



# The Fire We Tend

## Truth and Relations in Canadian Planning

The Canadian Institute of Planners  
Reconciliation Action Plan (2026-2031)

Prepared by: The Canadian Institute of Planners in partnership with the Indigenous Advisory Committee,  
CIP Board of Directors, Staff and Membership, and Indigenous and Community Engagement

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# Preface

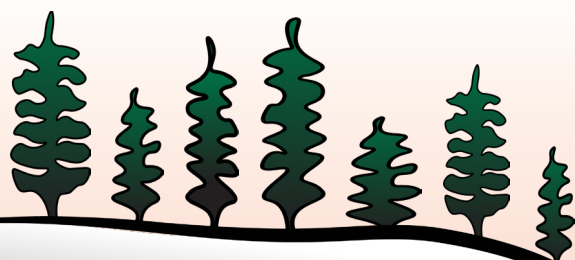
The Canadian Institute of Planners' (CIP) *The Fire We Tend: Truth and Relations in Canadian Planning: Reconciliation Action Plan* (RAP) represents a significant step in the organization's ongoing journey toward reconciliation and transformation within the planning profession. The RAP was developed through a collaborative, transparent, and multi-phased process that centred Indigenous voices and lived experiences at its core.

This RAP was built on a foundation of research, reflection, and deep listening. CIP established the Indigenous Advisory Committee (IAC) as a central guiding body, ensuring Indigenous perspectives, leadership, and oversight throughout every phase of its development. Extensive engagement efforts, including two comprehensive national surveys, multiple meetings with Indigenous planners and knowledge keepers, and broad consultation with the CIP Board of Directors, staff, and members, have collectively shaped the priorities, commitments, and principles outlined in this document. Findings from conference sessions and ongoing dialogue with affiliated professional organizations further enriched our understanding and approach.

This RAP is structured to support practical action and accountability. It begins with the historical and contemporary context for reconciliation in planning, sets out a vision and guiding principles, and defines clear pillars of action for institutional and systemic change. Each section offers explicit commitments, suggested implementation steps, and indicators for success, enabling planning professionals and communities to apply this plan across diverse contexts.

CIP intends for the RAP to be a living resource—valuable not only to the organization and affiliated planning bodies, but also to individual planners, educators, institutions, and Indigenous partners who aspire to sovereignty, positive relationships, and meaningful change. This document is intended to serve as both a learning tool and a practical guide for planners. It is designed to inform policy development by embedding reconciliation principles; support professional education through training and resources; guide project planning by integrating Indigenous perspectives; and strengthen community engagement by fostering respectful, ongoing relationships with Indigenous communities. Above all, it provides a framework that inspires continuous learning within the planning profession and commits planners to take measurable action toward reconciliation in every area of practice.

CIP acknowledges that the creation of this RAP marks an early milestone, not the culmination, of the organization's reconciliation journey. True reconciliation demands sustained effort, long-term partnership, and a commitment to evolve with the needs and voices of Indigenous Peoples. This RAP establishes a foundation for continuous progress, regular review, and respectful collaboration as CIP strives to reshape planning in Canada for future generations.



# Terminology & Definitions

## Reconciliation

A continuous process of establishing relations, truth-telling and being in care of relations between Indigenous and non-Indigenous Peoples, requiring honest acknowledgment of past and ongoing harms, and a commitment to systemic change for justice, equity, and self-determination.

## Indigenous Peoples

In Canada, this refers to the First Nations, Inuit, and Métis Peoples.<sup>1</sup> Indigenous Peoples represent distinct groups with unique histories, cultures, governance systems, rights, and relationships to land.

## Self-Determination

The right of Indigenous Peoples to freely define and pursue their social, cultural, economic, and political futures, including decision-making authority over their lands, resources, and communities.

## Indigenous Sovereignty

Sovereignty is “the natural right of all human beings to define, sustain and perpetuate their identities as individuals, communities and nations.”<sup>2</sup> In non-Indigenous contexts, sovereignty usually refers to the absolute political authority that is vested in a single political office or body. For many Indigenous Peoples, their sovereignty flows from their relationships with land and each other and is reflected in their Indigenous laws. It is inherent and not something that comes from an external source.

## Treaties

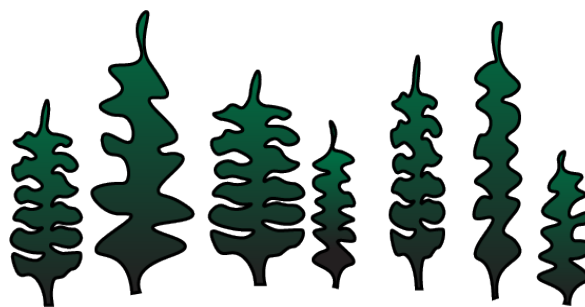
Legal agreements between Indigenous nations and the Crown, establishing terms for land, governance, and relationships. These are living documents embodying nation-to-nation partnerships and ongoing negotiation.

## Two-Eyed Seeing (Etuaptmumk)

A principle introduced by Mi'kmaq Elder Albert Marshall: to see from one eye with the strengths of Indigenous knowledges and from the other with the strengths of Western knowledges, using both eyes together for mutual benefit in professional and community work.<sup>3</sup>

## Indigenous Worldviews

Relational perspectives emphasizing interconnect-edness among people, land, water, and all beings. Indigenous worldviews guide planning toward accountability, reciprocity, and stewardship across generations, deeply influencing organizational and community practice.<sup>4</sup>



1 In this document, Métis is spelled with an accent, reflecting one of several commonly used spellings in public and policy contexts. CIP acknowledges that spelling conventions vary among Métis governments and communities, and this usage is adopted solely for consistency.

2 Royal Commission on Aboriginal Peoples, rep., Report of the Royal Commission on Aboriginal Peoples : Volume 2 : Restructuring the Relationship., 1996, <https://www.bac-lac.gc.ca/eng/discover/aboriginal-heritage/royal-commission-aboriginal-peoples/Pages/final-report.aspx>, 105.

3 Cheryl Bartlett, Murdena Marshall, and Albert Marshall, “Two-Eyed Seeing and Other Lessons Learned within a Co-Learning Journey of Bringing Together Indigenous and Mainstream Knowledges and Ways of Knowing,” *Journal of Environmental Studies and Sciences* 2, no. 4 (August 16, 2012): 331–40, <https://doi.org/10.1007/s13412-012-0086-8>.

4 United Nations General Assembly, United Nations Declaration on the Rights of Indigenous Peoples A/RES/61/295, September 13, 2007, [https://social.desa.un.org/sites/default/files/migrated/19/2018/11/UNDRIIP\\_E\\_web.pdf](https://social.desa.un.org/sites/default/files/migrated/19/2018/11/UNDRIIP_E_web.pdf).

## Indigenous Planning

A planning framework and practice rooted in Indigenous laws, governance systems, and knowledge traditions. Indigenous planning advances collective well-being, sustainability, and long-term responsibility for land, differing from Western approaches by emphasizing relational, rights-based, and nation-to-nation processes.<sup>5</sup>

## Indigenous Law

Indigenous law refers to the legal traditions and customs of Indigenous Peoples. These practices play an important role in planning as they relate to decision-making and stewardship. Indigenous law differs from Aboriginal law, which pertains to how Indigenous rights are recognized and affirmed in Canadian law.<sup>6,7</sup>

## Indigenous Knowledge

Place-based knowledge systems developed and sustained by Indigenous Peoples about the relationships between living beings and the environment, passed down through generations and grounded in observation, experience, and cultural practice.

## Free, Prior, and Informed Consent (FPIC)

A principle recognized in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), affirming Indigenous Peoples' rights to give or withhold consent on matters affecting their lands, territories, or resources, obtained through culturally appropriate processes prior to any decisions or actions.

## Ownership, Control, Access, and Possession® (OCAP®)

OCAP is a framework that establishes how First Nations data should be collected, protected, used, and shared, and it serves as the path to First Nations information governance. It asserts that First Nations have collective ownership over their information, and that they should have control over how it is collected

and used.<sup>8</sup>

## Colonial Planning

Systems and practices developed under colonial governments that imposed external structures of land-use, governance, and policy, often disregarding or undermining Indigenous planning, stewardship, and law.

## Systemic Barriers

Institutional, legal, economic or procedural obstacles within (planning) systems that contribute to the exclusion, marginalization, or inequitable treatment of Indigenous Peoples.

## Truth and Reconciliation Commission (TRC)

Established in 2008 as part of the Indian Residential Schools Settlement Agreement, the TRC documented residential school history and legacy. Its Final Report (2015) includes 94 Calls to Action that frame policy and practice reforms across Canadian sectors.<sup>9</sup>

## Distinctions-Based Approach

Recognizing and responding to the distinct rights, cultures, and governance systems of First Nations, Inuit, and Métis Peoples, rather than employing broad or "pan-Indigenous" frameworks.

## Engagement

Processes of building relationships, sharing knowledge, listening, and collaborating, grounded in respect, transparency, and genuine partnership.

## United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)

An international human rights instrument adopted by the United Nations General Assembly in 2007. UNDRIP establishes universal minimum standards for the survival, dignity, and well-being of Indigenous Peoples worldwide, affirming rights relating to self-determination, land, territories, resources, culture, and non-discrimination.<sup>10</sup>

8 OCAP® is a registered trademark of the First Nations Information Governance Centre (FNIGC). Please note that OCAP operates as a set of First Nations principles, and does not include principles designed for Métis or Inuit data.

"The First Nations Principles of OCAP®" "The First Nations Principles of OCAP®," The First Nations Information Governance Centre, n.d., <https://fnigc.ca/ocap-training/>.

9 Truth and Reconciliation Commission of Canada, *Truth and Reconciliation Commission of Canada: Calls to Action*, 2015, [https://publications.gc.ca/collections/collection\\_2015/trc/IR4-8-2015-eng.pdf](https://publications.gc.ca/collections/collection_2015/trc/IR4-8-2015-eng.pdf).

10 United Nations General Assembly, United Nations Declaration on the Rights of Indigenous Peoples A/RES/61/295, September 13, 2007, [https://social.desa.un.org/sites/default/files/migrated/19/2018/11/UNDRIP\\_E\\_web.pdf](https://social.desa.un.org/sites/default/files/migrated/19/2018/11/UNDRIP_E_web.pdf).

