

McMan's Reconciliation Strategy

EDMONTON NORTH

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McMan

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Land Acknowledgement

McMan Edmonton North recognizes that acknowledging the land is more than a statement—it is a commitment to honouring Indigenous rights, histories, and ongoing relationships with these lands.

As an organization working across central and northern Alberta, we respectfully acknowledge that we operate on the traditional territories of the First Nations signatories of Treaty 6 and Treaty 8, as well as the Métis, Inuit, and urban Indigenous communities who have long called these lands home. The rivers, mountains, and plains of these territories hold deep cultural and spiritual significance and have been stewarded by the Cree, Saulteaux, Nakota Sioux, Dene, Stoney, Beaver (Dunne-za), Chipewyan, and Métis peoples since time immemorial.

We recognize the enduring connection these Nations have to the land, and we affirm our ongoing responsibility to truth, reconciliation, and justice. We are committed to learning from and working in partnership with Indigenous peoples, including honouring Two-Spirited individuals whose identities predate colonization. May this acknowledgement serve as a call to action—to listen, learn, and walk forward together in the spirit of reconciliation.

Land Acknowledgment as a Living Commitment

This Land Acknowledgment is not meant to be a symbolic gesture—it is a responsibility and a guiding principle for McMan Edmonton North's Reconciliation Strategy.

We acknowledge that colonization, forced displacement, and policies such as the residential school system and the Sixties Scoop disrupted Indigenous governance, economies, and family structures. These impacts continue today, as seen in the overrepresentation of Indigenous children in care, the disproportionate rates of Indigenous homelessness, and the systemic barriers Indigenous Peoples face in accessing equitable services.

We are committed to the process of starting to embed Reconciliation into our organizational culture, governance, and service delivery, ensuring that our work actively supports Indigenous self-determination, family reunification, and community well-being.

This Land Acknowledgment is not a checkbox—it is a reflection of McMan's ongoing journey of learning, accountability, and action. We recognize that the lands we work on are not just spaces of history, but places of living Indigenous presence, resilience, and future prosperity. As we walk this path, we do so with humility, recognizing our responsibility to uphold Respect and Relationship Building as the foundation of all that we do.

Essential concepts definitions and descriptions

Indigenous Peoples

Indigenous Peoples refer to the original people of Canada, who have distinct cultures, languages, and historical ties to the land. They include First Nations, Inuit, and Métis. The Indigenous peoples have a shared experience of colonization and have faced historical injustices, including forced displacement, cultural assimilation, and discrimination. In recent years, there has been a growing recognition of the rights and self-determination of Indigenous peoples, and efforts are being made to address the ongoing challenges they face and to promote reconciliation.

Truth and Reconciliation Commission

The Truth and Reconciliation Commission (TRC) in Canada was established in 2008 to address the historical abuses and injustices faced by Indigenous children as a result of the country's residential school system. The TRC's primary duty was to facilitate healing and reconciliation between Indigenous peoples and the non-Indigenous population.

The TRC was inspired by a similar commission of the same name in South Africa, which was formed in 1995 to investigate human rights violations during apartheid. The South African TRC emphasized truth-telling, healing, and reconciliation, and it provided an avenue for both victims and perpetrators to share their stories. Similarly, the Canadian TRC aimed to create a safe space for survivors of residential schools to share their experiences and for non-Indigenous Canadians to understand and acknowledge the legacy of these institutions.

The Canadian TRC collected statements and testimonies from survivors, documented the history and impacts of the residential school system, and held public hearings across the country. It also produced a final report known as the "Truth and Reconciliation Commission of Canada: Calls to Action," which includes 94 actionable recommendations to address the ongoing impacts of colonization and to mobilize Canadians to take action towards achieving reconciliation.

Overall, the TRC in Canada sought to confront the legacy of residential schools, promote understanding and empathy, and create a path towards healing and reconciliation between Indigenous and non-Indigenous peoples in the country.

United Nations Declaration of the Rights of Indigenous Peoples

The United Nations Declaration of Rights of Indigenous Peoples (UNDRIP) is a global agreement that sets out the individual and collective rights of Indigenous Peoples worldwide. It was adopted by the United Nations General Assembly in 2007, after decades of advocacy by Indigenous communities, including by First Nations in Canada.

UNDRIP holds immense significance for Indigenous Peoples as it recognizes their basic human rights and safeguards their cultural, social, economic, and political rights. It emphasizes the need to respect their traditional knowledge, land, resources, and self-governance. UNDRIP serves as a guide for governments, institutions, and corporations to acknowledge and uphold the rights of Indigenous peoples.

By embracing UNDRIP, corporations can demonstrate their commitment to respecting Indigenous rights and ensure equitable partnerships with Indigenous communities. This can lead to mutually beneficial outcomes through collaboration, resource sharing, and socioeconomic development initiatives. UNDRIP can foster an environment of trust, respect, and cooperation, ultimately contributing to improved relations between Indigenous communities and corporations based on mutual understanding and shared goals.

Self-determination

Self-determination refers to Indigenous Peoples inherent right to govern themselves, make decisions, and manage their own affairs based on their unique cultural, social, economic, and political systems. It recognizes their authority to determine their own future and shape their own communities in a manner that reflects their values, traditions, and aspirations.

Historically, colonization and assimilation policies have severely undermined Indigenous self-governance and self-determination, leading to a loss of culture, identity, and self-sufficiency. By working towards self-determination, Indigenous Peoples can regain control over their land, resources, education, healthcare, and justice systems. This empowerment can enable them to address socio-economic disparities within their communities, develop sustainable economic opportunities, preserve and revitalize their languages and cultures, and effectively address issues that are important to them.

