

# Assessing and Advancing the City of Saskatoon's journey toward truth, reconciliation and Treaty implementation



**January 20, 2021**

Prepared together with a City of Saskatoon Community of Practice

Authored by: The Office of the Treaty Commissioner Evaluation Team

## Executive Summary

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In the fall of 2020, the Office of the Treaty Commissioner (OTC) facilitated a process to establish a path forward for the City of Saskatoon in advancing truth, reconciliation and Treaty implementation. Working with a City of Saskatoon community of practice (CoP), data about the City's current efforts to advance truth and reconciliation was collected and analyzed, according to an OTC-developed methodology (the Growth Model) to measure progress towards a [Vision for Truth and Reconciliation through Treaty Implementation](#). This Vision, created from the voices of thousands of Saskatchewan residents, states that truth and reconciliation has four requirements – a shared understanding of our history; authentic relationships; vibrant cultures and worldviews; and systems that benefit us all. The Growth Model proposes a series of steps and outcomes which was used to interpret the City's activities and prioritize recommendations.

Examining the City of Saskatoon's work on truth and reconciliation since 2018, we see that the City is working towards several outcomes outlined in the Growth Model but also that significant gaps exist. Specifically, the data demonstrates that, overall, the City of Saskatoon:

- Places internal importance on learning the national and local history of Canada
- Is actively working to change physical spaces in the City of Saskatoon to be more inclusive of Indigenous peoples
- Is working on connecting and maintaining relationships with Indigenous communities and leadership through partnerships
- Engages in Indigenous recruitment-type events and is working to create Indigenous specific jobs

The environmental scan and mapping exercise identified 142 unique activities underway within the City (see Annex D). Discussions with the CoP however, pointed to important limitations to the City of Saskatoon's reconciliation work:

- "A mile wide and an inch deep"
  - Many CoP members questioned the authenticity of changes and activities to date. The group agreed that the City needs to engage in activities that go beyond the 'surface' (including meaningful policy change, budget allocation, and a work culture survey to better understand general perceptions and attitudes).
- No comprehensive plan, little accountability, and Indigenous employee fatigue
  - Evidence suggested that reconciliation work is put onto the backs of only a few within the City of Saskatoon – often Indigenous employees. While the CoP noted some important contributions from non-Indigenous champions, it was strongly felt that responsibility and accountability for reconciliation needs to be spread out across all City departments, managers, senior leaders and employees.
- Needing to focus on anti-racism training and tools
  - Evidence suggests that the City needs to meaningfully implement anti-racism in order to advance truth and reconciliation. Doing so will require specific budget allocations aimed at increasing the City's capacity and pursuing anti-oppressive initiatives at the City.

The OTC and CoP propose **eleven recommendations for 2021**, with another six recommendations for 2022 (presented on page 9 of the report). This is the “what” we believe the City should be doing, based on the data and stories collected. In 2021 we plan to collaboratively create a plan to articulate “how” these recommendations could be successfully implemented, as well as strategies to collect the data needed to monitor progress, including identifying indicators.

#### Shared Understanding of our History

- Define a working, concrete definition of how Treaty implementation and reconciliation is understood at the City of Saskatoon and how it applies to the roles and responsibilities of each department in the City
- Evaluate the effectiveness and make any improvements necessary in the delivery of the Reconciliation Ambassador Program

#### Authentic Relationships

- Create a Senior Leadership Advisory Committee specifically for advancing truth, reconciliation and Treaty implementation internally within the City of Saskatoon.
- Design or offer sessions with Elders & Survivors in Saskatoon to gather their feedback on how the City is doing on reconciliation.
- Set up regular reconciliation progress meetings between local Indigenous community leadership and city leadership. These meetings could support implementation of agreements already signed by the City with Saskatoon Tribal Council, Gabriel Dumont Institute and Saskatchewan Indian Institute of Technologies. They could also lead to agreements with other Indigenous sources of leadership in the City.
- Work towards next budget cycle to allocate additional core, multi-year funding for reconciliation and anti-racism events, initiatives, jobs and/or internal training so that it meets or exceeds other City departmental budgets for non-reconciliation events, initiatives, and/or internal training.

#### Vibrant Cultures and Worldviews

- Create a revised communication strategy and design marketing materials to ensure the City is reflective of the distinct groups of First Nations, Métis and Inuit peoples, history, and land
- Complete an internal review of the numbers/representation of First Nations and Métis peoples on all City of Saskatoon committees. Examine barriers to participation. Use this information to recruit more First Nations and Métis peoples to the necessary committees

#### Systems that Benefit Us All

- Using a representative sample, complete an internal review of City job descriptions, interview questions, and hiring practices to ensure they are not creating barriers for Indigenous peoples.
- Complete an internal survey of employees and leadership to gather additional data on the City’s current organizational culture (including comfort with anti-racism) and use it to inform all initiatives going forward.
- Expand all City strategic planning so that it includes anti-racism elements (including each division’s strategic plan). Ensure all reconciliation planning is also embedded with anti-racism principles, measurable goals, resourcing, and initiatives

## Objectives and Methodology

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In the fall of 2020, the Office of the Treaty Commissioner (OTC) facilitated a process to establish a path forward for the City of Saskatoon in advancing truth, reconciliation and Treaty implementation. To do this, an internal City of Saskatoon community of practice (CoP) was created involving representatives from diverse divisions across the City (see Appendix A). Information related to the City's current efforts for reconciliation was collected and analyzed.

The process was organized according to a framework the OTC has been developing with Knowledge Keepers, Survivors and hundreds of partner organizations since 2014, to build from the grass-roots a common vision of successful truth, reconciliation and Treaty implementation, and a shared methodology that measures true progress. We believe that the work of promoting truth and reconciliation is synonymous with the spirit and intent of Treaty, which is to create a society where all benefit for as long as the sun shines, rivers flow and the grass grows.

The [\*Vision for Truth and Reconciliation through Treaty Implementation\*](#), created by the voices of thousands of Saskatchewan residents, suggests that walking together on a journey to create a new, shared future for our children and grandchildren involves four overlapping areas of work:

- A shared understanding of our history
- Authentic relationships
- Vibrant cultures and worldviews
- Systems that benefit us all

Using these four areas as a basis, this project employed the OTC-developed Growth Model<sup>1</sup> which is a framework designed to help individuals and organizations to guide and assess the impact of their efforts to implement this vision. The Growth Model (Appendix B) was created through discussions with partners and Knowledge Keepers, as well as an examination of foundational documents such as the *Truth and Reconciliation Calls to Action*, *Missing and Murdered Indigenous Women and Girls Calls for Justice*, *United Nations Sustainable Development Goals*, *United Nations Convention on the Rights of the Child*, and the *United Nations Declaration on the Rights of Indigenous People*. Thousands of ways to measure success (indicators) have been collected and organized into a series of steps (outcomes) which outline a journey to truth, reconciliation and Treaty implementation in Saskatchewan.

Please note that this report concludes the first phase of our process, which was to analyze the City's work since 2018 on reconciliation and to recommend a series of actions to make further progress in 2021 and beyond. This report outlines "where" we see the City in its journey of reconciliation and Treaty implementation and describes "what" we believe the City should be doing in 2021 and beyond, based

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<sup>1</sup> The Growth Model proposes a series of steps and outcomes (organized into six columns) using the principles presented in the OTC's Vision for Truth and Reconciliation Through Treaty Implementation. The Growth Model (see Appendix B) was the primary document used to interpret the City's activities and the document used by the CoP to prioritize recommendations. Note that the Growth Model has continued to evolve since piloting this process with the City. While this report is based on the version found in Appendix B, an updated version as of May 12, 2021 can be found in Appendix F.

on the data and stories collected. We hope to continue working with the City in 2021 to build on this work and collaboratively create a plan to articulate “how” these recommendations could be successfully implemented, as well as strategies to collect the data needed to monitor progress.

## **The Methods Used in this Project**

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To collect the data necessary to use the OTC Growth Model and develop recommendations for an action plan, the OTC facilitated a total of five meetings with the CoP and one optional reconciliation training session. The following methods were implemented with participation from the CoP:

### **1) Environmental Scan**

- The OTC gathered all available data about City of Saskatoon truth and reconciliation activities taking place since 2019 and categorized it according to the Growth Model.

### **2) Growth Model Survey**

- The CoP was asked to respond to a survey that required them to pick a column within the Growth Model which they felt reflected the City’s current level of activity. Participants then answered several specific questions related to the outcomes contained within that column. These questions reflected potential indicators and actionable items that were used to inform recommendations presented later in this report. Sixteen individuals completed this survey.