5 United Nations General Assembly, United Nations Declaration on the Rights of Indigenous Peoples A/RES/61/295, September 13, 2007, [https://social.desa.un.org/sites/default/files/migrated/19/2018/11/UNDRIP\\_E\\_web.pdf](https://social.desa.un.org/sites/default/files/migrated/19/2018/11/UNDRIP_E_web.pdf).

6 Canadian Institute of Planners, Policy on Planning Practice and Reconciliation, 2019, <https://www.cip-icu.ca/wp-content/uploads/2023/12/policy-indigenous-eng2023-new-branding-edit-1.pdf>.

7 Queen's University Library, "Aboriginal Law & Indigenous Laws," A note on terms, December 2025, <https://guides.library.queensu.ca/Aboriginal-and-Indigenous-law>.

### United Nations Declaration Act (UNDA)

Canada's federal legislation mandating the alignment of Canadian law and policy with the principles and articles of UNDRIP. The Act commits the Government of Canada to create an action plan, implement necessary measures, and report openly on progress.<sup>11</sup>

### Stewardship

Long-term care and responsibility for land, water, and all living beings, grounded in Indigenous worldviews that emphasize reciprocity, sustainability, and inter-connection.

<sup>11</sup> *United Nations Declaration on the Rights of Indigenous Peoples Act*, S.C. 2021, c. 14, <https://laws-lois.justice.gc.ca/eng/acts/u-2.2/>.

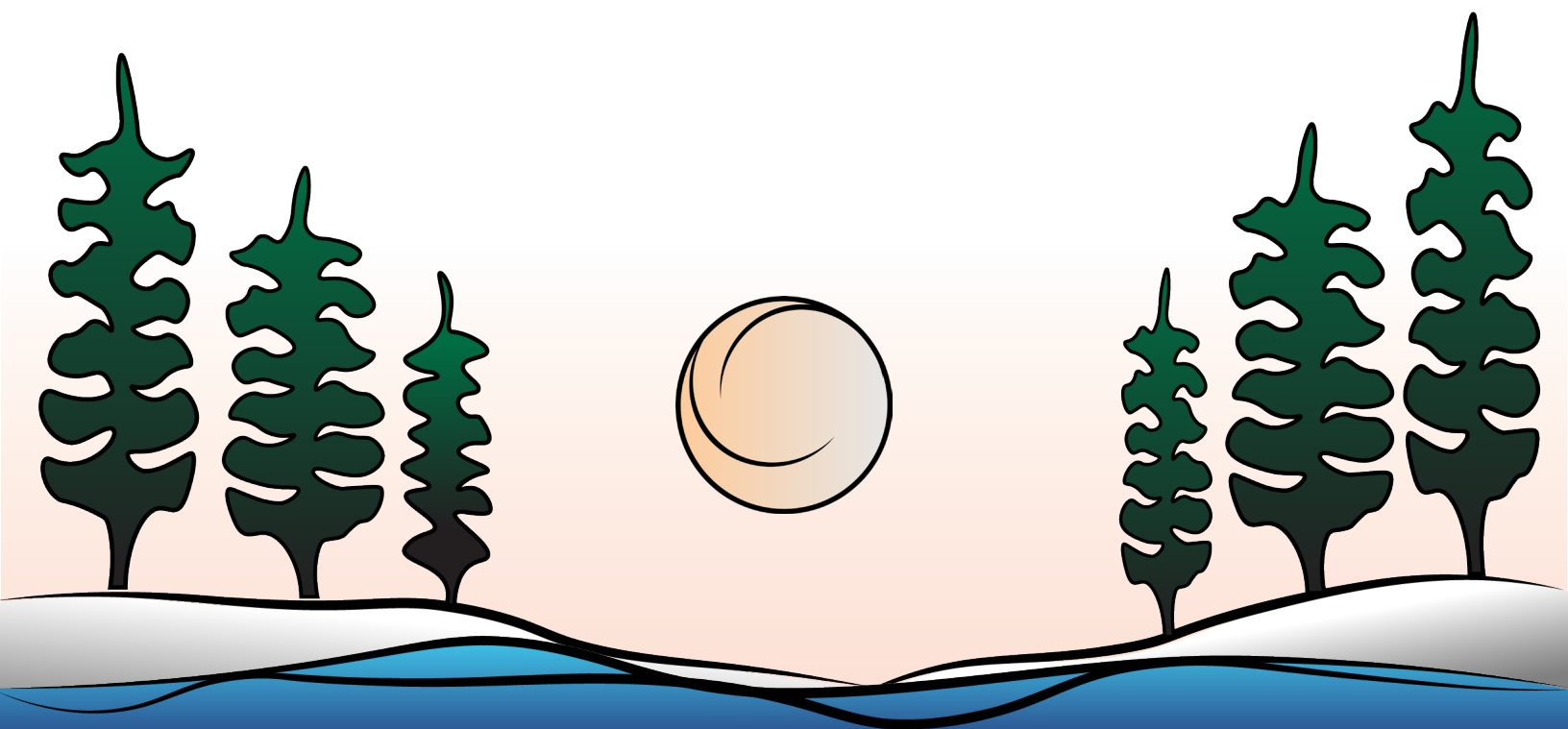
### Knowledge Keeper

Someone who has been taught by an Elder or a senior knowledge keeper within their community. Knowledge keepers hold traditional knowledge and teachings and have been taught how to care for these teachings and when it is/is not appropriate to share this knowledge with others.<sup>12</sup>

<sup>12</sup> Queen's University, Office of Indigenous Initiatives, Elders, Knowledge Keepers, Cultural Advisors, accessed September 1, 2025, <https://www.queensu.ca/indigenous/ways-knowing/elders-knowledge-keepers-and-cultural-advisors>.

## About Evolving Language

CIP acknowledges that reconciliation-related terminology is dynamic, shaped by ongoing conversations, shifts in leadership, and cultural renewal. Current definitions may not fully capture the profession's obligations or the ways in which misuse of these terms can perpetuate harm. Definitions and language will be updated through future reviews and with input from Indigenous partners, ensuring this RAP remains relevant and respectful.





# About CIP

The Canadian Institute of Planners (CIP) is the national organization representing professional planners across Canada, established to advance professional planners and the practice of planning, promote professional standards, and advocate for better communities and environments. CIP's membership includes planners from urban, rural, remote, northern, and Indigenous communities, and encompasses practitioners working in both the public and private sectors.

## Who CIP Is

- **National Professional Association**

CIP represents the interests and perspectives of planners throughout Canada, providing leadership, advocacy, and resources for its membership, but does not regulate the profession or set standards for planning education, accreditation, or certification.

- **Advocacy Organization**

CIP's primary role is advocacy—championing progressive, inclusive planning policies, promoting the public interest, and supporting systemic change.

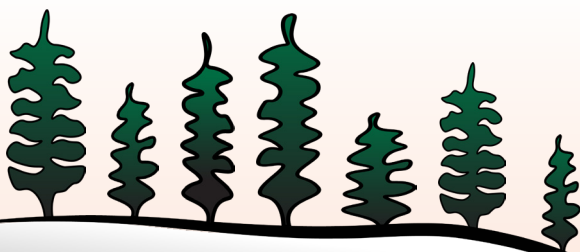
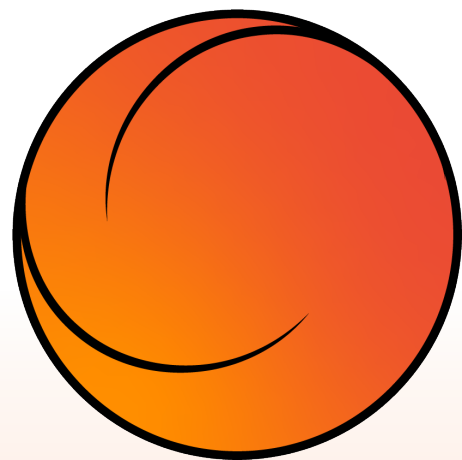
- **Collaborative Partner**

CIP partners with the Provincial/Territorial Planning Institutes and Associations (PTIAs), Indigenous organizations, governments and their agencies, educational institutions, and allied professions.

## CIP's Reconciliation Journey So Far

As an advocacy organization, CIP recognizes what is beyond its immediate control, such as the standards and content of planning education—which is the purview of the Professional Standards Board (PSB) and PTIAs—and the ultimate planning decisions made by governments and other institutions. CIP's strength lies in its ability to convene, guide, educate, and advocate for change, mobilizing the profession to embed reconciliation into all aspects of planning work.

By making this distinction clear, the RAP positions CIP as a champion for reconciliation, providing tools, partnership opportunities, and a united professional voice. But long-lasting impact requires all planning professionals, from educators to governments to individual practitioners, to take action alongside CIP in this ongoing journey.



# Significant Actions Already Taken by CIP



## **Creation of the Indigenous Advisory Committee (IAC)**

Bringing Indigenous leadership and oversight into the development of the RAP.

## **Nationwide Engagement**

Conducting two surveys—and both direct and conference-based consultations—with Indigenous planners, communities, and knowledge keepers to shape the RAP's priorities.

## **The Path Program**

Offering members an educational resource designed to give a comprehensive understanding of the history and lived realities of First Nations, Inuit, and Métis Peoples across Canada.

## **Policy on Planning Practice and Reconciliation**

Creating a formal commitment to building relationships with First Nations, Métis, and Inuit Peoples based on respect and trust. It further supports the Truth and Reconciliation Commission (TRC).

## **Education and Resource-Sharing Initiatives**

Developing and disseminating new Continuous Professional Learning (CPL) resources, conference sessions and keynotes, and webinars, supporting and compelling planners to deepen their understanding and commitment to reconciliation.

## **Internal Practice Review**

Taking steps to align CIP's own procurement, employment, and governance processes with reconciliation objectives.

## Why Did CIP Create a Reconciliation Action Plan?

The journey toward reconciliation begins with truth and honesty. It starts with a recognition of the harm that planning systems and the profession have caused, and, in some cases, continue to cause to Indigenous Peoples across Canada. This truth-seeking process must centre around Indigenous voices, laws, and knowledge in examining the legacy and ongoing impacts of colonialism within planning systems.

