



Prepared by: NorQuest College Colbourne Institute of Inclusive Leadership for the City of St. Albert

INCLUSION, DIVERSITY, EQUITY AND ACCESSIBILITY (IDEA) STRATEGY

2025 - 2029





We respectfully acknowledge that we are on Treaty 6 territory, traditional lands of First Nations and Métis Peoples. As treaty people, Indigenous and non-Indigenous, we share the responsibility for stewardship of this beautiful land.

This strategy was developed across Treaty 6 territory in amiskwacîwâskahikan (Edmonton) and mistahi sâkahikan (St. Albert): the traditional territories and gathering place of many diverse First Nations including nêhiyaw (cree), Dene, Anishinaabe (Saulteaux), Nakota Isga (Nakota Sioux) and Niitsitapi (Blackfoot) Peoples for time immemorial. amiskwacîwâskahikan and mistahi sâkahikan are also located in the generational homeland of the Métis Nation of Alberta governed locally by St. Albert Métis District.

We have been using Land Acknowledgements since 2019 when the Payhonin Reconciliation Engagement Report was developed for the City of St. Albert as part of our long-term commitment to the Lands that the City of St. Albert currently exists on and our responsibility to advance reconciliation.

Our collective efforts of moving towards a more inclusive, diverse, accessible St. Albert are deeply connected to this commitment. We are beyond grateful to every Indigenous partner, who took the opportunity to contribute feedback that informed this IDEA Strategy and look forward to the important steps that we will take forward together.

OUR VISION

Together we build a place
where all belong and thrive
as we deliver outstanding service
and bring ideas to life.

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A MESSAGE FROM THE CHIEF ADMINISTRATIVE OFFICER

Welcome to the City of St. Albert's Inclusion, Diversity, Equity and Accessibility (IDEA) Strategy. This strategy is the product of extensive feedback and collaboration, building upon the foundational elements of IDEA already in existence in our organization. We have a great deal to be proud of, but there is still work to do as we chart our path forward to truly make the City of St. Albert a place where all belong and thrive.

Diversity and inclusion are strengths that enrich our work and the quality of life of our residents. It is important that each of us understand why this work is important, and why this strategy must be centered on action. We are stronger together. It is as a team that we can accomplish great things. However, a team cannot function if not everyone feels they can contribute or that their voices will be heard. Our way ahead is a journey, one we take together. Some actions may be realized relatively quickly, while others may take longer. We will persevere though, as this is the right thing to do.

I would like to thank everyone involved in the development of this strategy, as well as those who provided their genuine feedback and experiences to inform it. I hope the strategy and actionable steps within it resonate with you.

The world is a better place when we value one another for who we are, and not what some may see us to be...not just today, but every day. Our humanity and commitment to service unite us, and our success rests with each and every one of us. I commit to working alongside you and look forward to our journey to build a more equitable, inclusive and safer workplace and community for all.

A handwritten signature in black ink, appearing to read 'W. Fletcher'.

William Fletcher
Chief Administrative Officer, City of St. Albert



INCLUSION. DIVERSITY. EQUITY. ACCESSIBILITY. **UNDERSTANDING IDEA AT** **THE CITY OF ST. ALBERT**

At the City of St. Albert, people matter. Whether it's our employees and their work, or our residents and how they are impacted by that work. Our goal is to offer inclusive, accessible and equitable programs, services and spaces to our residents and our team. [Inclusion](#), [diversity](#), [equity](#) and [accessibility](#) (IDEA) provide a framework to influence both our employee and community experience.

In 2024, the City of St. Albert went through an inclusion, diversity, equity and accessibility maturity assessment that ranges from a Level 1: Compliance to a Level 5: Integrated. The results of the assessment showed that on the IDEA maturity model used the City sits at a Compliance stage (Level 1). This shows a clear need for work to be done on the City's IDEA journey, and we have a strong desire to take on the challenge.

The IDEA strategy maps out a multi-year plan with five key priority areas, including actions and measures, to move us forward on this journey. It is also designed to be flexible and easily changed to meet organizational, employee and societal changes. While we all will commit to IDEA principles, the work and application of this strategy will be scaled and customized to meet the unique needs of individuals, teams and departments. We will work with union leaders to find mutually agreeable solutions to remove barriers in implementing these strategies in unionized workspaces.

We each have a role to play. By working together and supporting each other, we can find new ways to approach our work and our relationships. In some respects, this work will be culture changing and culture building. We look forward to getting started as a team.