### **3) Mapping Exercise**

- The CoP participated in a mapping exercise in which they worked in groups to write down all current activities they were aware of, according to the outcomes listed under each of the four pillars of the Vision for Truth and Reconciliation through Treaty Implementation (Shared Understanding of our History; Authentic Relationships; Vibrant Cultures and Worldviews; Systems that Benefit Us All)

### **4) Stories and Qualitative Analysis**

- Each meeting with the CoP acted as an informal focus group with the purpose of furthering the analysis presented at each meeting by OTC. These high-quality discussions were recorded (largely through note taking) and thematically analyzed to inform and prioritize the action plan recommendations.

Using these four methods, the OTC was able to triangulate and interpret the data through the OTC measurement framework. The result of this work is a baseline of where the City of Saskatoon currently sits and a series of recommendations for what needs to be done in 2021 and beyond, to further the City’s journey towards truth, reconciliation and Treaty implementation.

## Overall Findings

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The evidence gathered suggests that the City of Saskatoon is working towards several outcomes outlined in the Growth Model. Specifically, the data demonstrates that, overall, the City of Saskatoon:

- Places internal importance on learning the national and local history of Canada (Shared Understanding of our History)
- Is actively working to change physical spaces in the City of Saskatoon to be more inclusive of Indigenous peoples, including by commemorating Indigenous peoples, places, and history (Vibrant Cultures and Worldviews)
- Is working on connecting and maintaining relationships with Indigenous communities and leadership through partnerships (Authentic Relationships)
- Engages in Indigenous recruitment-type events and is working to create Indigenous specific jobs (Systems that Benefit Us All)

The readers should note that these outcomes reflect the City of Saskatoon's work as a whole, but that specific departments are engaging in more outcomes (e.g., creating programs and policies that challenge systemic inequities). The environmental scan and mapping exercise identified 142 unique activities underway within the City. At the same time, discussions with the CoP provided qualitative evidence of important limitations to the City of Saskatoon's reconciliation work:

- **A mile wide and an inch deep** -CoP members told the OTC evaluation team that while the mapping exercise identified 142 activities happening within the City, that they saw most of these activities as first steps that do not yet create the cultural and systemic changes needed for true reconciliation. Many questioned the authenticity of changes and activities to date. The group agreed that the City needs to engage in activities that go beyond the 'surface' (including meaningful policy change, budget allocation, and a work culture survey to better understand general perceptions and attitudes). This sentiment was backed up by data revealing that foundational, beginning outcomes in the reconciliation process as guided by the OTC Growth Model were missing in the City's efforts (e.g., appreciate Treaty relationships and promises on the land; Learn Indigenous spirituality, worldviews, and ways of knowing). The group agreed that these are needed to ensure that other outcomes, such as recruitment and retention of Indigenous peoples, is as effective as possible.
- **No comprehensive plan, little accountability, and Indigenous employee fatigue** -Evidence suggested that reconciliation work is put largely on the backs of only a few within the City of Saskatoon – often Indigenous employees. The group agreed this is not a sustainable approach and indicated that a change in organizational culture (people, practices, policies) will be necessary for the City of Saskatoon to meaningfully advance and show leadership on reconciliation. While the CoP noted some important contributions from non-Indigenous champions, it was strongly felt that responsibility and accountability for reconciliation needs to be spread out across all City divisions, managers, senior leaders and employees.

- **Needing to focus on anti-racism training and tools** - This was seen as a crucial and timely need within the City of Saskatoon. Specifically, the group agreed that the City needs to be able to meaningfully implement anti-racism and, as a result, reconciliation principles in all departments. Doing so will require specific budget allocations aimed at increasing the City's capacity and pursuing anti-oppressive initiatives at the City.

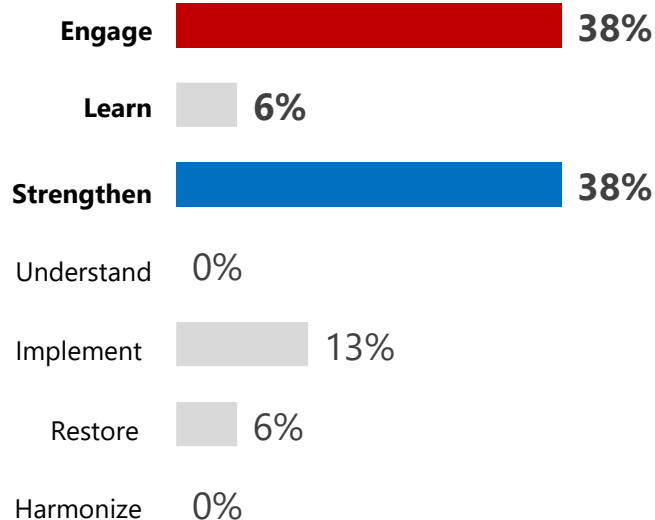
Using this as a basis, the group agreed that a reconciliation action plan for 2021 should focus on expanding and including outcomes around the foundational steps in reconciliation (e.g., learn Indigenous spirituality) but also to strengthen the existing outcomes being touched on to ensure they go beyond a surface level.

### Specific Findings and Placement within the Growth Model

The 16 survey responses suggest that the City of Saskatoon is in the foundational steps of truth, reconciliation and Treaty implementation, with a combined 82% of respondents indicating that the City is working in outcomes under one of the first three columns. The first column Engage (38%) and the third column Strengthen (38%) were the most common selections, while the second column Learn received 6% of the selections.

The environmental scan and mapping exercise identified 142 unique activities, policies, programming, or initiatives underway at the City. Appendix C provides the percentages of how each of these activities were categorized into the Growth Model's outcomes.

The **majority** of participants selected either **Engage**, **Learn**, or **Strengthen** to best describe where the City is at in reconciliation (a combined 82%).



The most commonly categorized outcomes (i.e., those representing at least 10% of all total activities) included:

- **Interact with spaces to build trust, relationships, and to change your environment (10%; 14 activities)**
  - Activities included flag raisings, displaying Treaty Medals, and the naming of infrastructure.
- **Emphasize Indigenous perspectives and spaces where people interact with one another and the land (11%; 16 activities)**
  - Activities included advisory committees and targeted programming.



- **Recruit, hire, and create educational opportunities for Indigenous peoples (16%; 22 activities)<sup>2</sup>**
  - Activities included community engagement at recruitment types of events as well as specific Indigenous job positions hired within 2019/2020

Examining the City's current reconciliation journey through each of the four pillars in the *Vision for Truth, Reconciliation and Treaty Implementation*, we see a fairly even distribution of activities. In **Shared Understanding of our History** (representing 21% of all categorized activities; 30 activities), the focus appears to be on learning about local and national history (30% of Shared Understanding activities; 9 activities). This includes activities such as land acknowledgements, Treaty decals on buses, one-time professional development, blanket exercises, and Indigenous awareness events. Other activities to build understanding of our history included: 1) assistance from the City in applying for funding to bring together local Residential School Survivors and their descendants to support their wellness journey; 2) a review of the City's Naming Policy through an equity and inclusion lens, as a 'pilot review' for examining other City policies; and 3) the naming of the Chief Mistawasis Bridge.

Within the pillar of **Authentic Relationships** (representing 23% of all categorized activities; 32 activities), 59% of the activities were categorized into the outcomes of connect with local Indigenous communities (25%; 8 activities) and maintain relationships between Indigenous and non-Indigenous peoples (34%; 11 activities). Activities within these two outcomes included partnerships, MOUs, board appointments, and feedback sessions with Indigenous peoples. Only 13% of activities were focused on the first level foundational outcome of understanding the importance of reconciliation. The CoP also noted this gap, citing a poor understanding within the City of why reconciliation is important and how it could benefit the City.

In terms of **Vibrant Cultures and Worldviews** (representing 26% of all categorized activities; 37 activities), commonly categorized outcomes included: 1) interact with spaces to build trust, relationships, and to change your environment (38%; 14 activities); and 2) emphasize Indigenous perspectives and spaces where people interact with one another and the land (43%; 16 activities). It is notable that only 5% of activities in this pillar were categorized in the learn Indigenous spirituality, worldview and ways of knowing outcome, a significant gap in the City's work towards reconciliation which was also identified by the CoP.

Finally, in regards to **Systems that Benefit Us All** (representing 30% of all activities; 43 activities) there is minimal work happening in the foundational steps of the Growth Model (Engage, Learn, Strengthen). These Growth Model outcomes represent the basic understandings necessary to examine and address systems through an anti-racism and anti-oppression lens so this is an important gap identified. Inadequate anti-racism understandings among employees (and reflected through policies, practices, and funding tendencies) was supported through qualitative evidence gathered in discussions in the CoP. Rather, it appears that the City's systems-related work is focused on recruiting, hiring and creating

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<sup>2</sup> The readers should note that the activities categorized into this outcome **do not** include considerations of retention of Indigenous peoples within the City and largely only include Indigenous specific or reconciliation-based job positions.



educational opportunities for Indigenous Peoples (51%; 22 activities), as well as creating programs and revising policy to challenge systemic inequities (23%, 10 activities). Although policy change, and the recruitment of Indigenous peoples to work within the City is an important and necessary part of its reconciliation journey, there were concerns noted in the research that an internal lack of anti-oppressive understanding will stymie progress toward these outcomes. We heard that in order for recruited employees to be retained, significant work in shifting the City's organizational culture should be done in order for Indigenous employees to feel culturally safe, meaningfully valued and represented in the City's policies and procedures.

