigenous Peoples. It establishes a universal framework of minimum standards for the survival, dignity, and well-being of the Indigenous Peoples of the world. It also elaborates on existing human rights standards and fundamental freedoms as they apply to the specific situation of Indigenous Peoples.

## List of Acronyms

Acronym	Description
2SLGBTQIA+	Two Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, and Asexual Plus
ARRO	Akwesasne Rights and Research Office
CAS SDG	Children's Aid Society of the United Counties of Stormont, Dundas and Glengarry
CTA	Calls to Action
EDI	Equity, Diversity, and Inclusion
MCA	Mohawk Council of Akwesasne
MMIWG	Missing and Murdered Indigenous Women and Girls
MMIWG2S	Missing and Murdered Indigenous Women, Girls, and Two -Spirited People
MNO	Métis Nation of Ontario
NCTR	National Centre for Truth and Reconciliation
SDG	Stormont, Dundas, and Glengarry
TRC	Truth and Reconciliation Commission
UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples
UN SDGs	United Nations Sustainable Development Goals

## Appendix A: TRC Calls to Action (Municipal/All Governments)

The following describe the TRC CTA relating to municipalities/all levels of government:

CTA	Municipal/All Governments
Child Welfare (CTA 1-5)	3. Implement Jordan's principle
Language and Culture (CTA 13-17)	17. Enable residential school survivors and their families to reclaim names changed by the residential school system by waiving administration costs for the name-change process and revision of official identity documents
Health (CTA 18-24)	23. Increase the number of Indigenous professionals working in the health-care field; ensure retention of Indigenous health-care providers in Indigenous communities; provide cultural competency training for all healthcare professionals
Justice (CTA 25-42)	40. Create adequately funded and accessible Indigenous-specific victim programs and services with appropriate evaluation mechanisms
Canadian Governments and the <a href="#">United Nations Declaration on the Rights of Indigenous Peoples</a> (UNDRIP) (CTA 43-44)	43. Fully adopt and implement the UNDRIP as a framework for reconciliation <i>[municipal]</i>
Royal Proclamation and Covenant of Reconciliation (CTA 45-47)	47. Repudiate concepts used to justify European sovereignty over Indigenous Peoples and lands, such as the Doctrine of Discovery and <i>terra nullius</i> and to reform those laws, government policies, and litigation strategies that continue to rely on such concepts <i>[municipal]</i>
National Council for Reconciliation (CTA 53-56)	55. Provide annual reports/data requested by the National Council for Reconciliation for reporting on progress towards reconciliation
Professional Development and Training for Public Servants (CTA 57)	57. Provide education to public servants on the history of Indigenous Peoples <i>[municipal]</i>
Education for Reconciliation (CTA 62-65)	64. Provide public funds to denominational schools to require such schools to provide education on comparative religious studies, including a segment on Indigenous spiritual beliefs and practices
Missing Children and Burial Sites (CTA 71-76)	75. Federal government to work with... municipal governments to implement strategies and procedures for the ongoing identification, documentation, maintenance, commemoration, and protection of residential school cemeteries/other sites at which residential school children were buried <i>[municipal]</i>
National Centre for Truth and Reconciliation (NCTR) (CTA 77-78)	77. Work with the NCTR to identify and collect copies of all records relevant to the history and legacy of the residential school system, and provide these to the NCTR <i>[municipal]</i>
Sports and Reconciliation (CTA 87-91)	87. Provide public education that tells the national story of Indigenous athletes in history
	88. Ensure long-term Indigenous athlete development and growth

In addition, some CTA do not specifically refer to municipalities but may be relevant for the City to consider. These include:

Education (CTA 6-12)	Media and Reconciliation (CTA 84-86)
Youth Programs (CTA 66)	Business and Reconciliation (CTA 92)
Equity for Indigenous People in the Legal System (CTA 50-52)	Newcomers to Canada (CTA 93-94)
Commemoration (CTA 79-83)	Settlement Agreement Parties and UNDRIP (CTA 48-49)
Museums and Archives (CTA 67-70)	Church Apologies and Reconciliation (CTA 58-61)