Planning in Canada is not neutral. Its history is rooted in the creation and implementation of the reserve system, the surveying and partitioning of Indigenous lands, and the active removal or suppression of Indigenous planning systems that have shaped vibrant communities for millennia. For example, land surveying, foundational to colonial planning

practices, was—and continues to be—a tool of dispossession, facilitating the transfer, restriction, and commodification of Indigenous lands and enabling policies that undermined Indigenous sovereignty, governance, and stewardship.

It is essential to acknowledge that these actions are not only part of our history. The legacy of colonial planning lives on in current processes, policies, and professional practices that too often:

- Fail to engage or respect Indigenous governance, legal and knowledge systems meaningfully;
- Replicate barriers through regulatory procedures and consultation models;

- Perpetuate environmental injustice, social disparities, and exclusion from decision-making spaces; and
- Perceive Indigenous rights and interests as separate/distinct from the overall planning process.

These realities demand more than recognition. They call for responsibility, courage, and meaningful transformation.

Indigenous people across North America have been involved with—and undertaken—land-use planning for millennia, and colonial intervention interrupted Indigenous systems and processes around water, lands, and resource management, economic growth and trade, and community well-being. Indigenous Peoples have practiced sophisticated, place-based planning rooted in complex governance, ecological stewardship, and lasting relationships with land and water, as well as the distinct legal traditions and worldviews of their Nations. Recognizing this legacy, CIP explicitly rejects a one-size-fits-all or “pan-Indigenous” approach. This RAP affirms the distinct treaties, rights, and interests of First Nations, Inuit, and Métis Peoples, honouring the rich diversity of histories, cultures, and aspirations across Turtle Island.

At the heart of reconciliation is understanding the foundational nature of treaty relationships from an Indigenous perspective, along with the inherent rights of Indigenous Peoples as recognized by Canadian and international law. Treaties are laws that shape relationships between Indigenous Nations and settler governments, providing a legal and ethical basis for ongoing negotiation, stewardship, and true nation-to-nation partnership.

The development of this RAP is in direct response to these truths and is aligned with urgent national and international calls for action, including:

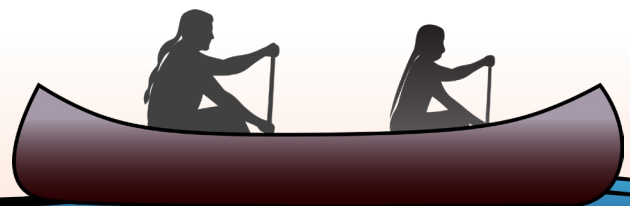
- The Truth and Reconciliation Commission’s 94 Calls to Action, especially those directed at professional associations, educational institutions, and governments to honour Indigenous rights, histories, and perspectives in training, practice, and policy development.

- The United Nations Declaration on the Rights of Indigenous Peoples and Canada’s United Nations Declaration Act Action Plan, which affirms Indigenous Peoples’ inherent rights to self-determination and serves as a framework for reconciliation in planning practice.
- The Missing and Murdered Indigenous Women and Girls inquiry, which highlights the links between colonial systems and community safety, underscores the responsibility of planners to create environments that are safe, inclusive, and culturally affirming for Indigenous women, girls, and 2SLGBTQQIA+ people.

This plan is not a conclusion, but a beginning. It reflects CIP’s commitment to move beyond acknowledgment by advancing substantive, sustained action through respectful relationship-building and co-developed processes with Indigenous partners. Rather than assuming universal partnership, CIP recognizes the diversity of Indigenous Nations, governments, communities, organizations, and planning practitioners (including First Nations, Inuit, and Métis Peoples), each with their own priorities, protocols, and governance systems.

A genuine partnership requires engaging with the appropriate Indigenous governing bodies and community representatives, investing time to build trust, honouring local protocols, supporting Indigenous self-determination, and co-designing outcomes through dialogue and mutual consent. This is a process that must be tailored and responsive to each specific partnership.

Drawing on best practices from established RAPs and grounded in the guidance of Indigenous partners, CIP is committed to engaging our professional community in this work—work that is grounded in truth, driven by action, and shaped by enduring, respectful relationships.



# Acknowledgement of Contributors to the RAP's Creation

CIP extends its profound gratitude to all those who have guided, shaped, and strengthened this RAP. Foremost, the organization acknowledges the invaluable leadership and wisdom of the Indigenous Advisory Committee (IAC).

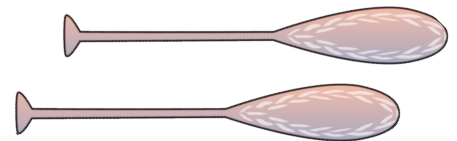
CIP further recognizes the many Indigenous planners, knowledge keepers, Elders, youth, and community members who have contributed their experiences, insights, and aspirations.

Indigenous participants shared their voices through dialogue, meetings, direct consultation, and primarily through the extensive engagement processes, including Surveys #1 and #2. Feedback from both surveys has been integral, bringing forward diverse perspectives that reflect the distinct experiences of First Nations, Inuit, and Métis Peoples across Canada. Special acknowledgment is due to Indigenous leaders

and planners, including those who have navigated planning systems often marked by exclusion and historic harm. Their ongoing stewardship in the face of adversity continues to push the profession forward. Their vision for justice, partnership, and systemic change is the foundation upon which this RAP stands.

As a living document, this RAP is the culmination of collective action, transparent dialogue, and a shared commitment to transforming planning practice in Canada. The CIP Board of Directors, staff, and membership, and other participants who engaged at the national conference and through surveys have demonstrated their sustained commitment. This input, advocacy, and reflection have helped give shape and urgency to the RAP. We commit to continued learning and partnership, guided by the truths and priorities expressed by Indigenous Peoples throughout every phase of this process.

## Vision and Guiding Principles – A Shared Way Forward



CIP's vision is for a future where the planning profession in Canada is deeply rooted in respect, authentic partnership, and shared stewardship with Indigenous Peoples and communities. The organization imagines a profession where planning practice fully considers and amplifies Indigenous knowledge systems, supports Indigenous self-determination, and actively contributes to healing from historical and ongoing harm.

In this future, planning decisions are co-created by meaningful engagement with First Nations, Inuit, and Métis Peoples, recognizing their distinct identities, laws, practices, histories, and treaty relationships. Planners work collaboratively with Indigenous Peoples, valuing Indigenous knowledge and place-based wisdom alongside technical expertise to build vibrant, healthy communities for all. CIP envisions

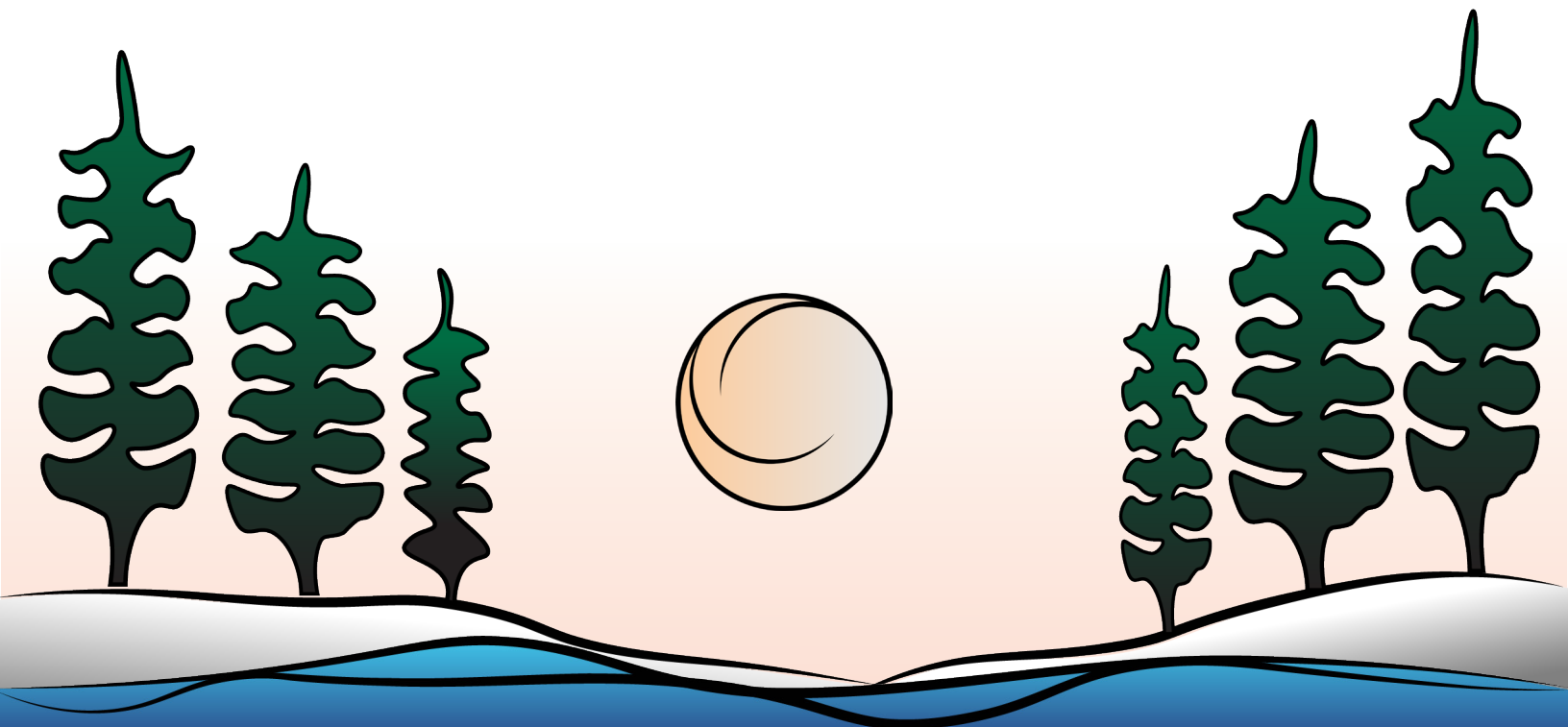
a future where planning practice is informed by Indigenous sovereignty, legal orders, and governance systems, not merely consultation or inclusion, and where decision-making authority and resources are shared with Indigenous Peoples.