IDEA EXPLAINED

Defining IDEA in our own words reminds us of our long-term organizational commitment. It provides a common language as we action our IDEA strategy.



CITY OF ST. ALBERT: OUR HISTORY

OUR IDEA JOURNEY

The Inclusion, Diversity, Equity and Accessibility (IDEA) Strategy is an opportunity to bring together and continue work that has been occurring across the organization over many years. We are grateful to the champions who have made progress in this area, and we celebrate the success we have achieved so far.

This timeline highlights important moments in our IDEA journey. The list is not exhaustive. It is meant to give a view of significant moments in time. It shows us where the organization has been and helps to set the tone for where we are going.

2008

St. Albert joins the [Coalition of Inclusive Municipalities](#).

2014

[Inclusive Hiring Council Policy](#) and [Administrative Directive](#) introduced to provide opportunity for meaningful work at the City for persons with disabilities.

2017

[The Healing Garden, Kâkesimokamik](#), is unveiled as a place of acknowledgement and reconciliation.

2018

The City introduces a [Diversity and Inclusion Declaration](#).

Launch of the [Welcoming and Inclusive Communities and the It Starts with Me](#) campaign.

First Pride Crosswalk is painted in front of St. Albert Place.

[The Universal Access Plan](#) is established to identify universal and barrier free priorities to guide future municipal actions.

2019

[The Payhonin Report](#) is presented to support the community and organization in advancing reconciliation.

2020

Employee survey on Workplace Resilience initiated and action plans followed in 2022.

2021

A [Sustainable Procurement Administrative Directive](#) is introduced to recognize that every purchase can be leveraged to create positive economic, environmental and social benefits in our community.

2022

The Indigenous Relations portfolio is established.

Psychological Health and Safety Project is initiated, including an employee survey, feedback sessions and action plans.

2024

Every Child Matters Crosswalk established in downtown St. Albert in partnership with St. Albert-Sturgeon County Métis Local #1904.

New [Organizational Vision, Mission and Values](#) created in collaboration with employees.

Introduction of the [Community Social Roadmap](#) with a focus on IDEA, which replaces the St. Albert Social Master Plan.

Council approves ongoing funding to support hiring of persons with disabilities.

Council-approved [IDEA Strategy Project](#) starts, including a project team, employee survey and maturity assessment.

2025

New position is introduced within the Human Resources and Safety department to support the IDEA Strategy implementation.





NEXT STEPS

OUR PRIORITIES

We have learned a lot about where we are and the important steps we need to take, both individually and organizationally, to achieve sustainable growth in inclusion, diversity, equity and accessibility (IDEA) at the City of St. Albert.

In 2024, the Colbourne Institute for Inclusive Leadership from Norquest College conducted a comprehensive assessment including: employee survey and engagement, Executive and Leadership Team focus groups and interviews, policy and procedure review, website accessibility audits, interviews with community and Indigenous partners and benchmarking on municipalities with IDEA strategies.

Using the Colbourne Institute's IDEA Maturity Model and their Maturity Assessment and recommendations, we have been able to identify and prioritize actionable and meaningful ways to advance inclusion, diversity, equity and accessibility.

Our IDEA actions over the next five years will focus on the following five priority areas:

**Commit to
ReconciliAction**

**Deliver inclusive
and equitable
services**

**Embed
psychological
safety
throughout the
organization**

**Build and retain
an inclusive
and diverse
workforce**

**Provide
education
and awareness**

COMMIT TO RECONCILIATION

As we work towards generating more inclusive and equitable environments and experiences for all, we reaffirm our foundational commitment to reconciliation. We will recognize, be guided by, and actively learn from the Truth and Reconciliation Commission's 94 Calls to Action, which align with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and work to uphold our governmental Treaty responsibilities and relationships.

This commitment to reconciliation has a central focus on action and incorporates and responds to 5 of 12 recommendations from the [Payhonin Reconciliation Engagement Report](#) (2019).





DELIVER INCLUSIVE AND EQUITABLE SERVICES

At the City, IDEA-driven programs and services are increasingly collaborative, reflective of community needs and designed to address social or physical barriers that cause exclusion and inequity.

The City is committed to developing and coordinating inclusive and equitable internal and public facing programs and services in collaboration with [equity-deserving groups](#). These efforts will work towards breaking down barriers to feelings of safety, belonging and inclusion which hinder full and equitable participation.