## Appendix B: Actions Undertaken to Respond to TRC Calls to Action

The following describe actions the City of Cornwall has undertaken to respond to the TRC CTA:

Call to Action	Actions Undertaken by City of Cornwall
<b>Child Welfare</b>	<ul style="list-style-type: none"> <li>▪ Cornwall Paramedics have protocols with Renfrew CFS and have had discussions with the Children's Aid Society of the United Counties of Stormont, Dundas and Glengarry (SDG) to look into a similar protocol</li> <li>▪ City of Cornwall's Human Services meets regularly and works together with Akwesasne Child and Family Services Department and the Children's Aid Society of the United Counties of SDG</li> </ul>
<b>Education (including homelessness &amp; employment)</b>	<ul style="list-style-type: none"> <li>▪ The City has created a 10-year housing plan that includes strategies to help address homelessness for Indigenous Peoples</li> </ul>
<b>Language &amp; Culture Health</b>	<ul style="list-style-type: none"> <li>▪ The City has modified some signage to include the Mohawk language</li> <li>▪ Collaboration with MCA to secure a lane at the border crossing that allows expedited access for ambulance services</li> <li>▪ Paramedic Services have a response protocol that provides direction to paramedics on the proper protocol for a call response to Akwesasne and work with Akwesasne to support events such as the International Powwow</li> <li>▪ Mayor Task Force on Medical Recruitment identifies the need to design health programs to better suit the needs of Indigenous Peoples</li> </ul>
<b>UNDRIP</b>	<ul style="list-style-type: none"> <li>▪ City Council adopted UNDRIP framework in 2021</li> <li>▪ Land acknowledgement is done at City Council</li> <li>▪ Public movie screenings</li> <li>▪ City works with partners to hold Tree of Hope Ceremony (to honour Missing, Murdered, and Indigenous Women, Girls, and 2-Spirit Peoples – MMIWG2S)</li> <li>▪ UNDRIP is identified as a priority in the Cornwall Strategic Priorities 2022-26</li> <li>▪ City has hired an Equity, Culture &amp; Belonging Specialist</li> </ul>
<b>Royal Proclamation &amp; Covenant of Reconciliation</b>	<ul style="list-style-type: none"> <li>▪ Cornwall Waterfront Plan and Harbour Redevelopment – with Akwesasne</li> <li>▪ Management of Archaeological Resources Initiative – consultation protocols and templates to support an Indigenous Consultation Process</li> </ul>
<b>Professional Development &amp; Training for Public Servants</b>	<ul style="list-style-type: none"> <li>▪ The Equity, Diversity, and Inclusion (EDI) Committee hosts lunch and learns</li> <li>▪ The EDI Committee has participated in Sharing Circles and visits to the NNATC</li> <li>▪ Awareness activities around Orange Shirt Day</li> </ul>
<b>Commemoration</b>	<ul style="list-style-type: none"> <li>▪ City Council proclaimed September 30<sup>th</sup> as the National Day for Truth and Reconciliation (2021) – known as Orange Shirt Day</li> <li>▪ City representatives on the Orange Shirt Day Committee</li> <li>▪ Orange flags at half-mast; orange buttons; painted feathers around the fountains; fire services have orange epaulettes</li> <li>▪ City unveiled three “Every Child Matters” Benches in Lamoureux Park</li> <li>▪ Indigenous artists creating murals (Fire Station); river tunnel entrance</li> </ul>
<b>Sports &amp; Reconciliation</b>	<ul style="list-style-type: none"> <li>▪ Civic Centre has some history on Lacrosse and some displays of Indigenous athletes (very dated)</li> </ul>
<b>Business</b>	<ul style="list-style-type: none"> <li>▪ Collaborated with MCA and NNATC on SDG and Cornwall 5-Year Tourism Strategic Plan</li> <li>▪ Work with Akwesasne Economic Development Department by providing training activities and guidance on accessing the Business Enterprise Centre</li> <li>▪ Support the International Powwow, including in-kind support and waiving fees</li> </ul>

The following are examples of actions and/or approaches that external partners and interest holders in Cornwall and the surrounding areas have taken relating to the TRC CTA.