## **Recommendations and Action Items for 2021**

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Based on the information collected, the OTC provided the City with a list of 41 recommendations (see Annex E for the full list), which were prioritized in importance by the CoP. Based on this process, the OTC proposes in this report a set of eleven concrete and actionable recommendations for 2021, with another six recommendations for 2022. We note that the recommendations presented below represent **new** areas of work for the City, but we highly recommend that the City continue working on the outcomes already underway. We also recommend measuring progress towards each of these outcomes to ensure accountability and to provide valuable data that can be used to adjust the action plan moving forward.

The Recommendations for 2021 (grouped according to Vision pillar and Growth Model outcome)

### Shared Understanding of our History

- Define a working, concrete definition of how Treaty implementation and reconciliation is understood at the City of Saskatoon and how it applies to the roles and responsibilities of each department in the City (*appreciate the treaty relationships outcome*).
- Evaluate the effectiveness and make any improvements necessary in the delivery of the Reconciliation Ambassador Program (*learn about our local and national history outcome*).

### Authentic Relationships

- Create a Senior Leadership Advisory Committee specifically for advancing truth, reconciliation and Treaty implementation internally within the City of Saskatoon. This committee should meet monthly and discuss reconciliation budgets, initiatives, professional development, and/or progress (*understand the importance of reconciliation outcome*).
- Design or offer sessions with Elders & Survivors in Saskatoon to gather their feedback on how the City is doing in Reconciliation. Ensure Elders & Survivors are appropriately compensated and all protocols are followed. Use this information to help inform external perspectives on the City's progress (*connect with local Indigenous communities outcome*).
- Set up regular reconciliation progress meetings between Indigenous local community leadership and all city leadership. We recommend at least 2 meetings per year focused solely on advancing reconciliation in Saskatoon and reporting the City's progress back to these community partners. These meetings could support implementation of agreements already signed by the City with Saskatoon Tribal Council, Gabriel Dumont Institute and Saskatchewan Indian Institute of

Technologies. They could also lead to agreements with other Indigenous sources of leadership in the City. (*connect with local Indigenous communities outcome*).

- Work towards next budget cycle to allocate additional core, multi-year funding for reconciliation and anti-racism events, initiatives, jobs and/or internal training so that it meets or exceeds other City departmental budgets for non-reconciliation events, initiatives, and/or internal training. This includes anti-racism initiatives and trainings. (*understand the importance of reconciliation outcome*)

#### Vibrant Cultures and Worldviews

- Create a revised communication strategy and design marketing materials to ensure City is reflective of the distinct groups of First Nations, Métis and Inuit peoples, history, and land (e.g. Treaty acknowledgements, reconciliation commitments, diversity of First Nations and Métis peoples). (*interact with spaces to build trust, relationships, and to change your environment outcome*).
- Complete an internal review of the numbers/representation of First Nations and Métis peoples on all City of Saskatoon committees. Examine barriers to participation. Use this information to recruit more First Nations and Métis peoples to the necessary committees (*connect with local Indigenous communities outcome*).

#### Systems that Benefit Us All

- Using a representative sample, complete an internal review of City job descriptions, interview questions/process, and hiring practices to ensure they are not creating barriers for Indigenous peoples. This review should also identify where Indigenous employees are situated within the city, including the percentages of Indigenous employees in non-Indigenous job positions. The goal should be to have more Indigenous people in non-Indigenous positions (*realize how inequities and privilege play out in our lives, families, and work outcome*).
- Complete an internal survey of employees and leadership to gather additional data on the City's current organizational culture and use it to inform all initiatives going forward. This survey would include questions to measure employee and leadership comfort around anti-racism and reconciliation. Ensure as high of a participation rate as possible (*realize how inequities and privilege play out in our lives, families, and work outcome*).
- Expand all City strategic planning so that it includes anti-racism elements (including each division's strategic plan). Ensure all reconciliation planning is also embedded with anti-racism principles, measurable goals, resourcing, and initiatives (*realize how inequities and privilege play out in our lives, families, and work outcome*).

#### **Recommendations for beyond 2021:**

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- 1) Once a definition of Reconciliation and Treaty implementation is created, ensure the definition is useable, concrete, and measurable in each division's workplans and ask them to report back on an annual basis. Create a City-wide plan with short and long-term principles and goals, with the

objective of ensuring coordination, ownership and accountability across all City divisions. All City department/division must be able to understand how truth, reconciliation and Treaty implementation fits within their department/division and how to incorporate it into their own jobs, work plans, and reports.

- 2) Expand all reconciliation reporting structures internal to the City of Saskatoon to include outlines on how the UNDRIP articles and MMIWG Calls for Justice are being met on an annual basis (using the City-wide plan for truth, reconciliation and Treaty implementation as a guide).
- 3) Ensure that all professional development training includes anti-racism, trauma informed practises, Indigenous spirituality and worldview and cultural safety in the workplace, Treaty and Treaty relationships.
- 4) Create a decision-making policy that requires Indigenous peoples with lived experiences to be in spaces when leadership is making decisions that affect the well-being of citizens of Saskatoon
- 5) Increase the number of spaces dedicated for Ceremony within the City of Saskatoon. Ensure these spaces are adequate and properly resourced (to be determined by community partners).
- 6) Create an Indigenous community consultant/liaison job position within the Indigenous Initiatives Department, that is meant to engage and support First Nations and Métis community movements in Saskatoon (e.g., guidance on the use of land, getting permits, applying for funding, etc.). This position could engage, support, and further the mandates of organizations with a MMIWG2S focus.

