

Related Administrative Programs and Initiatives

The City has a long-standing commitment working towards being an organization that is diverse and inclusive for all members of the community, and an organization that works with others in creating an inclusive community. The following outlines related administrative programs and initiatives by Departments representative on the REDI Stewardship Committee. Note that the list is not intended to be exhaustive.

RECREATION AND COMMUNITY DEVELOPMENT DEPARTMENT

(Community Services Division)

Culture Plan

The [Culture Plan](#) was approved by City Council on September 12, 2011. The Culture Plan outlines the role that the City of Saskatoon can play in culture and serves as a planning and investment guide.

In the summer of 2017, the City embarked on a refresh to take stock of the progress made in implementing the 2011 Culture Plan, and to ensure that the Plan adapts to changing social, economic, and cultural landscape environments. The [2018-2022 Culture Plan Refresh](#) is not an entirely new cultural plan or a fundamental rethinking of cultural planning and development in the city. Rather, the new Plan builds on and updates the 2011 Culture Plan so that it remains a relevant and responsive guide over the next five years.

Immigration Action Plan

Saskatoon is currently faced with an aging population, low birth rates and labour shortages. To grow and support our city, both in the local and global marketplace, Saskatoon needs more people. City Council recognized this trend back in 2004 and proactively approved the development and implementation of an immigration action plan to address these concerns.

The most recent report on the immigration action plan called [Taking Stock for Taking Action](#) looked at how well the City of Saskatoon and other groups are currently able to support newcomers coming from other countries and made suggestions for where more work needs to be done.

Immigration initiatives focus on creating a welcoming and inclusive community for immigrants and refugees to our city. The Immigration Partnership Saskatoon (IPS) is an inter-sectoral committee that builds capacity in the community to improve outcomes for newcomers in Saskatoon. In early 2019, the IPS Partnership Council adopted the implementation strategy of Collective Impact in creating a five-year Newcomer strategy and Action plan. Collective Impact goes beyond the idea of collaboration, providing a more disciplined, high performing approach to achieve large-scale social Impact. Collective Impact builds on existing efforts, honoring current efforts and engaging

established organizations, rather than creating an entirely new solution. In November 2019, the Partnership Council established four inter-sectoral working groups towards the creation of the newcomer strategy and Action Plan. The four working groups are (1) Employment and Labor Outcomes Working Group (ii) Language, Education and Skills Working Group (iii) Leadership Working Group and (iv) Social Inclusion & Civic Engagement Working Group.

Recreation and Parks Master Plan

The Recreation and Parks Master Plan includes recommendations that include the design of recreation and parks programs and opportunities to facilitate social inclusion and encourage/require its partners to do the same, act to reduce barriers and increase participation wherever possible, and continue to include information about financial assistance programs in its promotions and marketing efforts. The continued focus is getting more people, more active, more often; getting more people outdoors, embracing all seasons; using recreation opportunities to facilitate social inclusion, and creating enhanced connections with nature.

Indigenous Leadership Programs

The Indigenous Leadership Program provides members of the Indigenous community with opportunities to build leadership skills and participate as leaders in the community. Examples:

- Atoske Skill Development Training: In 2019, Atoske provided 13 Indigenous youth with opportunities to strengthen their leadership and life skills, while exploring careers with the City and other agencies.
- First Responders Boot Camp. The primary purpose of the camp was to raise the awareness of Indigenous youth of careers to safety and by providing leadership and workshop opportunities

Social Development – Social Planning Tables

The City of Saskatoon promotes partnerships and collaboration between organizations through social planning tables. Through these partnerships the department also facilitates information sharing and collaboration that strengthens groups

- YXE Connects;
- Safe Community Action Alliance;
- Immigration Partnership Saskatoon;
- Saskatoon Poverty Reduction Partnership;
- Saskatoon Indigenous Community Action Partnership;
- Canadian Municipal Network on Crime Prevention;
- Saskatoon Housing Initiatives Partnership;
- Saskatoon Food Council;
- Strengthening Families Program; and
- Reconciliation Saskatoon.

ORGANIZATIONAL DEVELOPMENT DEPARTMENT

(Human Resources Division)

Employment Equity Partnership with Saskatchewan Human Rights Commission

The City is a Saskatchewan Human Rights Commission (SHRC) Employment Equity Partner and in 2014 adopted SHRC's new recommended targets for four equity groups including Indigenous, Visible Minorities, Persons with a Disability and Women.

