



❧ **THE FORKS** ❧

RECONCILIATION ACTION STRATEGY

PREPARED BY JAMIE WILSON AND ASHLEY RICHARD, STRATEGIC CONSULTANTS

2025-2035

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A MESSAGE FROM JAMIE AND ASHLEY

We would like to acknowledge that this reconciliation action strategy belongs to the First Nations, Métis, and Inuit communities whose voices, knowledge, and lived experiences will shape its direction into the future. The success of this strategy will be driven by a shared responsibility among all community members to engage in meaningful action and a willingness to build relationships based on respect, accountability, and shared learning.

As strategic consultants, our role has been to facilitate, empower, and amplify the voices of diverse community members to ensure that this strategy reflects the shared priorities of the communities who will be influenced by this work. As such, we extend our deepest gratitude to those Elders, Knowledge Keepers, leaders, and community members who contributed their voices, insights, knowledge, and time into this process.

With gratitude,

Jamie Wilson and Ashley Richard





THANK YOU AND ACKNOWLEDGMENTS

We would like to start by thanking Elder Barbara Nepinak for opening our strategic planning work with a prayer and guidance, and for being with us at each critical point in the journey to provide insights and knowledge that informed our path forward.

We would like to thank Niigaan Sinclair for spending time with us and sharing the rich history of The Forks and the surrounding land. Niigaan's historical perspective connected our strategic goals to the whole of Manitoba and strengthened the perspectives of not only us as strategic consultants, but the design participants as well.

We would like to thank our design participants, who informed each step of the design thinking process:

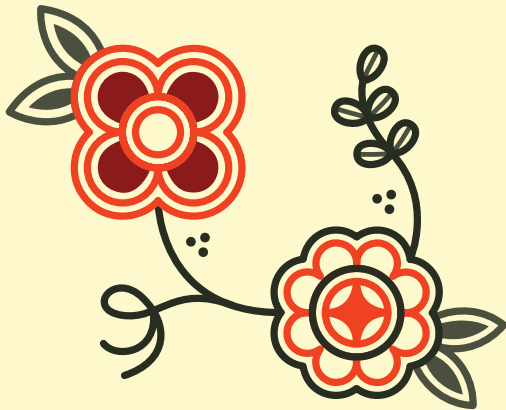
Amber Flett
 Amy Jackson
 Bonnie Emerson
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 Cindy Allard
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 Diana Mikulla
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 Elder Harry Bone
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 Lorne Pelletier
 Mary Agnes Welch
 Naomi Howell
 Rennie Zegalski
 Rhonda Forgues
 Salena Starling
 Sam Augustine
 Tamara Kuly
 Tom Janzen
 Tracey Cechvala
 Treaty Commissioner Loretta Ross

We extend gratitude to Sara Stasiuk and Etoile Stewart for their dedication to Truth and Reconciliation, and for being actively engaged in our process.



UNITED NATIONS DECLARATION ON THE RIGHTS OF INDIGENOUS PEOPLES



TRUTH AND RECONCILIATION CALLS TO ACTION

This Reconciliation Action Strategy is informed by the principles set out in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), which affirms the inherent rights of Indigenous Peoples to self-determination, land, culture, and economic participation. UNDRIP is an essential framework for truth and reconciliation, and this strategy commits The Forks to aligning policies, programs, and partnerships with its principles in a way that is rooted in ongoing engagement and respectful collaboration with First Nations, Métis, and Inuit communities.

This Reconciliation Action Strategy responds directly to the Truth and Reconciliation Calls to Action. The Calls to Action provide a roadmap for addressing the historical and ongoing harms of colonialism and ensures that Indigenous rights, cultures, and governance are respected and upheld.





MISSING AND MURDERED INDIGENOUS WOMEN AND GIRLS (MMIWG) CALLS FOR JUSTICE

Responding to the Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice is an urgent responsibility for all sectors of society. The Calls for Justice are not optional, they are legal imperatives that demand concrete action to address the systemic causes of violence against Indigenous women, girls, and 2SLGBTQQIA+ people. True reconciliation cannot be achieved without addressing gender-based violence, systemic racism, and the intergenerational impacts of colonial policies.

