

# Reconciliation, Equity, Diversity and Inclusion 2022-2023 Business Plan and Budget Options

## ISSUE

The City of Saskatoon (City) is committed to addressing reconciliation, eliminating systemic racism, and creating an inclusive, equitable, and diverse organization as well as providing programs, grant funding, services and leadership to the community under these focus areas.

Predominantly there are three different Divisions within the City working in this space of reconciliation, diversity, equity, and inclusion (REDI), Community Services, Human Resources, and Strategy & Transformation. The resources from these Divisions work across a wide scope of areas, both internal to the corporation and external within the community. There is significant intersectionality between the various streams of work in terms of stakeholder groups, common issues/barriers and shared objectives; however, given all the ongoing and emerging work there has been limited capacity for significant formal collaboration across the groups. Each group independently has done important work towards achieving the City's objectives. However, in order to develop a strong, aligned strategy that would see the City shift from incremental to significant progress, a new approach is required.

The amalgamation of some existing core staff into one focused area of effort along with additional resources to support the growing need, would amplify and align this work moving forward.

## BACKGROUND

Over the years many initiatives in the REDI space have made strides at the City and within the community and partnership areas towards achieving REDI objectives. With the heightened awareness globally, and in the community about anti-racism, discrimination, accessibility for people with varied ability, immigration, residential schools, the Black Lives Matter movement, homophobia and transphobia, the desire for change has taken on a new level of urgency.

Colonial Ideology maintained and perpetuated within current colonial organizations continues to be the single largest impact negatively affecting Indigenous, Black, people of colour, religious minorities, women, people in poverty and the differently abled. These impacts are experienced by employees, customers, and residents or visitors to Saskatoon every day.

To demonstrate that the City is striving to be a leader in eliminating racism, inequity, and discrimination, the City needs to look internally at our own institution to identify and eliminate systemic racism and ultimately change and/or decolonize the way the City does its work. Trust, transparency, leadership, expertise and lived experience are the

key components to building anti-racism and decolonization strategies and policies that address the root of the problem.

These are the current areas of focus for Administration.

- a. Anti-racism and Anti-oppression/Decolonization.
- b. Treaty land entitlement implementation and land development.
- c. Truth and Reconciliation Calls to Action.
- d. Missing and Murdered Indigenous Women, Girls and 2 Spirit (MMIWG2S) Calls for Justice.
- e. Local immigration/settlement partnerships and initiatives.
- f. Equity deserving groups/Human rights (Aboriginal peoples, Visible minorities, Persons with disabilities, Women).
  - Canadian Charter of Rights and Freedoms.
  - Employment Equity Act.
  - United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP).
- g. Diversity and Inclusion/Cultural Competency in the workplace.
- h. Accessibility for people with disabilities.
- i. Accessibility (geographically, physically, financially, and culturally) and Gender Inclusivity at City Facilities and in all programs and services.
- j. Community Safety & Wellbeing.
- k. Social Development.
- l. Age Friendly Saskatoon.

### **CURRENT STATUS**

A key outcome of this work to date has been the identification that the current structure of resources has led to an approach that has been described as “mile wide and an inch deep”. The decentralized approach to this work has limited the extent to which systemic barriers can be identified and addressed in a focused way. The lack of an overarching strategy and coordinated priorities has also limited the ability of each group working independently to make progress.

In response to the changing societal landscape, this year the Administration established an internal REDI Stewardship Committee (Committee) to activate, champion and align the City’s activities and resources to best support the above commitments. A cross functional REDI Team was also established to bring together internal expertise, people with lived and living experience and leadership to begin developing strategies, and plans to engage management, employees, and the community in driving these areas of focus forward in a coordinated way. A REDI roadmap and action plan are under development by the REDI team and will be brought forward to Council in a future update.

For tangible and sustainable progress to be made, a coordinated approach is required that:

- a. Elevates the visibility of this work in the organization.

- b. Creates the conditions for the development of a succinct strategy with clear priorities.
- c. Aligns necessary resources to the timeline and urgency for action.

In addition to re-organizing the work structurally the need for additional resources has been identified as a key element for success.

Current Resources and Structure

Currently within the organization there are staff undertaking initiatives focused on work in the REDI space. A number of the initiatives are internal to the organization’s work on transformational change, and many more of the initiatives are supporting and/or in collaboration with the community and community-based organizations. The work internally to the organization and externally within the community are both extremely important and growing in the sense of urgency to address. Some staff are primarily focused on work in the REDI space, while others are trying to fit initiatives in within already full workplans. The chart below highlights some of the positions that have a significant portion of their workplans focused on addressing initiatives in the REDI space, some within the organization and the majority within the community. It is not Administration’s intention to amalgamate all of these positions.

