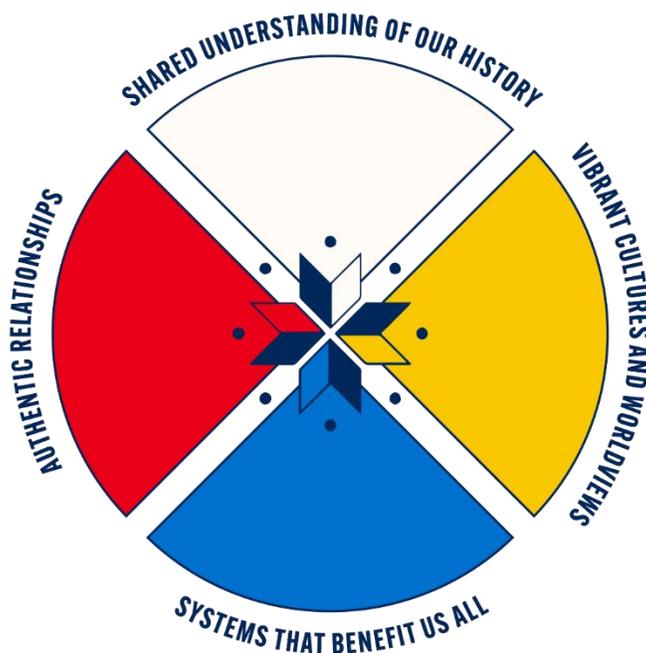


An Action Plan to Advance the Saskatoon Police Service's Journey Towards Truth, Reconciliation and Treaty Implementation



Dec. 12, 2023

**Prepared in Collaboration with the
Saskatoon Police Service Community of Practice
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Note that this version of the Action Plan includes small editorial changes to the version originally released on December 21st 2023.

Executive Summary

The following Action Plan towards Truth and Reconciliation through Treaty Implementation (TRTI) was created by a Saskatoon Police Service (SPS) Community of Practice, in a series of eight facilitated sessions from October 2022 to November 2023. In a process facilitated by the TRTI team of the Office of the Treaty Commissioner (OTC), SPS collected and analyzed information on current and past activities, policies, and initiatives centered around truth and reconciliation, completed a 66-question survey to gauge perceptions of where the organization presently stands on the pathway of reconciliation, and participated in multiple focus groups and discussions. The SPS Community of Practice and OTC began the process with a pipe ceremony led by a Knowledge Keeper. SPS also participated in the OTC's Treaty Learning Journey, providing all members with baseline knowledge on topics such as Indigenous worldviews, Treaties, breaches of Treaty (Indian Act, Indian Residential Schools, etc.) and contemporary Treaty issues. The action planning process utilized the OTC-developed Truth and Reconciliation through Treaty Implementation Vision and Growth Model methodology, and together, the Community of Practice and facilitators developed twenty-three recommendations to support further progress for SPS on truth and reconciliation.

The TRTI team and Community of Practice then developed a plan for implementation, grouping the recommendations into the following six organizational Areas of Focus, and identifying specific action items, timelines, organizational champions, and indicators for success.

- Policy Review, Reform, and Strategic Planning
- Capacity Building
- Services and Accessibility
- Collaboration and Engagement
- Communication
- Evaluation and Accountability

While this Action Plan is organized by Area of Focus, Appendix B also summarizes the recommendations by element and outcome of the TRTI Vision and Growth Model.

We would note that SPS Community of Practice members emphasized several overarching points that apply to all aspects of the Action Plan:

- 1) All efforts related to action items must include specific considerations for how those efforts will reach the entire SPS organization, spanning both civilian employees and sworn members, as well as Executive Leadership through to Uniformed Operations;
- 2) Adequate funding and resources (including human resources) must be dedicated to this work, to ensure the actions are initiated, embedded, and sustained in the short and long-term;
- 3) The Action Plan should be reviewed and refined on a continuing basis, ensuring its sustainability and meaningful presence within the SPS' future work;

- 4) Noted at the end of each Area of Focus are indicators that provide guidance in better understanding the impact of specific action items and measuring success. In the long-term, it will be the role of the SPS Champion(s), to further define and track indicators over time.

This Action Plan will be embedded in the SPS' upcoming five-year strategic plan, as well as the 2024 Business Plan. All timelines listed in the action plan reference a starting point of 2024.

Timelines are laid out according to the following:

- Short term – Within 6 months to less than one year.
- Medium term – Within one year and less than two years.
- Long term – Greater than 2 years.

Background & Facilitation Process

Beginning in October of 2022, the TRTI team facilitated a process to establish a path forward for the Saskatoon Police Service (SPS) in advancing Truth, Reconciliation and Treaty implementation. To do this, an internal Community of Practice was created representing a diverse collective of members located across different departments and units within the Saskatoon Police Service, including senior leadership members like the Chief of Police and others (see Appendix A).

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

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

- A Shared Understanding of Our History
- Authentic Relationships
- Vibrant Cultures and Worldviews
- Systems that Benefit Us All

Using these four Elements as a foundation, this project employed the OTC-developed Growth Model to interpret Saskatoon Police Service activities and to prioritize recommendations. The Growth Model (Appendix D) proposes a series of stages and outcomes to help individuals and organizations guide and assess the impact of their efforts in implementing a journey to Truth, Reconciliation, and Treaty implementation in Saskatchewan. The Growth Model was created

through discussions with partners and Knowledge Keepers, as well as an examination of foundational documents such as the *Truth and Reconciliation Calls to Action*, *Missing and Murdered Indigenous Women and Girls Calls for Justice*, *United Nations Sustainable Development Goals*, *United Nations Convention on the Rights of the Child*, and the *United Nations Declaration on the Rights of Indigenous People*.

The SPS Community of Practice and OTC began the process with a pipe ceremony led by a Knowledge Keeper. SPS also participated in the OTC's Treaty Learning Journey, providing all members with baseline knowledge on topics such as Indigenous worldviews, Treaties, breaches of Treaty (Indian Act, Indian Residential Schools, etc.) and contemporary Treaty issues.

The TRTI team facilitated the first four sessions with SPS to collect the data necessary to establish a baseline of where SPS is currently situated within their truth and reconciliation journey and to develop recommendations. We undertook the following information gathering exercises, the results of which can be found in Appendices E, F.

- 1) **Saskatoon Police Service's Values, Strengths, and Challenges:** During the first session, the Community of Practice discussed their individual visions of successful reconciliation, their organizational and personal motivations for this journey, and the strengths and challenges the organization will have to consider in its implementation.
- 2) **Growth Model Survey:** The Community of Practice completed a 66-question survey based on Outcomes and Elements of the Vision contained in the Growth Model. These questions reflected SPS's perceptions regarding the organization's work on reconciliation. 179 members from SPS completed the survey.
- 3) **Activity Scan:** The TRTI team gathered all available data connected to SPS' truth and reconciliation activities taking place since 2019, including through a mapping activity allowing the Community of Practice to identify any gaps, and categorized them according to the Growth Model. 168 unique activities were identified and organized.
- 4) **Stories and Qualitative Analysis:** Each session with the Community of Practice acted as an informal focus group. These high-quality discussions were documented and the information was thematically analyzed to inform and prioritize the action plan recommendations.

Moving to implementation, the TRTI team facilitated four additional sessions with the SPS Community of Practice, to identify a specific set of action items aligned with each recommendation. Further, SPS Champions were identified to spearhead the work across divisions, timelines for reasonable action were put forth and indicators for meaningful success were offered. Meeting in circle served to anchor our time together, and an Elder was present at all the facilitated sessions, offering prayers and opening words to start the conversations in a good way, providing guidance and insight throughout the group discussions, offering feedback on draft documents,

and leading the group in a traditional snake dance to close our times together with laughter and connection.

Action Plan by Area of Focus

Policy Review, Reform, and Strategic Planning

1. Create a Strategic Priority specifically focused on advancing Truth, Reconciliation, and Treaty Implementation within the SPS.