Diversity and Inclusion Action Plan

This plan uses the Global Diversity, Equity and Inclusion Benchmarks model. This Model provides a broad look at diversity, equity and inclusion across the organization's business and provides a best practice roadmap and global benchmarks with specific, targeted strategies to enhance and retain the City's diverse workforce. The [2020 Diversity and Inclusion Report](#) provides details on initiatives that supports each of these areas in the model.

An Indigenous Employment Coordinator has been repositioned within Human Resources to provide a direct focus on recruitment and retention of Indigenous People.

Partnerships and Memorandum of Understanding with SIIT

In March 23, 2018, the City and Saskatchewan Indian Institute of Technologies (SIIT) entered into a partnership to increase Indigenous employment. The MOU responds directly to the Truth and Reconciliation Commission of Canada's Calls to Action, specifically #92: "Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects."

Respectful and Harassment-Free Workplace Policy

A policy entitled the Respectful and Harassment-Free Workplace Policy was adopted at the City of Saskatoon in 2018. It applies to interactions between colleagues as well as those between staff and members of the public.

The policy lays out the City's commitment to maintaining a respectful workplace. The following behaviours are not tolerated:

- **Harassment:** as defined in The Saskatchewan Employment Act, harassment is any repeated conduct/comments/displays/actions/gestures that cause an individual to be humiliated, intimidated, or that affect the individual's psychological or physical well-being.
- **Discrimination:** as defined in The Saskatchewan Human Rights Code, discrimination is the unfair or prejudicial treatment of different categories of people based on the following grounds: religion, creed, marital status, family status, gender, gender identity, sexual orientation, disability, age, colour, ancestry, nationality, place of origin, race or perceived race, receipt of public assistance.
- **Disruptive workplace conflicts:** defined as a dispute or interaction(s) between two or more individuals that impedes activities in the workplace.

Employee Code of Conduct & Conflict of Interest Policy

The Code is intended to and provide an understanding of the fundamental rights, privileges, and obligations of municipal employees and among other things promote equity and respect within the workplace.

Promoting Inclusivity with Gender Pronouns

In March 2021, Human Resources and Communications & Public Engagement added the option to include pronouns with e-mail signatures. Pronouns, like names, are connected to a person's identity. An easy way to normalize the use of pronouns is to include them in your email signature. Using the wrong pronoun can make a person feel uncomfortable and possibly invalidated or alienated. This new practice helps minimize misgendering and is an important strategy towards inclusivity.

Learning & Development Programs

Human Resources offers a variety of internal training programs including:

- Indigenous Awareness Training (mandatory for all employees);
- Understanding Racism;
- Fundamentals of Cultural Competency;
- Intercultural Problem Solving;
- Understanding Invisible Disabilities;
- Building Inclusion for the LGBTQ2S Community: Terminology and Best Practice;
- Religious Accommodation: The Legal Side; and
- Reconciliation Ambassador Program.

ORGANIZATIONAL STRATEGY EXECUTION DEPARTMENT

(Strategy & Transformation Division)

Equity and Inclusion Policy Review

The Cultural Diversity & Race Relations Office in collaboration with Pro-bono Students Canada continues to review of City of Saskatoon policies using an equity and inclusion tool that was developed in 2017. Two Council Policy Reviews have been completed:

- Naming of Civic Property and Development Areas Policy Review (C09-008) - January 7, 2018
- Public Art Policy Review - February 2020

Anti-Racism Network

The City of Saskatoon, in partnership with the broader community, is in the first stage of developing an Anti-Racist Network in Saskatoon. The purpose of this project is to build upon the work to date of anti-racism practitioners and to detail the process and model for an anti-racism network in the Saskatoon context.

INDIGENOUS INITIATIVES DEPARTMENT

(Strategy & Transformation Division)

The Indigenous Initiatives Department guides the implementation of the Truth and Reconciliation Commission's Calls to Action and leads the City's response to the Missing and Murdered Indigenous Women & Girls Calls For Justice.

In the wake of the final report from the Truth and Reconciliation Commission of Canada (TRC), Saskatoon City Council on June 22, 2015 unanimously declared a "Year of Reconciliation" from July 1, 2015 to June 30, 2016. The declaration resolves that the City adopt and implement the relevant calls to action in the report as well as work with community groups to promote reconciliation in our province.

