

Preliminary Analysis of Recommendations

2021

No.	Recommendation	Comments
1	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	<ul style="list-style-type: none"> • Recommend that an “understanding” is created rather than a concrete definition. • Residential school survivors, Elders and knowledge keepers need to be consulted • CoP to develop the initial understanding for approval of senior leaders • Must be connected to principles and processes of change management • Explore the connection to the Triple Bottom Line Policy, Framework and Decision-Making Tools <p>Resources required:</p> <ul style="list-style-type: none"> • Staff time • Consultation with survivors, Elders and knowledge keepers <p>Est. Cost: \$2500</p>
2	Evaluate the effectiveness and make any improvements necessary in the delivery of the Reconciliation Ambassador Program	<ul style="list-style-type: none"> • Led by Human Resources in partnership with Indigenous Initiatives and Race Relations Coordinator • Explore the relationship between CoP and Reconciliation Ambassadors <p>Resources required:</p> <ul style="list-style-type: none"> • Staff time • Consultant to develop, administer survey and provide survey results <p>Est. Cost: \$5000</p>
3	Create a Senior Leadership Advisory Committee specifically for advancing truth, reconciliation and	<ul style="list-style-type: none"> • In October 2020 the Administration established an internal Reconciliation, Equity, Diversity, and Inclusion (REDI) Stewardship Committee.

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	Treaty implementation internally within the City of Saskatoon	<ul style="list-style-type: none"> This committee is a cross-functional team from the Strategy & Transformation, Human Resources and Community Services Divisions that has been brought together to define key roles and responsibilities and engage all levels of the organization, external stakeholders, and City Council to create a coordinated approach and holistic strategy to advance Reconciliation, Equity, Diversity and Inclusion. It is recommended that REDI act as the Senior Leadership Team. <p>Resources required:</p> <ul style="list-style-type: none"> Staff time Elder honorarium (12 meetings x \$250) = \$3000 per year
4	Design or offer sessions with Elders & Survivors in Saskatoon to gather their feedback on how the City is doing on reconciliation	<ul style="list-style-type: none"> Annual engagement of Elders and survivors facilitated by outside consultant Review of previous year outcomes and plans for upcoming year The CoP and REDI should have an Elder(s) walk beside them on this journey to provide ongoing guidance throughout the year Senior leaders, REDI or members of REDI should participate in the annual session <p>Resources Required:</p> <ul style="list-style-type: none"> Outside consultant/facilitator to facilitate session Honorariums/stipend <p>Est. cost Consultant Fee (\$100/hr x 3/hr session + 4 hr prep + 5 hour report report) = \$1,200</p> <p>Elder services: \$250/elder x 6 elders = \$1,500</p> <p>Total = \$2,700</p>
5	Set up regular reconciliation progress meetings between local Indigenous community leadership	<ul style="list-style-type: none"> Regular meetings are occurring with Saskatchewan Indian Institute of Technologies (SIIT) and Saskatoon Tribal Council

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	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	<p>(STC). Workplans have been developed to implement the MOU and partnership agreement.</p> <ul style="list-style-type: none"> Quarterly meetings are occurring with Gabriel Dumont Institute (GDI). An MOU with GDI and or Métis Nation – Saskatchewan should be explored. Progress reports and ensuring accountability will be key to achieving outcomes. A regular annual meeting with First Nation Land holders in and around Saskatoon should occur. <p>Resources required:</p> <ul style="list-style-type: none"> Staff time <p>Est cost: undetermined; likely within current budget</p>
6	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.	<ul style="list-style-type: none"> This recommendation is very broad. Incorporate reconciliation in a more substantive way in the Triple Bottom Line. Tracking what is spent annually on Indigenous specific projects and initiatives is a manual exercise. Will require working closely with Finance Business Partners. <p>Resources required:</p> <ul style="list-style-type: none"> Staff time
7	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	<ul style="list-style-type: none"> Communications activities are currently ad hoc. A new communications strategy would be focused, purposeful and responsive to the community and the needs of the City. In 2021 Indigenous Initiatives set aside some funds to provide Communications with some capacity, begin scoping out the work, and develop communications material for current activities and initiatives. <p>Resources required:</p> <ul style="list-style-type: none"> Staff time including Communications staff to manage the work

