

# Multicultural Council of Saskatchewan

## Strategic Plan

2024 -2029



*From Many Peoples Strength*

## Strategic Planning Process

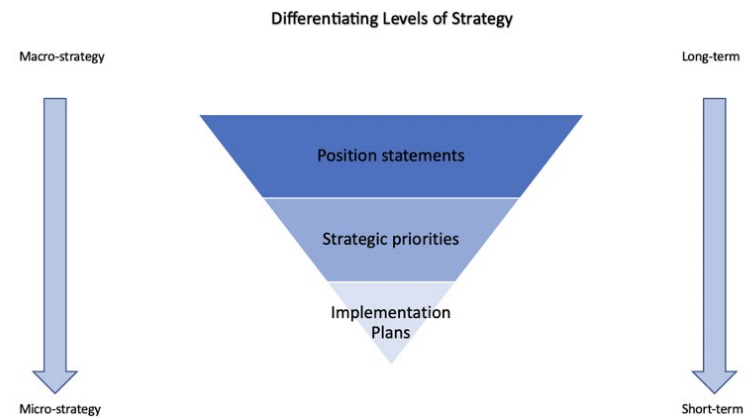
In the early months of 2023, the Board of Directors of the Multicultural Council of Saskatchewan (MCoS) undertook and engaged in a robust and comprehensive organizational analysis utilizing the Non-profit Lifecycles approach/model originally developed by Susan Kenny Stevens. The model highlights the importance of the key capacity areas, or ‘table legs’ of governance, management, administration, and resources, that must be operating in balance to support a non-profit’s programs and mission (the table top).

Diving deeper into each of these capacity areas, as well as seeking input through a member and participating organization survey and interviews with key persons with an association with the MCoS, provided extensive data and personal perspectives that the board utilized as they engaged in a robust strategic planning session in late May 2023. To articulate strategic priorities outlined in this plan, the board engaged in appreciative processes to develop and identify key strengths, opportunities, aspirations, and results to inform their strategic conversations.

The Board of Directors and staff members of MCoS are all dedicated and committed to actualizing the vision of the Council: *Multiculturalism is central to the cultural, economic, social, and political life of Saskatchewan*. This was also confirmed through the member survey and interviews as well as evidenced by the board and staff’s collective active participation and engagement in strategic thinking and brainstorming exercises.

The Board of Directors affirmed the previously developed position statements (the vision, values, and streams of multicultural work) that guide their decision making and actions over time. These position statements are outlined on page 3. The data, analysis, and board articulation of strategic priorities are grouped into four strategic priorities. These priorities are identified on page 4.

These strategic priorities, together with the corresponding desired outcomes and indicators of success, described beginning on page 5, create an interconnected framework for the development of subsequent operational and implementation plans, objectives, and actions by the staff of MCoS. Reporting (accountability) on progress regarding the objectives and actions should occur at regularly scheduled meetings of the Board of Directors throughout the lifetime of the strategic plan.




Embedded in, and arising out of, the strategic priorities are several capacity building projects. The board’s commitment to advancing these projects will significantly enhance the success of the organization as it strives to fulfill its vision and advance its mission and values.

## **Vision**

Multiculturalism is central to the cultural, economic, social and political life of Saskatchewan.

## **Mission**

We are leaders in the promotion of multicultural values by:

- **Advocating** for the advancement of multiculturalism at the state and societal levels
- **Supporting** members and schools with financial and non-financial resources.
- **Partnering** with governmental and non-governmental organizations.
- **Coordinating** provincial multicultural initiatives for use at the provincial, regional, and local levels. 

## **Positioning Statement**

We are committed to empowering multicultural champions by weaving connections, sharing resources for action, and addressing racism to build an inclusive and respectful Saskatchewan where multiculturalism is central.

What is a positioning statement?

- The value we offer to our Target Audience that is different and unique from our peers in our ecosystem
- It is not what we do but what we offer
- The best position statements describe the organization in the words of our target audience
- A positioning statement acts as an anchor to determine if the work we do is delivering value.

Components of a good positioning statement:

1. The aspirational state of the target audience - who they have the potential to be
2. The unique value that the organization offers that differentiates it from its peers
3. How it makes the target audience feel
4. The experience it provides to the target audience

# Multicultural Values

Multicultural values are rooted in the provincial motto From Many Peoples Strength and the treaty relationships that define our province. All MCoS work is guided by these values, which are expressed as:

## Respect for Diversity

We recognize the multicultural diversity of the people of Saskatchewan. We believe in the strength of supporting cultural continuity and pride in one's cultural ancestries. We celebrate the sharing between cultures because culture is a two way street.