Self-determination is important for achieving reconciliation as it recognizes and restores Indigenous rights, helps redress historical injustices, promotes cultural revitalization, and empowers Indigenous communities to address their own socio-economic needs. By embracing self-determination, Canada can work towards a more inclusive and equitable society that respects and values the unique identities and aspirations of Indigenous peoples.

Economic Reconciliation

Economic reconciliation between corporations and Indigenous peoples of Canada is a vital process that aims to foster mutually beneficial and sustainable economic partnerships rooted in trust, respect, and fairness. Economic reconciliation entails addressing historical economic disparities by promoting opportunities that actively benefit Indigenous communities.

Bill C-92 – An Act Respecting First Nations, Inuit, and Métis Children, Youth, and Families

Bill C-92 is a landmark piece of legislation that recognizes the inherent right of First Nations, Inuit, and Métis Peoples to jurisdiction over child and family services. This Act affirms Indigenous governance in child welfare, allowing Indigenous communities to design, implement, and manage their own child and family services in a manner that reflects their cultural values, traditions, and laws. Bill C-92 aims to reduce the overrepresentation of Indigenous children in government care, ensuring that Indigenous children remain connected to their families, cultures, and languages. For organizations like ours, which work closely with children, youth, adults and families, Bill C-92 provides a framework to decolonize service delivery, embed culturally relevant practices, and strengthen partnerships with Indigenous governing bodies to support Indigenous-led solutions in child and family services.

Calls for Justice – National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG)

The Calls for Justice, issued by the National Inquiry into Missing and Murdered Indigenous Women and Girls, highlight the systemic inequalities, discrimination, and violence faced by Indigenous women, girls, and Two-Spirit people in Canada. These Calls urge governments, organizations, and service providers to take action to end gender-based violence, address intergenerational trauma, and implement culturally safe and responsive services for Indigenous women and their families. Given McMan's role in providing support services to women, youth, and families, incorporating the Calls for Justice ensures that McMan's programs actively contribute to the safety, empowerment, and well-being of Indigenous women and gender-diverse people. By embedding these Calls into policies and practices, we can create safer environments, enhance cultural competency within its services, and advocate for systemic change in social support systems.

Jordan's Principle and the Spirit Bear Plan

Jordan's Principle is a child-first legal principle ensuring that First Nations children receive access to government-funded health, social, and education services without delay, regardless of jurisdictional disputes between federal and provincial governments. The Spirit Bear Plan builds on this principle by advocating for the full implementation of Jordan's Principle and addressing inequities in public services for Indigenous children. For McMan, these frameworks are crucial in ensuring that Indigenous children and youth have barrier-free access to culturally appropriate and trauma-informed services. We can strengthen our commitment by advocating for seamless service coordination, ensuring Indigenous-led decision-making in child welfare, and supporting policies that uphold the well-being and rights of First Nations, Inuit, and Métis children.

Indigenous Data Sovereignty

Indigenous data sovereignty recognizes the right of Indigenous Peoples to govern the collection, ownership, and use of their data, ensuring that research, evaluation, and program assessments respect Indigenous governance and knowledge systems. Historically, data about Indigenous communities has been collected and used without consent, often reinforcing colonial narratives rather than supporting Indigenous priorities. By embedding Indigenous data sovereignty into its approach, McMan ensures that data related to Indigenous clients is managed with respect, transparency, and accountability. This principle aligns with ethical research and service delivery, supporting meaningful partnerships with Indigenous organizations and ensuring that data is used to benefit Indigenous communities rather than perpetuate systemic inequities.

Trauma-Informed, Culturally Safe Care

Trauma-informed, culturally safe care ensures that services recognize the impacts of historical and intergenerational trauma on Indigenous Peoples and integrate Indigenous knowledge, healing practices, and cultural traditions into support programs. Culturally safe care acknowledges the diverse lived experiences of Indigenous clients and removes barriers to accessing services by fostering environments of trust, respect, and empowerment. Our commitment to this approach requires staff training in cultural humility, engagement with Indigenous Elders and Knowledge Keepers, and the

inclusion of Indigenous healing frameworks alongside Western models of care. Strengthening cultural safety within our programs will lead to improved service outcomes and stronger relationships with Indigenous clients and communities.

Indigenous Hiring, Leadership, and Workforce Development

Indigenous hiring, leadership, and workforce development are essential components of Reconciliation, ensuring that Indigenous representation is prioritized in decision-making, service delivery, and organizational leadership. Increasing Indigenous leadership within McMan strengthens the organization's cultural competency and ensures that programs and policies reflect Indigenous perspectives and needs. Workforce development initiatives, such as mentorship programs, Indigenous advisory councils, and partnerships with Indigenous educational institutions, create pathways for Indigenous professionals to contribute meaningfully to our work. Embedding these strategies will foster a more inclusive and responsive organization while building capacity for long-term Indigenous leadership within McMan.

Urban Indigenous Realities and Service Accessibility

The majority of Indigenous Peoples in Canada now live in urban areas, making it critical for service providers to recognize and respond to urban Indigenous needs. Indigenous families in cities often face unique challenges, including barriers to culturally relevant services, systemic racism, and displacement from traditional lands. We will work towards ensuring that McMan's programs are accessible, inclusive, and designed in partnership with urban Indigenous organizations, Friendship Centres, and local Nations. Strengthening collaboration with urban Indigenous leaders and organizations will help us bridge service gaps and enhance support systems for Indigenous clients in both urban and rural areas.