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		<p>Est Cost of a Communications Strategy in 2022 is \$50K broken down as follows:</p> <ul style="list-style-type: none"> • Public Engagement, Focus Groups Honorariums: \$10K • Development of Creative Concept and Visual Style Guide: \$20K • Implementation of Creative Concept: 20K
8	<p>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</p>	<ul style="list-style-type: none"> • This aligns with the three motions passed by City Council in September of 2020, aimed at investigating potential ways to address systemic barriers in employment, engagement, and governance. • At the May 17, 2021 Governance and Priorities Committee, one of the meeting agenda items is Councillor Loewen Motion – Identifying and Addressing Systemic Barriers <ul style="list-style-type: none"> ○ That the Governance and Priorities Committee recommend to City Council that it endorse the “One-City” strategic approach as outlined in the report of the Chief Strategy & Transformation Officer dated May 17, 2021. <p>Resources Required:</p> <ul style="list-style-type: none"> • None. Incorporated into the “One-City” strategic approach outlined in the May 17 report.
9	<p>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</p>	<ul style="list-style-type: none"> • The best approach for how to do this will need to be determined and incorporated into the Indigenous Employment Coordinator’s workplan/strategy • This work needs to align with the work on the 3 motions on systemic barriers. <p>Resources required:</p> <ul style="list-style-type: none"> • Staff time including new Indigenous Employment Coordinator in Human Resources
10	<p>Complete an internal survey of employees and leadership to gather additional data on the City’s current organizational culture (including comfort with</p>	<ul style="list-style-type: none"> • Timing is key. Creating a safe space for employees is important as well. • Explore opportunities to align with other employee surveys.

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	anti-racism) and use it to inform all initiatives going forward.	<ul style="list-style-type: none"> • Work on an internal engagement plan for anti-racism work is currently in development. Resources will be required to implement. • An external evaluator would be beneficial in this process. <p>Resources Required:</p> <ul style="list-style-type: none"> • Staff time (HR, Cultural Diversity and Race Relations Coordinator, Indigenous Initiatives) • External consultant <p>Est cost: \$ <u>5,000</u></p>
11	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.	<ul style="list-style-type: none"> • Collaboration with Organizational Strategy and Execution required (Strategy Development and Race Relations) • Education and awareness are key foundational components. • Support and promote the use of the Equity Lens Toolkit • Align with the work identifying and addressing systemic barriers • Work with departments on their "plans" <p>Resources required:</p> <ul style="list-style-type: none"> • Staff • Funding: to be determined

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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 work plans 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	<ul style="list-style-type: none"> • See comments under #1 in 2021 • Need to respect and honour Indigenous worldviews in this work • Align with the work of REDI • Bringing in outside expertise may assist in the process <p>Resources required:</p> <ul style="list-style-type: none"> • Staff time • External consultant (to be determined)

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	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).	<ul style="list-style-type: none"> • There will need to be some education and awareness provided before doing this. • Need to ensure that employees understand what the UNDRIP is; what the MMIWG2S Calls for Justice are and the TRC Calls for Action. <p>Resources required:</p> <ul style="list-style-type: none"> • Staff time • Training (costs to be determined)
3	Ensure that all professional development training includes anti-racism, trauma informed practices, Indigenous spirituality and worldview and cultural safety in the workplace, Treaty and Treaty relationships.	<ul style="list-style-type: none"> • Collaboration among HR, Indigenous Initiatives, Organizational Strategy and Execution and Social Development required through REDI • There are a number of questions. For example: <ul style="list-style-type: none"> ○ Who delivers training and how is it delivered? ○ Is it mandatory? ○ How can the training best serve and be delivered to meet the needs and processes of each department? • There needs to be recognition that there are diverse Indigenous cultures, languages and worldviews <p>Resources required:</p> <ul style="list-style-type: none"> • Staff time • Development and delivery of training (costs to be determined)
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	<ul style="list-style-type: none"> • There is a need for authentic inclusion and engagement while doing so that the individual or individuals are not tokenized. • Staff will need to reach out and develop these connections • Need to recognize the diversity of Indigenous experiences, cultures and language groups.

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		<ul style="list-style-type: none"> • Individuals with lived experience should be compensated appropriately • It is vague and should be explored through REDI • There may be an opportunity to explore a step ahead of this by bringing together leaders at an annual gathering to introduce leaders to each other. <p>Resources required:</p> <ul style="list-style-type: none"> • Staff time • Other costs to be determined
5	<p>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).</p>	<ul style="list-style-type: none"> • Guidance from Elders and knowledge keepers from the diverse cultures and language groups required • Community partners will be key to the work • Various departments within the City would need to be involved • Ongoing operational costs should be identified <p>Resources required:</p> <ul style="list-style-type: none"> • *Cultural Resource Liaison (\$119K – salary, payroll and office set-up) • Est Cost: \$50K (engagement and some project costs) <p>*Note: individual would provide support on day to day requirements in addition to other projects, not just the ceremonial space(s)</p>
6	<p>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.</p>	<ul style="list-style-type: none"> • Capacity is required to implement recommendations from the MMIWG2S report expected by end of summer • Job description to be developed • Similar role to Truth and Reconciliation Coordinator <p>Resources required: Est Cost: \$128K (salary, payroll costs and office set-up)</p>