## Appendix A: CoP Members

**Pelly, Judy** - Elder

**Armstrong, Ally** - Director's Assistant W&WS

**Bird, Brad** - Director of Reconciliation, Saskatoon Public Library

**Briggs, Meagan** - Communications and Marketing Manager

**Bryant, Shellie** - Deputy City Clerk, Administrative Services Manager

**Burns, Katie** – Community Leadership & Program Development Manager

**Cote, Melissa** – Director of Indigenous Initiatives

**Daigneault, Angela** – Consultant, Saskatoon Police Service

**Dyck, BJ** - Organizational Performance Intern

**Eaton, Scott** - Director of Supply Chain Management

**Fehr, Mandy** - Public Engagement Consultants II

**Fick-Dryka, Jodi** - Diversity Coordinator

**Isbister-Bear, Warren** – Truth and Reconciliation Coordinator, Strategy & Transformation Department

**Kripki, Dana** - Senior Planner - Regional Partners

**Manastyrski, Jodi** - Senior Solicitor

**McLaren, Daniel** – Planner for Planning and Development

**McShane, Tyson** – Manager of Long Range Planning

**Powder, Poitrina** – Administrative Assistant

**Roberts, Andrew** - Director of Recreation and Community Development

**Sasakamoose Kuffner, Becky** - Cultural Diversity and Race Relations Coordinator

**Sora, April** - Diversity and Inclusion Consultant

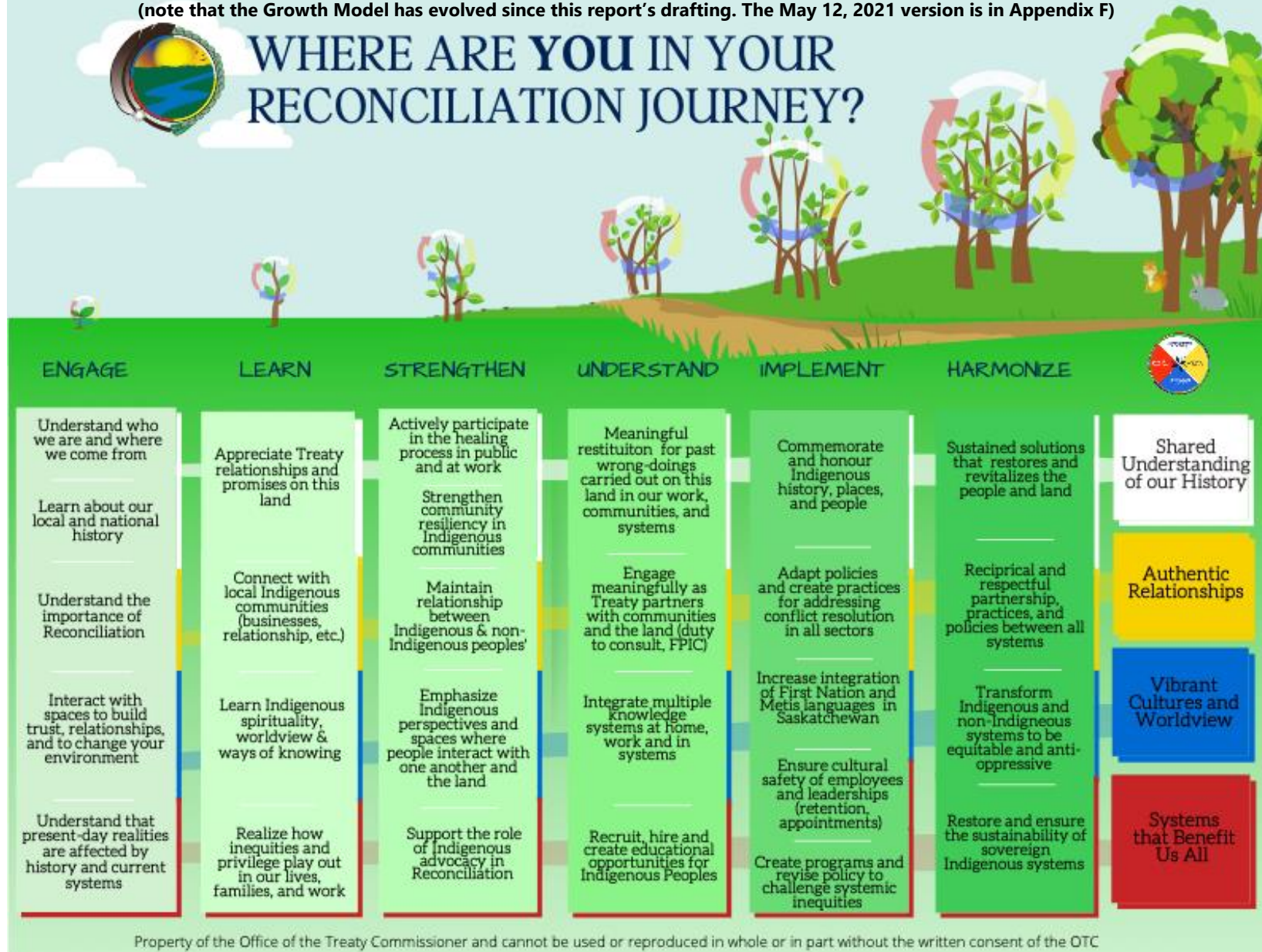
**Thomson, Tenille** - Social Development Manager

**Voth, Michael** - Director of Corporate Revenue

**Waskewitch, Adrian** - Regional Resiliency Specialist

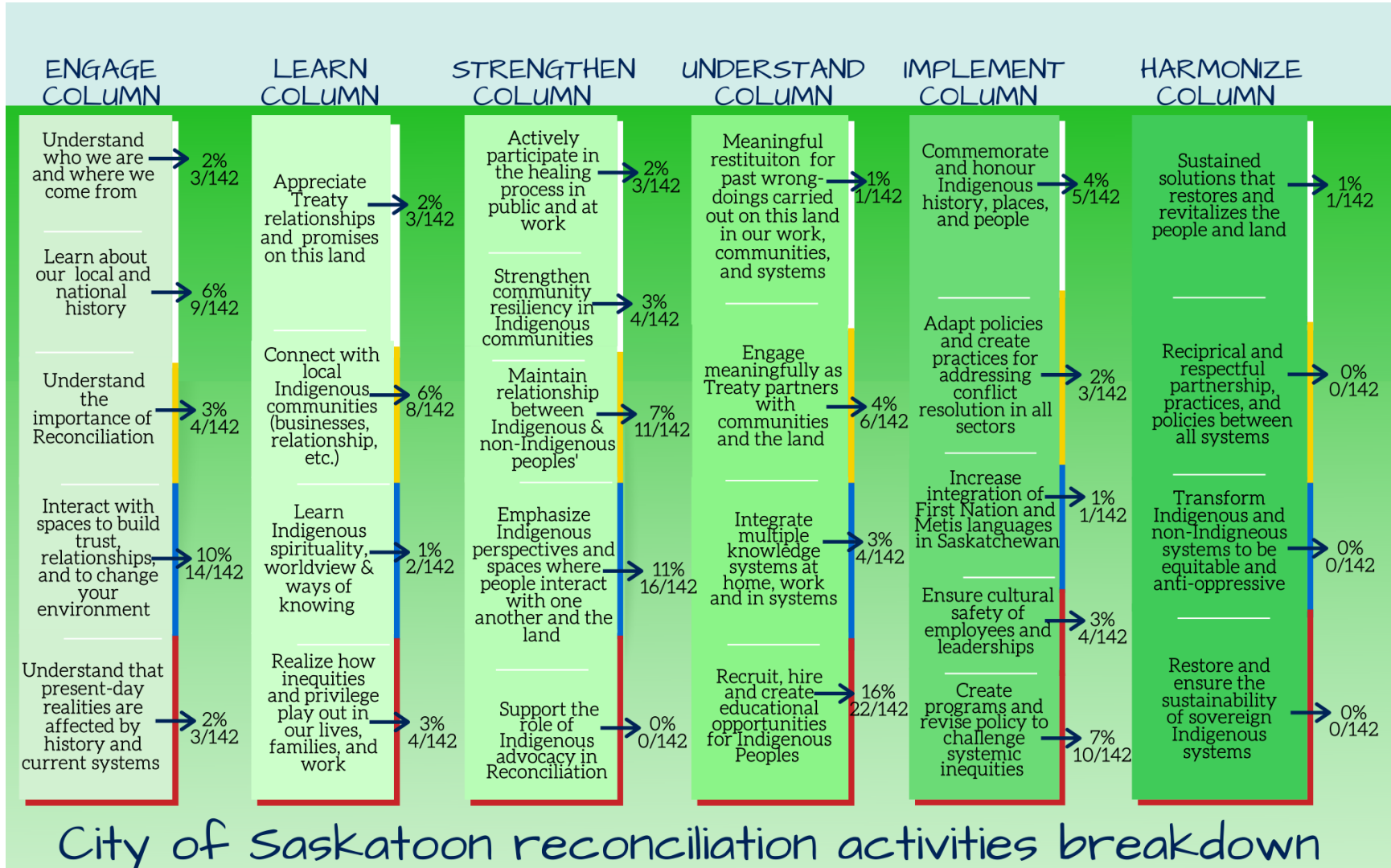
# Appendix B: Office of the Treaty Commissioner *Growth Model* Outcomes used for this report

(note that the Growth Model has evolved since this report's drafting. The May 12, 2021 version is in Appendix F)





Appendix C: Activity Categorization Percentages (Environmental Scan)





## Appendix D: List of City of Saskatoon Activities Identified (by Vision Pillar and Outcome)

### Shared Understanding of our History

Outcomes	Activities	Department		
Understand who you are and where you came from	Saskatoon Public Library - Land Acknowledgments	Libraries		
	Saskatoon Transit - Treaty 6 and Homeland of the Métis Decals on Transit Buses	Transit		
	Land acknowledgements done in meetings and email signatures	all		
			% of total activities in Engage column	% of total activities in Shared Understanding of History
	<b>Total number of activities: 3</b>		9%	10%
Learn about our local and national history	Human Resources has developed a Pathway to Reconciliation Program. This program offers five separate courses to build employee's knowledge and understanding of Indigenous history and culture. Once complete employees become Reconciliation Ambassadors to inspire action and innovations in serving the citizens of Saskatoon. In 2019 the first group of Reconciliation Ambassadors completed the program. (CTA 57); <b>Pathways to Reconciliation - Reconciliation ambassadors</b>	Human Resources		
	Blanket Exercise at libraries (CTA 79)	Libraries		
	The City of Saskatoon via Federal funding will send 25 ESL instructors and Settlement workers to the Wicahitowin Conference.	Social development		
	All SFD staff receive Indigenous awareness training. New staff receive this valuable training during on-boarding.	Fire		
	600 sworn members and civilian staff participated in the KAIROS Blanket Exercise	Police		

	History of area (Indigenous and non-Indigenous) is included in the OCP and also included in the Green Infrastructure Plan	Policy	
	Aboriginal Awareness Training- mandatory	all	
	Hosted webinars (Planning) for National Indigenous Peoples Day	all	
	Police advisory circle includes the voices of their circles and working with indigenous employees and colleagues to help learn more background of history.	police	
		% of total activities in Engage column	% of total activities in Shared Understanding of History
<b>Total number of activities: 9</b>		30%	27%
Appreciate Treaty promises and relationships on this land.	The entire Saskatoon Police Service (SPS) Executive Team has participated in a mapping exercise with the Office of the Treaty Commissioner	Police	
	Urban reserves/Treaty land entitlement; agreement signing ceremonies; urban reserve facilitation		
	ITAG Group		
		% of total activities in Learn column	% of total activities in Shared Understanding of History
<b>Total number of activities: 3</b>		18%	10%
Actively participate in the healing process in public and at work	Received funding from the National Indian Brotherhood. Gatherings were held with local Indigenous Residential School Survivors and their descendants to recognize and respectfully engage and to strengthen their education and promoting Indigenous language and revitalize their culture as they continue their wellness journey. (CTA 53)	Indigenous Initiatives	