Decolonization and Indigenous-Led Governance Models

Decolonization and Indigenous-led governance models require organizations to move beyond inclusion efforts and work towards embedding Indigenous leadership, knowledge, and decision-making power into governance structures. This involves reviewing policies, service delivery models, and internal processes through an Indigenous lens to identify and remove colonial barriers that may exist within the organization. We can implement decolonization efforts by creating space for Indigenous leadership at all levels, ensuring Indigenous-led program development, and adopting governance practices that reflect Indigenous self-determination. By embracing these models, we can transition from being an ally to an active partner in Indigenous-led solutions, fostering deeper trust and long-term relationships with Indigenous communities.

Walking the Path of Reconciliation: Reflections and Commitments

Reconciliation is not just about looking back—it is about moving forward with intention, accountability, and respect. As McMan embarks on this journey, we recognize that meaningful change comes from listening, learning, and building strong relationships with Indigenous communities. This section shares reflections from our leadership on the progress we have made, the challenges we must continue to address, and our collective commitment to ensuring that Reconciliation is woven into the fabric of our organization.

Message from our Executive Director

To find the best words—the truly “right” words—to express the depth of my excitement, joy, and heartfelt appreciation for this moment is both humbling and profoundly moving. My heart overflows, my mind is inspired, and my spirit is uplifted as we stand together at the threshold of this transformative journey of reconciliation. This is not only our responsibility—it is our honor and privilege to be active participants and co-authors of McMan’s Reconciliation Strategy. The launch of McMan’s reconciliation commitment is more than an organizational milestone; it is a defining chapter in our shared story. It is a living testament to our unwavering dedication to the Truth and Reconciliation Commission’s Calls to Action, the United Nations Declaration on the Rights of Indigenous Peoples, and our collective duty to nurture unity, respect, and equitable opportunities for Indigenous communities. This commitment is both a declaration of our values and a roadmap for embedding Indigenous perspectives into our service delivery, community partnerships, and organizational culture.

Guided by our core values—trust, empathy, commitment, respect, and genuineness—we will place the highest priority on meaningful consultation, equitable access to opportunities, and ongoing education for staff on Indigenous histories, cultures, and rights. Our initiatives will be shaped by culturally informed mental health supports, family reunification programs that honor Indigenous traditions, and partnerships that empower Indigenous-led solutions and leadership. At McMan, inclusion and equity are not just aspirations—they are woven into the very fabric of our mission to serve vulnerable children, youth, adults, and families. We recognize that reconciliation is not a destination, but a continuous journey—one that demands humility, courage, and unwavering action. Through open dialogue, staff training in intercultural competency, and genuine collaborations with Indigenous communities, we will strive to ensure our services honor traditional knowledge, celebrate cultural strengths, and dismantle systemic barriers.

This commitment is not symbolic—it is the cornerstone upon which we will build a future where every individual, family, and community can flourish. Together, we will keep listening, learning, adapting, and acting to create meaningful, lasting change in the lives we touch and the society we share. This journey is deeply personal to me, and I know it resonates with all who call McMan home—staff and persons served alike. It is our first step toward true allyship, as we move forward, side by side, toward a better, more just way of being. I am profoundly grateful, and forever humbled, to be a small part of this deeply important reconciliation journey.

Chris Simonson
Executive Director
McMan Youth, Family and Community Services
Edmonton and North

Message from our Board Chair

Acknowledging Indigenous Reconciliation in Alberta

As the Board Chair of McMan (Edmonton/North), I extend the Board's heartfelt commitment to the ongoing journey of Indigenous reconciliation in the regions we serve. We recognize that this path is not merely a series of gestures but a profound, enduring commitment to healing, equity, and justice.

Alberta is home to diverse Indigenous communities, each with rich histories, cultures, and contributions. McMan (Edmonton/North) acknowledges the traditional territories of the Cree, Dene, Inuit and Métis peoples. We also honour the traditional Indigenous territories that are encompassed in our sister McMan regions - the Blackfoot, Saulteaux, Nakota Sioux, Stoney Nakoda, Anishinabe, Tsuut'ina, and various other First Nations peoples. We honour their enduring presence and the stewardship they have provided over these lands for generations.

Reconciliation requires more than acknowledgment—it demands action. We are dedicated to fostering meaningful relationships with Indigenous communities, ensuring their voices are integral to our decision-making processes. This involves actively listening, learning, and unlearning, and embedding Indigenous perspectives into our policies, programs, and practices. The Board has begun this work by engaging in learning with Tanya Tourangeau (Tanya T Consulting).

Our commitment extends beyond words. We are taking concrete steps to decolonize our practices, support Indigenous leadership, and contribute to the creation of generational wealth and opportunities for Indigenous communities.

As we move forward, we do so with humility and a deep sense of responsibility. We understand that reconciliation is a continuous and reflective process, one that requires dedication, accountability, and a willingness to change. We are committed to walking this path with integrity, guided by the principles of respect, equity, and justice.

We invite all our stakeholders—staff, volunteers, partners, and community members—to join us in this journey. Together, we can contribute to a future where Indigenous peoples are respected, empowered, and celebrated.

In solidarity and commitment,

Valerie Dyck
Board Chair
McMan Youth, Family and Community Services

Message from Direct Care Staff

As an Indigenous staff member at McMan, my experience has been overwhelmingly positive. I feel respected, valued, and supported in a way that truly honors both my professional role and cultural identity. One of the most meaningful aspects of my work here is the opportunity to integrate my Indigenous culture into our Ninanaskomon program.