Action Items:

- i. Appoint a TRTI Project Lead¹, with a dedicated team, to ensure the Strategic Priority builds on the existing TRTI Community of Practice and oversees the TRTI implementation process:
 - a. Establish a TRTI Division Lead that liaises between the TRTI Champion, the Community of Practice, and their division, to create accountability measures and sustainability of engagement with the TRTI process, across the organization.
- ii. Create mechanisms for engagement with internal and external community stakeholders to ensure meaningful and effective implementation of the TRTI Action Plan (Indigenous leadership, SPS Board of Commissioners, Indigenous Women & Two-Spirit+ Advisory Circle, Chief's Advisory Committee, and the Police Advisory Committee on Diversity).
- iii. Create mechanisms with the Community of Practice to ensure the ongoing TRTI Action Plan focuses on both civilian employees and sworn members.
- iv. Ensure adequate, dedicated, and ongoing funding, as well as human resources, are available for the implementation of all the SPS Community of Practice TRTI Recommendations.

Champions:

- Deputy Chief Support Services to provide oversight of all TRTI activities.
- Deputy Chief of Operations to create long term accountability regarding indicators, for each stream of the organization.

Timelines:

- Short term: Create a Strategic Priority and appoint an SPS TRTI Champion, with a dedicated team/administration, including establishing a Division Lead from each division.
- Short term: Ensure adequate funding through the budget and strategic plan review.

¹ This SPS Implementation Plan developed by the Office of the Treaty Commissioner's TRTI Team utilizes the term "champion" throughout the document to describe the specific leadership roles that will be integral for the successful implementation of the TRTI process. However, the TRTI Team would like to acknowledge that the specific designations of name(s)/naming of an SPS TRTI Champion, their Team and all TRTI Division Leads should come internally from SPS, through Indigenous Elder guidance, and in consultation with the Chief's Advisory Committee and the Indigenous Women & Two-Spirit+ Advisory Circle. As a consideration, the naming(s) could be imagined and characterized firstly, through a Treaty 6 language lens.

2. Revise internal policies to encourage all employees at the SPS to attend Indigenous ceremonies and cultural events as a part of the TRTI process.

Action Items:

- i. Develop policy and processes for employees at all organizational levels, to participate in Indigenous cultural and spiritual events. This includes a plan for how to cover leaves of absence.
 - a. Include a process for capturing yearly employee activity attendance & professional development engagement.²
- ii. Work with labour associations and unions to successfully include policy changes within the Collective Bargaining Agreements.

Champions:

- Corporate Strategy and Performance Executive Director.
- Director of Human Resources.

Timelines:

- Medium term: Policy reviews and implementation. Bargaining activities.

3. Strengthen SPS's strategy to increase Indigenous Peoples working in the police service.

Action Items:

- i. Partner with an Indigenous external body to review and strengthen the existing First Nations, Métis and Inuit recruitment, retention, and promotion strategy:
 - a. Collaborate with the external body to conduct an annual review of all jobs, hiring, retention, and promotion processes. Utilize this review to identify existing barriers for Indigenous Peoples and develop strategies for increasing the number of Indigenous People working at all levels at the SPS, taking into account the historical SPS challenges in recruiting First Nations employees, in particular.
 - b. Review employment data annually³ to determine if the percentage of Indigenous representation (divided into further detail, i.e. First Nations, Métis, and Inuit) at all levels of the SPS, aligns with the current population size in Saskatoon. Annual data is to be reported publicly and to the SPS Board.
- ii. Work with labor union(s) to ensure these policies and processes can be effectively implemented.
- iii. Ensure all new and existing Human Resources employees are up to date on Cultural Competency Education & Training and anti-racism hiring practices.
- iv. Develop Human Resources policy and processes for Indigenous identity/membership verification. Seek external support from organizations that have put a similar policy in place in recent years (i.e., University of Saskatchewan HR Office or others).

Champions:

- Corporate Strategy and Performance Executive Director.
- Director of Human Resources.

² Consider the use of existing platforms like Blue teams to implement this action.

³ Data regarding cultural identity, gender, and sexual orientation should also be a consideration as the SPS gains understanding on their hiring, promotion and retention practices for other equity deserving groups.

Timelines:

- Short term: Equity Diversity and Inclusion audit.
- Medium term: Strategic institutional and policy changes.

4. Expand strategic planning, programs and policies so that they include anti-racism elements.**Action Items:**

- i. Include the TRTI Action Plan within the SPS Strategic Plan, Business Plan, Annual Report, and other long-term strategic documents.
- ii. Revise all existing policies to be consistent with Equity, Diversity and Inclusion (EDI) standards, and with the SPS' TRTI Report and Action Plan.
- iii. Update the new SPS's Corporate Strategy and Performance Team on the TRTI framework to ensure their work is aligned with the Action Plan and has an EDI lens.

Champions:

- Corporate Strategy and Performance Executive Director.

Timelines:

- Short term: Equity Diversity and Inclusion audit. Inclusion of TRTI in the SPS strategic plan.

5. Revise internal policies to increase cultural safety.**Action Items:**

- i. Develop a process for understanding the needs and concerns of Indigenous Peoples working at the SPS.
 - a. Ensure the findings of this process are reflected in the policy review across all divisions within SPS, especially Human Resources.
- ii. Contribute to the enhancement of cultural safety for all, by strengthening relationships and trust between and amongst SPS employees, through such activities as team-building exercises and get-togethers between divisions.
- iii. Re-establish resources for Indigenous Liaison capacity with SPS.

Champions:

- Human Resources Department.
- Consulting Committee (specifically for Recommendation 5. ii).

Timelines:

- Short term: Consulting with SPS employees to understand their concerns and perceptions around cultural safety. Policy review around cultural safety.

6. Advocate for transparency within complaint procedures made by the public against police misconduct.

Action Items:

- i. Conduct a review in collaboration with Indigenous external partners, regarding the current process in place for people to report complaints about SPS misconduct. The review should seek improvements, be guided by trauma-informed approaches, and ensure the process is accessible for Indigenous Peoples and other key populations.
 - a. Develop communication strategies to raise the public's awareness regarding existing complaint mechanisms (including highlighting the current process through FSIN).
 - b. Educate the public on the steps taken when a complaint is brought forward against the SPS (i.e. utilization of data including body cameras & GPS car tracking).
 - c. Based upon feedback received from Indigenous partners, bring forward recommendations to the Public Complaints Commission under the Province of Saskatchewan, advocating for increased public awareness of complaint mechanisms and investigation processes.

Champions:

- Deputy Chief Support Services.

Timelines:

- Short term: Conduct overview with Indigenous external body regarding the current process in place for people to report complaints.
- Medium term: Changes made by the Complaints Commission.

➤ Indicators: Policy Review, Reform, and Strategic Planning

- Dedicated budget allocated and invested towards specific TRTI resources.
- Annual summary of all employees' total TRTI activity attendance & professional development hours.
- % of Indigenous employee representation (divided into further detail; First Nations, Métis, and Inuit) represented within each division, as well as the different levels of organizational capacity (i.e., Executive Leadership, Criminal Investigations, Uniformed Operations).
- Cultural competency & anti-racism requirements included in hiring practices.
- % of employees (including breakdown of Indigenous employees), who report positive experiences of cultural safety, via an employee survey.
- Anti-Racism and TRTI elements are visible within the SPS Strategic Plan, Annual Report, Strategic Documents, hiring practices and revised within existing SPS policies.
- Completion of a review of the current processes in place for people to report complaints of police misconduct. Resulting communication strategies and recommendations enacted and forwarded to the Public Complaints Commission.
- Completion of current EDI audit, policies changed in alignment with audit findings.

Capacity Building

7. Ensure all new SPS employees (sworn and civilian) are provided with training to create a clear understanding of the importance of Treaties and the land.