	Collection of photos, stories and other pieces from Residential School Survivors and offer a services and resources from SPL to create a plan for commemoration or preservation of photos for display and future use and to acknowledge our shared history.	Indigenous Initiatives	
	Continue to post orange shirts on buses for Orange shirt day in 2019.	Transit	
		<b>% of total activities in Strengthen column</b>	<b>% of total activities in Shared Understanding of History</b>
	<b>Total number of activities: 3</b>	10%	9%
Strengthen community resiliency in Indigenous communities	The Urban Aboriginal Community Gathering was organized by the City in partnership with STC and the Central Urban Métis Federation Inc. (CUMFI) in June, 2014. The Gathering had 132 people in attendance with a good cross-section of Saskatoon's Aboriginal community. The Gathering had two primary outcomes: - Helped better inform Aboriginal people living in Saskatoon about City programs, services and partnerships; and - Obtained input from Aboriginal residents about City programs and services to inform future policy, program and service delivery. (CTA 43)	Social Development	
	Saskatoon Public Library on-going focus on intergenerational programming and Indigenous content programming.	Libraries	
	Continue to provide opportunities for youth to gain employment and act as ambassadors of the MeTaWeTan Youth Centres and to offer free sport culture, and recreation programming for children and youth Saskatoon's core communities.	Social Development	
	The City provides capacity building supports to Indigenous community-based organizations including the work of the Saskatoon Collaborative Funders Partnership (SCFP) on outcomes and evaluation. The City works with the United Way on community-based leadership development for Indigenous and other under-represented groups.	Social Development	

		% of total activities in Strengthen column	% of total activities in Shared Understanding of History
	<b>Total number of activities: 4</b>	12%	13%
Meaningful restitution for pastwrong-doings carried out on this land in our work, communities, and systems	Review the Naming Policy, as a 'pilot review' for examining other City policies using an equity and inclusion lens.	Planning and Development	
		% of total activities in Understand column	% of total activities in Shared Understanding of History
	<b>Total number of activities: 1</b>	3%	3%
Commemorate and honour Indigenous history, places, and people	invest in initiatives like Wícihitowin, Rock Your Roots, and Reconciliation Saskatoon	Indigenous Initiatives	
	permanently install Indigenous Government flags within City Council Chambers the acknowledge the Indigenous Governments as a recognized order of government.		
	Naming of Chief Mistawasis Bridge		
	Orange Shirt Day		
	More schools are being built and named after indigenous people.		
		% of total activities in Implement column	% of total activities in Shared Understanding of History
	<b>Total number of activities: 5</b>	22%	17%
Sustained solutions that restores and	Green Strategy		
	DFALU incorporating more land for traditional medicines and plants around the city.		

revitalizes the people and land		% of total activities in Harmonize column	% of total activities in Shared Understanding of History
	Total number of activities: 2	100%	7%
		Percentage of total activities (from all pillars):	
	Total number of activities in Shared Understanding of our History: 30	21%	

## Authentic Relationships

Outcomes	Activities	Department
Understand the importance of Reconciliation	2020 Wicihitowin Indigenous Engagement Conference (CTA 43); <b>attending and volunteering conferences like wicihitowin</b>	Libraries
	City was one of 3 founding partners of Wicihitowin Conference;	
	Flag Raising Ceremony	
	Reconciliation Saskatoon	

		% of total activities in Learn column	% of total activities in Authentic Relationships
<b>Total number of activities: 4</b>		12%	13%
Connect with local Indigenous communities (businesses, relationships, etc.)	In 2020, program development and implementation of the Multi Unit Recycling pilot program is expected including consultation with CUMFI, development of the educational materials, and launch of the program for up to 600 units.	Sustainability	
	Indigenous people from Saskatoon were selected through an application process and became newly appointed members of the ITAG. The Indigenous Technical Advisory Group was invited to contribute to identification of Green Strategy vision, actions and initiatives at the level of collaborate, meaning that their input will influence each aspect of the decision including the development of alternatives and the identification of the preferred solution.	sustainability	
	Meetings also took place with Wanuskewin to share and invite feedback on the Green Strategy vision, actions, initiatives and maps.		
	The City of Saskatoon's general procurement review, feedback regarding social and Indigenous procurement was requested from external stakeholders. The City conducted and Indigenous procurement workshop and the event was focused on covering stakeholders to understand their experiences, ideas, and lessons learned in working with a developing Indigenous Procurement procedures.	procurement	
	Survivors circle		
	Engagement related to regional planning work (P4G)		
	Annual gathering with City and First Nations with land agreements on municipal services (postponed due to COVID)		
	New Public Engagement Policy (duty to consult)		



		% of total activities in Learn column	% of total activities in Authentic Relationships
<b>Total number of activities: 8</b>		47%	25%
Maintain relationship between Indigenous & non-Indigenous peoples	Development of a partnership model and engagement strategy to provide ways for other organizations to publicly endorse I am the Bridge Campaign		
	Equity & Inclusion Policy Review (CTA 47)		
	Work with the local Business Improvement Districts to build partnerships with local artists to educate the public on Indigenous contribution into Canada's history.		
	SIIT & GDI Memorandum of Understanding initiatives.; <b>MOU with SIIT</b>		
	ayisiyiniwak was originally developed in 2017 as an educational resource for City employees to enhance understandings of Indigenous culture and practices. Copies of the guide have since been requested by organizations across Canada including government agencies, other municipalities, educational institutions and community groups. <b>Ayisinowak – A Communications Guide</b>		
	Continue to consult regarding First Nations and Metis involvement and incorporating components to contribute to the Truth & Reconciliation Calls to Action. Indigenous priorities, beliefs and perspectives of animals in captivity have been taken into consideration in the new vision for the Forestry Farm		
	Relationships through Community Development, examples: Partnership with Downtown Youth Centre, YXE Speaks, Saskatoon Aboriginal Partnership		
	Appointments to Boards and Committees		
MOU (Prosperity through Partnership) with STC, SIIT and White Buffalo Youth Lodge (to work together when possible to move certain initiatives forward collaboratively, outlines roles and responsibilities)			
Land-use working group (formed to address policies in the green network that removes barriers and increases opportunities)			

	<p>Social Development sits on both the partnership table and operations table for the White Buffalo Youth Lodge. The mission and vision of White Buffalo Youth Lodge (WBYL) is dedicated to improve the quality of life and health for children, youth, young adults and their families in the inner city through integrated, holistic support services.</p>	<b>% of total activities in Strengthen column</b>	<b>% of total activities in Authentic Relationships</b>
	<b>Total number of activities: 11</b>	32%	34%
Engage meaningfully as Treaty partners with communities and the land (duty to consult, FPIC)	First Nations with land holdings in Saskatoon and area are engaged in the City's planning discussions.	Planning & Development	
	SFD provides firefighting training to Whitecap Dakota First Nation Fire Department. Is a long standing partner in servicing apparatus, equipment, and providing training for the volunteer department.	Fire	
	P4G is a partnership of the Cities of Saskatoon, Martensville and Warman, the Rural Municipality of Corman Park, and the Town of Osler. P4G endorsed a Regional Plan in 2017, and is in the process of implementing it. Rights-holder engagement has been an important part of this; there are Reserves and a significant number of First Nations' land holdings in the P4G region.	Planning & Development	
	Complete a Developers Handbook to assist prospective developers, including First Nations, in navigating the urban land development process. Roll out a comprehensive communication strategy to those interested in land development in Saskatoon, or considering purchasing land in Saskatoon.	Planning & Development	
	The City of Saskatoon, through its electric utility Saskatoon Light & Power, is exploring the feasibility of developing a run of the river hydropower station at the weir in partnership with the Saskatoon Tribal Council. There are many benefits to both partners. Highlights of benefits to the City include a stronger project team; broader access to provincial and federal funding programs; and honouring the City's commitments to the Truth and Reconciliation Commission's Calls to Action. A joint ownership of this project leverages on Saskatoon Tribal Council's alliance with the First Nations Power Authority, a non-profit organization that assists Aboriginal power producers in advancing power generating projects to SaskPower.	Saskatoon lights and power	
	The City has partnered with First Nations that have land holdings in Saskatoon and the surrounding region to create Community Profiles. The two-page Profiles promote economic development opportunities and highlight key attributes of each First Nation.		
		<b>% of total activities in Understand column</b>	<b>% of total activities in Authentic Relationships</b>
	<b>Total number of activities: 6</b>	18%	19%
Adapt policies and create	Develop an engagement policy and an administrative procedure to help guide and modernize engagement at the City of Saskatoon.	Public Engagement	

practices for addressing conflict resolution in all sectors	research agreement with the Canadian Strategic Knowledge Alliance (CSKA) who will be examining cultural competency training throughout a member's career.	Police	
	The City and the Saskatoon Tribal Council signed a Protocol Agreement "Sharing Prosperity Through Reconciliation" targeted to improve the quality of life for all the people that reside in the Greater Saskatoon area.		
		% of total activities in Implement column	% of total activities in Authentic Relationships
	<b>Total number of activities: 3</b>	13%	9%
Reciprocal and respectful partnership, practices, and policies between all systems			
		% of total activities in Harmonize column	% of total activities in Authentic Relationships
<b>Total number of activities: 0</b>	0%	0%	
		Percentage of total activities (from all pillars):	
<b>Total number of activities in Authentic Relationships: 32</b>		23%	