EMBED PSYCHOLOGICAL SAFETY THROUGHOUT THE ORGANIZATION

In our organization, we strive to create workspaces where all employees feel safe to be their true selves. Not only do we value the diversity that exists among our current team, but as we dedicate our efforts towards increasing our workforce diversity, we are simultaneously committed to creating [safer](#) environments.

We are committed to ensuring every employee feels safe to contribute in a meaningful way and feels valued. Leaders will support psychological safety by being transparent, communicating effectively and welcoming employee feedback. Our aim is that diversity in our employee population is represented at all levels, with every person feeling like they belong.





BUILD AND RETAIN AN INCLUSIVE AND DIVERSE WORKFORCE

Increasing the diversity of our workforce is an integral priority in our work ahead. For us, building a diverse organization means that we not only mirror the demographics of our community, but also intentionally break down [barriers](#) that have excluded [equity-deserving people](#).

We are therefore committed to attracting and retaining a workforce of diverse persons across all levels, from front-line to leaders. We take on this work at both a departmental and organizational level with dedicated action to decrease bias and create a more equitable recruitment and selection process.

PROVIDE EDUCATION AND AWARENESS

Our learning journey is one that is characterized by openness and partnership. We are committed to learning from a variety of sources.

From expanding our internal training to increasing our external education opportunities, we aim to increase bias awareness to decrease [discrimination](#) and exclusion, build cross-cultural awareness to strengthen our commitment to [anti-racism](#), and work towards our long-term commitment of inclusion and accessibility.





IDEA STRATEGY

ACTIONS AND MEASURES

For each of the Priority areas, we have identified Objectives, Actions and Measures of Success that will indicate progress towards our corporate Vision. Each action has a start date, acknowledging that many of the actions will have multi-year implementation. Work in all five priority areas will be undertaken across the five-year period.

The following Objectives, Actions and Measures form the approved work plan of the IDEA Strategy for the 2025 to 2029 period and will be incorporated into department and organizational workplans accordingly. As progress is made, the plan may be adjusted based on operational capacity and organizational priorities. Details of the actions, leads, support teams, timelines and measures of success will also be refined as the work is scoped for each action as a unique project.

The actions have been assigned phased start periods with acknowledgement that some may take multiple years to fully complete. With this in mind, the fifth year of the plan, 2029, will focus efforts on evaluating the accomplishments and outstanding aspects of the activities started in the 2025 to 2028 period. We will assess the current state and how much movement we've made towards the principles of IDEA, while mapping out the next steps to carry us further ahead in our evolutionary journey.

Progress and changes on the actions of the IDEA Strategy will be tracked and communicated on the [Vine's IDEA page](#) and formally reported upon annually.

COMMIT TO RECONCILIATION

OBJECTIVE 1

City operations, projects, policies and plans are designed in consideration of the Truth and Reconciliation Commissions Calls to Action, United Nations Declaration on the Rights of Indigenous Peoples principles and Treaty Responsibilities. Practices are enacted to engage and consult with all Treaty and Indigenous partners.

LEADS

Government/Indigenous Relations and Environment, the Office of the Chief Administrative Officer (CAO), Legal, Legislative and Records Services, Public Operations, Communications and Public Affairs, Financial and Strategic Services, and the IDEA Committee

ACTIONS	START	MEASURE OF SUCCESS
Develop a Reconciliation Action Plan in partnership with Indigenous Partners, supporting Payhonin Report Recommendation #1 and UNDRIP.	2025	<ul style="list-style-type: none">• Prepared Action Plan.• Tracking of metrics and accomplishments of Plan.
Develop an Indigenous Engagement Framework in partnership with Indigenous Partners, supporting Payhonin Report Recommendation #1 and UNDRIP.	2025	<ul style="list-style-type: none">• Established Framework.• Formal agreements with identified Indigenous partners.
Continue to support residential school truthing initiatives led by Indigenous Partners.	2025 Underway	<ul style="list-style-type: none">• Number of External Task Force Meetings annually.• Number of specific requests for records responded to annually.
Identify, review and revise relevant corporate and/or operational planning documents using the Indigenous Engagement Framework.	2027	<ul style="list-style-type: none">• List of documents for review with timeline.

COMMIT TO RECONCILIATION

OBJECTIVE 2

Recognize and actively support September 30 as the National Day for Truth and Reconciliation (TRC Call to Action #80).