The TRC Report issued 94 Calls to Action, nine of which apply directly and indirectly to municipal levels of government. The areas include language and culture, health, reconciliation, repudiation of European sovereignty, training for public servants, missing children and burial information, national Centre for Truth and Reconciliation, and sports reconciliation (Recommendations 17, 23, 43, 47, 57, 75, 77, 87, 88).

The City continues to champion and model implementing the TRC Calls to Action by working with community partners to ensure the City contributes to the collective movement. In doing so, the City collaborates and invests in initiatives like the annual Wicahitowin Indigenous Engagement conference, Rock Your Roots Walk for Reconciliation, Reconciliation Saskatoon Stewardship Committee and various Action Groups.

Wicahitowin Indigenous Engagement Conference

The City provides significant financial and human resource support to the very successful annual Wicahitowin Indigenous Engagement Conference. The 6th Annual Conference, themed Through the Fire, held in October 2020 had just under 1,000 people registered, with a number of virtual attendees located in communities around the world. In addition to hosting a number of residential school survivors, sectors represented by those registered include: Indigenous, Federal, Provincial and Municipal Governments, education and post-secondary education sectors, health sector, non-profit sector, unions and labour sector, and the business and economic development

Orange Shirt Day - Every Child Matters September 30

The City urges Saskatoon residents every year to wear an orange shirt on September 30th to acknowledge the harm that was done to children in Indian Residential Schools and to honour the survivors, their families, and those in unmarked graves who did not make it home. Wearing orange is a way to acknowledge the legacy of residential schools and a commitment to the process of reconciliation.

Reconciliation Saskatoon

The City continues to co-chair Reconciliation Saskatoon which is a community of over 115 organizations, non-profits, businesses, faith-communities and partners who have come together to initiate a conversation about reconciliation and provide opportunities for everyone to engage in Calls to Action.

ConnectR

ConnectR (www.beaconnectr.com) is an online tool developed by Reconciliation Saskatoon that allows people to find and respond to calls to action and move forward on a path of reconciliation. It has been extremely successful for engaging more people in the work of reconciliation, as well as providing support and a sense of community.

Saskatoon Survivors Circle

The Saskatoon Survivors Circle (SSC) was created by survivors of the government run Indian residential schools who now reside in Saskatoon and area to create a safe space to connect with other survivors, share stories, foster a sense of community, while promoting wellness, inclusion and cultural protocols and teachings. Elders and Survivors are key contributors to the work the Indigenous Initiatives Department does throughout the City. The City of Saskatoon provides support to the SSC through grant administration and partnering on programming.

Indigenous Engagement Employer Handbook

The City was involved in the creation of The [Indigenous Engagement Employer Handbook](#). The handbook is provided to a broad range of employers in the City and is intended to support employers in their reconciliation journey by providing guidance and practical options for employers seeking to improve their Indigenous workforce recruitment and retention outcomes. The handbook is based on a series of workshops and consultations held in early 2019 that included some of Saskatoon's largest First Nation, Métis and non-Indigenous employers, employment, education and training institutions, business associations and community organizations.

The [Indigenous Engagement Employer Handbook](#) responds to Truth and Reconciliation Commission of Canada's Calls to Action #92 calling on the corporate sector to engage in meaningful consultation and develop respectful relationships with Indigenous communities and businesses as well as provide equitable access to jobs, training and educational opportunities to Indigenous peoples.

ayisiyiniwak: A Communications Guide

ayisiyiniwak [a/yi/see/ni/wak, Cree for 'the people']: A Communications Guide" (ayisiyiniwak) is part of the City's commitment to respond to the Truth and Reconciliation of Canada's Call to Action #57, which specifically calls upon governments to: "provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations."

The City originally developed the guide in 2017 as an educational resource for City employees to enhance their understanding of Indigenous culture and practices; however, since then copies of the guide have been requested by organizations across Canada including government agencies, other municipalities, educational institutions, and community groups. The second edition of *ayisiyiniwak* was released in August 2019 and included a number of updates.

Reconciliation Action & Measurement Pilot Project

The City is currently undertaking a Pilot Project with Office of the Treaty Commissioner (OTC) on Reconciliation Action & Measurement in order to assess progress and where the City is at with respect to reconciliation; identify gaps and increase the impact of the work. It will play a vital role on how Administration reports annually to City Council on the outcomes.