## Vibrant Cultures and Worldviews

Outcomes	Activities	Department
Interact with spaces to build trust, relationships, and to change our environment	Indigenous Storytelling Month events in 2019 in libraries (CTA 69)	
	Saskatoon Public Library increased hours at Dr. Freda Ahenakew and Mayfair Branches to provide the core neighborhoods access to services that are similar to our suburban libraries. (CTA 69)	Cultural Diversity and Race Relations
	The Saskatoon Public Library (SPL) has a significant collection of books and films and programming related to Indigenous history, culture, and residential schools. SPL provided programming to the City's northern guests during the 2015 wildfires.	libraries
	A Reconciliation Reading Room in Library (CTA 69)	
	Saskatoon Public Library CEO is part of a national committee that created recommendations for the Canadian Federation of Library Associations to respond to the Truth & Reconciliation Commissions calls to action. Libraries across Canada are adopting these. (CTA 69)	
	The City co-chairs the Saskatoon Aboriginal Community Action Plan (SACAP) committee which addresses quality of life issues for Indigenous citizens.	
	Indigenous Knowledge Advisory Board (U of S and Planning)	
	The City of Saskatoon has partnered with Saskatoon Tribal Council, Gabriel Dumont Institute, CUMFI, OTC, and faith- based groups in various initiatives to promote dialogue on reconciliation and Indigenous inclusion (e.g. Urban Indigenous Gathering, Kitsakinaw, Wicahitowin Conference, etc.)	
	Rock your Roots 2019; <b>participate in rock your roots</b> ; promote, participate, and volunteer in walk for reconciliation	

	First Nation Community Profiles; 17 profiles of First Nations with land holdings or reserve lands in the Saskatoon area)		
	Display Treaty 6 and Metis Nation flag in Council Chambers		
	Indigenous development support / developer's handbook (assist in process of creating urban reserve, help in solving problems ad hoc based on the relationships)		
	Public art to be more inclusive for indigenous artists around the city, and more physical representation in our communities to create a space for people to gather and feel welcomed.		
	SPL naming of specific libraries for indigenous gathering and more inclusivity.		
		% of total activities in Engage Column	% of total activities in Vibrant Cultures & Worldviews
	<b>Total number of activities: 14</b>	42%	38%
Learn Indigenous spirituality & worldview	Saskatoon Public Library 50 days of Cree via social media.	Library	
	Medicine box in the cultural room at the police station, elders would receive help picking medicine to teach everyone how to properly respect the land when taking things from it.		
		% of total activities in Learn column	% of total activities in Vibrant Cultures & Worldviews
	<b>Total number of activities: 2</b>	12%	5%
Emphasize Indigenous perspectives and	Create election material with focus on increasing Indigenous engagement in the 2020 civic elections. (CTA 43)		
	Review Boards and committees membership recruitment process to ensure the boards and committees are representative of the community. (CTA 43)		

spaces where people interact with one another and the land	This project recognizes Saskatoon's Indigenous heritage through the installation of bicycle racks that display Treaty Six and Homeland of the Métis medallions on 21st Street as well as some information on a poster installed in the poster directories located along the street.	
	Smudge Policy	
	Through this program, which is aimed at engaging students in projects that reduce their environmental footprint, teachers are supported to include Indigenous connections, and to integrate different perspectives, practices, and cultures into their teachings. To do this, teachers are encouraged to invite elders and knowledge keepers, as well as university and community members to participate in their students learning.	
	Developing educational strategy material with community partners, Mistawasis FN, U of S and STC.	
	The City sits on the Citizens Advisory Committee (CAC) to learn about correctional issues, and develop relationships with patient, staff and community agencies. The committee has developed a Strategic Plan to address Indigenous offenders and to increase employable skills training and employment opportunities.	
	The City provides recreation programs that are targeted to Indigenous people. Examples that related to this Calls for Justice are: The Little Sisters in Action Program, and Partners with Fitness 2J2 to run a Self-Defence Class for Indigenous Women and Girls, and Métis Jigging classes.	
	Indigenous Advisory Committee with Police	
	Indigenous Women's Advisory Circle with Police	
	additional work of the Naming Committee; The City of Saskatoon naming committee is becoming more inclusive in representation to the indigenous population with using more indigenous names for streets and parks.	
	Official Community Plan (City and P4G OCP); nature of Treaty relations included	
	The police service wants to make sure elders have the proper ventilation in the ceremony rooms.	
Involvement and inclusion of knowledge keepers into every meeting we have so they are with us to make that connection and to gain their support.		
Indigenous initiatives division creation		



	On November 25, 2019, City Council approved borrowing for a new central library. SPL released the business case for the new central library with a commitment to incorporating indigenous design and procurement in the project. (CTA 79)		
		% of total activities in Strengthen column	% of total activities in Vibrant Cultures & Worldviews
	<b>Total number of activities: 16</b>	47%	43%
Integrate multiple knowledge systems at home, work and in systems	The City's Official Community Plan (OCP) bylaw is being rewritten. Indigenous inclusion policy language will be developed in a specific section as well as throughout the bylaw.	Planning & Development	
	Administration will be developing a specific Indigenous Engagement strategy to help guide project teams in the develop and execution of engagement strategies with Indigenous peoples.	Public Engagement	
	Development of the Indigenous Technical Advisory Group ITAG Group	Indigenous Initiatives	
		% of total activities in Understand column	% of total activities in Vibrant Cultures & Worldviews
	<b>Total number of activities: 4</b>	12%	11%
Increase integration of First Nations and Metis languages in Saskatchewan	Interpreter program has started to include some Indigenous languages such as, Metis, Denes, and Cree.		

		% of total activities in Implement column	% of total activities in Vibrant Cultures & Worldviews
	Total number of activities: 1	4%	3%
Transform Indigenous and non-Indigenous systems to be equitable and anti-oppressive			
		% of total activities in Harmonize column	% of total activities in Vibrant Cultures & Worldviews
	Total number of activities: 0	0%	0%
		Percentage of total activities (from all pillars):	
	Total number of activities in Vibrant Cultures: 37		26%

## Systems that Benefit Us All

Outcomes	Activities	Department		
Understand Present-day realities are affected by history and current systems	Anti-Racism Training sessions for staff and programming content for general public. (CTA 57), <b>Anti-racism training</b>			
	Saskatoon Public Library Orange Shirt Day	Libraries		
	Policy reviews in line with Calls to Action	Policy		
			% of total activities in Engage column	% of total activities in Systems
	<b>Total number of activities: 3</b>		9%	7%
Realize how inequities and privilege play out in our lives, families, and work	A recognition of systemic racism - Internal investigation of systematic racism resolution coming in September			
	Triple Bottom Line policy,			
	equity toolkit,			
	Decolonizing Food Access			
			% of total activities in Learn column	% of total activities in Systems
<b>Total number of activities: 4</b>		24%	9%	
Support the role of Indigenous advocacy in Reconciliation				
			% of total activities in Strengthen column	% of total activities in Systems
<b>Total number of activities: 0</b>		0%	0%	
	One student provided support to Indigenous Initiatives (coordinated meetings, administrative duties, attend & participate in community events & support towards Indigenous employment initiatives). (CTA 92.2)			

Recruit, hire and create educational opportunities for Indigenous Peoples	Two women from SIIT Women in Trades Training Program were successfully employed with the City of Saskatoon, Transportation & Construction Division, Roadways, Fleet & Support. (CTA 92.2)	
	Accessed the Wage Subsidy Program (18 weeks) through Gabriel Dumont Institute Training & Employment to provide office and administrative supports to City of Saskatoon Transportation & Construction Department, Roadways, Fleet & Support Division. (CTA 92.2)	
	In collaboration with GDI, STC, Sask Health Authority, SREDA, Sk. First Nations Network, Nutrien, Office of the Treaty Commissioner and University of Saskatchewan an Indigenous Employer Handbook was developed and distributed to employers and made available electronically. Vignettes were developed to promote the handbook. (CTA 92.2)	
	Saskatoon Public Library offers practicum placements to students from SIIT- students from the Mental Health & Wellness Program – who interact with library patrons at Frances Morrison Central Library. (CTA 79)	
	Saskatoon Public Library created a designated executive level position as Director, Reconciliation.	
	Saskatoon Transit - Indigenous pre-employment initiative for Transit Operator and maintenance positions.	
	Continue to provide opportunities for youth to gain employment and act as ambassadors of the MeTaWeTan Youth Centres and to offer free sport culture, and recreation programming for children and youth Saskatoon's core communities.	
SFD - Partnership with Saskatchewan Mining Association - one day introduction to Emergency Services for Northern Saskatchewan Indigenous Youth. FIRE Cadet program - 8 week course work ed program with involvement from indigenous youth. Indigenous Youth Career Fairs attended by SFD.		