LEADS

Government/Indigenous Relations and Environment, the Office of the Chief Administrative Officer, Legal, Legislative and Records Services, Communications and Public Affairs and the IDEA Committee

ACTIONS	START	MEASURE OF SUCCESS
Continue to actively encourage employee and leader participation in September 30 learning opportunities and community events.	2025	<ul style="list-style-type: none">• Communication plan.• Percentage of leader participation.• Number of community participants.
Continue to offer and enhance learning opportunities for all employees focused on truth, reconciliation and the importance of recognizing and defining the City's Treaty responsibilities.	2026	<ul style="list-style-type: none">• Schedule of Annual Corporate Learning Central Training Events (with focus on June and September commemoration dates).• Number of training participants per year.

COMMIT TO RECONCILIATION

OBJECTIVE 3

Increase awareness for employees, leaders and the public of Indigenous culture, history and contemporary realities.

LEADS

Government/Indigenous Relations and Environment, the Office of the Chief Administrative Officer, Legal, Legislative and Records Services, Communications and Public Affairs and the IDEA Committee

ACTIONS	START	MEASURE OF SUCCESS
Publicize and encourage the use of mistahi sâkahikan as the traditional Cree name for St. Albert.	2025 Underway	<ul style="list-style-type: none"> Email signature line template.
Enhance and expand corporate training related to Indigenous awareness for all employees, defining mandatory requirements. Training will focus on including local, provincial and national Indigenous histories, contemporary impacts and contributions.	2026	<ul style="list-style-type: none"> Updated mandatory Respectful Relations training with Indigenous Peoples orientation module. Schedule of annual Corporate Learning Central training events. Number of training participants per year in Indigenous awareness training events.
Recognize Treaty 6 territory across the City's website, social media platforms, newsletter templates, emails, letters etc.	2026	<ul style="list-style-type: none"> Updated information available on communication streams.
Enhance and develop a repository of education opportunities and resource sharing for employees (Vine) and community (City Website) about the realities of Indigenous experience and history.	2027	<ul style="list-style-type: none"> Dedicated and up-to-date websites (Vine and City website).

DELIVER INCLUSIVE AND EQUITABLE SERVICES

OBJECTIVE 1

City employees, community and residents are supported by administration-led Inclusion, Diversity, Equity and Accessibility principles and priorities that actively oppose discrimination, exclusion, hate and inequity.

LEADS

Human Resources and Safety, the Office of the Chief Administrative Officer, Legal, Legislative and Records Services, Finance and Strategic Services, Community Services, Communications and Public Affairs, Information Technology Services, Universal Access Plan Committee and IDEA Committee

ACTIONS	START	MEASURE OF SUCCESS
Establish an internal IDEA Committee and sub-committees (e.g., Inclusive Hiring and Universal Access Plan) to support organization-wide IDEA efforts and accountability, reporting to Executive Leadership.	2025	<ul style="list-style-type: none"> Committee(s) established and member participation tracked. Committee(s) meeting minutes.
Continue implementation of the Community Social Roadmap.	Underway; Ongoing	<ul style="list-style-type: none"> Annual reporting on roadmap indicators.
Continue to build relationships and collaborate with community members and groups to assist them in navigating funding options and supports for Indigenous and community programs.	Underway; Ongoing	<ul style="list-style-type: none"> Established process implemented and communicated.
Determine interest for the creation of Employee Resource Groups (ERG) based on employee-informed areas, that act as employee-led advisory, networking, mentoring and support groups. Pending interest, establish framework for ERG operations and support implementation.	2026	<ul style="list-style-type: none"> Communication of ERG opportunity. Number of responses to solicitation for interest. (pending interest:) Group(s) established with terms of reference. Participation and meeting frequency. Documented actions or outcomes.
Implement recommendations from the 2024 Website Accessibility Audits (the Vine and City website).	2026	<ul style="list-style-type: none"> Completion of Readability Audit Recommendations. Completion of Userway Audit Recommendations.