Call to Action	Actions Undertaken by External Partners/Interest Holders
<b>Child Welfare</b>	<ul style="list-style-type: none"> <li>▪ The Children's Aid Society of the United Counties of Stormont, Dundas, and Glengarry (CAS SDG) offered an apology to Indigenous Peoples for the harms that have been caused including the Sixties Scoop</li> <li>▪ Ontario CAS' agreed to prioritize reconciliation with Indigenous communities and created nine key commitments</li> </ul>
<b>Education (including homelessness &amp; employment)</b>	<ul style="list-style-type: none"> <li>▪ Centre 105, Agapè Centre, The Gathering, Cornwall Salvation Army, and the Society of Saint Vincent de Paul provide essential services and programs to vulnerable individuals, many of whom are Indigenous individuals</li> </ul>
<b>Language &amp; Culture</b>	<ul style="list-style-type: none"> <li>▪ The Inclusion, Diversity, Equity and Anti-Oppression (IDEA) Community Coalition supports reconciliation by working to address systemic issues, promote cultural awareness and sensitivity, and foster a sense of unity and solidarity among all members of the community</li> </ul>
<b>Health</b>	<ul style="list-style-type: none"> <li>▪ Cornwall Community Hospital hired an Indigenous patient navigator to advocate for Indigenous patients</li> <li>▪ Hospital has a smudging policy</li> </ul>
<b>Justice</b>	<ul style="list-style-type: none"> <li>▪ Cornwall Police Service has participated in Indigenous training</li> <li>▪ Chief of Police attended various remote Indigenous communities in Northern Ontario to improve relationships with Indigenous Police Chiefs and gain a better understanding of the challenges they face</li> <li>▪ Cornwall Police Service work in collaboration with Akwesasne Police Services on various initiatives (e.g., invited Akwesasne Police Services to join in a youth in policing initiative)</li> <li>▪ Cornwall Police Service has revised policing policies to be more reflective of Indigenous culture</li> <li>▪ Cornwall Police Service has conducted various engagement sessions to improve programs/services they provide to Indigenous people</li> <li>▪ Métis Nation of Ontario (MNO) have a Restorative Justice Branch as well as a Victim Services Program</li> </ul>
<b>Professional Development &amp; Training for Public Servants</b>	<ul style="list-style-type: none"> <li>▪ ARRO offers tailored training for government departments and other organizations</li> <li>▪ ARRO is updating consultation and engagement policies and procedures</li> <li>▪ NNATC provides training for government employees</li> </ul>
<b>Church Apologies &amp; Reconciliation</b>	<ul style="list-style-type: none"> <li>▪ Archdiocese of Ottawa-Cornwall created the Indigenous Healing and Reconciliation Fund of \$1.2 million for various healing and reconciliation initiatives</li> </ul>
<b>Education (Public Awareness)</b>	<ul style="list-style-type: none"> <li>▪ St. Lawrence College has an Indigenous Learning Portal with teaching resources for faculty</li> <li>▪ St. Lawrence College provides an Indigenous Peoples Atlas</li> <li>▪ St. Lawrence College provides Indigenous learning guides to support learning for teachers</li> <li>▪ Waasaabiidaasamose Indigenous Centre provides a space for Indigenous students</li> <li>▪ NNATC teaches about cultural aspects and knowledge of the Haudenosaunee through museum tours, a travel troop's cultural productions, workshops and presentations, hosting events (e.g., Children's Powwow); and cultural publications</li> </ul>
<b>Church Apologies &amp; Reconciliation</b>	<ul style="list-style-type: none"> <li>▪ Archdiocese of Ottawa-Cornwall created the Indigenous Healing and Reconciliation Fund of \$1.2M for various healing and reconciliation initiatives</li> </ul>
<b>Youth Programs</b>	<ul style="list-style-type: none"> <li>▪ Collaboration with MCA on unique leadership program for Indigenous and Francophone youth</li> </ul>