Planning must support strong relationships with the land, water, and ecosystems, recognizing that treaty responsibilities, Indigenous stewardship authority, and the ethic of care are foundational to planning practice. Justice, equity, and sustainability are guiding values that shape how communities grow, change, and thrive together.

Reconciliation in planning is not a moment, but a journey. CIP commits to ongoing learning, humility, and responsive action, understanding that this work will continue to evolve as we listen and

grow in partnership with Indigenous voices. The organization will foster continuous engagement and leadership opportunities for Indigenous planners and knowledge keepers, ensuring sustained investment and representation at all levels of our organization. Succession planning, funding commitments, and institutional reforms will embed reconciliation deeply into CIP's identity and culture, beyond the boundaries of this RAP.

Above all, this vision is a reminder that the planning profession has a distinct responsibility to contribute to positive change, respect Indigenous rights, and help create communities where everyone can flourish in ways determined by themselves. It serves as a touchstone for all goals, commitments, and activities detailed in this RAP, which will motivate and guide our efforts long into the future.





# Pillars of Action

The pillars of action form the core structure and detail our focused actions for this plan. Each pillar represents an area where purposeful change is needed to advance reconciliation within CIP and influence the broader planning profession. Together, they guide CIP's commitments to amplifying Indigenous knowledge, fostering professional education and collaboration, identifying and working to dismantle systemic barriers, improving planning practices and tools, and ensuring operational transformation within the organization.

These pillars are designed to move beyond recognition, creating practical pathways for sustained action, accountability, and partnership with First Nations, Inuit, and Métis Peoples. They serve as the roadmap for implementing concrete steps, measurable outcomes, and ongoing progress toward a more equitable and inclusive future in Canadian planning.

## **CIP's focus areas are as follows:**

### **Healthy Communities, Sustainability, and Stewardship**

Elevating Indigenous knowledge systems to enhance environmental sustainability, health equity, climate resilience, and stewardship in planning.

### **Education and Capacity Building**

Honouring Indigenous histories, rights, and planning principles in planning education and professional development at all levels.

### **Establishing Partnerships and Collaboration with Indigenous Peoples, Communities, and Organizations**

Increasing Indigenous representation, sense of belonging, leadership, and partnership within the planning profession, including alternative pathways and mentorship.

### **Identifying Barriers in Planning Systems**

Recognizing and documenting institutional obstacles and systemic barriers that hinder Indigenous participation and rights in planning processes.

### **Advancing and Supporting Structural and Policy Change**

Working within CIP's national role and member expertise to support Indigenous-led advocacy, strengthen planners' understanding of Indigenous rights and legal frameworks, and amplify Indigenous governance systems and priorities within planning policy and practice.

### **Operational Integration**

Transforming CIP's internal policies, governance, employment, and procurement to make reconciliation, accountability, and Indigenous leadership integral to its culture.



# Pillars of Action: 1. Healthy Communities, Sustainability, and Stewardship

Indigenous knowledge systems are fundamental to building healthy, resilient communities and advancing sustainability within Canada's planning profession. For countless generations, Indigenous Peoples have been stewards and managers of land, water, and ecosystems—drawing deeply

on place-based wisdom, communal values, and intergenerational thinking. These practices remain essential as communities work to address and repair harms created by colonial systems, including dispossession, the reserve system, discriminatory laws, and the legacy of residential schools.

## Action Commitments

- 1 Support Indigenous Knowledge Systems**  
Support the development and dissemination of practical guidance for planners to respectfully include Indigenous knowledge, values, and stewardship practices into land-use and environmental planning.
- 2 Promote Environmental Justice**  
Advocate for planning policies and programs that address environmental racism<sup>13</sup> and mitigate disproportionate environmental, climate, and health impacts for Indigenous communities.
- 3 Recognize Indigenous Laws in Local Contexts**  
Facilitate opportunities for learning about local Indigenous legal frameworks and how they may apply more broadly to professional practice in non-Indigenous contexts.
- 4 Support Community-Led Resilience Initiatives**  
Champion Indigenous-led projects that strengthen the capacity of communities to respond to environmental hazards, emergencies, and changing climates.

<sup>13</sup> "Environmental racism is a form of systemic racism. When it comes to the environment, environmental racism occurs when environmental decision-making, policies, and practices overly disadvantage some people due to their race. This outcome can be intentional or unintentional."

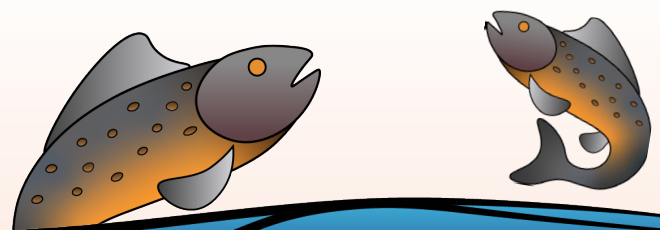
Environment and Climate Change Canada, Environmental Justice and Environmental Racism, October 15, 2025, <https://www.canada.ca/en/environment-climate-change/services/strategic-policy-branch/environmental-justice.html>.

## Implementation Strategies

- Work with the PTIAs to encourage and promote inter-community and organizational knowledge sharing for best practices in disaster response, climate adaptation, and integrated land management.
- Develop case studies with Indigenous communities to showcase successful partnerships in community sustainability and stewardship.
- Support and participate in Indigenous-led environmental and climate adaptation projects, recognizing them as best practices for sustainability.

## Measuring Progress

- Number of planners who have taken Indigenous knowledge training.
- Documented case studies and shared learning resources.
- Growth of collaborative planning initiatives with Indigenous organizations.
- Satisfaction and feedback from Indigenous partners regarding planning engagement.





# Pillars of Action: 2. Education and Capacity Building

Indigenous knowledge, histories, and rights are foundational to respectful and ethical planning practice. Building capacity means ensuring that every planner, regardless of their background or career stage, can engage respectfully and knowledgeably

with Indigenous Peoples and their priorities. If meaningful change does not happen, planners and institutions risk failing to meet their duty of care, breaching legal obligations, and perpetuating historic and ongoing harms.

## Action Commitments

- 1 Advocate for the Inclusion of Indigenous Perspectives in Planning Education**  
Collaborate with planning programs, educators, and Indigenous knowledge keepers to incorporate Indigenous content into planning curricula, continuing education, and professional development.
- 2 Promote Distinctions-Based Learning**  
Promote education and continuous professional development that recognizes the unique treaty relationships, cultures, and histories of First Nations, Inuit, and Métis Peoples.
- 3 Expand Resource Creation and Accessibility**  
Develop case studies, visual timelines, toolkits, best-practice guides, and learning modules to make Indigenous planning knowledge accessible for all members.
- 4 Facilitate Two-Way Learning**  
Convene forums where Indigenous and non-Indigenous professionals can share knowledge, tools, and practices.

## Implementation Strategies

- Work with bodies such as the PSB and Association of Canadian University Planning Programs (ACUPP) to encourage and support the inclusion of Indigenous content.
- Work with the PSB to ensure Indigenous content is included in the revised Standards and Competencies for the planning profession.
- Host workshops, webinars, and conference sessions led by Indigenous leaders and educators who are compensated for their time, effort and knowledge.
- Regularly produce, assess, and update educational materials based on feedback and evolving priorities.
- Introduce a new class of registration fees for CIP membership—and the national conference—for Indigenous practitioners.

## Measuring Progress

- Number of planners completing Indigenous-focused training.
- Number of Indigenous participants who enroll in education/training and don't complete the opportunity, compared to the membership average.
- Number of educational resources developed or updated with Indigenous perspectives.
- Inclusion of distinctions-based content in educational resources.
- Satisfaction feedback from Indigenous educators and students.
- Number of engagements with ACUPP and planning schools to promote more Indigenous content in their curricula.
- Number of additions and increases in Indigenous content at planning schools.
- Number of Indigenous planners as identified within CIP's membership.



# Pillars of Action: 3. Establishing Partnerships and Collaboration with Indigenous Peoples, Communities, and Organizations

Reconciliation demands more than support; it requires strong, sustained partnerships built on reciprocity and an honest commitment to sacrifice and shared benefit. Meaningful collaboration must increase Indigenous representation, but also strengthen trust, innovation, and advocacy through

open dialogue and co-design of initiatives. CIP recognizes that foundational work—listening, building trust, honouring Indigenous protocols, and creating space for Indigenous leadership—must guide its approach to partnership.

## Action Commitments

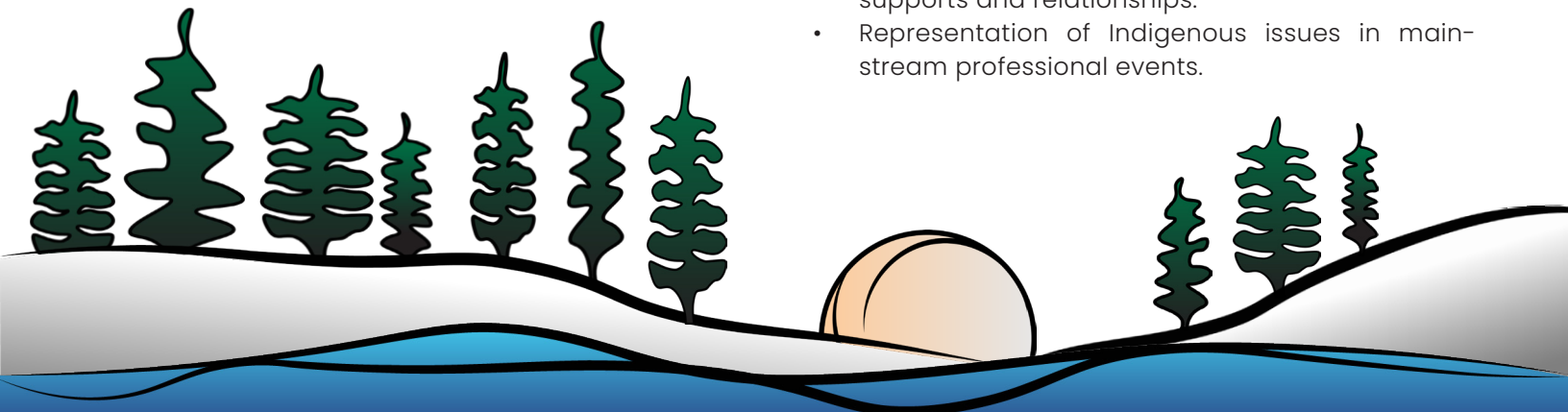
- 1 Increase Indigenous Representation and Leadership**  
Develop initiatives to attract and support Indigenous planners, including alternative membership pathways, honorary memberships, and educational bursaries.
- 2 Support Indigenous Participation**  
Provide meaningful supports for Indigenous presenters and attendees at CIP events, including registration waivers, honoraria, honouring cultural protocols, and travel subsidies.
- 3 Strengthen Partnerships Across Sectors**  
Foster relationships and learning between planning organizations, all levels of government, and Indigenous groups for collaborative projects and research.