The City of Saskatoon's Urban Indigenous Leadership Program is an umbrella program for a variety of exciting experiences that are geared towards investing and encourage more Urban Indigenous people to become leaders in sports, culture, and recreation activities. The program is designed to see additional Indigenous residents on community boards and committees and to increase awareness of opportunities and resources for leadership development, and increase awareness of the help that's available to access these opportunities. The program also helps to recruit summer program staff for the City of Saskatoon positions and creates new leadership development opportunities within the Urban Indigenous community.

Community Job Fair

SFD has program partnership with the Indian and Métis Friendship Center called Youth Works. Youth Works provides opportunity for indigenous youth with opportunity to develop work skills. These indigenous youth are completing restitution by doing meaningful work and gaining skill development for future employment.

The Future is Yours Career Expo, F.I.R.E. Cadet Program, Temporary Summer Project Worker, Youth First Responder Boot Camp

The City's Indigenous Lifeguard Program and Fitness Leader Certification Program help Indigenous people gain lifeguard and fitness certifications leading to employment with the City and other organizations.

The City has entered into a Memorandum of Understanding (MOU) with Saskatchewan Indian Institute of Technologies (SIIT) to support Indigenous education, career development and training opportunities.

The City has a self-declaration process to allow employees to "self-identify" for employment specific reasons under the Employment Equity and Saskatchewan Human Rights Commission standards.

In August of 2020, the City hired an Indigenous woman as the Director of Indigenous Initiatives.

Indigenous Recruiter Position

Indigenous Consultation Position

Indigenous Recreation Technician (dedicated position) that provides recreational programs

	Indigenous Leadership Program		
	STC and GDI Employment Partnerships	% of total activities in Understand column	% of total activities in Systems
	<b>Total number of activities: 22</b>	67%	51%
Ensure Cultural Safety	Create a Truth and Reconciliation Coordinator Position	Indigenous Initiatives	
	professional development workshops aimed at learning and addressing racism and discrimination in the workplace along with understanding the TRC's Calls to Action. As of January 2020, Indigenous Awareness 63% staff has taken it Fundamentals of Cultural Competency- 12% of staff have taken it Understanding Racism -4% of staff have taken it Resolving Conflict- 10% staff have taken it Blanket Exercise - 4% of staff have taken it		
	On February 12, 2020, the City recognized 24 graduates Reconciliation Ambassadors who have gone through all five workshops on their personal journeys of the TRC's Calls to Action		
	2SLGBTQQIA Identities and Inclusive Practices training is regularly offered to employees.		
		% of total activities in Implement column	% of total activities in Systems
	<b>Total number of activities: 4</b>	17%	9%
Create programs and revise policy to challenge systemic inequities	Develop and begin to implement a corporate Anti-racism strategy. (CTA 47)	Cultural Diversity and Race Relations	
	Begins with internal engagement strategy with ALT. Roll out the Racism in Sport campaign. (CTA 47)	Cultural Diversity and Race Relations	



<p>Saskatoon Public Library launched a WiFi hotspot lending program to offer free internet to people in their homes and collaborated with the Saskatoon Foodbank &amp; Learning Centre for distribution. (CTA 69)</p>	<p>library</p>
<p>Saskatoon Public Library installed courtesy phones at Dr. Freda Ahenakew, Mayfair and Frances Morrison Central Branches- allows people who don't own phones to connect with agencies, family etc. (CTA 79)</p>	<p>library</p>
<p>Saskatoon Public Library increased the number of computers available at the same three branches to better serve people who live in core communities. This has also resulted in a decrease in patron incidents at Frances Morrison Central.</p>	<p>library</p>
<p>Saskatoon Public Library added two Outreach Workers (with social work background) to connect people to services. (CTA 79)</p>	<p>library</p>
<p>Social Development supports the creation of a Saskatoon Community Plan on Homelessness, help adjudicate projects that address homelessness, meets to discuss winter cold strategy.</p>	<p>Social Development</p>
<p>Full program review to increase administrative efficiencies and to enable participants to be approved more quickly, environment scan of other Canadian municipality's leisure access programs to make program more inclusive, revise application to ensure that it is easily understand for applicants of all literacy levels; Pilot "Culture Pass" component of Leisure Access Program (Program participants will be provided one-time use family passes to the Nutrien Wonderhub and Western Development Museum; discussions with Wanuskewin and Remai Modern are currently underway).</p>	<p>Social Development</p>
<p>On October 25, 2019, the City signed a Protocol Agreement, Sharing Prosperity through Reconciliation, with the Saskatoon Tribal Council Chiefs. Outlined in the protocol agreement are common interests of improving the quality of life for all people living in the Greater Saskatoon area.</p>	
<p>The City's Innovative Housing Incentives program was created to address the quality, affordability and availability of housing in Saskatoon. The City sits on the Community Advisory Board on homelessness in which funds from federal government are directly connected to Indigenous people, through consultation, the board makes decisions on selecting projects that will address Indigenous homelessness.</p>	

		% of total activities in Implement column	% of total activities in Systems
	Total number of activities: 10	43%	23%
Restore and ensure the sustainability of sovereign Indigenous systems			
	Total number of activities: 0	0%	0%
		Percentage of total activities (from all pillars):	
Total number of activities in Systems that Benefit Us All: 43		30%	

## Annex E: Full List of 41 Recommendations Considered by Community of Practise (prior to prioritization of 17 for 2021-22)

ENGAGE Outcome	Recommendations
Understand who we are and where we come from	Create an environment where settlers regularly cite their ancestors and their relationship to this Treaty territory, including by introducing the number of generations they and their ancestors have lived on this Treaty territory, by identifying the Treaty promise or provision which allowed their ancestors to be on the land, and (if possible) by naming the Indigenous peoples who lived on and were displaced from that land. Create this environment by exploring and answering these questions with employees in staff meetings or personal time and by having leadership start meetings in this way until it becomes normalized. Use in external and internal meetings where a formal introduction is necessary.
	Create or offer to all employees and leadership 1-2 days of professional development on the differences between heritage, culture, and worldview and on how these terms relate to reconciliation through facilitating understanding of who we are and where we come from. These opportunities should be conducted by community partners. Ensure all individuals in senior leadership within the City of Saskatoon takes this training.
Learn about Local and National History	Evaluate the effectiveness and make any improvements necessary in the delivery of the Reconciliation Ambassador Program. Once it is evaluated and revised as necessary, make the Reconciliation Ambassador Program mandatory for new employees. Mandate all existing employees to take the program in 2021.
	Create or offer to all employees and leadership 1-2 days of professional development on intersectionality in Truth, Reconciliation and Treaty Implementation (including, but not limited to, topics on Two-Spirit individuals, violence against women and girls). These opportunities should be conducted by community partners. Ensure all senior leadership within the City of Saskatoon takes this training.
Understand the importance of Reconciliation	Define a working, concrete definition of reconciliation that covers each City department using the OTC measurement framework outcomes that are based on the four pillars of Truth, Reconciliation and Treaty Implementation. Specifically, City-wide plan with short and long-term principles and goals must be outlined in order to facilitate coordination, ownership and accountability across all City departments. All City departments must be able to understand how Truth, Reconciliation and Treaty Implementation fits within their department and how to incorporate it into their own jobs, work plans, and reports.
	Create a Senior Leadership Committee specifically for advancing Truth, Reconciliation and Treaty Implementation internally within the City of Saskatoon. This committee should meet monthly and discuss reconciliation budgets, initiatives, professional development, and/or progress.
Interact with spaces to build trust,	Create or expand budget lines to create physical and digital safe spaces for Indigenous women within City spaces and departments. This could include a poster of what to do if you are unsafe, acknowledgement of who has trauma training of front-line staff, and possible symbolism attached