Action Items:

- i. Work with Indigenous Community Partners and Elders to ensure the SPS' Colleges' recruitment training and all new employee onboarding include dedicated time and learning opportunities that meaningfully address TRTI topics (See Appendix C). These trainings should specifically include:
 - a. Learning engagements regarding the historical relationship between Indigenous Peoples and policing (as well as specific SPS history such as the Stonechild Inquiry).
 - b. Personal reflection on ancestral lineage and relationship to historical and contemporary Treaties for all new and existing SPS employees.
 - c. The importance of Indigenous Knowledge Systems and language revitalization.
- ii. Include a commitment to Truth and Reconciliation as part of the swearing-in ceremony for new SPS members.

Champions:

- Community Engagement Division (CED), in consultation with the Indigenous Women & Two-Spirit+ Advisory Circle and the Chief's Advisory Committee. Additionally, with HR, Training & Patrol Division leadership and engagement.

Timelines:

- Short term: Consultation between CED and the Indigenous Women & Two-Spirit+ Advisory Circle/Chief's Advisory Committee regarding Indigenous & Treaty programming already underway at the SPS Headquarters. Additionally, CED consultation with SPS training unit regarding the same (Indigenous & Treaty programming currently taking place at the College).
- Short term: Put a funding budget in place and training day allowances, which will require consultation. Have programming in place for Recruit Inservice via consultation with Community Partners and the SPS' Indigenous Advisory Circles/Committees.

8. Create a TRTI Professional Development Learning Program for SPS employees.**Action Items:**

- i. Identify and connect with Community Partners (such as the OTC Speaker's Bureau and Education Department) to develop and deliver an SPS TRTI Professional Development Learning Program available to all employees (sworn members and civilian). This program should represent a continuous learning journey within Truth & Reconciliation, throughout the duration of an SPS employees' career.
 - a. Session Topics should also cover the suggested training focuses for new employees (See Appendix C and Recommendation 7. i.)
 - b. Expand the capacity of the SPS Lunch & Learn Sessions as a starting point for developing the TRTI professional development learning program.
- ii. Create a process which captures employees TRTI professional development activities throughout the duration of their SPS career (including activities such as attending cultural ceremonies, learning events, completion of courses, and other relevant activities).
 - a. Ensure via policy changes, that TRTI professional development is considered an important element for promotion and performance within the SPS.

Champions:

- Human Resources to spearhead the Learning Program. Community Engagement Division & the Equity and Cultural Engagement Unit to take on a major consultative role. Collaboration with Training & Patrol when applicable and in consultation with the Indigenous Women & Two-Spirit+ Advisory Circle and the Chief's Advisory Committee.

Timelines:

- Short term: Consultation between Community Engagement Division, Equity and Cultural Engagement Unit, Training Division and the Indigenous Women & Two-Spirit+ Advisory Circle regarding online & in-person programming already underway at the SPS. Begin the development of an SPS PDLP. Expand on SPS Lunch & Learn Sessions.
- Medium term: An SPS PDLP is in place.
- Long term: Solidifying the sustainability of an SPS TRTI Professional Development Learning Program and sharing such programming development with the greater metropolitan policing community across Canada.

9. Expand SPS' capacity to offer services and materials in Indigenous languages.

Action Items:

- i. Conduct an internal audit of currently existing documents translated into Indigenous languages at the SPS, identifying gaps in the translation of documents that are most useful for Indigenous Peoples, including Treaty 6 Indigenous languages. A specific focus should be put on translating documents that are most useful for victims of crime.
 - a. Include a review of the Languages in Motion Service, assessing if there are limitations on access, who benefits from the service, how often the service is used and by which SPS divisions. Explore opportunities to expand its usage.
- ii. Identify which SPS divisions would benefit the most from having employees proficient in a Treaty 6 Indigenous language and promote learning opportunities for key Indigenous languages. Track language learning as part of employee professional development:
 - a. Provide opportunities for SPS employees to learn key phrases in commonly spoken Indigenous languages. Provide support to SPS employees who currently speak and/or teach an Indigenous language.
 - b. Seek Community Partners to provide support in practicing and using Indigenous Languages out in the community.
 - c. Connect with community language partners who offer online, nightly, or weekend language classes. Promote this information across SPS and provide funding for individuals seeking to learn Indigenous languages, in a similar way other professional development opportunities are supported within the SPS.
 - d. Incorporate Treaty 6 language materials (i.e., pamphlets, resource displays) in the lobby area of SPS headquarters. Also See Rec. 10, vi. c)

Champions:

- Community Engagement Division with the Equity and Cultural Engagement Unit, to conduct an internal audit.

Timelines:

- Short term: Internal audit of existing translated documents (CED) and the creation of a budget.
- Short term: Work with Labour Associations and Unions to bring language learning alignment with Collective Bargaining Agreement (CBA).

10. Include Treaty and Territorial Land Acknowledgements in SPS meetings, gatherings and events, as well as physical and digital spaces.

Action Items:

- i. Have SPS employees collaborate to develop an organizational Territorial Land Acknowledgment, which specifically reflects SPS' history, context, and commitments.
 - a. This process should be replicated by the Saskatchewan Police College's Recruits program.
- ii. Include SPS' organizational Land Acknowledgement, as well as SPS employees' personal reflections on land acknowledgements, in significant community, organizational, and ceremonial events (i.e., SPS' Recruits graduation ceremony).
- iii. Revise the current lobby display (history of policing in Saskatoon), to more meaningfully showcase & represent the historical and contemporary relationship between Treaty, First Nations and Métis Peoples & policing within Treaty 6 territory.
- iv. Install a physical representation of the SPS' organizational Land Acknowledgement and a map of Treaty 6 in the SPS lobby space. Collaborate with local Indigenous artists for the map installation project. Make the unveiling of the map a community public event.
- v. Revise the existing Land Acknowledgement on the SPS official website to include the SPS' organizational Land Acknowledgement and a website link that:
 - a. Directs the public to further information on what the organizational Land Acknowledgement means to employees of the SPS and a message from the Chief.
 - b. The link could also direct the public to further information on Treaty 6 & the map of Treaty 6 (i.e., OTC Treaty resources webpage).
- vi. Use internal/external monitor system to publicize:
 - a. The SPS' organizational Land Acknowledgement.
 - b. A map of Treaty 6 and the First Nations and Métis People connected through Treaty relationships.
 - c. Welcome messages in different Treaty 6 languages.

Champions:

- Deputy Chief Administration.
- Community Engagement Division, in consultation with the Indigenous Women & Two-Spirit+ Advisory Circle and the Chief's Advisory Committee.

Timelines:

- Short term: Completion of the organizational land acknowledgement as well as updates to the SPS website.
- Medium term: Revised lobby space and updates of to the SPS Headquarters.

➤ **Indicators: Capacity Building**

- # of SPS employees who have completed training(s) related to TRTI processes.
- Self-reported effectiveness/impact of training(s), evaluated after each training.
- Number and severity of reports of experiences of racism from the public involving SPS employees.

- # of SPS publicly available documents available in translated languages.
- Data on the utilization of language services (i.e., number of requests for translations per month).
- Completion of Land Acknowledgement, lobby display and website updates.
- # of SPS employees engaged in the TRTI Professional Development Learning Program.
- # of SPS employees engaged in language learning activities.
- # of SPS employees who speak Indigenous languages.

Services and Accessibility

11. Continue the analysis of the role policing (and the SPS specifically) play in the over-incarceration of Indigenous Peoples, ensuring actions are initiated that address identified areas for reduction.