## Implementation Strategies

- Launch Indigenous student recruitment programs.
- Create—or amend—recognition programs to spotlight Indigenous planning achievements.
- Develop partnerships with Indigenous-led associations for joint initiatives and conferences.
- Address and remove barriers to participation, including financial, credential, and access issues.

## Measuring Progress

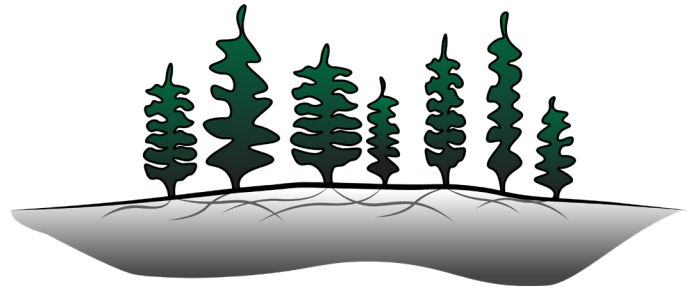
- Growth in Indigenous planner membership in all categories and organizational leadership. Target 5% representation in membership (consistent with % population).
- Number of collaborative initiatives.
- Number and diversity of Indigenous partners actively engaged.
- Feedback from partners on the effectiveness of supports and relationships.
- Representation of Indigenous issues in mainstream professional events.





# Pillars of Action: 4. Identifying Barriers in Planning Systems

A central step toward reconciliation is understanding and removing systemic, regulatory, financial, or procedural obstacles that limit Indigenous participation and rights in planning.



## Action Commitments

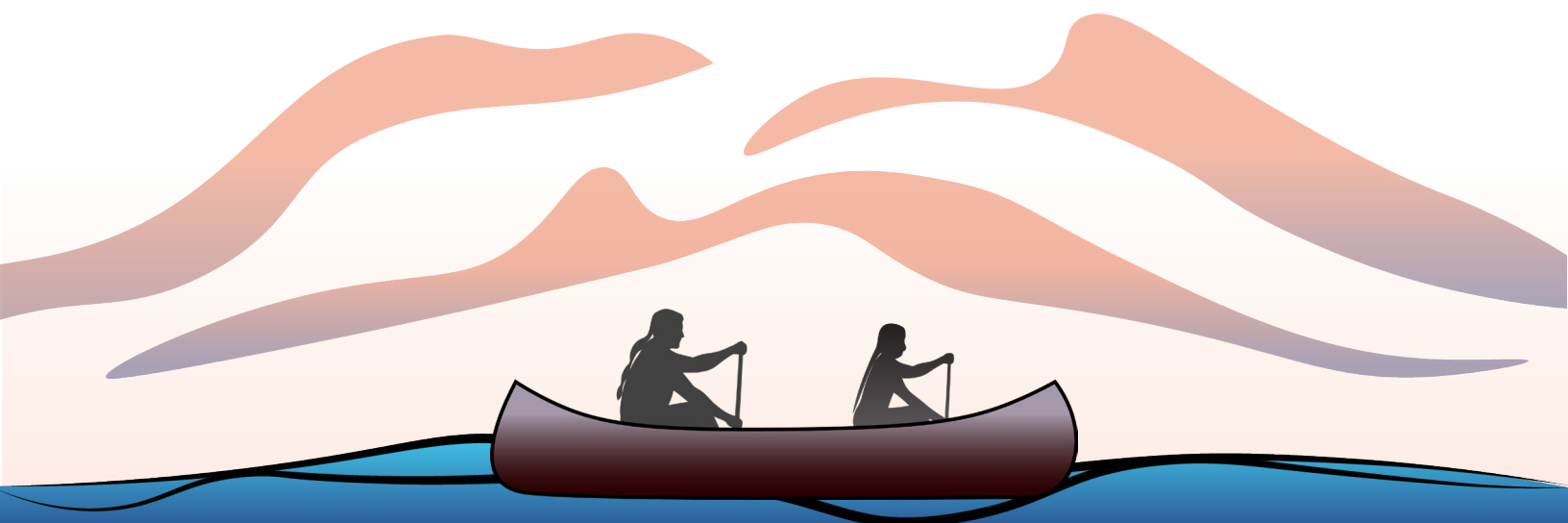
- 1 Conduct a Comprehensive Environmental Scan and Barrier Assessment**  
Conduct a needs assessment to identify priority areas. Commission research to document barriers that Indigenous communities face in planning processes, establishing a baseline for action.
- 2 Document Best Practices**  
Identify and share examples from jurisdictions that have successfully increased Indigenous participation and rights recognition.
- 3 Develop Advocacy Strategies**  
Mobilize CIP's national voice to champion the removal of barriers in legislation, regulations, policies, and practices.
- 4 Co-Create Improvement Opportunities**  
Work with Indigenous organizations to identify opportunities related to collaborative planning models that put Indigenous communities on an equal level in decision-making.

## Implementation Strategies

- Conduct surveys, interviews, and focus groups with Indigenous planners and communities.
- Publish reports and tools highlighting key barriers and best practices.
- Collaborate with governments and regulatory bodies to design reforms.

## Measuring Progress

- Completion and assessment of barrier identification studies.
- Number of reforms identified and enacted in response to documented barriers.





# Pillars of Action: 5. Advancing and Supporting Structural and Policy Change

CIP commits to working within our expertise—identifying land-use needs and interest-holders, conducting research, facilitating consultation, conversation, and engagement—to support Indigenous advocacy for legislative and regulatory changes that advance Indigenous rights and reconciliation within the planning context.

The organization commits to working with PTIAs and PSB to ensure that professional planners have a strong foundational understanding of the legal rights of Indigenous Peoples with respect to planning and, through continuous learning, stay current in their practice about recent legal decisions regarding land

claims, duty to consult and other obligations. CIP will utilize its national voice to advocate for frameworks that formally recognize and uphold Indigenous governance systems, laws, and stewardship practices as legitimate and effective means of managing land and the environment.

The focus is on amplifying the perspectives of Indigenous organizations and leaders, ensuring that their priorities shape reforms rather than impose externally defined solutions. This includes supporting policy directions that address systemic barriers that currently hinder substantive reconciliation in planning.

## Action Commitments

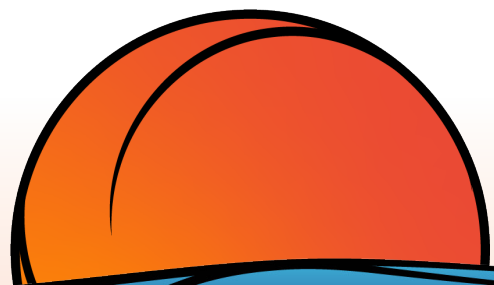
- 1 Inform Members About Emerging Legal Frameworks and Recent Supreme Court Decisions That Impact Land and Consultation Requirements**  
Work with PTIAs to develop required CPL training on a regular basis, and with PSB to embed knowledge about Indigenous rights and consultation requirements into competencies.
- 2 Promote Legislative and Regulatory Reform**  
Research advocacy strategies advancing legislative recognition of Indigenous governance and environmental stewardship, while promoting and amplifying Indigenous voices wherever possible.
- 3 Promote Indigenous Approaches**  
Advocate for planning laws that accommodate Indigenous land management and decision-making.

## Implementation Strategies

- Establish working groups with Indigenous legal and policy professionals.
- Prepare bulletins, webinars, and other communications tools to inform members about legislative changes and court decisions.
- Prepare white papers and submissions for government consultations.
- Facilitate dialogue with provincial, territorial, municipal, and federal policymakers and Indigenous governing bodies.

## Measuring Progress

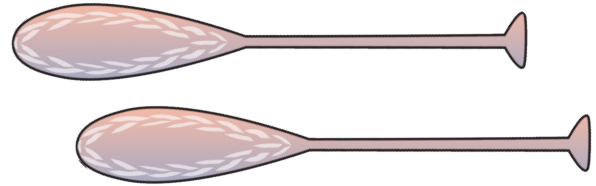
- Number of proposed and adopted policy reforms.
- Increase in formal recognition of Indigenous planning systems and governance in planning laws.
- Positive government response to advocacy efforts.





# Pillars of Action: 6. Operational Integration

Ensuring CIP's own operations, governance, and resource allocations align with its reconciliation commitments is essential for modelling change across the profession.