## Recognition and Rejection of Racism

We recognize the negative impact of racism and discrimination. We promote the importance of all people in overcoming these issues to achieve equitable outcomes for all Saskatchewan residents.



## VISION

Multiculturalism is central to the cultural, economic, social, and political life of Saskatchewan.



## Intercultural Connections

We actively support and encourage efforts to bring communities together in ways that will build relationships based on understanding and respect to foster capacity for problem solving and planning.

## Integration

We support welcoming and inclusive communities that create a sense of home and belonging. We recognize the creativity and innovation that arise from bringing different cultural perspectives together and cultivating the unique contributions of all.



# Streams of Multicultural Work

The multicultural streams flow from the multicultural values. These streams represent the main areas of work in multiculturalism and are the focus of MCoS programs and support.

## Cultural Continuity

**Cultural Continuity** empowers ethnocultural organizations, individuals and communities to retain, maintain and evolve distinctive cultural practices and traditions in the Canadian context. MCoS supports members and schools to share deeply.

## Celebration of Diversity

**Celebration of Diversity** includes education and festivals that showcase differences and similarities, most often through performance, cuisine and other arts. It includes an awareness that groups that welcome many perspectives, especially from different cultural world views, lead to greater creativity and innovation. Funding and sponsorship opportunities encourage meaningful exchange and connection.

## Anti-Racism

**Anti-Racism** work looks at issues of power and privilege and how they impact individual and systemic discrimination; it usually includes active dialogue to build equity and justice in our institutions and communities. MCoS coordinates an annual March 21 campaign, facilitates Arrêt/ Stop Racism Youth Leadership Workshops and invests in member and school activities that recognize and reject racism and discrimination.

## Intercultural Connections

**Intercultural Connections** entails different cultural groups coming together over time to build bridges i.e. exchanges, pen pals, cooperative work, creating safe spaces, dialogue, creative projects, etc. BRIDGES (Building Relationships through Intercultural Dialogue and Education in Saskatchewan) uses a model by which local members take the lead to bring Indigenous, newcomer and other community members together.

## Integration

**Integration**, in contrast to assimilation, is achieved when all members of a community are reflected, are seen and see themselves as belonging for all aspects of their identities, are valued for their contributions, and are able to appropriately access services. The WIC Toolkit provides excellent resources, and INVOLVE offers training for new volunteer leaders and organizations.

## Overarching strategic priority

### Deepening kinship with Indigenous Peoples and communities

*We are all Treaty People. We live on Indigenous land, currently known as Saskatchewan, as relatives. Multiculturalism has been used as a tool to displace Indigenous communities, therefore, in order to build relationships and strengthen reciprocity between individuals and organizations with whom MCoS interacts, it is critical to consider how to collectively disentangle multiculturalism from colonialism, including recognizing the impacts of trauma.*

## Strategic Priorities

### 1. Strengthen the administrative and governance framework to ensure organizational sustainability

*Organizational sustainability and stability are enhanced with strong administrative and governance structures and processes. Strengthening this internal framework ensures that MCoS will continue to be recognized by members, participating organizations, government agencies, and the public, generally, as a leader in multicultural values.*

### 2. Expand and deepen relationships with new and existing stakeholders

*Expanded and/or deepened partnerships/relationships with new and existing community groups and agencies enhances the impact of MCoS mission, vision, and values*

### 3. Increase anti-racism and intercultural connections program impact through outreach, support, and capacity building

*Relevant and impactful programs, services, and supports are offered to a board range of community-based organizations, empowering program participants with tools, connections, and confidence*

## Deepening kinship with Indigenous Peoples and communities (Overarching)

*We are all Treaty People. We live on Indigenous land as relatives. Multiculturalism has been used as a tool to displace Indigenous communities, therefore, in order to build relationships and strengthen reciprocity between individuals and organizations with whom MCoS interacts, it is critical to consider how to collectively disentangle multiculturalism from colonialism, including recognizing the impacts of trauma.*

### Desired Impact:

Acknowledging that MCoS is a colonial structure, considering how to decolonize organizational structures, policies, programs processes, and practices will ensure that equitable and inclusive spaces for learning and leading are created and demonstrate MCoS' commitment to the Truth and Reconciliation Commission (TRC) Report.