NATIONAL INDIGENOUS ECONOMIC STRATEGY FOR CANADA CALLS TO ECONOMIC PROSPERITY

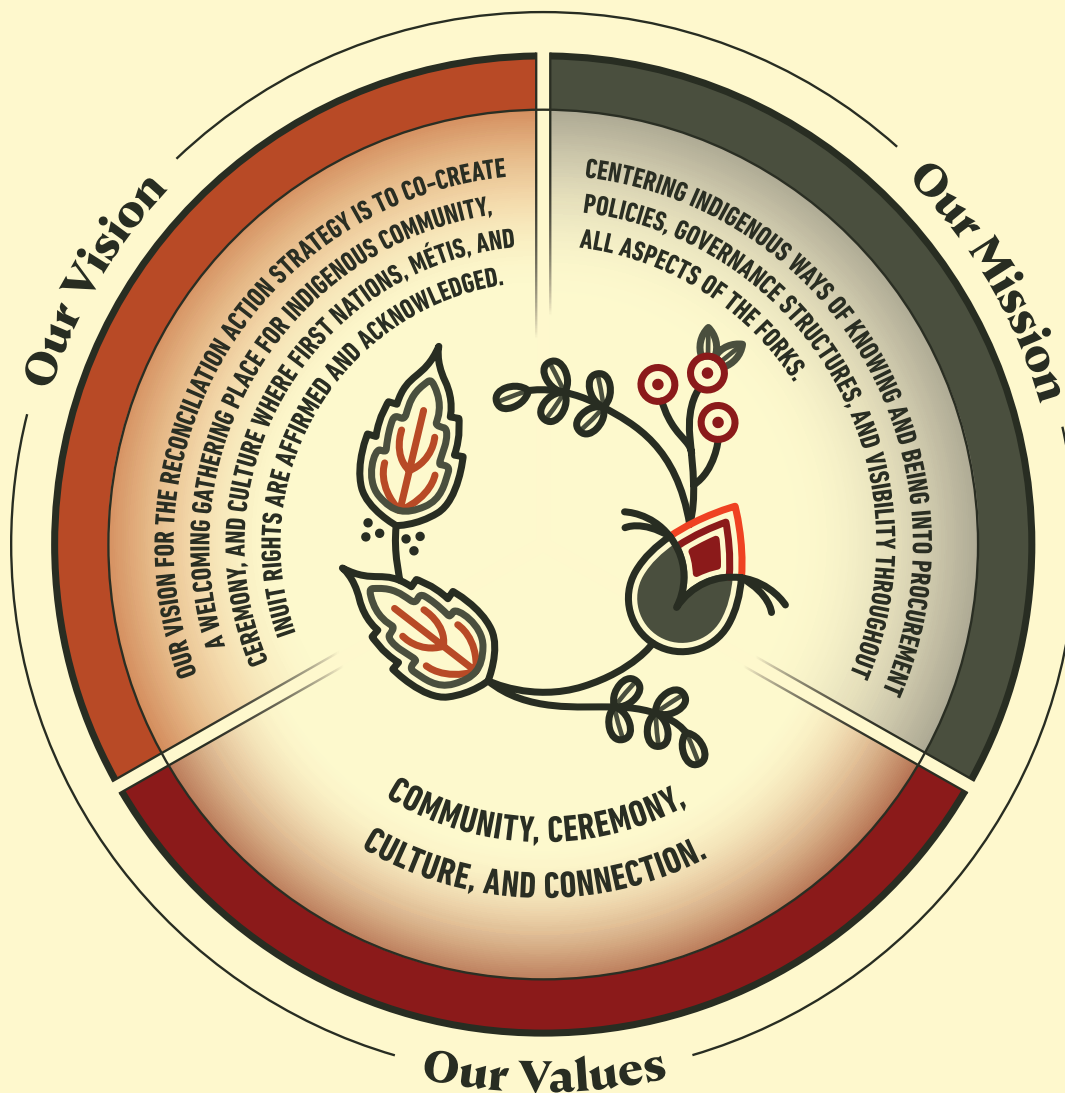
The National Indigenous Economic Strategy is organized around four strategic pathways: People, Lands, Infrastructure, and Finance. The Calls to Economic Prosperity are informed by the United Nations Declaration on the Rights of Indigenous Peoples. Responding to the Calls to Economic Prosperity is essential for fostering long term economic reconciliation. Economic self-determination is a fundamental right of Indigenous Peoples and a key driver of community well-being, cultural revitalization, and nationhood.