ACTIONS	START	MEASURE OF SUCCESS
Explore the opportunity to obtain and use reading level assessment tools to further support document and website content creators.	2027	<ul style="list-style-type: none"> Access provided to tool(s). Education (guides) on how to use tools.
Establish a process to solicit employee feedback on new or revised Administrative Directives that impact employees or employee groups, centering the voices of equity-deserving groups.	2027	<ul style="list-style-type: none"> Established process implemented and communicated.
Provide Council with learning opportunities on IDEA (e.g. inclusive decision making, cultural awareness) and with tools and resources to incorporate inclusive selection practices to increase diversity on Committees of Council.	2027	<ul style="list-style-type: none"> Training resources and module(s). Number of learning events and participants. Guidelines on inclusive selection process for Committees of Council.
Investigate opportunity to incorporate Universal Access Plan recommendations or other considerations for inclusive/accessible spaces into facility redesign or new build design as a part of the Capital planning and/or Repair, Maintain, and Replace processes (e.g., ventilation for smudging accessibility, address identified accessibility deficiencies in existing buildings).	2027	<ul style="list-style-type: none"> Documented incorporation into capital planning processes and procedures.
Determine standards, guidelines and/or training to public-facing employees on applying IDEA practices to service provision.	2027/28	<ul style="list-style-type: none"> Documented standards, guidelines or training. Community Satisfaction Survey results.
Establish a process to identify and support diverse suppliers in the local community, and to gather diversity data of ownership of suppliers awarded City contracts. Provide education to employees that engage in procurement processes on the Sustainable Procurement Administrative Policy and guidelines.	2028	<ul style="list-style-type: none"> Track and report upon annual procurement awarded to suppliers with diverse ownership. Education sessions and communications plan for employees engaging in procurement.

DELIVER INCLUSIVE AND EQUITABLE SERVICES

OBJECTIVE 2

Encourage development of department and/or individual employee learning plans that include IDEA education.

LEADS

Human Resources and Safety, the Office of the Chief Administrative Officer, Legal, Legislative and Records Services, Financial and Strategic Services, Community Services, Communications and Public Affairs, Information Technology Services, Universal Access Plan Committee and IDEA Committee

ACTIONS	START	MEASURE OF SUCCESS
Update Individual Learning Plan form to include IDEA informed employee learning recommendations or requirements and provide direction on how to incorporate into Department Learning Plans.	2025	<ul style="list-style-type: none">Updated Individual Learning Plan document and associated instructions on Vine.
Train leaders and Human Resources in trauma-informed communication and practices, with participation managed through Leadership Team.	2026	<ul style="list-style-type: none">Number of training participants per year.
Educate IDEA Committee members and leaders on application of IDEA principles and strategies including the Universal Access Plan, the Indigenous Engagement Framework and the Reconciliation Action Plan.	2026	<ul style="list-style-type: none">Number of training participants per year.

EMBED PHYSICAL AND PSYCHOLOGICAL HEALTH AND SAFETY THROUGHOUT THE ORGANIZATION

OBJECTIVE 1

City employees are well-resourced and work in healthy and safe(r) environments that foster positive mental and physical health and well-being.

LEADS

Human Resources and Safety, Communications and Public Affairs, Information Technology Services, Universal Access Plan Committee and IDEA Committee

ACTIONS	START	MEASURE OF SUCCESS
Create safety dashboard reports to measure compliance with Occupational Health and Safety practices, including psychosocial safety measures.	2025 Underway	<ul style="list-style-type: none"> • Dashboard. • Reporting/distribution schedule.
Provide training for employees and leaders on Psychological Health and Safety.	2025 Underway	<ul style="list-style-type: none"> • Develop training. • Develop training schedule. • Number of offerings. • Number of employees completing training.
Identify and communicate locations for designated multi-faith (including smudging, prayer and meditation purposes) and/or quiet space(s) for all employees.	2026	<ul style="list-style-type: none"> • Complete facility audits. • Potential locations identified. • Timeline established for creation and location preparation. • Communication plan informing employees and community. • Location(s) open for use.
Review the Universal Access Plan to align terminology and scope within IDEA strategy, considering accessibility best practices and standards across other jurisdictions. Create a tool for departments to assess current state of accessibility.	2026/27	<ul style="list-style-type: none"> • Create review framework and simplified checklist for department workspace review. • Complete review and document alignment.
Embed key safety responsibilities into leaders' performance plans, including Hazard Identification, Assessment and Control (HIAC), Worksite Inspections and Incident Investigations.	2026/27	<ul style="list-style-type: none"> • Review current Performance Plans complete. • Investigation of appropriate additions/updates/edits complete. • Updated Performance Plan template.

EMBED PHYSICAL AND PSYCHOLOGICAL HEALTH AND SAFETY THROUGHOUT THE ORGANIZATION

OBJECTIVE 2

Prioritize health, safety and well-being solutions by applying employee feedback and investing in inclusive benefits.