## Action Commitments

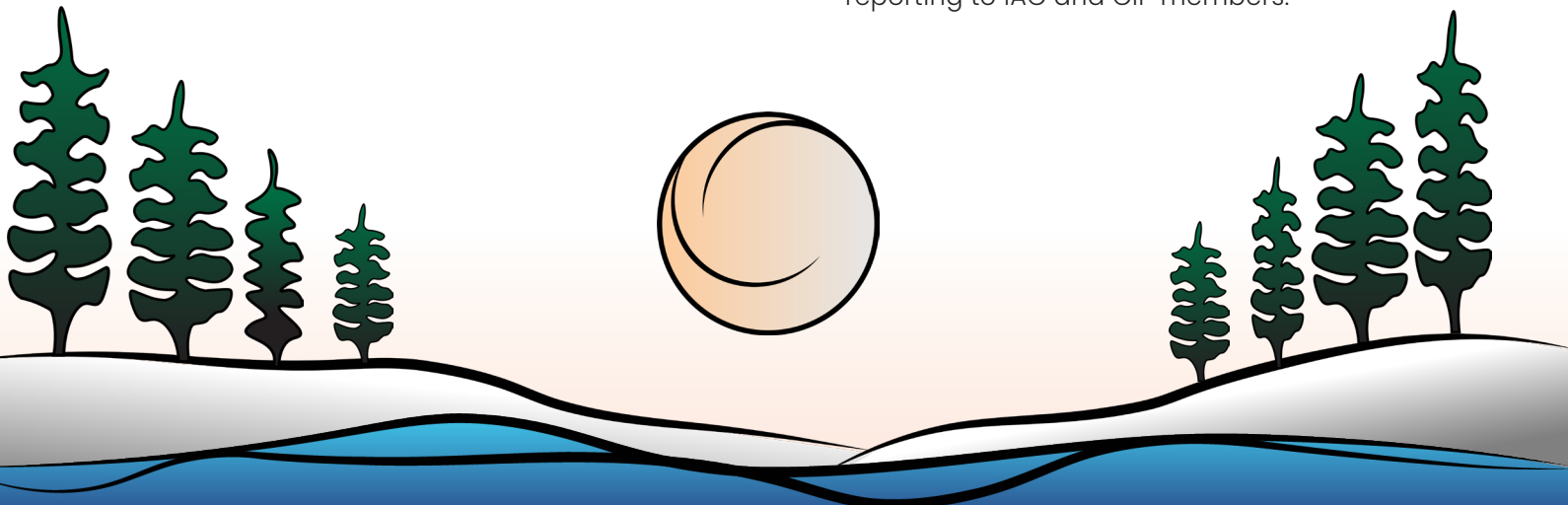
- 1 Advance Equitable Employment Practices**  
Develop intentional strategies to support Indigenous recruitment, retention, and advancement in the organization's staffing and leadership.
- 2 Undertake Procurement Reform**  
Revise procurement policies to support Indigenous businesses.
- 3 Review and Implement Governance Structure Changes**  
Ensure meaningful representation and decision-making authority for Indigenous members in the organization's governance and operations.
- 4 Commit to Ongoing Policy Review**  
Routinely update internal policies to eliminate barriers and make reconciliation integral to the organization's culture.

## Implementation Strategies

- Develop action plans to encourage Indigenous recruitment and advancement.
- Engage Indigenous-owned vendors for services and products.
- Establish an Indigenous Advisory Committee (IAC) to help guide implementation of the RAP for a minimum of two years.
- Review governance documents and consult with the IAC on policy changes.

## Measuring Progress

- Increased Indigenous representation in staff, committee and Board roles.
- Number of implemented procurement, HR, and governance reforms aligned with reconciliation.
- Targeting 5% of procurement awarded to Indigenous businesses.
- Organizational satisfaction among Indigenous members.
- Maintain annual reviews and transparent progress reporting to IAC and CIP members.





# Implementation

## Measuring Progress, Monitoring, and Evaluation

Strong accountability measures are essential to ensuring this RAP moves from intention to concrete, sustained results. Implementation requires not only CIP's commitment and capacity, but also the readiness and participation of key partners, particularly Indigenous organizations, whose priorities, timelines, and resources must be respected.

CIP will co-develop implementation activities with Indigenous partners before they are included in the work plan, and will ensure timelines, responsibilities, and resource commitments are realistic and agreed to by all parties.

This implementation framework is designed to:

- Translate RAP commitments into **clear, actionable steps**.
- Establish **measurable progress** indicators for transparency and accountability.
- Provide **regular feedback loops** for continuous improvement and adaptive management.<sup>14</sup>

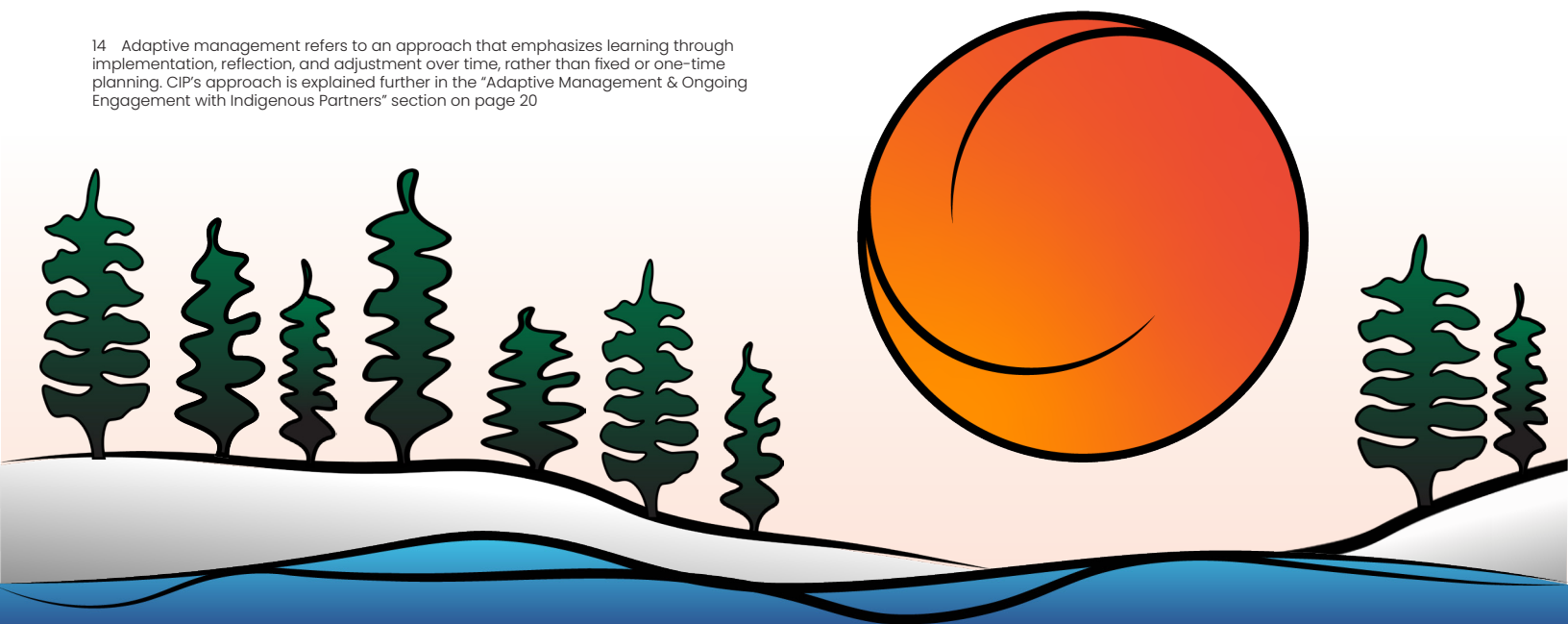
- Ensure reconciliation principles remain **embedded in CIP's operations** and the profession's culture.

### Implementation Plan

CIP has developed a preliminary, three-phase implementation plan outlining short, medium, and long-term goals:

- **Short-term (0–12 months):** Early actions that can be implemented quickly to demonstrate progress, build momentum, and address priorities that have already been identified or initiated.
- **Medium-term (1–3 years):** Initiatives requiring coordinated planning, partner engagement, and moderate resource investment.
- **Long-term (3+ years):** Transformational initiatives involving systemic change, legislative or institutional reforms, or complex multi-partner collaborations.

<sup>14</sup> Adaptive management refers to an approach that emphasizes learning through implementation, reflection, and adjustment over time, rather than fixed or one-time planning. CIP's approach is explained further in the "Adaptive Management & Ongoing Engagement with Indigenous Partners" section on page 20



<b>Pillar / Focus Area</b>	<b>Short-Term (0–12 Months)</b>	<b>Medium-Term (1–3 Years)</b>	<b>Long-Term (3+ Years)</b>	<b>Partnerships/ Supports Required to Implement</b>
<b>Healthy Communities, Sustainability, and Stewardship</b>	Develop Indigenous knowledge and protocol training modules for CPL units	Produce practical guidance for integrating Indigenous knowledge in planning practices	Work with the PSB to embed Indigenous knowledge and Indigenous governance into national planning standards	PSB, PTIAs, and Indigenous partners
	Document case studies or stories of Indigenous planner sustainability partnerships	Host inter-community exchanges on climate adaptation and mitigation	Scale successful resilience pilots into models adaptable for multiple geographies	Co-led with Indigenous partners and PTIAs
		Launch pilot Indigenous-led resilience projects with CIP support	Initiate environmental justice advocacy on active issues	Co-led with Indigenous partners
<b>Education and Capacity Building</b>	Identify Indigenous content gaps in curricula with PSB and ACUPP	Deliver Indigenous CPL modules	Work with ACUPP, planning schools, and PSB to advance strategies to increase Indigenous content in all accredited planning programs	PSB, ACUPP, and Indigenous partners
	Design Indigenous planner mentorship program	Implement an Indigenous planner mentorship program	Evaluate and expand the mentorship program	PSB, ACUPP, and Indigenous partners
	Design a section within the CPL HUB with toolkits, timelines, and case studies	Build a section with toolkits, timelines, and case studies in the CPL HUB	Evaluate and redesign CPL HUB based on uptake	Co-led with Indigenous partners
<b>Partnerships and Collaboration with Indigenous Peoples, Organizations, and Communities</b>			Increase Indigenous participation at all levels of engagement and leadership at CIP	
	Provide Indigenous conference support packages	Deliver Indigenous–non-Indigenous sector knowledge exchanges		Co-led with Indigenous partners
	Outreach to Indigenous-led organizations for joint initiatives	Formalize agreements with Indigenous-led associations that are willing to collaborate on joint initiatives	Explore alternative membership pathways with PSB, with Indigenous participation involved in the process	PSB and Indigenous partners
		Research best practices for data collection and data sovereignty to inform processes for measuring progress	Establish an Indigenous planning recognition program  Work with planning schools to create more spaces for Indigenous students	ACUPP and planning schools