THE RECONCILIATION ACTION STRATEGY

The successful implementation of the The Forks Reconciliation Action Strategy will position The Forks as an accessible, safe, and welcoming place where First Nations, Métis, and Inuit peoples are heard, valued, and represented. Aligning with the The Forks Mission and Mandate, the successful implementation of the Reconciliation Action Strategy supports the organization's commitment 'to act as a catalyst, encouraging activities for people in the downtown area through public and private partnerships, revitalization strategies; and to work to ensure financial self-sufficiency.'





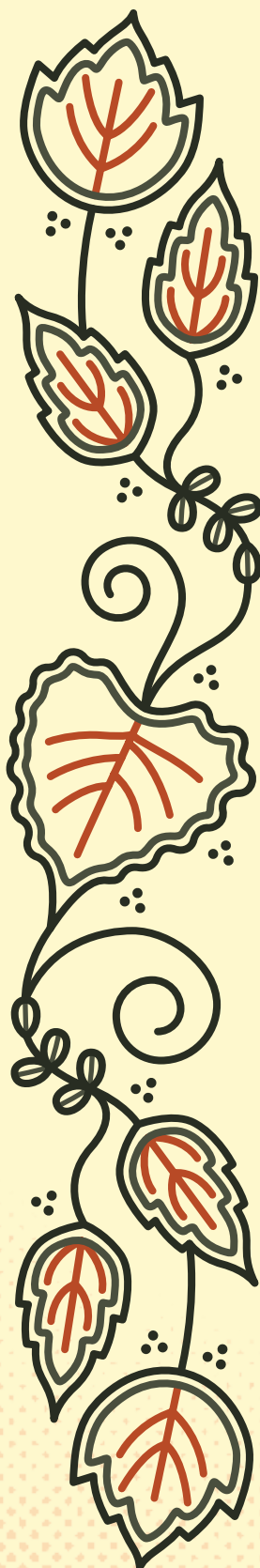
The Forks Reconciliation Action Strategy was co-created using design thinking, a human-centered and empathy-driven approach to strategic planning. This innovative method follows five iterative pillars: Empathize, Define, Ideate, Prototype, and Test/Implement.

The design thinking approach was deeply rooted in The Forks organizational values:

- **COMMUNITY ORIENTED:** The Reconciliation Action Strategy is informed by the lived experiences of First Nations, Métis, and Inuit peoples.
- **COLLABORATIVE:** The Reconciliation Action Strategy co-creation process involved extensive community roundtables and engagements.
- **INNOVATIVE:** Design thinking is an innovative approach to strategic planning because it shifts the focus from rigid, linear planning to a more dynamic, human-centered, and iterative process.
- **OPEN MINDED:** Design thinking challenges assumptions and inspires teams to explore new opportunities.
- **TRANSFORMATIVE:** Design thinking transforms planning into an ongoing process of discovery, creativity, and problem-solving, ensuring that strategic goals translate into tangible, meaningful outcomes.

The Forks Reconciliation Action Strategy is organized around three strategic pillars: Governance and Leadership, Procurement and People, and Visibility and Engagement. Each of the pillars are interconnected, with neither taking precedence over the other. Each pillar is informed by the principles of UNDRIP and responds both directly and indirectly to the TRC Calls to Action, MMIWG Calls for Justice, and the NIES Calls to Economic Prosperity.