As part of the OTC work, a community of practice (CoP) was established with staff from various departments, as well as Saskatoon Police Service and Saskatoon Public Library. Data about the City's current efforts to advance truth and reconciliation was collected and analyzed, according to an OTC-developed methodology called the Growth Model.

The Growth Model proposed a series of steps and outcomes which was used to interpret the City's activities and prioritize recommendations. The environmental scan and mapping exercise identified 142 unique activities underway within the City. A number of recommendations were made for 2021 and 2022. Administration is currently in the process of conducting an analysis of the recommendations and will bring a report to City Council.

Missing and Murdered Indigenous Women and Girls and Two Spirit

At its meeting on September 21, 2020 City Council received an Information Report on the [City of Saskatoon's Response to National Inquiry into Missing and Murdered Indigenous Women and Girls Calls to Justice](#). This report provides an overview of current initiatives and the approach for the development of a long-term strategy.

Administration is in the process of identifying options for how the City of Saskatoon can respond to the Report's Calls for Justice that are within the City's jurisdiction, in a fashion similar to the existing review that has been undertaken for the Calls to Action of the Truth and Reconciliation Commission.

In the development of the response report, the City has assembled an advisory group made of local organizations and engaged a consultant team comprised of recognized, skilled and experienced academics and consultants with breadth and depth of experience with the issues that are central to this project.

COMMUNICATIONS & PUBLIC ENGAGEMENT DEPARTMENT

(Strategy & Transformation Division)

Public Engagement Administrative Procedures

A new engagement procedure has been developed as a guiding document to direct Administration to initiate and implement the Public Engagement Policy making use of the components of the public engagement framework. This document will continue to evolve and currently includes the following categories:

1. Engagement Process
 - Intake, Engagement Strategy, Planning, Execution, Evaluation, Research and Analysis and Reporting
2. Stakeholder Management
3. Citizen Advisory Panel
 - Indigenous Technical Advisory Group (ITAG).
4. Engage Page
5. Online Engagement
6. Indigenous Engagement (under development)

Indigenous Technical Advisory Group

In January 2019, an Indigenous Technical Advisory Group (ITAG) was created to serve as a structure through which members of First Nations and Métis communities participate in the design of City initiatives to help ensure that the unique interests and diverse perspectives of Indigenous peoples are acknowledged, affirmed and implemented throughout the decision-making process. The first meeting was held in June 2019.

Civic Services Survey

In the past, the City asks four demographic questions in each survey (age, annual gross household income, home ownership status, and neighbourhood). In 2021, Communications & Public Engagement recommend expanding the demographic questions in the surveys to include the following five related to inclusivity and diversity:

- Indigenous
- Immigrants/newcomers
- Disabilities
- Visible minorities
- Ethnic backgrounds

This information will help guide the City in the future to identify potential methods to reach segments of the population that are underrepresented in the Census population data.

CITY CLERK'S OFFICE

The addition of youth members, members of the LGBTQ2S community and additional Indigenous and visible minority representation are all intended to encourage a more diverse representation on the City's advisory committees.

In order to reach a larger number of communities to ensure diverse representation, the City Clerk's Office advertises citizen vacancies through a broader spectrum of agencies, including various educational institutions, the School Boards, Out Saskatoon, the Open Door Society, Eagle Feather News and Youth Speaks YXE. The intent is to advertise vacancies outside of the traditional methods through the City's website and social media channels and the Star Phoenix.

As a means to encourage age diversity on advisory committees, an optional field on the application form for citizen applicants to self-identify their age range was included:

- The ability to self-declare as being 16-23, 24-55 or 55+ years old;
- A statement that the self-declaration is voluntary, with a box to indicate the applicant's preference not to answer; and
- A statement to indicate that the purpose of the self-declaration is to facilitate diverse representation of age groups on boards, commissions, and committees.

Gender diversity in advisory committee representation is also addressed in the Appointment Policy which provides the following at section 2.7: Representation on Boards, Commissions, Authorities and Committees City Council has resolved that appointments to positions on Boards, Commissions, Authorities and Committees be truly representative of the population of women and men of the City of Saskatoon and, therefore, wishes to achieve gender equity for all Boards, Commissions, Authorities and Committees. City Council has also adopted a Cultural Diversity and Race Relations Policy.