Action Items:

- i. Collaborate with community and intersectoral partners, the Chief's Advisory Committee and the Indigenous Women & Two-Spirit+ Advisory Circle, to co-develop local and provincial alternative measures that work towards decreasing over-incarceration rates in the city/province for Indigenous and other traditionally marginalized communities.⁴ Include the following:
 - a. Collect and review data on current detentions/arrest rates of Indigenous Peoples (in comparison to non-Indigenous people), identifying increases and decreases, potential contributing factors, and ongoing opportunities to mitigate incarceration.
 - b. Participate in collaborative efforts to lobby funders (including governments), for increased housing, mental health, and addiction supports, aimed at boosting support for populations at-risk of incarceration.
- ii. Continue expansion of current SPS Pre-Charge Diversion Program by increasing funding, supports and capacity of the SPS Restorative Justice Division:
 - a. Provide essential training to recruits and current SPS members on purpose and usage.
 - b. Develop incentives and resources for officers to use the diversion program.
 - c. Track and review data on the utilization of diversion programs. Use data to identify areas for increasing usage.
- iii. Examine ways to improve SPS arrest and detention policies and practices, in collaboration with community and intersectoral partners. This may include increased training for detention workers and providing access to an Elder for detained citizens.

Champions:

- Restorative Justice Coordinator.
- Community Engagement Division.

Timelines:

⁴ Collaborate with Restorative Justice Community Partners such as: Saskatoon Tribal Council Justice Department; Extrajudicial Measures Program and the Opikinawasowin Reintegration Program; Govt of Canada Department of Justice – Indigenous Justice Program; Cowessess First Nation Community Justice Program; Métis Family and Community Justice Services – Community Justice Program; Saskatoon Community Mediation Services Inc. These organizations could support SPS in building an alternative measures program which includes mediation, diversion, fine options & sentencing, and healing circles with Elder support (like OPIK).

- Medium term: Gather research and statistics, including StatsCan data on race, on incarceration rates in Saskatchewan, including incarcerations in which SPS has conducted initial arrest.
- Medium term: Collaborate with community and intersectoral partners to examine improvements to SPS arrest and detention policies and practices.
- Medium term: Create a civilian position to strengthen and provide continuity to the Restorative Justice Division's work.

12. Develop a client-centred process for people reporting crimes of a sexual or sensitive nature at the SPS.

Action Items:

- i. Work in partnership with the Saskatoon Sexual Assault & Information Centre & the Saskatoon Crisis Intervention Service to review and revise the process for reporting crimes of a sexual or sensitive nature:
 - a. This includes exploring best-practices for more safe and discrete approaches, seeking to eliminate barriers to reporting, such as the provision of immediate client-centered services for people reporting intimate partner violence, domestic violence or sexual assault in-person to SPS.
 - b. Ensure information regarding the reporting of intimate partner violence, domestic violence & sexual assault are available in the SPS Lobby area & on the SPS website for the public to access. Ensure they are available in Indigenous languages and provide adequate details on how to make a report. Include an option to report online.
- ii. Provide mandatory training on trauma-informed & client-centered practices to all SPS employees (not just Uniformed Operations).
- iii. Establish a permanent Call Back Division and ensure sufficient resources for timely responses.
- iv. Review current victim services practices, exploring ways to make cultural support available during the reporting process, for people who may not feel safe with police.
 - a. These changes should consider the lived experiences of 2SLGBTQIA+_individuals, in order to make interactions with the police safer for this community.

Champions:

- Victim Services.
- Criminal Investigation Division.
- Headquarters Division.

Timelines:

- Short term: Ensure reporting information is available in the SPS Headquarters Lobby & on the SPS website. In partnership, review and revise the process for reporting crimes of a sexual or sensitive nature.
- Medium term: Mandatory training on trauma-informed & client-centered practices. Establish a permanent Call Back Division.

13. Develop mechanisms for the continuous improvement of case closure processes.

Action Items:

- i. Develop accountability measures to ensure officers perform best-practice case closure steps.
- ii. Develop a public awareness campaign to inform the public on steps they can follow to inquire with SPS about case closures (including victim services support). Place information on the SPS website and in the Headquarters lobby waiting area.

Champions:

- Central Records Division.
- Headquarters Division (oversight of ongoing accountability).

Timelines:

- Short term: Develop and distribute information (e.g., through an automated letter) to inform the public of typical investigation process and timelines.
- Medium term: Develop accountability measures to ensure officers perform best-practice case closure steps.

14. Adapt physical and digital spaces within the SPS to make them more inclusive, safe, and welcoming.

Action Items:

- i. Seek input from Saskatoon residents on what a safe SPS space looks like to them, by developing in-person and online engagement sessions with relevant stakeholders, including Indigenous, 2SLGBTQQIA+, Black and People of Colour, as well as children and families.
 - a. Research different visuals, symbols, languages & interpretations of the word or indication of the word "Safety." Add these visuals to the SPS lobby environment and SPS website.
- ii. Utilize feedback from the above engagement sessions in the implementation of physical and digital Land Acknowledgement displays (Capacity Building; Recommendation 10).

Champions:

- Strategic Communications and Public Affairs Division.

Timelines:

- Short term: Conduct engagement sessions on adapting SPS physical and digital spaces. Improve visitor experience at the Service Desk to ensure visitors feel welcome, safe, valued and directed to the appropriate space in a timely manner.
- Short term: Adapt lobby space based on engagement input.

➤ **Indicators: Services & Accessibility**

- Rates of detentions & arrests of Indigenous Peoples within SPS service & response area.
- Rates of the utilization of diversion programs.
- % of police officers utilizing diversion programs.
- # of SPS referrals & advocacy efforts connecting people to service providers.
- % of SPS employees completing trauma-informed & client-centered trainings & practices.
- Analysis of specific SPS efforts to reduce detentions, in relation to the rates of detention of Indigenous Peoples.
- Self-reported effectiveness and impacts of trainings, evaluated after each session.
- Call Back Division response times (verifying increases and decreases).

- % of case closures utilizing best-practice steps.
- % of public reporting a safe and welcoming environment when visiting SPS Headquarters based on public survey.

Collaboration and Engagement

15. Create a comprehensive Community Engagement Strategy.

Action Items:

- Continue developing the SPS Community Engagement Strategy by embedding the TRTI Recommendations and Action Plan into the strategic process.
 - Include defined communication channels and data gathering mechanisms with Indigenous communities, as a part of the Community Engagement Strategy.
- Ensure there is adequate and ongoing representation of Saskatoon communities on the Saskatoon Police Advisory Committee on Diversity (Organizations that work with Black People, Indigenous Peoples, People of Colour, 2SLGBTQIA+ people, newcomers to Canada, as well as different religions and faith-based organizations).
- Dedicate permanent positions within the organization to strengthen the implementation of the Community Engagement Strategy.

Champions:

- Community Engagement Division.

Timelines:

- Short term: Develop SPS Community Engagement Strategy.

16. Revise and renew ongoing partnerships, seeking to increase and deepen engagement with key community partners, based upon the principles of reciprocity and mutual help.

Action Items:

- Establish frameworks of cooperation with existing partners to ensure they are mutually beneficial and formalize new and existing relationships where possible. Explore other ways to deepen engagement with partners based on these frameworks.
- Ensure ongoing and sustainable participation in community committees and project-based partnerships, to improve cultural safety and the overall experience of Indigenous Peoples within police interactions.
- Develop an annual partnership mapping process, assessing recognized gaps, and new areas for partnerships.
- Create an Annual Report detailing key community partners, yearly initiatives and specific outcomes.
- Create communication materials that support and inspire new Indigenous and other Community Partners to reach out to the SPS. Include details regarding who the SPS are, their vision, the SPS organizational Land Acknowledgement and TRTI vision statement (from Phase I), as well as a contact list of key supports and divisions within the SPS.

Champions:

- Community Engagement Division.

Timelines:

- Short term: Revise existing partnerships and initiate engagement process.
- Long term: Continuous efforts made towards strengthening and updating the engagement strategy.