<b>Pillar / Focus Area</b>	<b>Short-Term (0–12 Months)</b>	<b>Medium-Term (1–3 Years)</b>	<b>Long-Term (3+ Years)</b>	<b>Partnerships/ Supports Required to Implement</b>
<b>Partnerships and Collaboration with Indigenous Peoples, Organizations, and Communities</b>			<p>Establish permanent joint governance/advocacy bodies with those who are willing to collaborate on such initiatives</p> <p>Support collective advocacy led by Indigenous Peoples</p>	Co-led with Indigenous partners
<b>Identifying Barriers in Planning Systems</b>	(Prep stage: Build relationships and define scope with partners to internally identify barriers)	Build and finalize a barrier assessment methodology with Indigenous, PTIA and government partners	<p>Complete national barrier assessment</p> <p>Begin advocacy to remove priority barriers</p> <p>Report on regulatory changes influenced by CIP's advocacy efforts</p>	PTIAs, Indigenous partners, and government partners
	Gather initial feedback from Indigenous planners and communities	Publish best-practices compendium	Integrate barrier review recommendations into planning guidance frameworks	PTIAs and Indigenous partners
<b>Advancing and Supporting Structural and Policy Change</b>	(Prep stage: Build relationships and define scope with partners)	Prepare bulletins, webinars, and other communications tools to inform members about legislative changes and court decisions		PTIAs and Indigenous partners
		Facilitate FPIC dialogues with planning community, municipalities, and other interest-holders		
	Host Indigenous-led webinars on rights and governance		Identify symposium partners and host a recurring National Indigenous Planning Symposium	Co-led with Indigenous partners
<b>Incorporating Indigenous Perspectives into Planning</b>	(Prep stage: Relationship-building and scoping work)	Indigenize planning approaches with Indigenous input (GIS mapping, data analytics, consultation/collaboration methods and tools)	Include Indigenous knowledge in planning (GIS mapping, data analytics, consultation/collaboration methods and tools)	External business partners and Indigenous partners

Pillar / Focus Area	Short-Term (0–12 Months)	Medium-Term (1–3 Years)	Long-Term (3+ Years)	Partnerships/ Supports Required to Implement
<b>Incorporating Indigenous Perspectives into Planning</b>	(Prep stage: Relationship-building and scoping work)	Support the creation of nationally recognized Indigenous-led planning associations	Support the growth of Indigenous planning associations	Indigenous partner-led implementation with CIP funding/advocacy
		Develop training for reconciliation in practice	Support the development of Indigenous- knowledge-based assessment frameworks in training programs	Indigenous partner-led implementation with CIP funding/advocacy
<b>Operational Integration</b>	Reform procurement policy to prioritize In- digenous vendors	Monitor procurement spend with Indige- nous businesses	Sustain high Indige- nous representation in leadership and fellowship	
	Recruit Indigenous staff and leadership	Annual mandatory training for the CIP Board of Directors and staff	Maintain long-term funding for Indige- nous engagement	
	Review governance to provide more oppor- tunities for Indigenous participation	Pilot Indigenous leadership models in committees	Ensure Indigenous oversight to monitor and maintain contin- ued progress on the RAP, fully internalized within organizational structures and pro- cesses.	

## Reporting Frameworks for Transparency and Accountability

CIP will maintain public transparency on RAP progress, fostering trust and shared ownership of change. Reporting will be designed to be easily understood and publicly accessible.

### Reporting Mechanisms:

- **Annual Public Report:** Develop a “RAP Report Card” summarizing progress, challenges, case studies, and next steps—shared at CIP’s Annual General Meeting (AGM) and online.
- **Quarterly Internal Reviews:** IAC, the CIP Board of Directors, and staff will review progress internally every quarter to address issues early and adjust work plans.
- **Conference Updates:** Include RAP progress presentations or panels at CIP’s annual conference.
- **Direct Partner Updates:** Share results with Indigenous organizations, PTIAs, PSB, ACUPP, Federation

of Canadian Municipalities (FCM), and other collaborators.

- **Feedback Channels:** Create public and partner-specific avenues for submitting feedback on implementation.

## Adaptive Management and Ongoing Engagement with Indigenous Partners

CIP will use an adaptive management approach, treating the RAP as a living document that evolves based on implementation experience, emerging issues, and partner feedback.

### Core Elements:

- **Annual Review & Update:** Following the development and publishing of the RAP Report Card, the RAP will be updated annually in partnership with the IAC and Board to reflect progress, lessons learned, and new priorities.

- **Amendment Process:** Any significant changes to RAP priorities or timelines will be reviewed by the IAC before finalization.
- **Ongoing Engagement:** Maintain continuous dialogue with Indigenous partners through structured meetings, community visits, and participation in partner-led initiatives.
- **Feedback Integration:** Establish a dedicated reconciliation email and submission form to collect new issues, opportunities, or concerns year-round. Track, acknowledge, and respond to feedback within a set timeframe.
- **Emerging Priorities Response:** Use flexible work planning to address urgent or emerging planning issues affecting Indigenous Peoples.

### Moving Forward: Our Continuing Journey

CIP recognizes that reconciliation is not a project with an end date, but an ongoing, evolving pathway that demands sustained responsibility, humility, and partnership.

This RAP provides a framework for action. However, its strength will only be realized through the commitment of planners, planning organizations, decision-makers, and our partners across the planning ecosystem.

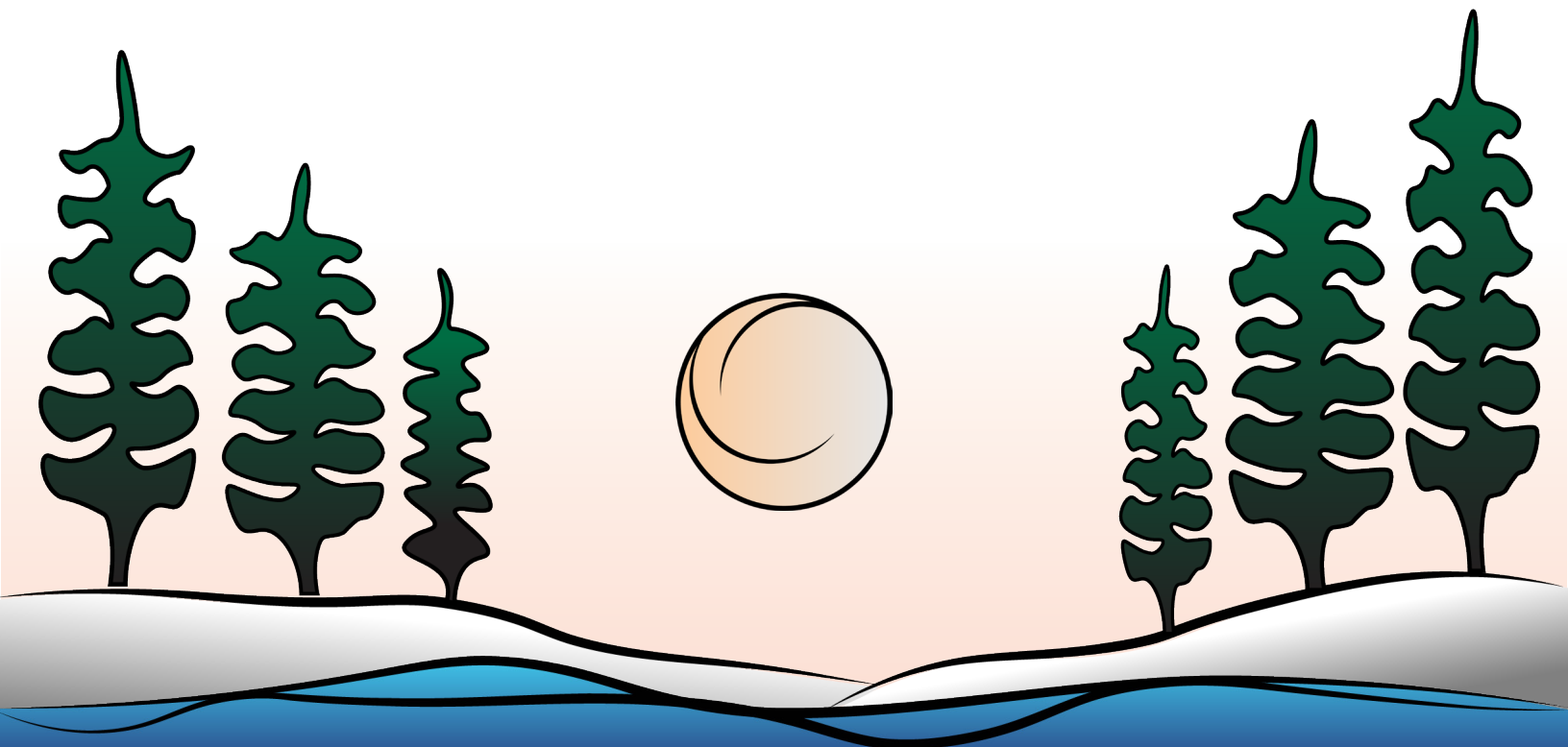
Together, we must ensure this is not a static document, but a living guide that changes as we learn, grow, and deepen our relationships with Indigenous Peoples and communities.

### CIP reaffirms our pledge to:

- Honour the rights, perspectives, and priorities of First Nations, Inuit, and Métis Peoples.
- Embed reconciliation principles at the heart of planning practice and policy.
- Listen, reflect, and act with transparency and accountability.
- Measure progress and adapt our approaches over time.

CIP invites all who read this RAP to see themselves as part of its implementation. Whether as a planner, organizational leader, elected official, educator, or community member, your actions influence the future we are building together.

**Reconciliation in planning is everyone's responsibility and our collective opportunity to create communities that are just, inclusive, and sustainable for generations to come.**





# Call to Action for Planners, Planning Organizations, and Planning Decision-Makers

This section provides practical, role-specific guidance to advance reconciliation in everyday planning practice and governance. It is designed to be actionable regardless of position, geography, or institutional context, and will be updated as new resources are developed through the RAP implementation.

## Planners' Role in Supporting Reconciliation: What Can Planners Do?

Planners influence land relationship planning, social service delivery, policy creation and implementation, and engagement and consultation, among other areas of practice—often without being the final decision-makers. This call to action equips planners to act as allies and catalysts for change, acknowledging historical harms and emphasizing practical steps that contribute to Indigenous sovereignty, self-determination, and community-led development.