McMan's openness to smudging, prayer, and cultural practices demonstrates a genuine commitment to reconciliation—not just in words, but in action. I've been grateful for the opportunities to attend sweats, go out on the land to harvest medicines, and learn from knowledge keepers who generously share their teachings with us. These experiences, along with initiatives like the blanket ceremony and traditional parenting courses, not only enrich our program but also create space for healing, connection, and growth.

As McMan continues its reconciliation journey, it means a great deal to me to be part of an organization that is actively working to build understanding, respect, and relationships with Indigenous people. It's my hope that these efforts continue to deepen, and that more space is made for Indigenous voices and leadership across all levels of the organization.

About McMan

Our Story

Our Purpose

McMan exists to support and encourage individuals and families to reach their full potential as members of their communities. We are committed to walking alongside those we serve, providing compassionate and person-centered support that fosters resilience, dignity, and empowerment. Our work is deeply rooted in our belief that everyone deserves access to the resources and opportunities needed to thrive.

Our Vision

We strive to be a leader in building strong, inclusive, and thriving communities where individuals and families have the support they need to create positive and lasting change in their lives. We embrace innovation and collaboration to continuously improve service delivery, ensuring that we meet the evolving needs of the people we serve.

Our Values

McMan's approach is grounded in our core values, which shape our services, relationships, and commitment to excellence.

Trust – We honor individuals by providing a confidential, respectful, and consistent approach in all interactions.

Empathy – We connect with each individual, recognizing their unique circumstances, experiences, and strengths.

Commitment – We are engaged and dedicated to those we serve, ensuring that they receive the support needed to reach their full potential.

Respect – We acknowledge and value the diverse perspectives, cultures, and needs of each person and community we work with.

Genuineness – We operate with honesty, sincerity, and a non-judgmental approach, fostering meaningful relationships built on trust.

Our Principles

McMan's work is guided by principles that reflect our dedication to social impact, inclusion, and reconciliation. We recognize the importance of responsive service delivery that is trauma-informed, equity-focused, and aligned with best practices in community support. Our guiding principles include:

Person-centered care, ensuring that individuals and families receive tailored, strengths-based support.

Cultural humility and inclusion, embracing diverse worldviews and honoring Indigenous ways of knowing and being.

Collaborative partnerships, working alongside Indigenous and non-Indigenous organizations, governments, and communities to strengthen outcomes.

Sustainability and growth, building a strong and resilient organization that can adapt to evolving needs while maintaining service excellence.

Our Work

McMan is a leading provider of care and supports for children, youth, and families, supports to persons with disabilities, and Indigenous-focused initiatives. We walk alongside individuals facing complex challenges, empowering them with the tools, resources, and support they need to create meaningful change. Our holistic, person-centered approach ensures that our programs are responsive, inclusive, and aligned with the evolving needs of our communities.

Our History

Founded in 1975 with a mission to serve individuals facing barriers to well-being and independence, McMan has evolved into a dynamic, community-driven organization. Over the years, we have expanded our reach and deepened our impact, always guided by our values and commitment to supporting vulnerable populations. Our legacy is one of resilience, innovation, and unwavering dedication to fostering social change.

Our Human Resource Philosophy

At McMan, our human resource practices are guided by the belief that:

- All employees are valued individuals who bring unique perspectives and strengths, contributing to the success of the organization.
- We honor and respect the well-being and cultural identities of our employees, fostering an inclusive environment that supports work-life balance and cultural expression.
- Our mission is better achieved when employees are informed, engaged, and empowered through equitable practices and opportunities for growth.
- We are committed to Reconciliation by embedding cultural awareness, building meaningful relationships with Indigenous communities, and promoting diversity, equity, and inclusion in all aspects of our work.



Tanya Tourangeau

Reconciliation Strategist Consultant

Tanya Tourangeau is a Dene woman, Reconciliation Strategist, and advocate for Indigenous rights and self-determination. Her work is about real change that strengthens Indigenous governance, transforms child welfare, and embeds Reconciliation into organizations like McMan. With nearly two decades of leadership in Indigenous governance, child welfare reform, and economic Reconciliation, she brings a unique and powerful perspective on what meaningful action looks like.

Tanya has worked extensively on Bill C-92 – An Act Respecting First Nations, Inuit, and Métis Children, Youth, and Families, advocating for Indigenous-led solutions that restore jurisdiction over child and family services to Indigenous governments and organizations. She has supported service providers and organizations in shifting away from colonial child welfare models and toward culturally grounded, trauma-informed approaches that prioritize family unity, cultural continuity, and community-driven care. True Reconciliation in child welfare means keeping Indigenous children connected to their families, cultures, and languages while ensuring Indigenous communities lead the way in shaping their own futures.

With a strong foundation in policy, advocacy, and governance, Tanya has guided municipalities, organizations, and corporate partners in embedding the Truth and Reconciliation Commission's Calls to Action, the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and Indigenous data sovereignty principles into their frameworks. She helps organizations move beyond symbolic gestures by developing strategic, measurable, and action-driven Reconciliation plans that are rooted in Indigenous ways of knowing, being, and doing.

Her extensive network across Indigenous governments, First Nations, Métis organizations, child welfare agencies, municipal and federal policymakers, and the corporate sector allows her to connect the dots between intention and action. Her work in municipal-Indigenous collaborations, economic partnerships, and governance reform ensures that organizations like McMan have the tools and strategies to walk the path of Reconciliation with accountability and purpose.