LEADS

Human Resources and Safety, Communications and Public Affairs, Information Technology Services, Universal Access Plan Committee and IDEA Committee

ACTIONS	START	MEASURE OF SUCCESS
Expand and sustain a mental health peer-support system with access to professional crisis support, within higher risk departments.	2025 Underway	<ul style="list-style-type: none"> • Number of established department peer support systems. • Number of peer support employees trained. • Number of support incidents provided. • Feedback from support givers and receivers.
Investigate opportunity and resource requirements to provide or pool inclusive benefits that encompass enhanced mental health (for example, counselling), traditional medicine and gender affirming needs, and validate options with employees.	2026/27	<ul style="list-style-type: none"> • Completed report presented to Executive Leadership, with decision. • Communication plan including Vine updates, documents, etc. • Benefit usage tracking over time.
Investigate options for flexible and inclusive leave provisions to accommodate cultural, spiritual and religious observances (for example, holiday time outside of statutory holidays, bereavement and other family responsibilities) and validate options with employees.	2026/27	<ul style="list-style-type: none"> • Completed report presented to Executive Leadership, with decision. • Communication plan including Vine updates, documents, etc. • Leave usage tracking over time.

ACTIONS	START	MEASURE OF SUCCESS
Consider impacts of redesigning Special Leave Provisions to include personal and family responsibility days per year and validate options with employees.	2026/27	<ul style="list-style-type: none"> • Completed report presented to Executive Leadership, with decision. • Communication plan including Vine updates, documents, etc. • Benefit usage tracking over time.
Engage employees to co-develop and recommend solutions to prevent workplace bullying, harassment and discrimination.	2026/27	<ul style="list-style-type: none"> • Number of engagements. • Number of employee participants. • Identification of potential solutions. • Implementation of practices based on recommendations.

BUILD AND RETAIN AN INCLUSIVE AND DIVERSE WORKFORCE

OBJECTIVE 1

The City actively attracts and retains a diverse and intersectional workforce of equity-deserving backgrounds and experiences across departments and at all levels.

LEADS

Human Resources and Safety, Financial and Strategic Services, Leadership Team and the IDEA Committee

ACTIONS	START	MEASURE OF SUCCESS
Review and expand communication of the City's commitment to being an inclusive employer on the City's website and job postings.	2025	<ul style="list-style-type: none"> Updated careers page on stabert.ca. Updated job posting template.
Create a change management plan to support the IDEA communication plan and IDEA education plan.	2025	<ul style="list-style-type: none"> Change management plan. Communication plan. Education plan. Demonstrated connection with Psychological Health and Safety action plan.
Reintroduce the inclusive hiring program for persons with disabilities, with sustained funding.	2025	<ul style="list-style-type: none"> Number of information sessions with Leaders. Identification of 2 to 4 Departments with suitable work. Number of successful hires. Employee retention rate within program scope.
Create a framework for reviewing Human Resources and Safety systems using a Cultural Intelligence informed lens. Once complete, begin review based on an established review calendar.	2026; Ongoing	<ul style="list-style-type: none"> Framework. Multi-year review schedule.

ACTIONS	START	MEASURE OF SUCCESS
Review and expand communications around benefit provisions to provide clarity to employees on supports available and the total rewards package.	2026	<ul style="list-style-type: none"> • Annual communication plan. • Updated Human Resources and Safety Vine Page(s). • Updated onboarding and orientation resources.
Review and revise hiring and recruitment administrative directives and Council Policy, covering sourcing to selection, to attract a broad range of candidates and ensure equitable practices.	2026	<ul style="list-style-type: none"> • Updated Recruitment and Selection Administrative Directive.
Provide mandatory training on inclusive and equitable hiring practices to hiring panels.	2026	<ul style="list-style-type: none"> • New training program in Corporate Learning Central for all hiring managers. • Number of training participants per year.
Make workforce demographic data available to employees and later to the public.	2026	<ul style="list-style-type: none"> • Established process to report and share data on an annual basis internally and publicly.
Investigate the efficacy of collection and best use of diverse demographic data during application, interview, hiring, promotion and departure, using communication strategies to encourage participation.	2026	<ul style="list-style-type: none"> • Identified data collection point processes. • Communication plan(s) aligned to each collection point.
Establish a cross-departmental Inclusive Hiring sub-committee focused on progress, successes and challenges of hiring goals, equitable hiring practices and outcomes.	2027	<ul style="list-style-type: none"> • Committee Terms of Reference including meeting frequency and participation targets, and reporting timelines. • Committee membership list. • Established goals, i.e., tracking of diversity.