<i>Division</i>	<i>Department</i>	<i>Position</i>	<i>FTE</i>	<i>Program Budget</i>
Human Resources	Organizational Development	Diversity and Inclusion Coordinator	1	Program Budget - \$42,500
	Accountabilities: Develop and implement strategies, practices and programs in support of a diverse workplace including Diversity and Inclusion training, cultural awareness programming, advising on divisional planning and establishing community partnerships in support of recruitment.			
Strategy & Transformation	Indigenous Initiatives	Director	1	Program Budget - \$100,000
		Truth and Reconciliation Coordinator	1	
	Accountabilities: Grant administration for Community based organizations (i.e. Reconciliation Saskatoon, Saskatoon Survivors Circle) Truth and Reconciliation Commission and Missing Murdered Indigenous Women & Girls, Two-spirit initiatives, cultural awareness programming and honorariums.			
	Organizational Strategy Execution	Cultural Diversity and Race Relations Coordinator	1	Program Budget - \$39,300
Accountabilities: Anti-racism Network, Equity policy review, Living in Harmony Awards, and Anti-racism Communications strategy, and Systemic Barriers Project.				

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Community Services	Recreation & Community Development	Social Development Manager	1	Program Budget - \$28,300 *this position and those below also have oversight of significant grant and program support funding for individuals through Leisure Access and to community-based organizations.
		Immigration Diversity & Inclusion Consultant	1	Program Budget – the following 3 positions do not have a stand-alone program budget. Some initiatives are supported through grant funding. Otherwise, the focus is on community development and empowerment through grants provided from the City to community-based organizations & staff time support.
		Indigenous Inclusion Consultant	1	See note above.
		Social Development Consultant	1	See note above.
		Local Immigration Partnership Coordinator	1	Program Budget - \$152,000 Fully funded by the Government of Canada through Immigration, Refugees & Citizenship Canada.
	Planning and Development	Senior Planner 21	0.5	Program Budget – there is no stand-alone program budget. Capital Project No. 2173 has remaining funding of \$62,000 to support this area.
<p><i>Accountabilities Recreation and Community Development:</i> Grant funding to social serving agencies; administration of the leisure access card program; Indigenous recreation programs; support to community agencies such as White Buffalo Youth Lodge, Downtown Youth Centre (EGADZ), Community Advisory Board on Homelessness and Saskatoon Poverty Reduction Partnership; direct delivery programs and services for newcomers in partnership with settlement serving agencies; Metawetan and other Indigenous programs (Indigenous Lifeguard program, Atoske); supporting summer playground program, supervision of the Indigenous Recreation Programmer; and administration of the Federally funded Local Immigration Partnership that is developing a strategy and action plan to make Saskatoon a more welcoming place for immigrants.</p> <p><i>Accountabilities Planning and Development:</i> working directly with First Nations and Indigenous Organizations, that own land in Saskatoon and within the future urban growth areas, on land development matters related to Treaty Land Entitlement and the creation of Urban Reserves.</p>				

## DISCUSSION/ANALYSIS AND FINANCIAL IMPLICATIONS

To sustain the momentum on the work that has been done so far with the REDI Team, and to move beyond this for greater impact, the Administration is pursuing the amalgamation of some key staff into a REDI focused group. This planned realignment makes use of some existing resources within existing budgets. Furthermore, this will allow for the alignment of objectives and priorities to create increased organizational focus on this work and drive current work forward with greater coordination and focus while maximizing impact. In addition to this planned realignment of some key staff, Administration is further requesting three new FTEs in the upcoming 2022/2023 Business Plan and Budget, to address the growing need in this area and allow for the acceleration of progress against the defined objectives. Administration is committed to realigning some resources to create a REDI focused group regardless; however, the outcomes of the Business Plan and Budget deliberations will inform the scope, timelines and capacity of the Administration's implementation plan.

The dedicated Reconciliation, Equity, Diversity and Inclusion (REDI) group would play a leadership role across the organization and be empowered to lead the development and implementation of an aligned REDI strategy and roadmap. The REDI roadmap is still under development; however, the list below provides preliminary insight into focus areas being discussed by the REDI Team.

- Develop a coordinated "One City" approach to move the organization toward decolonization and reconciliation.
- Develop a strategy and action plans to eliminate racism and discrimination, including the development of appropriate policies and progress monitoring and reporting.
- Identify and drive programs and policies aimed at addressing barriers to recruitment and retention with a focus on creating an inclusive and diverse workplace.
- Develop, inform, and manage the delivery of training and development opportunities for staff in the areas of anti-racism and REDI to broaden awareness and understanding across the Organization.
- Develop an equity policy review process and implementation plan.
- Work in partnership with local organizations focusing on matters of relevance to the Black, Indigenous and People of Colour (BIPOC), people with disabilities, seniors and the LGBTQ2S+ communities to better understand their needs and identify opportunities for the City to further efforts in the community.

All budget requests in support of the REDI work are briefly described below and have been consolidated in Appendix 1 to demonstrate how the many requests fit together and grouping options for approval to be in the best position to achieve the desired impact of City Council in the REDI space.