Tanya's role in supporting McMan's Reconciliation Strategy is to ensure that Indigenous perspectives are not just considered, but embedded in the organization's structure, programs, and policies. McMan's commitment to child welfare, mental health, and social services provides a critical opportunity to lead by example—ensuring that Indigenous children, youth, and families receive culturally safe, equitable, and empowering support.

For Tanya, Reconciliation is not a checkbox—it is a relationship, a responsibility, and an ongoing commitment to Indigenous self-determination and equity. Through her leadership, she helps organizations turn words into action, policies into practice, and intentions into meaningful, lasting change.

Guiding our Approach

The Foundations of This Strategy

McMan recognizes that Reconciliation is not just about acknowledgment—it is about action. As a social service organization committed to the well-being of individuals, we understand that our work must be informed by Indigenous rights, self-determination, and culturally safe service delivery. This Reconciliation Strategy is guided by foundational frameworks that set the path for meaningful and systemic change in how we serve Indigenous individuals and communities.

The following Truth and Reconciliation Commission's Calls to Action, Bill C-92, the United Nations Declaration on the Rights of Indigenous Peoples, and the 231 Calls for Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls provide the principles upon which this strategy is built. These commitments ensure that McMan's policies, programs, and services are aligned with Indigenous governance, cultural safety, and equity in care.

Truth and Reconciliation Commission – Calls to Action (1-5)

The Truth and Reconciliation Commission of Canada identified 94 Calls to Action, outlining concrete steps to address the legacy of colonization and systemic inequities faced by Indigenous Peoples. McMan's Reconciliation Strategy is specifically informed by the first five Calls to Action, which focus on transforming child welfare practices.

Call to Action 1 calls for the reduction of the number of Indigenous children in care by prioritizing culturally appropriate prevention, family reunification, and community-based care. McMan's programs emphasize keeping Indigenous families together by offering trauma-informed, culturally safe supports that align with Indigenous values.

Call to Action 2 calls for the publication of annual data on the number of Indigenous children in care, their placements, and family reunifications. McMan is committed to responsible and ethical data collection that upholds Indigenous data sovereignty, ensuring transparency in monitoring progress toward reducing Indigenous overrepresentation in the child welfare system.

Call to Action 3 calls for the implementation of culturally appropriate parenting programs for Indigenous families. McMan integrates Indigenous teachings, intergenerational healing approaches, and partnerships with Elders and Knowledge Keepers to provide culturally relevant parenting supports.

Call to Action 4 calls for the enactment of Indigenous child welfare legislation that affirms Indigenous jurisdiction over child and family services. McMan acknowledges Bill C-92 as a transformative law that recognizes Indigenous Nations' right to govern their own child welfare systems, and we work to ensure our services respect and align with this legislation.

Call to Action 5 calls for the development of culturally competent training for child welfare workers. McMan is dedicated to ongoing education for staff on Indigenous histories, colonial impacts on families, and best practices for culturally responsive care, ensuring service providers engage with Indigenous clients in meaningful and respectful ways.

Bill C-92 – An Act Respecting First Nations, Inuit, and Métis Children, Youth, and Families

Bill C-92 is a landmark piece of legislation that recognizes the inherent jurisdiction of Indigenous Nations over child and family services. It affirms the rights of First Nations, Inuit, and Métis communities to develop, administer, and enforce their own child welfare laws, ensuring that services reflect Indigenous cultural traditions, governance structures, and community needs.

McMan aligns with Bill C-92 by supporting Indigenous-led child welfare initiatives that prioritize family reunification, kinship care, and cultural continuity. We work to ensure that Indigenous children and families in our programs receive services that align with the self-determined laws of their Nations. We provide training for staff on the responsibilities of non-Indigenous service providers under Bill C-92, including the importance of Indigenous governance in child and family services. We also strengthen partnerships with Indigenous communities to develop collaborative, culturally responsive care models.

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

UNDRIP is a global human rights framework that affirms the rights of Indigenous Peoples to self-determination, land, language, culture, and governance. Canada formally committed to implementing UNDRIP in 2021 through the UNDRIP Act, requiring all Canadian laws and policies to align with the principles outlined in the Declaration.

McMan incorporates UNDRIP into this strategy by respecting and supporting Indigenous self-governance in child welfare and social services, in alignment with Bill C-92. We embed Indigenous cultural practices, languages, and healing methodologies into service delivery. We ensure Indigenous families have access to services that reflect their community's traditions, teachings, and values. We also partner with Indigenous leaders, organizations, and communities to ensure programs are co-developed and led by Indigenous perspectives.

231 Calls for Justice – National Inquiry into Missing and Murdered Indigenous Women and Girls

The Calls for Justice emphasize the urgent need for systemic change to address the crisis of missing and murdered Indigenous women, girls, and Two-Spirit people. The inquiry identified the overrepresentation of Indigenous children in the child welfare system as a root cause of the ongoing violence faced by Indigenous women.

McMan's Reconciliation Strategy responds to the Calls for Justice. We ensure that Indigenous women, girls, and Two-Spirit individuals have access to trauma-informed, culturally safe services. We provide staff training on gender-based violence, colonial trauma, and the intersectionality of racism and sexism in child welfare systems. We also partner with Indigenous-led organizations to support culturally appropriate healing, safety planning, and long-term support systems.

How These Commitments Guide McMan's Reconciliation Strategy

McMan's Reconciliation Strategy is not a standalone initiative—it is an integrated approach that informs every aspect of the organization, from leadership and policy to frontline service delivery.