BUILD AND RETAIN AN INCLUSIVE AND DIVERSE WORKFORCE

OBJECTIVE 2

Review and update the Respectful Workplace complaint and Incident Investigation process with a trauma informed lens.

LEADS

Human Resources and Safety, Financial and Strategic Services, Leadership Team and the IDEA Committee

ACTIONS	START	MEASURE OF SUCCESS
Ensure all employees can access City provided mental health resources and debriefing within 24-72 hours of workplace critical incidents and traumatic events, including those involving discrimination, hate, violence and harassment.	2025 Underway	<ul style="list-style-type: none"> Established process to access resources and provide debrief opportunity. Reporting post-event if debrief timelines were met. Tracking of resource usage (if possible) or feedback from employees on value of resources or debrief.
Review, and where applicable, update Respectful Workplace complaint and Incident Reporting and Investigation processes to ensure they encourage meaningful communication throughout.	2026/27	<ul style="list-style-type: none"> Updated Administrative Directive(s) and related guidance. Communication of updates to employees and leaders.
Review formal complaint processes (Respectful Workplace and Safety Incident) to identify mitigation tactics to reduce barriers to reporting. Research, define and communicate options for safe-reporting pathways for Respectful Workplace, Safety Incident and other complaints.	2026/27	<ul style="list-style-type: none"> Report and recommendations for Executive Leadership decision. Updated Administrative Directive(s) and related guidance. Communication of complaint processes to organization and leaders.
Provide training on receiving disclosures from a trauma-informed and cultural intelligence lens to all who receive complaints.	2027	<ul style="list-style-type: none"> New training program in Corporate Learning Central. Number of training participants per year.

BUILD AND RETAIN AN INCLUSIVE AND DIVERSE WORKFORCE

OBJECTIVE 3

Establish an organizational culture that generates and supports equitable and inclusive environments for everyone to thrive.

LEADS

Human Resources and Safety, Leadership Team and the IDEA Committee

ACTIONS	START	MEASURE OF SUCCESS
Review and prioritize key Human Resources processes such as job description template and guidance, performance management and recognition programs to actively align with IDEA Strategy and related plans, including the Universal Access Plan, the Indigenous Engagement Framework and the Reconciliation Action Plan.	2027	<ul style="list-style-type: none"> Schedule for reviewing Human Resources processes. Updated job description template and guidance. Updated performance management template and guidance. Updated recognition programs. Communication plan for each updated process.
Identify, review and revise relevant corporate and/or operational planning documents and administrative directives using the IDEA Strategy and the Indigenous Engagement Framework.	2027	<ul style="list-style-type: none"> Prioritized mapping and schedule of documents to be reviewed. Communication plan(s) as necessary to the documents.
Provide training and/or guidance to leaders in revising relevant corporate and/or operational planning documents and administrative directives to actively align with IDEA Strategy including the Universal Access Plan, the Indigenous Engagement Framework and the Reconciliation Action Plan.	2028	<ul style="list-style-type: none"> New training program in Corporate Learning Central. Number of training participants per year.

PROVIDE EDUCATION AND AWARENESS

OBJECTIVE 1

Develop a procedure to review and evaluate existing and new corporate training programs to ensure IDEA principles are embedded.

LEADS

Human Resources and Safety, Financial and Strategic Services and Universal Access Plan Committee

ACTIONS	START	MEASURE OF SUCCESS
Update training feedback forms to include questions directly related to feelings of belonging, safety and inclusion.	2025	<ul style="list-style-type: none">Forms updated.
Complete needs assessment and develop comprehensive multi-year, sustainable IDEA Education plan.	2025	<ul style="list-style-type: none">Develop a needs assessment.Complete needs assessment.First draft of education plan complete.
Create an IDEA curriculum/lesson planning framework with accompanying guide.	2026	<ul style="list-style-type: none">Framework complete.Guide complete.Reported corporate training designed using the framework and/or guide.

PROVIDE EDUCATION AND AWARENESS

OBJECTIVE 2

Implement IDEA Education Plan.