Some practical actions for individual planners include:

### Build and maintain relationships

- Initiate early, ongoing relationship-building with Indigenous communities and organizations; ask about preferred protocols, decision pathways, and timelines.
- Schedule for relationship-building, not just statutory consultation.
- Budget for ceremony, Elders' honoraria, and travel to community sites for a relations-centred approach.

### Plan processes that respect Indigenous governance

- Align engagement with community calendars and governance cycles; avoid compressed timelines.
- Include indicators based in Indigenous knowledge systems in project scope, evaluation criteria, and success measures.
- Ensure engagement processes obtain Free, Prior, and Informed Consent (FPIC) and follow Ownership, Control, Access, and Possession (OCAP®) to support Indigenous data sovereignty practices.<sup>15</sup>

### Strengthen land and environmental planning

- Incorporate Indigenous Knowledge and community knowledge ethically and with consent into environmental assessments, growth management, hazard mitigation, housing, infrastructure, and climate adaptation plans.
- Identify and protect cultural landscapes, sacred sites, and harvesting areas through policy and mapping practices consistent with confidentiality agreements.

### Improve application review and approvals

- Embed requirements for early Indigenous notification and co-design of engagement in pre-application meetings and complete application checklists.
- Tailor study requirements (e.g., cultural heritage, cumulative effects, traffic and servicing) to include Indigenous priorities.

<sup>15</sup> The rights of Indigenous Peoples to control and collectively own data about their communities, lands, and cultures is grounded in their inherent rights to self-governance, supported by global agreements like UNDRIP and frameworks such as the CARE principles, OCAP® principles, Métis data principles, and Inuit Qaujimajatuqangit.

"Indigenous Data Sovereignty," Simon Fraser University Library, December 5, 2025, <https://www.lib.sfu.ca/help/publish/research-data-management/indigenous-data-sovereignty>.

## **Write informed, improved and inclusive policies and regulations**

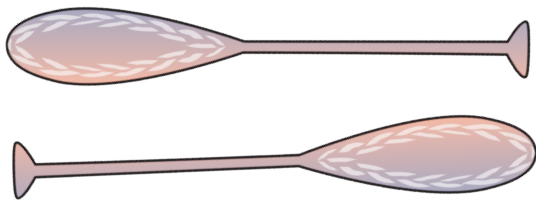
- Draft or advocate for plans and zoning policies that reference Indigenous rights, jurisdictional relationships, land relationships, and partnership mechanisms.
- Include policies that enable shared decision-making forums, joint technical committees, and adaptive management.

## **Advance equity and procurement in practice**

- Recommend procurement that prioritizes Indigenous-owned firms and Indigenous professionals; compensate Indigenous participants for expertise and time.

## **Be accountable**

- Track and report on how Indigenous input changed the project; where input was not incorporated, document why and propose next steps.



## **Organizational Action: How Planning Organizations and Institutions Can Lead Change**

Public, private, and non-profit organizations shape planning culture, timelines, budgets, and standards. This call to action provides recommended considerations for governance, human resources, procurement, engagement, training, and resource development that institutions can adopt and adapt. CIP will continue to expand these recommendations as new tools are co-created with partners.

Organizational levers for change can include:

### **Governance and leadership**

- Establish Indigenous advisory mechanisms with clear mandates, resourcing, and decision pathways.

- Create joint decision forums or technical committees where appropriate and agreed-upon.

### **Strategy and policy**

- Adopt reconciliation principles and Indigenous rights commitments in corporate plans and planning frameworks.
- Embed Indigenous participation and consent-based approaches in policy development cycles.

### **Human resources and culture**

- Recruit, retain, and advance Indigenous staff; create culturally safe workplaces and mentorship pathways.
- Include Indigenous cultural competency and role-specific training in onboarding and annual development.

### **Procurement and budgeting**

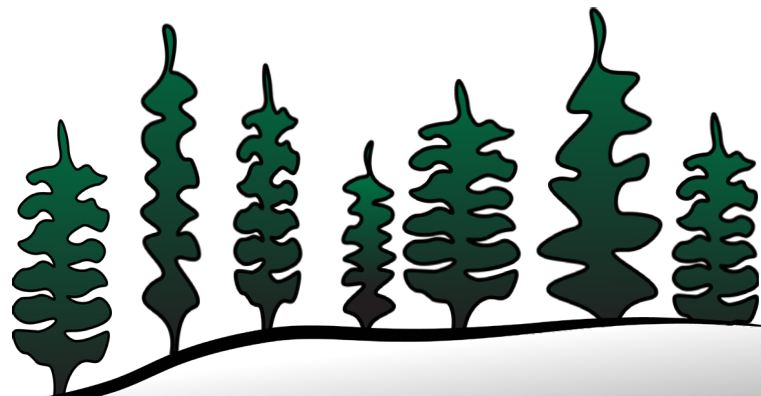
- Prioritize Indigenous-owned businesses and consultants; compensate Indigenous expertise.
- Allocate budgets and schedule buffers for relationship-building and co-design.

### **Engagement and information management**

- Co-create proactive and transparent engagement plans with communities, respect data sovereignty and confidentiality.
- Include community-defined outcomes and indicators in performance management.

### **Operations and project delivery**

- Update project initiation and gate reviews to verify early Indigenous involvement and co-scoped study requirements.
- Use adaptive management to respond to Indigenous feedback and new information over the project lifecycle.



## Planning Decision-Makers

Many planning decisions are made by people who are not planners. This call to action offers practical considerations for elected officials, board and commission members, senior administrators, and tribunal appointees to ensure decisions are consistent with Indigenous rights and long-term relationship-building. CIP will explore collaboration to co-create resources and programming for decision-makers.

Recommended considerations for decision-makers:

### Uphold rights and commitments

- Ensure decisions are consistent with recognized Indigenous rights and established commitments; ask for explicit analysis of rights implications in staff reports.
- Expect early and ongoing engagement evidence, not post-hoc consultation.

### Set clear expectations for process quality

- Require co-created engagement plans, realistic timelines, and adequate budgets before advancing

major initiatives.

- Request Indigenous-defined success indicators and how they will be monitored and reported.

### Enable partnership mechanisms

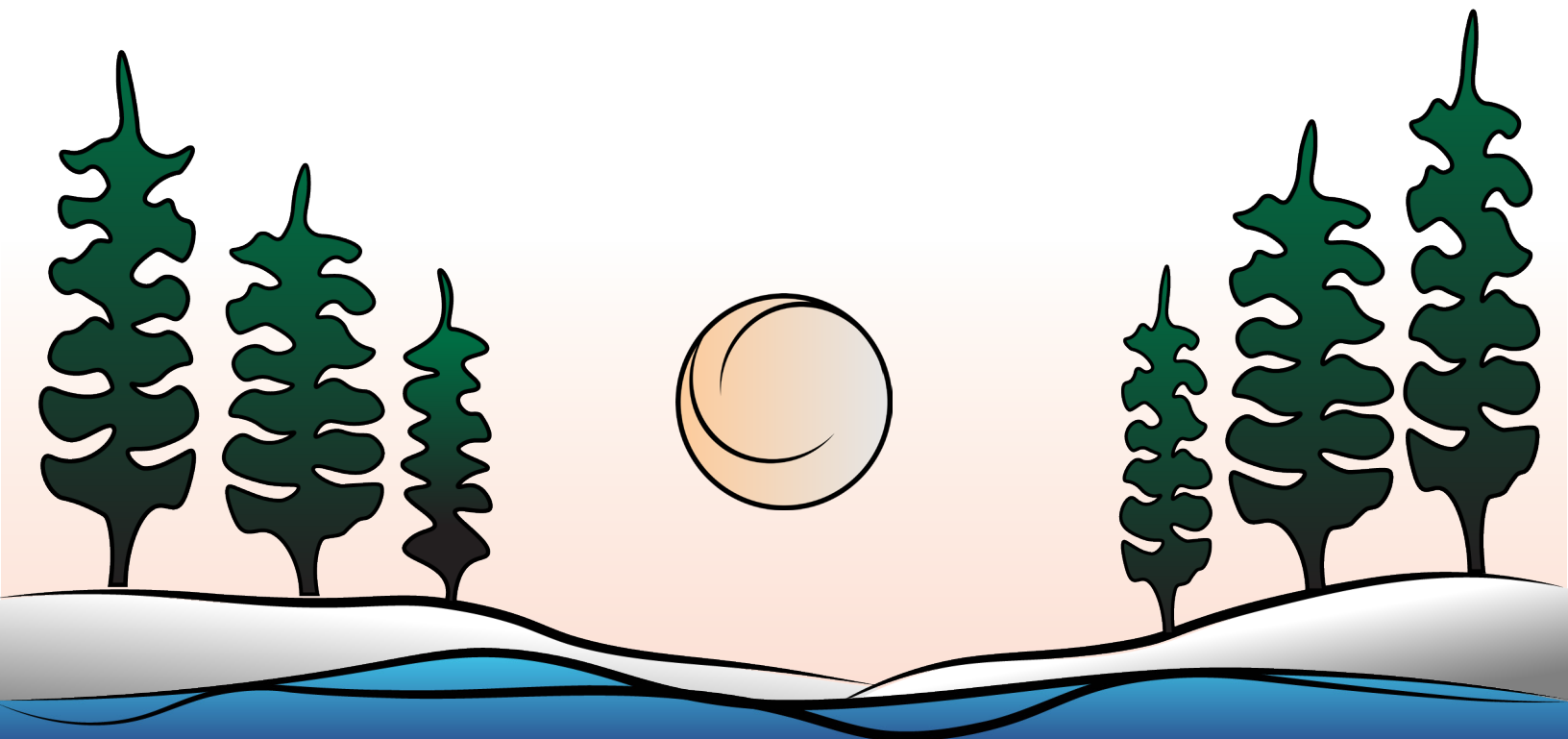
- Support the creation of joint working groups, technical committees, or liaison roles with Indigenous counterparts where appropriate.
- Encourage intergovernmental agreements that clarify roles, information-sharing, and dispute resolution.

### Align policy and approvals

- Direct updates to Official Plans, secondary plans, and bylaws to reflect Indigenous priorities and participation pathways.
- For approvals, request evidence of how Indigenous input shaped project design, mitigation, conditions, or monitoring.

### Resource the work

- Approve budgets that sustain relationship-building, compensate Indigenous participation, and support community capacity to engage.





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