17. Increase capacity to build and maintain respectful relationships with First Nations, Métis and Inuit communities.

Action Items:

- i. Explore best practices and ways to create capacity within the SPS for establishing respectful relationships with First Nations, Métis and Inuit communities:
 - a. Consider hiring a dedicated position that is knowledgeable in Indigenous protocols and engagement, providing guidance to all divisions across the organization.
- ii. Gather existing resources to populate a comprehensive Engagement Toolkit, including protocols for engaging with Elders, information on local Indigenous governance structures, and how to reach out to Indigenous Communities. Include tools for effective conflict management and support for sensitive conversations within the community. Ensure the toolkit is kept up to date once established.
 - a. Compliment the Toolkit with an internal SPS workshop or dedicated Indigenous position that provides information and training regarding how best to meaningfully utilise the kit for all divisions.

Champions:

- Community Engagement Division, in collaboration with the Equity and Cultural Engagement Unit in developing a toolkit.
- Deputy Chief of Operations (accountable for the utilization of tools across all divisions of SPS).

Timelines:

- Short term: Develop toolkit and explore additional ways to create capacity within SPS towards relationship building. The Equity and Cultural Engagement Unit would be responsible for developing a toolkit.

18. Increase and expand the participation of all divisions within Indigenous ceremonies, events, and gatherings.

Action Items:

- i. See Area of Focus: Policy Review, Recommendation 2; Actions Items.
 - a. Intentionally visit specific First Nation communities who the SPS are most likely to serve, getting to know the community and peoples.

- b. Allocate to each division a specific portion of the budget that works towards supporting employee attendance at events. Work with the Community Engagement Division to identify upcoming and yearly opportunities.

Champions:

- This action item is directly connected to Policy Review, Reform & Strategic Planning: Recommendation 2. i and 2. ii. Once changes take place with the above Recommendation, each Division should participate in the work of their appointed Champion and liaise with the CED.

Timelines:

- Medium term: This work will depend on the policy changes in Recommendation 2. i and 2. ii. Currently, barriers exist such as approvals for call out and authorization of overtime within each division's budget.

➤ **Indicators: Collaboration & Engagement**

- Annual evaluation of the effectiveness of the new engagement strategy and partnership activities including quantitative and qualitative feedback from community partners, and committee members (Indigenous Women & Two-Spirit+ Advisory Circle, Chief's Advisory Committee, and the Police Advisory Committee on Diversity), via evidence-based engagement evaluation tool.
- Total number of formal partnerships.
- Total number of employees utilizing tools within the toolkit (including analysis of which divisions of the organization are represented).
- # of visits by SPS employees to First Nations communities, events, and ceremonies (including which communities visited).
- # of visits by Indigenous partners to SPS locations for events and engagement.

Communication

19. Create and implement an internal TRTI Communication Strategy.

Action Items:

- i. Engage with employees across the SPS organization through discussion spaces, reflecting on the SPS' TRTI Community of Practice history and current efforts. Based on these conversations, the SPS should develop shared internal and external communication strategies, as well as specific messaging. Explore engagement with community partners and/or supports that can aid in this process.
- ii. Initiate continuous internal communication efforts, including measures for sharing the SPS' TRTI activities across all divisions of the organization.
 - a. Ensure external communication messaging is also distributed internally across SPS (See below).

Champions:

- Strategic Communications and Public Affairs Division.

Timelines:

- Short term: Develop internal strategy that includes key messaging and resources and training to support employees.

20. Create and implement an external TRTI Communication Strategy.

Action Items:

- i. Through discussion spaces with SPS employees (As above 19.i), create a public acknowledgment of the SPS' role in systemic injustices, discrimination, and colonization processes, including the SPS' current efforts to address historical and future harms. Ensure this public acknowledgement includes trauma-informed considerations.
 - a. A public statement should be based on a deeply reflective inventory of the role SPS has played in harms done and incorporate feedback from the community regarding what meaningful change should look like. The process should not be rushed, to ensure accuracy, and thoughtfulness, and to enable a demonstration of meaningful systemic change underway through the TRTI process.
 - b. Create public engagement processes specific to the Indigenous community, as a method for supporting this external communication strategy.
- ii. Establish an annual event to update the public on the progress and impacts of the SPS' TRTI efforts, the Calls to Action, the Calls for Justice and the Stonechild Inquiry (See below).
- iii. Develop a data baseline that captures the Indigenous community's perception of SPS, the awareness of SPS' TRTI efforts, and levels of trust. Measure regularly to evaluate shifts in community response to TRTI efforts.
- iv. Leverage and strengthen existing relationships with Saskatoon and provincial media outlets to highlight the importance of fairness and accuracy of reporting, as well as promote reporting that reflects Indigenous perspectives and priorities.

Champions:

- 20. i. a: Public Affairs.
- 20. ii: Community Engagement Division.

Timelines:

- Short term: Initial communication to share what is being undertaken in the future.
- Medium term: Engagement with Indigenous community, partners, and stakeholders on public statement; creation of data baseline of Indigenous community's perception of SPS.

21. Create an ongoing communication plan that shares SPS' efforts and successes in community engagement, cultural responsiveness, TRTI processes, and anti-racism initiatives (both internal and external measures).

Action Items:

- i. Develop communication channels to effectively communicate the impact of TRTI efforts to SPS employees, the public, and stakeholders.
- ii. Work in collaboration with Indigenous community members to design communication materials that highlight the SPS' efforts and successes in community engagement, cultural responsiveness and anti-racism initiatives. These materials should focus on reaching Indigenous communities,

2SLGBTQQIA+ people, Black and People of Colour, and should be shared across the SPS organization.

Champions:

- Strategic Communication and Public Affairs.

Timelines:

- Short term: Develop relevant communication channels. Procure Indigenous artists, writers, consultants to co-develop materials outlining the TRTI process. Highlight actions taken to date and upcoming actions. Continue to communicate progress on actions.

➤ **Indicators: Communication**

- Employee surveys on awareness and involvement of SPS' TRTI activities.
- # of internal communication efforts aimed at educating SPS employees on TRTI, carried out per year (# of bulletins, workshops, etc).
- % of public reporting positive perceptions of the SPS, awareness of TRTI activities, public acknowledgements, meaningfulness of TRTI activities, and levels of trust, via a public survey and engagement activities (including demographic information exploring variations of Indigenous Peoples and other marginalized populations).
- # of views on SPS website pages that pertain to TRTI processes and progress.
- # of collaborations communicated together with Community partners.

Evaluation & Accountability

22. Establish measurement frameworks to analyze and determine the advancement of SPS' Truth and Reconciliation commitments.

Action Items:

- i. Establish a data monitoring and evaluation procedure which tracks the impacts of TRTI-related activities:
 - a. Use OTC created (or related) indicators to strengthen annual plans and budgets.
 - b. Develop benchmarks for measuring progress and impact of TRTI engagements and advancements.
- ii. Establish reporting processes and strategies, either exclusively on TRTI implementation, or incorporating this into the broader annual reporting strategy outlined in recommendation 23 (including reporting to the SPS Board).
- iii. Commit to periodic evaluation and follow-up of the SPS' TRTI implementation process, to be conducted by the OTC.

Champions:

- Corporate Strategy Division.
- Deputy Chief of Support Services (as assigned Project Lead in Recommendation 1).

Timelines:

- Short term: Establish a comprehensive/ongoing monitoring system to assess the progress of SPS Truth and Reconciliation commitments.
- Short term: Include detailed progress of TRTI commitments in an annual public report.
- Long term: Three-year evaluation of SPS TRTI implementation process, to be conducted by OTC.

23. Commit to an annual monitoring, review, and reporting of all SPS actions that address the recommendations from the MMIWG Calls for Justice, the TRC Calls to Action, and the Stonechild Inquiry (as well as recommendations from other relevant national policing inquiries or reports such as Thunder Bay Police Report).