### *Anti-Racism Communication and Education Strategy*

In order to meet the City's Reconciliation commitments and achieve the outcome statements in the policy [C010-023 Cultural Diversity and Race Relations Policy](#), relating

to addressing ongoing settler colonialism and systemic racism, an Anti-Racism communication and education strategy needs to be developed. The strategy will be developed based on public and stakeholder engagement, internal employee engagement, with distinct strategies to engage those with expertise in this field, lived and living experience.

#### *Legacy Review of Naming of Civic Assets*

The Legacy Review Project will develop a phased strategy to address naming, recognition, and commemorations, as well as other aspects which could contribute to improving the recognition of the histories and cultures of Indigenous peoples and other diverse communities throughout Saskatoon. This strategy will seek to address the potential for renaming streets and other civic facilities, as well as other elements of recognition and commemorations that are present in the community, while also embedding this process in a broader approach to Place-making with a foundation of critical race theory. The [September 2021 Legacy Review Report](#) outlined the proposed strategy. The project is proposed to include a collaborative approach with a Community Advisory Committee.

#### *Addressing Systemic Barriers*

In September 2020, City Council put forward three motions ([Motion One](#), [Motion Two](#), and [Motion Three](#)) to Administration to identify and eliminate systemic barriers in the areas of employment, public engagement and board and committee representation. As outlined in the motion and in the [May 2021 Report](#), this work will include developing and implementing an action plan, a public and private sector review of leading practices and approaches, and a review of existing policies and practices through an equity lens.

#### *Indigenous Cultural Liaison*

An Indigenous Cultural Liaison will support the increase in Elder and Knowledge Keeper engagements with Committees, advisory groups, and work in the community. This role will also support cultural awareness programming and address an increasing number of department requests seeking guidance from Elders and Knowledge Keepers to incorporate Indigenous worldviews and history into projects and initiatives.

#### *Office of the Representative of Matriarchs – MMIWG2S*

In August 2021, Governance and Priorities Committee received a report called [Missing and Murdered Indigenous Women and Girls and Two Spirit Report](#) which further identifies the Hope Restored report called [IWG2S\\* Coming Home](#) that outlines ideas and recommendations for the City to institute actions that will embrace IWG2S as full partners and citizens in Saskatoon. The recommendation was to “Listen to the Aunties” and establish an Office of the Representative of Matriarchs. “Aunty advice is trauma informed, holistic, inclusive, community-driven, citizen-centred, flexible (organic), responsive and empowering.” Excerpt from IWG2S\* Coming Home Report. Appendix 2 outlines Administration’s assumptions and estimated costs.

*Reconciliation Action and Measurement Pilot Project*

The City is currently partnering with the Office of the Treaty Commissioner to establish a baseline, identify gaps and assess the City's progress in achieving reconciliation outcomes. The recommendations include understanding how reconciliation and treaty applies to the City's internal work and how to measure the impacts of policy, process, and system changes.

*Indigenous Employment Coordinator*

The Indigenous Employment Coordinator will work to create a targeted Indigenous Recruitment Strategy, working closely with community partners, to identify barriers at the City that limit the representation of Indigenous employees across all departments and at all levels. Taking into considerations the Truth and Reconciliation Call to Action #92, and the City's goal of achieving a representative work force, the coordinator will apply best and leading practice in the areas of recruitment and retention, workplace equity, diversity and inclusion and Indigenous engagement in order to develop, implement, maintain, and support programs, projects, practices, policies and functions that achieve these goals.

*Indigenous Land Development Support*

With continued and increasing interest in development opportunities in Saskatoon by First Nations and Indigenous organizations, there is currently only a half time position dedicated to this work, and further resources are needed to enhance and support the delivery of a comprehensive and consistent approach to providing information and support will assist those organizations in purchasing land, exploring development opportunities, and creating urban reserves.

**OTHER IMPLICATIONS**

There are no privacy or environmental implications of this report. The proposed additional resources generate positive social implications as it supports City Council's priority of Reconciliation, Equity, Diversity and Inclusion. By taking steps to address systemic racism and decolonize, the City is acknowledging the harm that Canada's colonial history has had on indigenous nations, peoples and cultures and is taking an important step towards reconciliation and the authentic inclusion of all equity groups.

**NEXT STEPS**

The Administration has submitted the associated Business Plan and Budget options for consideration during the 2022-2023 Business Plan and Budget discussions. Early in 2022, Administration will begin the process of realigning some existing internal resources to form the planned REDI group. The outcomes of the Business Plan and Budget deliberations will inform how Administration then implements the plan.

**APPENDICES**

1. 2022-23 Budget Options Summary
2. Office of the Representative of the Matriarchs

## Reconciliation, Equity, Diversity and Inclusion 2022-2023 Business Plan and Budget Options

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Report Approval

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