relationships and to change your environment	to supporting of MMIWG2S.
	Allocate additional core, multi-year funding for reconciliation events, initiatives, jobs and/or internal training so that it meets or exceeds other City departmental budgets for non-reconciliation events, initiatives, and/or internal training.
	Set a target to increase the amount of physical infrastructure in the City of Saskatoon (both internally and externally) that uses First Nation and Métis symbolism (e.g., increase the number of street signs with names and symbolism by 25% in 2021). Ensure meaningful and authentic consultations occur for all proposed changes.
Understand that present-day realities are affected by history and current systems	Allocate additional core, multi-year funding for anti-racism initiatives, jobs, and/or internal training so that it meets or exceeds other City departmental budgets for non-reconciliation events, initiatives, and/or internal training.
	Create or offer to all employees and leadership 3-4 days of professional development on trauma-informed, intergenerational narratives of the history and policies of Residential Schools and how the consequences are being seen today at all levels. The goal of this is to ensure all City employees and leadership can critically think and understand how their actions/thoughts/behaviours are either dismantling or propping up those consequences. These opportunities should be conducted by community partners. Ensure all individuals considered to be senior leadership within the City of Saskatoon take this training.
	Create or offer to all employees and leadership 3-4 days of professional development on the foundations of power, privilege, and white supremacy and how it relates to the oppression of First Nations, Métis, and Inuit peoples in Canada. These opportunities should be conducted by community partners. Ensure all individuals in senior leadership within the City of Saskatoon takes this training.
	Create, distribute, and evaluate internal resources and trainings on how the corporate history of the City of Saskatoon has and continues to exclude or marginalize groups living on this land. Complete with consultation from community partners. Ensure all employees are sent resources and/or are able to take the offered training.
	Offer 1-2 days of training on the contents of UNDRIP and the MMIWG2S Calls for Justice. These opportunities should be conducted by community partners. Ensure all individuals considered to be senior leadership within the City of Saskatoon take this training.
	Expand all reconciliation reporting structures internal to the City of Saskatoon to include outlines on how the UNDRIP articles and MMMIWG Calls for Justice are being met on an annual basis (using the City-wide plan for Truth, Reconciliation and Treaty Implementation as a guide).

<b>LEARN</b> Outcome	<b>Recommendations</b>
Appreciate Treaty relationships and promises on	Create a written, working definition of how Treaty and the Treaty Relationship applies to the roles and responsibilities of each department in the City (including free, prior, and informed consent). Ensure the definition is useable, concrete, and measurable in each department's workplans and ask them to report back on an annual basis. Ensure community partners, Elders, Survivors, and Knowledge Keepers are consulted when creating this definition.

this land	<p>Create or offer to all employees and leadership 1-2 days of professional development on the Treaty Relationship, Treaty Promises, and the consequences of broken Treaty Promises (in a historical and contemporary sense). These opportunities should be conducted by community partners. Ensure all individuals considered to be senior leadership within the City of Saskatoon take this training.</p>
Connect with local Indigenous community	<p>Set a target to increase the number of formal reconciliation-based partnerships with Indigenous organizations and require each City Department to work on specific areas (e.g., 4 new partnerships in 2021 to create more internships for Indigenous students)</p> <p>Design or offer sessions with Elders &amp; Survivors in Saskatoon to gather their feedback on how the City of Saskatoon is doing in reconciliation. Ensure Elders &amp; Survivors are well paid, and all protocols are followed. Use this information to help inform external perspectives on the City's progress.</p>
Learn Indigenous spirituality, worldview, and ways of knowing	<p>Create or offer to all employees and leadership 1-2 days of professional development on Indigenous views of sustainability, stewardship of the land, relationships with the land, and environmental protection. These opportunities should be conducted by community partners. Ensure all individuals in senior leadership within the City of Saskatoon take this training.</p> <p>Create or offer to all employees and leadership 2-3 days of professional development on Indigenous spirituality, protocols, and/or intent for ceremony. This should be done so that the distinct Indigenous groups living in each Treaty Territory in Saskatchewan are meaningfully represented. These opportunities should be conducted by community partners, Survivors, Knowledge Keepers, and/or Elders. Ensure all senior leadership within the City of Saskatoon take this training.</p> <p>Create or offer programs that increase the level of knowledge and use of Indigenous languages in a conversational way (e.g., understanding the basics of conversation) for City of Saskatoon front facing staff. Evaluate this program on an annual basis and ensure it is resourced adequately.</p>
Realize how inequities and privilege play out in our lives, families, and work	<p>Create or offer to all employees and leadership 1-2 days of professional development on the foundations of micro-aggressions, stereotypes, discrimination, and biases. These opportunities should be conducted by community partners. Ensure all individuals in senior leadership within the City of Saskatoon take this training.</p> <p>Expand all City strategic planning so that it includes anti-racism elements (including each department's strategic plan). Ensure any and all reconciliation planning is also embedded with anti-racism principles, measurable goals, resourcing, and initiatives</p> <p>Complete an internal survey of employees and leaderships' comfort to talk openly about interpersonal racism, systemic racism, whiteness, and white supremacy. The goal of this is to gather additional data on the City's current organizational culture and use it to inform all initiatives going forward. Ensure as high of a participation rate as possible, everyone who works for the City should be included.</p>

	Complete an internal survey of employees and leaderships' understanding of trauma, trauma-informed practices, and the necessity of healing in Saskatoon due to colonization. The goal of this is to gather additional data on the City's current organizational culture and use it to inform all initiatives going forward. Ensure as high of a participation rate as possible, everyone who works for the City should be included
	Complete an internal review of all City job descriptions, interview questions/process, and hiring practices to ensure they are not creating barriers for Indigenous peoples. This review should include current employees, community partners, Elders, and Survivors. The recommendations from this review should be implemented and evaluated in 2021.
	Complete an internal review that outlines where Indigenous employees are situated within the city. This includes reporting on the percentages of Indigenous employees in non-Indigenous job positions (i.e., those that are not specifically meant for Indigenous peoples). Publicly report on this information.

STRENGTHEN Outcomes	Recommendations
Actively participate in the healing process in public and at work	<p>Create an environment where external/internal decisions and daily practices completed by all employees have a trauma-informed lens (by creating policies, offering opportunities for practice, discussion, and starting decision-making processes with reminders of incorporating a trauma-informed lens from leadership). Track progress on the creation of this environment (e.g., number of policies created or revised to include a trauma-informed lens). This progress should also be assessed by external community members (including Survivors, Elders, and Knowledge Keepers).</p> <p>Create initiatives and/or policies that are meant to directly support MMIWG2S families (empowerment fund; MMIWG 2.5). Included in this could be cost-recovery initiatives (e.g., to offset printing costs). Ensure these initiatives are properly resourced (multi-year, core funding) and are evaluated regularly.</p>
Strengthen community resiliency in Indigenous communities	<p>Create policies that ensure City of Saskatoon employees have dedicated work time and necessary resources to engage, support, and further the mandates of organizations with a MMIWG2S focus.</p> <p>Set up regular reconciliation progress meetings between MN-S, STC, FSIN, and all city leadership. We recommend at least 2 meetings per year focused solely on advancing reconciliation in Saskatoon and reporting the City's progress back to these community partners.</p>
Maintain relationships between Indigenous and non-Indigenous peoples'	<p>Create a decision-making policy that requires Indigenous peoples to be a standard partner to consult when senior leadership is making decisions that affect the well-being of citizens of Saskatoon.</p> <p>Complete an internal review to ensure that the City is engaging with Indigenous citizens/communities in an authentic and mutually beneficial way. This should include an analysis of employment, contracts, one-off honorariums, payment equity, procurement methods, and MOU follow-through/valuation. The results of the internal review should be analyzed with community partners and reported publicly. Use this information to inform future engagement</p>

	with Indigenous citizens/communities.
Emphasize Indigenous perspectives and spaces where people interact with one another and interact with the land	Create a revised communication strategy and design marketing materials to ensure the City of Saskatoon is reflective of the distinct groups of First Nations and Métis peoples, history, and land (e.g. Treaty acknowledgments, reconciliation commitments, diversity of First Nations and Métis peoples, etc. CTA 92
	Create or offer point-of-interested, Indigenous focused tourism in Saskatoon (e.g., Round Prairie, how Saskatoon was founded from both Indigenous and non-Indigenous perspectives). These initiatives should receive core, multi-year funding and be evaluated regularly.
	Complete an internal review of the numbers/representation of First Nations and Métis peoples on all City of Saskatoon committees. Use this information to recruit more First Nations and Métis peoples to the necessary committees.
	Increase the number of spaces dedicated for Ceremony within the City of Saskatoon. Ensure these spaces are adequate and properly resourced (to be determined by community partners).
Support the role of Indigenous advocacy in reconciliation	Create a working policy (to also include any social media strategies) on how the City of Saskatoon engages with Indigenous advocacy bodies in Saskatoon and Saskatchewan (e.g., Idle No More). This policy needs to provide guidance for City employees' engagement with advocacy bodies.
	Create a specific job position meant to engage and support First Nations and Métis advocacy movements in Saskatoon (e.g., guidance on the use of land, getting permits, applying for funding, etc.)
	Increase the number of spaces dedicated for Ceremony within the City of Saskatoon. Ensure these spaces are adequate and properly resourced (to be determined by community partners).



# Appendix F: Office of the Treaty Commissioner *Growth Model Outcomes* (Updated May 12, 2021)

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## A Growth Model for Truth, Reconciliation and Treaty Implementation

Where are YOU in your journey?