Action Items:

- i. Gather and collate all the recommendations from the above reports and inquiries that relate to policing and/or SPS activities.
- ii. Create a progress report that is easy for the public to access and understand, regarding SPS' actions from the previous year, that seek to address each relevant recommendation.
 - a. Create mechanisms to gather and incorporate community feedback on the actions contained in the report as a part of the Community Engagement Strategy (Collaboration and Engagement, Recommendation 15).
 - b. Include annual report summaries as part of the external communication strategy and ensure they are made publicly available on the SPS website.
 - c. As part of the TRTI reporting process, ensure the report is presented to the SPS Board annually.
 - d. Explore ways of sharing this information with other policing and justice sector stakeholders.

Champions:

- Corporate Strategy Division.
- Deputy Chief of Support Services (as assigned Project Lead in Recommendation 1).

Timelines

- Short term: Gather and collate all the above reports and inquiries that relate to policing and/or SPS activities.
- Medium term: Create publicly accessible annual progress reports, and an online portal, on SPS' actions to address relevant recommendations.

➤ **Indicators: Evaluation and Accountability**

- Completion of collated recommendations and annual reports (progress defined through other indicators).
- Collection of annual qualitative reflections from TRTI champions and leaders to gather understanding on how they think the TRTI efforts are progressing, why they feel that way, and any personal stories they'd like to share on the impact of the work.

Appendix A: Community of Practice Phase II

Elder Julie Pitzel

Knowledge Keeper Lyndon Linklater

Saskatoon Police Service Community of Practice:

Angela Daigneault, Indigenous Relations Consultant, Equity and Cultural Engagement Unit

Aria Bueckert, Director, Human Resources Division

Ashley Mcleod, Sergeant, Equity and Cultural Engagement Unit

Ashley Smith, Director, Legal Services Division

Blair Pellerin, Superintendent, Criminal Investigations

Brad Jennings, Coordinator, Public Relations and Strategic Communications

Darren Pringle, Superintendent, Patrol

Dave Hays, Acting Deputy Chief, Support Services

Dorothea Swiftwolfe, Missing Person Liaison, Victim Services

Erica Weber, Sergeant, Restorative Justice Program Coordinator

Jenny Young, Corporate Strategy Advisor

Joanne Smallbones, Sergeant, Homicide Unit

John McLane, Constable, C Platoon

John Ng, Special Constable, Crime Analyst Team

Kalene Udchic, Constable, A/B Platoon

Kayla Oishi, Access and Privacy Officer

Lisa Nowosad, Inspector, A/B Platoon

Lynn Parenteau, Sergeant

Michael Horvath, Staff Sergeant, Patrol Support Section

Mitch Yuzdepski, Deputy Chief, Support Services

Pam Fouquette, Constable, Indigenous Recruiting, Human Resources Division

Patrick Nogier, Superintendent, Criminal Investigations

Sheri Watkins, Supervisor, Victim Services

Tamara Paulsen, Sergeant, Equity and Cultural Engagement Unit

Tonya Gresty, Inspector, Community Engagement Division

Troy Cooper, Chief of Police

Tyson Lavallee, Inspector, C/D Platoon

TRTI Team:

Dawn Deguire, OTC TRTI Consultant

Elaine Sutherland, Director of Treaty Education, Treaty Learning Journey Facilitator, OTC

Francisco Urrutia, Truth and Reconciliation Process Coordinator, OTC

Joni Brass, Truth and Reconciliation Data Coordinator, OTC

Lacey Fisher, OTC TRTI Consultant

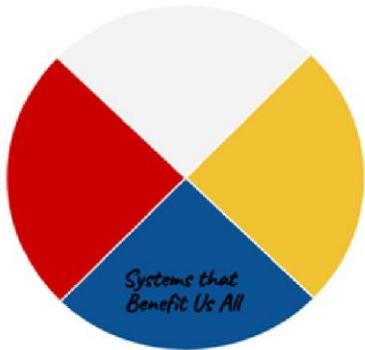
Rhett Sangster, Director, Reconciliation and Community Partnerships, OTC
Sara Solvey, OTC TRTI Consultant
Shaid Heimbecker, Truth and Reconciliation Process Coordinator, OTC
Tara Anderson, OTC TRTI Consultant

Appendix B: Summary of Recommendations Sorted by Element of the Vision and Phase of the TRTI Growth Model

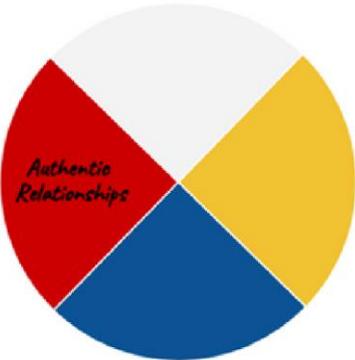
Element of the Vision	Phase of Change on TRTI Growth Model		
	Capacity Changes	Behavioural Changes	Societal Changes
 <p>Shared Understanding of Our History</p>	<p>Appreciate Treaty relationships and promises on this land</p> <p>7. Ensure all new SPS employees (both sworn and civilian) are provided with training to create a clear understanding of the importance of Treaties and the land.</p>	<p>Utilize trauma-informed approaches to reduce ongoing harms</p> <p>6. Advocate for transparency within complaint procedures made by the public against police misconduct.</p> <p>12. Develop a client-centered process for people reporting crimes of a sexual or sensitive nature at the SPS.</p> <p>13. Develop mechanisms for the continuous improvement of case closure processes.</p> <p>Facilitate meaningful restitution of past wrong doings</p> <p>20. Create and implement an external TRTI Communication Strategy.</p> <p>23. Commit to an annual monitoring, review, and reporting of all SPS actions that address the recommendations from the MMIWG Calls for Justice, the TRC Calls to Action, and the Stonechild Inquiry (as well as recommendations from other relevant national policing inquiries or reports such as Thunder Bay Police Report).</p>	<p>Ensure the land and its people are healthy and strong</p> <p>22. Establish measurement frameworks to analyze and determine the advancement of SPS' Truth and Reconciliation commitments.</p>

Element of the Vision	Phase of Change on TRTI Growth Model		
	Capacity Changes	Behavioural Changes	Societal Changes
	<p>Interact with different physical and digital spaces</p> <p>14. Adapt physical and digital spaces within the SPS to make them more inclusive, safe, and welcoming.</p>	<p>Emphasize indigenous perspectives in our interactions with each other and with the land</p> <p>18. Increase and expand the participation of all divisions within Indigenous ceremonies, events, and gatherings.</p> <p>Implement multiple knowledge systems at home, work, and in systems</p> <p>10. Include Treaty and Territorial Land Acknowledgements in SPS meetings, gatherings and events, as well as physical and digital spaces.</p>	<p>Integrate First Nations & Metis languages</p> <p>9. Expand SPS' capacity to offer services and materials in Indigenous languages.</p> <p>Transform all our spaces to be equitable and anti-oppressive</p> <p>1. Create a Strategic Priority specifically focused on advancing Truth, Reconciliation, and Treaty Implementation within the SPS.</p>

Element of the Vision	Phase of Change on TRTI Growth Model
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	<p>Capacity Changes</p>	<p>Behavioural Changes</p> <p>Hire Indigenous peoples 3. Strengthen SPS’s strategy to increase Indigenous Peoples working in the police service.</p> <p>Increase cultural safety to ensure retention of Indigenous employees and leadership 5. Revise internal policies to increase cultural safety.</p> <p>Revise policies and practices to challenge systemic inequities 4. Expand strategic planning, programs and policies so that they include anti-racism elements. 2. Revise internal policies to encourage all employees at the SPS to attend Indigenous ceremonies and cultural events as a part of the TRTI process.</p>	<p>Societal Changes</p>
	<p>Phase of Change on TRTI Growth Model</p>		