LEADS

Human Resources and Safety, Financial and Strategic Services and Universal Access Plan Committee

ACTIONS	START	MEASURE OF SUCCESS
Complete identified training actions in Priorities 1, 2, 3 and 5.	Starting 2025	<ul style="list-style-type: none"> Schedule of training. Record of training participation.
Create onboarding training for all new hires focused on the IDEA strategy and City of St. Albert's commitment and expectations of employees in relation to it.	2026	<ul style="list-style-type: none"> Number of new hires who receive training. Collection of participant feedback to inform future iterations of training. Updated versions of training developed and delivered.
Educate IDEA committee members and leaders on application of IDEA principles and strategies including the Universal Access Plan, the Indigenous Engagement Framework and the Reconciliation Action Plan.	2026	<ul style="list-style-type: none"> Information session developed. Number of committee members and leaders who participate in the information session.
Create training for the use of the Accessibility Checklist (once created) based on the Universal Access Plan to allow for department workspace review, championed by Directors.	2027	<ul style="list-style-type: none"> Number of Directors and departments who receive training. Number of departments reporting use of Accessibility Checklist.
Provide training to leaders in revising department plans to actively align with IDEA principles and strategy including the Universal Access Plan, the Indigenous Engagement Framework and the Reconciliation Action Plan.	2028	<ul style="list-style-type: none"> Training developed. Training rollout schedule developed. Number of employees and departments completing training.



ACCOUNTABILITY

Our commitment to working towards an increasingly inclusive, diverse, equitable and accessible (IDEA) organization is shared across employees, teams, departments and the greater organization.

This shared commitment to our IDEA Priorities will help us move forward and ensure that these principles are integrated into our daily actions.

To describe the ways we will be accountable to each other in this IDEA work, we have listed key responsibilities below, which are further defined in the IDEA Administrative Directive.

LEADERS

Leaders at all levels in our organization drive IDEA efforts by fostering inclusive team cultures where all individuals feel seen, heard, valued and respected.

EMPLOYEES

Every employee plays a part in creating an inclusive environment by reflecting on and taking accountability for their behaviours and actions, and committing to learning and growing.

IDEA COMMITTEE(S)

Cross-department team(s) that champion and advance the IDEA Strategy and implementation.

DEDICATED TEAMS

Specific teams within the organization have IDEA related portfolios that directly impact and advance the IDEA Strategy, including the Human Resources and Safety department, the Indigenous Relations branch and the Family and Community Support Services branch.

ACTION LEADS

Each action within this strategy has identified Lead(s) who will be responsible for managing each action. In addition, each action will have supporting role(s) that help to inform or advance the action in consideration of corporate and department processes.



ALIGNMENT WITH EXISTING CITY PLANS AND OPERATIONS

The IDEA Strategy is intended to align with, support and enhance existing and future plans (both strategic and operational) that provide direction and guide City Administration's short- and long-term activities.

Some of the most prominent City plans related to this strategy are:

- Community Social Roadmap
- Community Vision and Pillars of Sustainability
- Council Strategic Plan
- Corporate Business Plan
- Department Mid-Range Plans
- Long Range Strategies
- Municipal Development Plan (MDP) - Flourish
- Services and Service Levels Inventory
- Psychological Health and Safety Corporate and Department Action Plans
- Reconciliation Action Plan (under development 2025)
- Universal Access Plan

THE JOURNEY AHEAD

We know our progress towards the ideals of inclusion, diversity, equity and accessibility will be an ongoing journey of growth.

As we plan and take action on the first five years of this journey, we envision meaningful progress towards these important outcomes:

- A strengthened understanding of, and response to Truth and Reconciliation Commission Calls to Action, United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) principles and living and operating with Treaty responsibilities prioritized as government partners and overall commitment to truth and reconciliation.
- A greater representation of diverse populations within our employee and leader teams.
- A culture where City employees and residents are systemically supported in challenging, addressing and resolving discrimination, exclusion, hate and inequity.
- An increased awareness of cultural knowledge, historical and contemporary experiences, contributions, challenges and barriers faced by Indigenous Nations and Peoples and all equity-deserving groups.
- A positive, healthier, safer and accountable physical and psychological work environment that meets employees' diverse health and wellness needs.

Building an inclusive, diverse, equitable and accessible City is not just the right thing to do, it is both a responsibility and an opportunity we all share.

We must advance this strategy together, acting individually, collectively and as an organization, recognizing that change takes time. Keeping in mind that even small actions can have a chain reaction that ripples throughout the City, we should all be open to learning, growing and understanding different perspectives to move our IDEA strategy forward together.

GLOSSARY OF TERMS

To understand the terms and concepts used in this Strategy, please refer to the IDEA Glossary on our employee intranet site. This resource can help ensure we are all speaking the same language as we work toward a more inclusive and equitable environment.

Click or Scan to access the [IDEA Glossary](#):



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2025 - 2029