By aligning with the Truth and Reconciliation Commission's Calls to Action, Bill C-92, UNDRIP, and the Calls for Justice, McMan is committed to providing culturally safe, trauma-informed, and decolonized

social services that center Indigenous self-determination. We ensure that Indigenous children, youth, and families receive care that reflects their cultural, linguistic, and spiritual identities. We build relationships with Indigenous Nations and governance bodies to co-develop policies that reflect their laws and priorities. We will offer training to all McMan staff to understand and apply these guiding frameworks in their work.

This Reconciliation Strategy is McMan's commitment to meaningful, measurable, and lasting Reconciliation. By embedding these principles into everything we do, we ensure that Indigenous individuals, and communities receive the support, dignity, and respect they deserve.

Our Commitment to Reconciliation

Building a Foundation for Cultural Inclusion & Equity

McMan is dedicated to creating inclusive, culturally grounded, and equitable services that honor Indigenous traditions, knowledge, and perspectives. By beginning to embed these values into our policies, programs, and organizational culture, we aim to build and strengthen relationships with Indigenous communities and ensure meaningful, sustainable change.

We recognize that Reconciliation is a long-term commitment—one that requires intentional action, deep listening, and systemic change. Addressing the historical and ongoing impacts of colonization, including the over-representation of Indigenous children in care, is essential to advancing Reconciliation. As an organization dedicated to supporting individuals and families, we acknowledge our role in both the past and the future, and we are committed to taking tangible steps toward Indigenous-led solutions that foster better outcomes for Indigenous families.

We are in the early stages of this journey and recognize that building a strong foundation is essential for meaningful and lasting change. This means actively developing relationships with Indigenous communities, enhancing cultural education for our teams, and evolving our service models to better support Indigenous children, youth, families, and communities.

Our approach is grounded in **respect and relationships**—two fundamental pillars that guide our commitment to meaningful and lasting change.

Our Vision for Reconciliation

Our vision for Reconciliation is to move beyond acknowledgment and into action, ensuring that Indigenous voices, knowledge, and leadership shape our policies, programs, and partnerships. Through continuous learning, collaboration, and Indigenous-led solutions, we will work toward a future where our services reflect the rights, cultures, and aspirations of Indigenous Peoples.

Guiding Principles

These guiding principles shape how we engage, collaborate, and implement Reconciliation within our organization.

- 1. Reciprocity** – Reconciliation is a two-way process that requires mutual learning, respect, and collaboration. McMan is committed to fostering genuine relationships with Indigenous communities, ensuring that our engagement is based on listening, trust, and shared growth. We acknowledge that Indigenous knowledge, traditions, and governance systems provide invaluable guidance in shaping equitable and culturally appropriate services.
- 2. Cultural Humility** – Reconciliation requires continuous self-reflection and learning. McMan approaches this journey with humility, acknowledging the historical and ongoing impacts of colonization while committing to looking at our policies, practices, and service delivery through an Indigenous Lens. We respect Indigenous ways of knowing and being, recognizing that true Reconciliation requires creating space for Indigenous leadership, voices, and perspectives.
- 3. Indigenous Self-Determination** – Indigenous Peoples have the inherent right to govern their own lives, services, and futures. McMan is committed to supporting Indigenous self-determination by ensuring that our work aligns with Indigenous-led solutions, governance structures, and community priorities. We strive to act as allies and friends, recognizing that Reconciliation means uplifting Indigenous leadership, autonomy, and decision-making in the areas that impact their children, families, and communities.
- 4. Accountability** – Reconciliation must go beyond statements of intent and translate into measurable action. McMan is committed to transparency, responsibility, and continuous evaluation of our efforts to uphold Indigenous rights. We will begin the process to ensure that our policies, programs, and partnerships reflect our Reconciliation commitments, holding ourselves accountable to Indigenous communities, partners, and stakeholders.

Action Pillars

Children, Youth, Family, and Adult Services

McMan provides essential services and care that is supportive, safe, and culturally responsive..

Commitments

1. Enhance Cultural Safety in Child and Youth Support Services

- Integrate Indigenous ways of knowing and being into all services.
- Partner with Indigenous Knowledge Keepers, Elders, and organizations to provide cultural teachings and land-based learning opportunities.

KPI: 80% of staff trained in Indigenous cultural safety practices by 2026.

2. Support Indigenous-Led Approaches in Child Welfare (Bill C-92 Alignment)

- Establish partnerships with Indigenous child and family service agencies.
- Work with First Nations, Metis, and Inuit to align services with self-governance frameworks being established under Bill C-92.

KPI: Increase in Indigenous-governed service partnerships by 20% annually.

3. Influence Systemic Changes

- Influence systemic change that reduces the number of Indigenous children that come into care.
- Advocate for culturally grounded, community led prevention strategies.

KPI: 10% reduction in Indigenous children in care over five years.

Family Support Services

McMan works alongside families to build stability, strengthen parenting skills, and create safe environments for children.

Commitments

1. Integrate Indigenous Parenting Models into Family Support Service Delivery

- Co-develop Indigenous parenting supports with First Nations, Métis, and Inuit partners.
- Offer wraparound supports and include Elders in parenting initiatives.

KPI: 50% of family support services incorporate Indigenous parenting models by 2027.

2. Strengthen Indigenous Family Resilience Through Relationship-Based Services

- Prioritize relationship-based case management, expand Indigenous-led mental health supports, and implement healing circles.
- Expand access to Indigenous-led mental health and addictions supports within family services.

KPI: 75% of Indigenous families receiving services report increased cultural connection and family stability by 2027.

3. Improve Access to Housing for Indigenous Families

- Support Indigenous housing organizations.

KPI: 5% increase in Indigenous families being served securing stable housing by 2027.