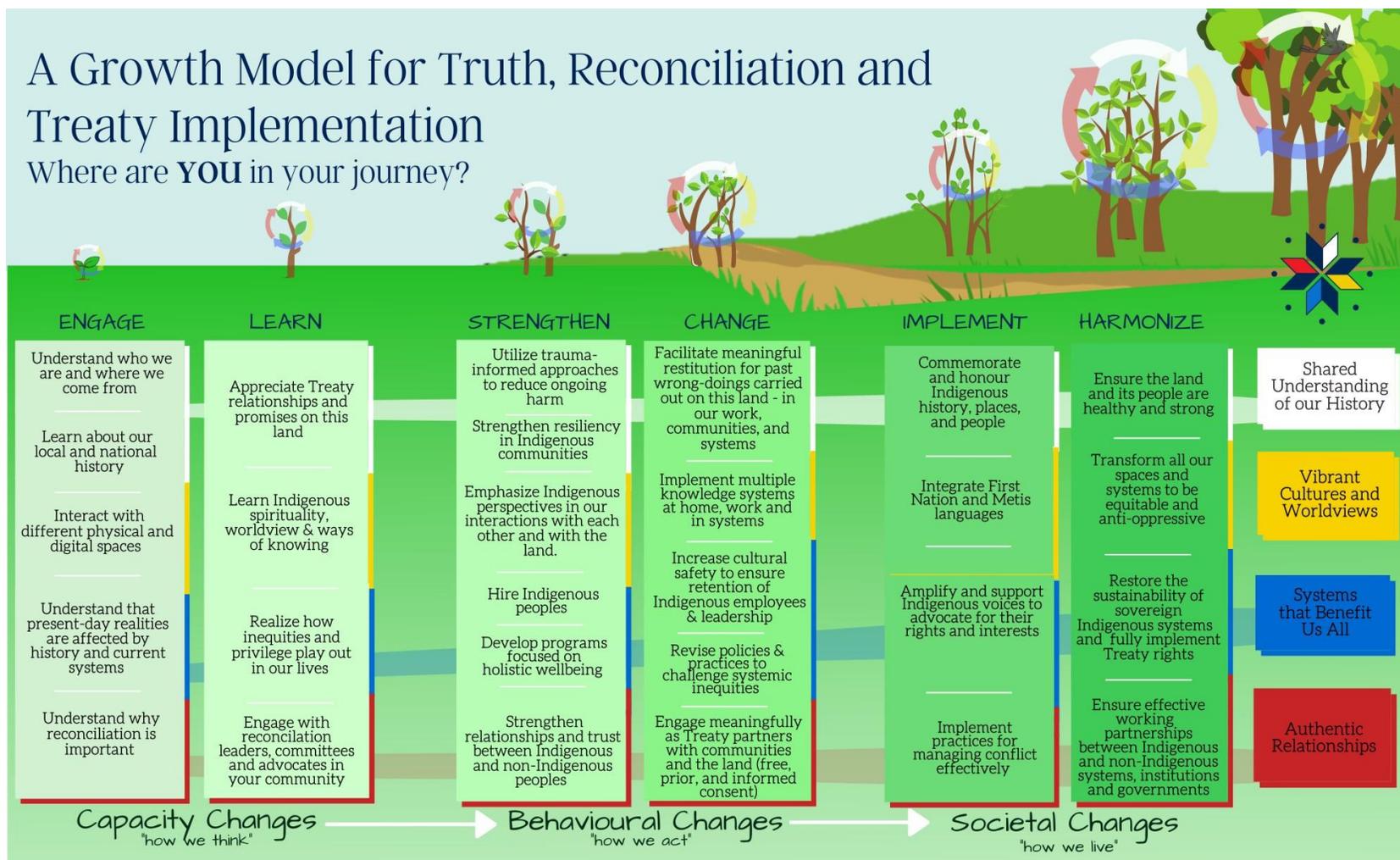
<p>Element of the Vision</p>	<p>Phase of Change on TRTI Growth Model</p>		
	<p>Capacity Changes</p>	<p>Behavioural Changes</p>	<p>Societal Changes</p>

	<p>Understand why reconciliation is important</p> <p>8. Create a TRTI Professional Development Learning Program for SPS employees.</p> <p>19. Create and implement an internal TRTI Communication Strategy.</p>	<p>Strengthen relationships and trust Between Indigenous and non-Indigenous people</p> <p>17. Increase capacity to build and maintain respectful relationships with First Nations, Métis and Inuit communities</p> <p>21. Create an ongoing communication plan that shares SPS' efforts and successes in community engagement, cultural responsiveness, TRTI processes, and antiracism initiatives (both internal and external measures).</p>	<p>Implement practices for managing conflict effectively</p> <p>11. Continue the analysis of the role policing (and the SPS specifically) play in the over-incarceration of Indigenous Peoples, ensuring actions are initiated that address identified areas for reduction.</p> <p>Ensure effective partnerships between Indigenous and non-Indigenous systems, institutions, and governments</p> <p>16. Revise and renew ongoing partnerships, seeking to increase and deepen engagement with key community partners, based upon the principles of reciprocity and mutual help.</p> <p>15. Create a comprehensive Community Engagement Strategy.</p>
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Appendix C: Truth and Reconciliation through Treaty Implementation Growth Model

A Growth Model for Truth, Reconciliation and Treaty Implementation

Where are YOU in your journey?



Appendix D: SPS Professional Development Learning Program for Truth and Reconciliation

Recommendations 7 and 8 of this Implementation Plan call on SPS to develop and deliver an SPS TRTI Professional Development Learning Program for all new and current employees (sworn members and civilian). This program should represent a continuous learning journey within Truth & Reconciliation, should be linked to performance and promotion opportunities throughout the duration of an SPS employees' career, and should include the following elements (as developed in Phase 1 of this process):

- 1. Multi-day training on cultural competency, Indigenous spirituality, protocols, and ways of knowing. This should be done so that the distinct Indigenous groups living in each Treaty Territory in Saskatchewan are meaningfully represented.**
- 2. Multi-day training on anti-racism theory and skills-based training. This should include topics of power and privilege, and the foundations of micro-aggression, stereotyping, prejudice and discrimination.**
- 3. Multi-day training on trauma-informed, intergenerational narratives of the history, policies and impacts of the Indian Residential School System and how the consequences continue to be felt presently.**
- 4. Multi-day training on Treaties and Treaty Relationships, Treaty Promises, the consequences of broken Treaty Promises, the role of policing in Treaty (including SPS's history), and what it means to be a Treaty partner.**
- 5. Multi-day training on the contents of the MMIWG Calls for Justice including learning and identifying sexual exploitation and human trafficking.**
- 6. Multi-day, skills-based training in conflict resolution, de-escalation, non-violent communication, and human rights. This training should aim at increasing the capacity for frontline employees to manage conflict in a peaceful way.**

Appendix E: SPS Strengths, Challenges and Shared Vision:

During the first session with the SPS's Community of Practice, participants were asked to reflect on what successful reconciliation looks like for them. Similarly, conversations expanded on what drives their work at SPS and their future vision for reconciliation within the organization. The Community of Practice also spent time specifically reflecting on key elements of the SPS's shared identity, as well as their strengths and challenges.

Elder Julie Pitzel grounded this reconciliation visioning by reminding the Community of Practice that *"We have to remember, we're working together for the good of others, for our children and our grandchildren."*

The Community of Practice's shared vision for reconciliation in the future included:

- A harmonious community which was free from bias and racism. This included a clear understanding of the history of Indigenous peoples in Canada and respectful relationships throughout.
- Meaningful change within policing and justice represented through trust built between police and Indigenous Peoples, systems with strong supports, and organizational practices built upon Indigenous ways of knowing and understanding.
- SPS was described as a strong organization that has been leading the way in truth and reconciliation processes.

The Community of Practice envisioned a future in which the work has been successful and is "now a part of the fabric of our everyday lives." They visualized themselves as trust-builders and allies who created coalitions and partnerships, identified and eliminated bias and engaged with the community. They hoped to be good listeners and learners along the way.

Identified strengths in engagement with the TRTI process:

- A strong commitment to TRTI exists already.
- Desire to build upon steps that have already been taken.
- Strong organizational structure.
- Rich community connections.
- An excellent facility which can be a connection point in the community.
- Innovative and open-minded staff members who want to see change.