STRATEGIC PILLAR	GOVERNANCE AND LEADERSHIP	PROCUREMENT AND PEOPLE	VISIBILITY AND ENGAGEMENT
Strategic Pillar Objective	The Forks is committed to ensuring that First Nations, Métis, and Inuit perspectives play a meaningful role in co-creating recommendations around governance and leadership. By fostering authentic partnerships, amplifying Indigenous voices in decision-making, and advancing reconciliation, The Forks will work collaboratively to develop recommendations that reflect the rights, values, and aspirations of Indigenous communities.	Increase First Nations, Métis, and Inuit participation in The Forks’ workforce and procurement processes by creating meaningful employment opportunities, prioritizing relationships with Indigenous led businesses, and embedding reconciliation into economic partnerships and hiring practices.	First Nations, Métis, and Inuit Peoples see themselves reflected in the physical, emotional, spiritual, and mental aspects of The Forks, while non-Indigenous peoples also have the opportunity to engage with and learn from these representations in a way that fosters understanding, respect, and reconciliation.
TRC Calls to Action	43, 44, 47, 92.3	7, 43, 44, 47, 92.1, 92.2	13, 43, 44, 47
MMIWG Calls for Justice	1.3, 1.4, 13.1, 13.2, 15.1, 15.2, 15.3, 15.4, 15.5, 15.6, 15.17, 15.8, 16.27, 16.41, 17.3, 17.6, 17.8, 17.10, 17.11, 18.2, 18.9, 18.18	1.3, 1.9, 4.2, 15.1, 15.2, 15.3, 15.4, 15.5, 15.6, 15.17, 15.8, 18.5	2.1, 2.3, 3.1, 7.1, 7.4, 15.1, 15.2, 15.3, 15.4, 15.5, 15.6, 15.17, 15.8, 16.2, 16.23, 17.7, 17.15, 17.24, 17.25, 17.26, 18.1, 18.10, 18.11, 18.18, 18.19
NIES Calls to Economic Prosperity	8, 9, 12, 25, 29, 30, 31, 32, 35, 37, 38, 41, 48, 57, 76, 86, 87, 90, 96	19, 20, 21, 28, 30, 31, 73, 90, 97, 99	24, 26, 27, 36

THE 3 YEAR STRATEGIC PLAN

Key Indicators of Success in 3 Years

GOVERNANCE AND LEADERSHIP	PROCUREMENT AND PEOPLE	VISIBILITY AND ENGAGEMENT
<p>Enhance Indigenous governance structures and cultivate strong leadership within The Forks.</p>	<p>Co-design an Indigenous procurement policy to increase First Nations, Métis, and Inuit representation at The Forks.</p>	<p>Co-create an action plan to holistically increase visibility of First Nations, Métis, and Inuit cultures, histories, and traditions.</p>
<ul style="list-style-type: none"> • An Indigenous Advisory Council has been established and is actively engaged in guiding the strategic direction of The Forks initiatives and meets at least 4 times annually. • A senior leadership position reporting to the CEO has been created. • The senior leadership team and The Forks staff will demonstrate increased awareness and confidence in addressing First Nations, Métis, and Inuit priorities and matters. 	<ul style="list-style-type: none"> • The Forks has established an annual procurement target for Indigenous businesses, guided by a distinctions-based approach to support First Nations, Métis, and Inuit economic participation. • The Forks has expanded Indigenous participation within its workforce and contractor network, reflecting a commitment to inclusive representation. • The Forks has integrated Indigenous procurement goals, performance metrics, and reporting into its annual reporting framework. 	<ul style="list-style-type: none"> • Enhanced community awareness and engagement with Indigenous art, programming, and initiatives through a targeted and effective communications strategy. • Deepened collaborations with Indigenous organizations to enhance the impact and sustainability of Indigenous programming and initiatives at The Forks. • Expand the visibility and integration of Indigenous languages through signage and wayfinding at The Forks.