Adults with Disabilities Services

McMan supports adults with disabilities through inclusive, relationship-based services that prioritize dignity, independence, and cultural safety.

1. Advance Reconciliation and Disability Justice through Inclusive, Culturally Safe Supports for Indigenous Adults with Disabilities.

- Deliver foundational training to staff on the unique experiences of Indigenous adults with disabilities, including the impacts of residential schools, intergenerational trauma, and systemic ableism.

KPI: 50% of staff in disability support roles trained in Indigenous cultural safety and disability justice by 2026.

2. Create Safe and Inclusive Spaces for Indigenous Adults with Disabilities

- Ensure service spaces and programs are welcoming, physically accessible, and culturally affirming for Indigenous clients with disabilities.
- Integrate traditional Indigenous approaches to care, healing, and inclusion within disability services, including access to ceremony and land-based wellness opportunities.

KPI: 75% of locations where indigenous individuals are served will include cultural and accessibility enhancements by 2027.

3. Center Indigenous Voices in Program Planning and Evaluation

- Establish feedback mechanisms to ensure Indigenous clients with disabilities shape program decisions, policy development, and evaluation frameworks.
- Apply Indigenous data sovereignty principles to research and evaluation processes involving Indigenous clients with disabilities.

KPI: Indigenous representation included in 100% of disability program reviews and evaluations by 2026.

4. Partner with Indigenous-led Organizations to Strengthen Holistic Care Models and Advocacy Pathways.

- Partner with Elders, Indigenous disability advocates, and community organizations to support pathways that reflect both cultural and accessibility needs.

KPI: Three new Indigenous-led disability partnerships formed by 2026.

Housing & Homelessness Services

McMan supports individuals experiencing housing insecurity, with a focus on creating pathways to stability and independence.

Commitments

1. Develop Indigenous Specific Housing Supports.

- Work with Indigenous housing providers to create culturally supportive transitional housing and healing spaces.
- Build partnerships with Indigenous organizations to provide culturally responsive wraparound supports.

KPI: 30% of McMan's housing support services are Indigenous-specific by 2027.

Mental Health & Addictions Services

McMan provides mental health and addictions supports to individuals and families, with a commitment to holistic and culturally grounded care.

Commitments

1. Expand Indigenous-Led Mental Health & Addictions Services

- Provide and partner with Indigenous health organizations to deliver land-based healing and culturally grounded mental health supports.
- Increase access to Indigenous therapists, healers, and traditional wellness practices within McMan.

KPI: 20% increase in Indigenous-led mental health services by 2026.

2. Reduce Barriers to Mental Health & Addictions Services for Indigenous Clients

- Develop low-barrier, culturally safe access points for Indigenous clients seeking mental health and addictions services.
- Expand harm reduction initiatives tailored to Indigenous community needs.
- Offer Indigenous-focused peer support and mentorship programs.

KPI: 25% increase in Indigenous clients accessing mental health and addictions services annually.

3. Integrate Traditional Healing into Mental Health & Wellness Supports

- Co-design mental health programming that integrates Indigenous spiritual, cultural, and community-based healing practices.
- Ensure Indigenous knowledge holders, Elders, and healers are involved in service planning and delivery.
- Offer traditional medicine and ceremony as part of mental health support services.

KPI: 50% of services that provide mental health supports include Indigenous healing elements by 2027.

Employment & Skills Development Services

McMan supports individuals in developing the skills, training, and confidence needed for meaningful employment.

Commitments

1. Advance Economic Reconciliation Through Indigenous Business Engagement

- Strengthen partnerships with Indigenous economic development groups, prioritize
- Prioritize procurement from Indigenous-owned businesses and service providers.
- Advocate for workforce inclusion.

KPI: 5% of McMan's vendors and suppliers are Indigenous-owned businesses by 2027.

McMan's Reconciliation Commitments Across Service Delivery Areas

McMan is committed to embedding **Respect and Relationship Building** into all aspects of its service delivery. The table below outlines our key commitments across various service areas, along with high-level actions and measurable key performance indicators (KPIs) to track our progress toward meaningful and sustainable Reconciliation.

Service Area	Commitment	High-Level Actions	KPI
Children & Youth Services	Enhance Cultural Safety in Child and Youth Support services.	Integrate Indigenous ways of knowing and being into child and youth supports, partner with Elders, and provide staff training.	80% of staff trained in Indigenous cultural safety by 2026.
	Support Indigenous-Led Approaches in Child Welfare (Bill C-92 Alignment)	Establish partnerships with Indigenous child and family service agencies and align with Indigenous self-governance frameworks.	Increase in Indigenous-governed service partnerships by 20% annually.
	Influence systemic change that reduces the number of Indigenous children that come into care.	Advocate for culturally grounded, community led prevention strategies.	10% reduction in Indigenous children in care over five years.
Family Support Services	Integrate Indigenous Parenting Models into Family support services	Co-develop Indigenous parenting support services, offer wraparound supports, and include Elders in parenting initiatives.	50% of family support services incorporate Indigenous parenting models by 2027.
	Strengthen Indigenous Family Resilience Through Relationship-Based Services	Prioritize relationship-based case management, expand Indigenous-led mental health supports, and implement healing circles.	75% of Indigenous families receiving services report increased cultural connection by 2027.
	Improve Access to Housing	Support Indigenous housing organizations.	5% increase in Indigenous families being served securing stable housing by 2027.
Adults with Disabilities Services	Advance Reconciliation and Disability Justice through Inclusive, Culturally Safe Supports for Indigenous Adults with Disabilities.	Deliver foundational staff training on the intersection of Reconciliation, disability justice, and systemic ableism.	50% of staff in disability support roles trained in cultural safety and disability justice by 2026.