Identified challenges brought forward:

- Competing resources such as funding or time for training.
- The need to overcome prominent negative public perceptions and narratives, both local and national, regarding policing and the SPS specifically.
- Variability across the organization in terms of where members are at within their own truth and reconciliation journeys.
- Difficulty spreading meaningful change throughout all parts of the large organization.
- Ensuring the sustainability and endurance of the changes.
- Difficulty with changing people's habitual ways of thinking and ways of working.

Appendix F: Developing the Recommendations: Themes from the Community of Practice:

The information gathered from the SPS Activity Scans, Growth Model survey, and Community of Practice group discussions (see page 5 for details) was thoroughly collated to create seven core themes highlighting the key findings of this analysis. These themes, which fed into the creation of the recommendations in this Action Plan, include:

1) Understanding Impact

The SPS is considering how they can better assess growth and more meaningfully understand the impact that is being made from past and current efforts within Truth and Reconciliation. There is a desire to clarify the most valuable way to spend limited and competing resources, how to compare to other investments within the organization, and whether efforts are leading to desired outcomes.

2) Communication

A need for increased communication efforts is at the forefront of Community of Practice members' minds, with questions regarding how best "to tell the good stories" being of particular interest. This theme has multifaceted considerations;

- a. Internal Communication – Increasing familiarity across the entire SPS, through new and creative communication strategies beyond just "top down," to ensure continuing awareness of TRTI efforts across the police service.
- b. External Communication – Raising public awareness of efforts being made by the SPS to help support trust-building in the community and find opportunities for improving public perception of policing.
- c. Communication Processes – There is a need for closing the loop with communication, when the police are engaging with individuals and communities. An example from group discussions is "closing the circle" with individuals involved with SPS in investigating cases, ensuring they receive pertinent information such as a case update or reasons for case closure.

3) Community Engagement

There is a recognition of the importance of engaging the external community as SPS continues their TRTI journey. Clearly and comprehensively understanding what the community (with a special emphasis on Indigenous communities) wants from their relationship with the SPS and the outcomes they are seeking in service delivery are invaluable. For example, exploring where the gaps in public trust are most prominent and initiating specific efforts based upon these gaps. Community engagement also overlaps with aforementioned themes as it is critical in understanding impact of activities and developing effective external communication strategies.

4) Variation within the Organization

Gaps of consistency within the SPS were identified related to commitment and levels of understanding about Truth and Reconciliation, anti-racism, and cultural responsiveness. Specific emphasis was placed on the need for activities that would impact "the frontline" (to be created in consultation and partnership with those employees) as they are most frequently having interactions in the community. Variations within the organization cited by the Community of Practice included:

- a. Executive Leadership compared to "Boots on the Ground"
- b. Sworn members compared to Civilian members
- c. Units more engaged with Truth and Reconciliation compared to other units who generally are not engaging

5) Strengthening the Indigenous Workforce

There is recognition that the SPS values a diverse workforce and has already put effort into an Indigenous Recruitment Strategy, but the Community of Practice asserted that barriers continue to exist related to having Indigenous peoples represented within the employees and leadership of SPS. These challenges will need to be addressed through culturally responsive and intentional recruitment approaches, retention strategies, and promotion processes that reflect the value of a strong Indigenous workforce and ultimately results in increases in Indigenous presence in key areas from patrol to senior leadership.

6) Sustainability and Shared Responsibility

The Community of Practice sees a need for a long-term commitment to ensure truth and reconciliation efforts are sustained. A future focus on creating approaches that are not regularly interrupted based on personnel changes and where there is continuity of relationships will be essential. Attention will need to be put into ensuring traction beyond specific leaders or people in roles to make changes that last well into the future.

7) Building on the Foundations that have been Established

The SPS has a number of activities related to their efforts since 2019 within each element of the TRTI Vision and within various phases of the Growth Model. There is a clear recognition of growth and pride in what has already been accomplished, especially in recent years. The organization is excited to build on the foundational changes they've already made and continue to explore the more complex realities that they are still facing. Specifically, this relates to needed societal change, the key place that policing holds within our current society, and the particularly painful relationship that police have had with Indigenous peoples.

Developing the Recommendations: Considerations from the TRTI Growth Model

In addition to the themes from the Community of Practice, the TRTI team also reviewed the Growth Model indicators and outcomes with relevance to the policing sector and SPS to put forward the following considerations for the recommendations:

1. Strengthen Commitments to Honoring Treaty Relationships

Policing was from the beginning a key promise found in Canada's numbered Treaties, including Treaty 6. The Crown promised in Treaty to protect First Nations. One of the North-West Mounted Police's (NWMP) first tasks was to pursue the perpetrators of the massacre of Nakoda people at Fort Walsh (Cypress Hills). The Treaty promise of policing was meant as a partnership. First Nations Headman suits provided by the Crown were modeled after that of the NWMP, sharing the same brass buttons, but with blue cloth instead of red. This reinforced the Nations authority in policing their communities, in partnership with Canadian policing. As part of the law enforcement system in the province that includes other entities like the RCMP, the SPS has a unique opportunity to embrace the spirit and intent of Treaty and to honour the early relationships that the policing community held with Indigenous Nations at the time of the Treaty deliberations. Committing to leadership and role-modeling as *Treaty relatives* holds potential to make a tremendous impact for strengthening relationships between Indigenous and non-Indigenous Peoples. The SPS' current Vision, is "to continuously improve community safety." Future Vision considerations that include the spirit and intent of Treaty relationships can contribute to important organizational shifts in perception that highlight/augment the central responsibility and Treaty obligation of SPS to provide and partner in policing within Treaty 6 Territory.

2. Value of Indigenous Languages

The TRTI foundational documents that were examined to create the Growth Model put a high value on Indigenous languages and language revitalization. Survey responses from SPS showed a low level of agreement related to engagement with First Nations and Métis languages. It will be important to explore how the SPS can advocate for the resurgence of Indigenous languages by developing and/or increasing capacity to offer services and materials in Indigenous languages (e.g., programs to incentivize the learning of local Indigenous languages for front-facing employees, access to legal, reporting of crimes and complaint services translated in local Indigenous languages, and the hiring of an SPS dedicated Indigenous language speaker.

3. Contributing to Societal Transformation in the Policing Sector

As a policing organization, many of the Canadian reconciliation-based source documents that inform the TRTI process have specific relevance to the SPS. Examples include the MMIWG Calls for Justice from the National Inquiry into Missing and Murdered Indigenous Women and Girls, as well as Calls to Action from the Truth and Reconciliation Commission which speak directly to policing reform and therefore are critical for SPS. Building on present efforts to help create systemic change⁵ is an exciting opportunity for SPS, and for other law enforcement institutions like the RCMP.

⁵ It should be noted that even though a particular emphasis is put on MMIWG given its relevance, a systemic change needs to consider too other impacted populations, like Missing and Murdered Indigenous Boys and Men.

4. Understanding and Addressing the Historical and Contemporary Relationship between the Saskatoon Police Service and Indigenous Peoples

A *Shared Understanding of Our History* is an essential component of reconciliation and is represented as one of the four elements of the OTC's Vision for success. For SPS, this needs to encompass a deeper understanding of past wrong-doings, publicly and regularly acknowledging the Saskatoon Police Services' role in previous harms committed against Indigenous Peoples, as well as communicating the current work being done to address these issues in a meaningful way. This includes continuous review and revision of programs and policies that address recommendations made in important documents for the SPS like the MMIWG Calls for Justice and the Stonechild Inquiry. Understanding and acknowledging SPS's role in systemic violence, discrimination and injustice, presents an opportunity for the SPS to build trust and strengthen relationships within the communities they serve. Within this Vision, SPS' commitments to engaging with the TRTI outcome – *Facilitate meaningful restitution for past wrong-doings carried out on this land* - represents significant and important movement towards the Societal Changes that the SPS endeavours to achieve.