STRATEGIC PLACEMAT

The Strategic Placemat is structured into three key components to drive alignment and execution:

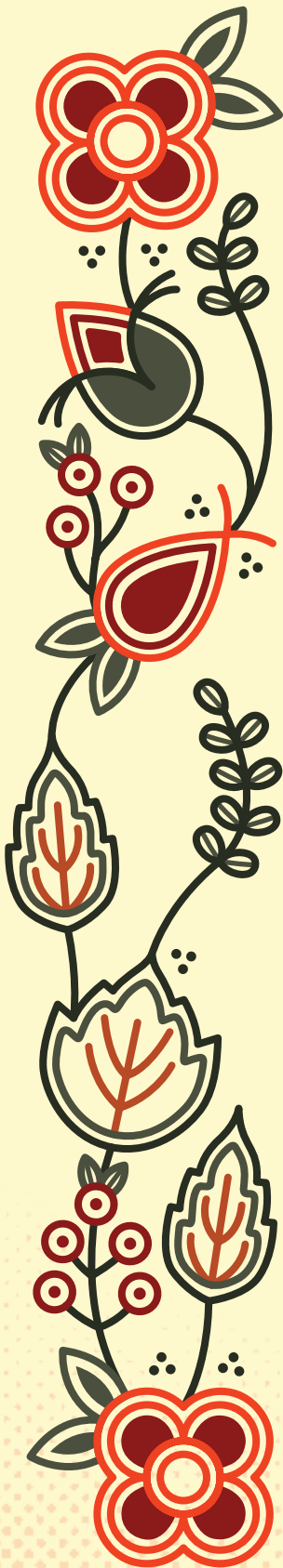
1. **BIG GOALS:** High-level, overarching priorities to be achieved within one year, directly advancing TFNP’s vision and mission for the Reconciliation Action Strategy.
2. **STEP GOALS:** Specific, measurable objectives that contribute to the achievement of each Big Goal.
3. **ACTION PLAN:** A detailed action and implementation plan has been provided to The Forks Senior Leadership Team

GOVERNANCE AND LEADERSHIP	PROCUREMENT AND PEOPLE	VISIBILITY AND ENGAGEMENT
<p>Establish an Indigenous Advisory Council for The Forks and advance First Nations, Métis, and Inuit education for TFNP staff.</p>	<p>Co-design a procurement policy to increase First Nations, Métis, and Inuit representation at The Forks.</p>	<p>Co-create an action plan to holistically increase visibility of First Nations, Métis, and Inuit cultures, histories, and traditions.</p>
<p>Advance First Nations, Métis, and Inuit reconciliation education with The Forks staff, tenants, contractors and Board.</p>	<p>Develop a job description for a senior Indigenous staff position reporting to the CEO.</p>	<p>Enhance culturally responsive and inclusive approaches to community safety at The Forks.</p>
<p>Confirm Indigenous Advisory Council members.</p>	<p>Establish a procurement goal for The Forks.</p>	<p>Develop an Indigenous communications strategy.</p>
<p>Host inaugural kick-off meeting with Indigenous Advisory Council.</p>	<p>Compile and circulate internal evergreen listing of Indigenous Supplier directories and procurement resources.</p>	<p>Enhance community partnerships to promote The Forks as a central location for significant Indigenous celebrations.</p>

RECOMMENDATIONS FOR FUTURE CONSIDERATION

These recommendations emerged from our community engagements and have been included for future consideration. While they reflect important community-identified priorities, they were not incorporated into the immediate actions of the Reconciliation Action Plan due to capacity limits. Their implementation will require further validation and guidance from the Indigenous Advisory Council and other key partners to ensure they are meaningfully integrated over time.





GOVERNANCE AND LEADERSHIP

- Indigenous inclusion at the Board level is a future priority identified. The Indigenous Advisory Council serves as an initial step toward actioning the broader Reconciliation Action Plan, ensuring that long-term, meaningful change is guided by community priorities.

PROCUREMENT AND PEOPLE

- Prioritizing affordability to ensure equitable access and economic sustainability for the community.
- Expanding opportunities for Indigenous-owned businesses, including restaurants and retail spaces, to foster economic growth and visibility.

VISIBILITY AND ENGAGEMENT

- Developing a digital platform featuring curated, self-guided walking tours of The Forks, narrated by Indigenous community members to enhance cultural awareness and storytelling.
- Expanding public engagement opportunities that highlight the rich history and contributions of Indigenous peoples at TFNP through interactive and educational initiatives.
- Hosting accessible cultural events, including smudge walks, teach-ins, beading circles, and Indigenous film screenings, to foster learning, connection, and community participation.







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