(This may belong in the strategic plan or elsewhere as we consider higher level Ends: MCoS' work and support reach lands covered by Treaties 2, 4, 5, 6, 8 & 10 traditional lands of the nehiyawak/nehithawak/nehinawak/Cree, /Anishinaabeg/Nahkawe/Saulteaux, Dakota, Lakota, Nakoda, and Dene peoples and Homeland of the Michif - all regions of the Métis Nation of Saskatchewan.)

### Measures of Success:

- MCoS has established and strengthened relationships with Indigenous Peoples and communities
- Indigenous staff of MCoS are safe and supported
- Programming is reflective of Indigenous perspectives and ways of knowing, and respectfully meets the needs of the Indigenous community
- Safe spaces are created for Indigenous people to share knowledge with and build relationships at all levels of MCoS (board, members, staff)
- De-colonial practices are incorporated within/across the organization's structures, policies, and practices

### Actions:

- Strengthen connections between MCoS and Indigenous Peoples and communities (relationship building)
- Recognize and acknowledge internal/external factors that have contributed to colonial practices within MCoS as an institution
- Apply and incorporate Indigenous knowledge as a lens across all programs of MCoS

## 1. Strengthen the administrative and governance framework to ensure organizational sustainability

*Organizational sustainability and stability are enhanced with strong administrative and governance structures and processes. Strengthening this internal framework ensures that MCoS will continue to be recognized by members, participating organizations, government, and the public, generally, as a leader in multicultural values.*

### Desired Impact:

To mitigate key person risk, role-based succession plans are required for key staff personnel and board executive positions to ensure smooth transitions during periods of leadership change.

### Measures of Success:

- Smooth transitions with minimal disruption in the event of critical incidents and leadership changes
  - Minimal impact to funding streams or program delivery
  - Continuation of strong leadership with organizational administrative processes and with the board of directors

### Actions:

- Develop a key person risk management policy to in relation to human resources and succession planning
  - Identify risk mitigation processes for key board (Governance) and senior staff (Administrative) leadership positions
- Strengthen the human resource policies and practices surrounding the Executive Director role (Governance)
  - Implement a review and update of the Executive Director human resource policies and practices
- Enhance organizational functionality and stability through strong governance policies and practices (Governance)
  - Review relevant policies and practices through a risk/succession lens
  - Develop critical incident safety policies and protocols
- Ensure minimal impact on organization functioning in the event of disruption or personnel change (Administrative)
  - Implement a comprehensive employee success/support program
    - Develop mentorship/cross training processes
    - Engage employees in developing personalized development plans

## 2. Expand and deepen relationships with new and existing stakeholders

*Expanded and/or deepened partnerships/relationships with new and existing community groups and agencies enhances the impact of MCoS mission, vision, and values*

### Desired Impact:

Expand the reach and impact of MCoS programs with people and groups in previously untapped geographic areas of the province

### Measures of Success:

- Diversified funding will mitigate financial risk to the organization
- Increased program participation and engagement, including the addition of new members and participating organizations from geographic areas previously unreached, unserved, or under-served by MCoS

### Actions:

- Develop strategies to build relationships with potential funders to expand the reach of the MCoS mandate
  - Explore new funding partnerships and agreements with government, businesses, and post-secondary institutions
    - Establish ICARE sustainability through diversified funding and expanded program offerings
- Expand MCoS public relations and outreach strategies/processes to increase engagement with MCoS programs and services
  - Expand/attract support in rural and remote communities not previously engaged
    - Map MCoS relationships and reach across the province



### 3. Increase anti-racism and intercultural connections program impact through outreach, support, and capacity building

*Relevant and impactful anti-racism and intercultural connections programs, services, and supports are offered to a broad range of community-based organizations, empowering program participants with tools, connections, and confidence*

#### Desired Impact:

Broadened and deepened understanding of multicultural values by all residents in the province of Saskatchewan

#### Measures of Success:

- Heightened levels of understanding throughout the province of MCoS' vision, mission, and multicultural values
- MCoS responds to expressed needs within communities in relevant and meaningful ways
- Organizational sustainability is enhanced by balancing needs with available financial and human resources
- Program participants show evidence of becoming inspired champions

#### Actions:

- Design a comprehensive and robust program assessment framework that measures impact and in turn, inform decisions about priority program offerings (what to create, continue or conclude)
  - Develop a pilot process to assess current program offerings against the program assessment framework
  - Modify and adjust the assessment framework to ensure relevance, impact, and sustainability of program components
- Successful outreach within northern/Indigenous/remote/rural (non-urban) communities with anti-racism resources/programming
  - Create timely resources and tools to empower individual citizens who are impacted by incidents of racism
  - Co-create programs and resources with communities to support program and service delivery