

### **Phased Approach to Identifying Systemic Barriers and Strategic Plan**

The following is a proposed seven phased approach to identifying systemic barriers within the City of Saskatoon and formalizing a plan to begin to address them. At each phase, the Administration will continue to identify and implement immediate opportunities to address systemic barriers.

#### Phase One: Form Internal Reconciliation, Equity, Diversity and Inclusion Committee

In October 2020 the Administration established an internal Reconciliation, Equity, Diversity, and Inclusion (REDI) Stewardship Committee. This committee is a cross-functional team from the Strategy & Transformation, Human Resources and Community Services Divisions and the City Clerk's Office that has been brought together to define key roles and responsibilities and engage all levels of the organization, external stakeholders, and City Council to create a coordinated approach and holistic strategy to advance Reconciliation, Equity, Diversity and Inclusion. Work begins on identifying an appropriate governance structure including but not limited to internal working groups. The REDI Stewardship Committee would be responsible to formalize the framework for the strategy.

#### Phase Two: Pre-Engagement work to identify and select equity deserving groups within the scope of the study

Equity-deserving groups may include, but are not limited to:

- Persons with disabilities
- Indigenous peoples
- Racialized groups
- LGBTQI2S + communities
- Immigrants, refugees, newcomers, and those with English as an Additional Language (EAL)
- Low income persons/households
- Youth
- Seniors
- Persons living with mental illness
- Victims of violence
- Persons with low literacy

#### Phase Three: Public and Private Sector Review

This would include a review of public and private sectors to identify leading practices and approaches with focus in the areas of employment, public engagement and representation on boards, committees and advisory committees but would include all operational areas. The review would draw upon the successful experiences of public and private organizations.

#### Phase Four: Inventory City Policies, Procedures, Programs, and Practices through an Equity Lens

To take a holistic one city approach to identifying and addressing systemic barriers within the City, this phase of the work will use an Equity Lens to complete a full corporate wide review of policies, procedures, programs, practices, and resources. This review would begin in the areas of employment, public engagement, and representation on boards, committees, and advisory committees. However, to make meaningful and long-lasting change, the inventory would include all operational areas. The inventory would also outline the intended outcomes of these initiatives to identify ways to address systemic barriers.

#### Phase Five: Internal and Public Engagement Strategy Development and Implementation

Develop an engagement strategy to engage the equity deserving groups in Saskatoon to identify the barriers or obstacles in participating in engagement, recruitment and retention with the City and participation on Boards and Committees.

- After Phases 1-4 and with the preparation of an engagement strategy, Administration anticipates the completion of an Information Report.

#### Phase Six: Gap Analysis and Assessment

This assessment will be able to identify areas where the City is doing well, areas where more resources or a different approach is required, and where gaps or barriers may still exist that are not currently being addressed. The assessment will also provide a series of recommendations and associated outcomes, and a proposed methodology for ongoing measurement as well as the cost benefit analysis.

- After the completion of Phases 5-6, Administration anticipates the completion of a Decision Report with various potential approaches.

#### Phase Seven: Organizational Reconciliation, Equity, Diversity and Inclusion Strategic Plan and Implementation Roadmap

The inventory, review and gap analysis will be the foundation for the development for the Reconciliation, Equity, Diversity and Inclusion Strategic Plan and implementation Roadmap.

- After completion of Phase 7, Administration anticipates the completion of an Approval Report on the Strategic Plan and Roadmap.

\*Subject to modifications