Service Area	Commitment	High-Level Actions	KPI
		Create culturally affirming and physically accessible spaces co-designed with Indigenous disability advocates.	75% of locations where indigenous individuals are served will include cultural and accessibility enhancements by 2027.
		Center Indigenous voices in program design, evaluation, and continuous learning.	Indigenous representation included in 100% of disability program reviews and evaluations by 2026.
		Partner with Indigenous-led organizations to strengthen holistic care models and advocacy pathways.	Three new Indigenous-led disability partnerships formed by 2026.
Housing & Homelessness Services	Develop Indigenous-Specific Housing Supports	Work with Indigenous housing providers to create culturally supportive transitional housing and healing spaces.	30% of McMan's housing support services are Indigenous-specific by 2027.
Mental Health & Addictions Services	Expand Indigenous-Led Mental Health & Addictions Services	Provide and partner with Indigenous organizations to provide land-based healing, increase access to Indigenous therapists, and integrate trauma support.	20% increase in Indigenous-led mental health services by 2026.
	Reduce Barriers to Mental Health & Addictions Services for Indigenous Clients	Develop low-barrier access points, expand harm reduction initiatives, and offer Indigenous-focused peer support services.	25% increase in Indigenous clients accessing mental health services annually.
	Integrate Traditional Healing into Mental Health & Wellness Supports	Co-design mental health programming integrating Indigenous healing, ensure Elder involvement, and offer traditional medicine.	50% of services that provide mental health supports include Indigenous healing elements by 2027.
Employment & Skills Development Services	Advance Economic Reconciliation Through Indigenous Business Engagement	Strengthen partnerships with Indigenous economic development groups, prioritize	5% of McMan's vendors and suppliers are Indigenous-owned businesses by 2027.

Service Area	Commitment	High-Level Actions	KPI
		Indigenous procurement, and advocate for workforce inclusion.	

Honoring Accountability and Measuring Our Journey

We acknowledge that Reconciliation is an ongoing journey, not a destination. It requires continuous reflection, relationship-building, and a commitment to learning from Indigenous communities. We recognize the responsibility to track our progress with integrity, transparency, and respect for Indigenous ways of knowing and being. Our approach to measuring success will reflect both quantitative outcomes and qualitative, community-informed learnings, ensuring that we are accountable to Indigenous Peoples, partners, and the individuals and families we serve.

Walking Together: Our Approach to Measuring Progress

Our Reconciliation Working Group will guide the ongoing reflection and assessment of our commitments, ensuring that Indigenous voices shape this process. We will work alongside Indigenous partners, Knowledge Keepers, and community members to evaluate our journey through stories, shared experiences, and meaningful data. Success will not be measured by checkboxes, but by the depth of relationships we build, the impact of our actions, and the trust we cultivate with Indigenous communities.

We will gather, reflect, and share our learnings bi-annually, acknowledging both achievements and challenges. Our commitment is to remain open to feedback and guidance from Indigenous partners, continuously adapting our approach to ensure that it is aligned with Indigenous self-determination and priorities.

Our Commitments to Accountability

Commitment	Our Approach	Measuring Our Journey
Develop a Terms of Reference for the Reconciliation Working Group to guide governance through an Indigenous lens.	Co-create a governance framework with Indigenous advisors that reflects relational accountability and collective decision-making.	Terms of Reference developed with Indigenous input and implemented by 2026.
Assign a Reconciliation Project Lead to walk alongside the organization in embedding Reconciliation across all areas of work.	Identify an individual or team who will support staff, engage with Indigenous partners, and ensure actions remain grounded in Indigenous values.	Reconciliation Project Lead in place by 2026, actively engaged in implementation.
Create spaces for Indigenous voices in Community Advisory and Client Review panels to guide Reconciliation commitments.	Ensure Elders, Knowledge Keepers, and Indigenous community members have a respected role in evaluating McMan's progress.	Indigenous representation secured on advisory panels, with bi-annual gatherings starting in 2026.

Commitment	Our Approach	Measuring Our Journey
Strengthen the role of senior leadership in championing Reconciliation.	Ensure leadership walks this journey by embedding Reconciliation into their responsibilities and commitments.	100% of senior leadership actively engaged in Reconciliation work by 2026.
Establish relational ways to track and reflect on Reconciliation progress.	Develop tracking systems that include both Indigenous storytelling and data-driven reporting.	Data tracking system and storytelling-based evaluations implemented by 2026.
Share our learnings with staff in a good way, bi-annually.	Host knowledge-sharing circles and reflective gatherings to discuss progress, challenges, and next steps.	Bi-annual Reconciliation updates provided to 100% of staff through learning sessions and storytelling.
Publicly share our journey, including achievements, challenges, and teachings.	Report in a way that honors Indigenous perspectives, highlighting growth rather than just outcomes.	Reconciliation reflections and progress shared annually in McMan's public reporting.
Revisit and renew our Reconciliation Strategy every three years with Indigenous partners.	Conduct a full-circle review with Indigenous leaders, community members, and staff to ensure the strategy remains relevant and impactful.	Reconciliation Strategy reviewed and updated every three years through a collaborative renewal process.

McMan's approach to accountability is grounded in Indigenous relational principles—honoring trust, reciprocity, and the long-term responsibilities of walking this path together.

We will remain humble in this work, ensuring that our commitments are not just words, but actions that bring real change to Indigenous families, youth, adults, and communities.