Berg	gmar	n Report Recommendations Index							
#		Recommendation	Lead	Action	Anticipated start date	Anticipated Completion Date	Status	September 2021 Update	March 2022 Update
1	1	The HPS should draft a formal policy and procedure to mandate communication between the HPS S.E.A.T. representative and the Crime Management Office within the respective divisions.	uperintendent - Support Services	Draft new policy	01-Aug-20	30-Apr-21	Complete	Incident Command and Operational Planning Policy 4.3.41 has been drafted and was reviewed at Commanders in early September.	Incident Command and Operational Planning Policy 4.3.41 was drafted and reviewed at Commanders in early September. The policy was approved on October 25, 2021.  In-person training was conducted with S/Sgts and Crime Managers, as well as a mandatory CPKN online training module for all sworn members.
2	2	Upon receipt of a S.E.A.T application, the relevant HPS Crime Management Office should prepare an Operational Plan for the event.	uperintendent - Support Services	Draft new policy	01-Aug-20	30-Apr-21	Complete	Incident Command and Operational Planning Policy 4.3.41 has been drafted and was reviewed at Commanders in early September.	Incident Command and Operational Planning Policy 4.3.41 was drafted and reviewed at Commanders in early September. The policy was approved on October 25, 2021.  A new operational plan fillable template has been created and approved. This template is part of the revised policy noted above.  In-person training was conducted with S/Sgts and Crime Managers, as well as a mandatory CPKN online training module for all sworn members.
3		The Operational Plan should be drafted after consultation Sultantian Sultantia	uperintendent - Support Services	Draft new Operational Plan template - fillable form	01-Jul-20	Ongoing	In progress	The new Operational Plan Template has been placed on the Intranet and training will take place beginning the first week of September for all Crime Managers.	A new operational plan fillable template has been created and approved. This template is part of the revised policy noted above.  In-person training was conducted with S/Sgts and Crime Managers, as well as a mandatory CPKN online training module for all sworn members.  A SEAT application has not been filed.  The 2S&LGBTQIA+ Officer has met with Pride Hamilton regarding plans for the 2022 Pride Celebration.
4	4	The Operational Plan must include the name and contact information for at least one Pride organizer and organizers should be provided with contact information for a commanding officer who will be present at the event.	uperintendent - Support Services	Draft new Operational Plan template - fillable form	01-Jul-20	Ongoing	Complete	Incident Command and Operational Planning Policy 4.3.41 has been drafted and was reviewed at Commanders in early September.  The Division 20 Crime Manager will reach out to Pride Hamilton in March 2022 regarding plans for next year's Pride celebration.	Incident Command and Operational Planning Policy 4.3.41 was drafted and reviewed at Commanders in early September. The policy was approved on October 25, 2021.  A new operational plan fillable template has been created and approved. This template is part of the revised policy noted above.  A SEAT application has not been filed.  The 2S&LGBTQIA+ Officer has met with Pride Hamilton regarding plans for the 2022 Pride Celebration.
5	5	HPS officers, including the LGBTQ Liaison Officer, should meet with Pride organizers to discuss public safety issues after the Operational Plan is drafted and before the event takes place.	uperintendent - Support Services	Draft new Operational Plan template - fillable form	01-Jul-20	Ongoing	In progress	Incident Command and Operational Planning Policy 4.3.41 has been drafted and was reviewed at Commanders in early September.	

Bergm	an Report Recommendations Index							
#	Recommendation	Lead	Action	Anticipated start date	Anticipated Completion Date	Status	September 2021 Update	March 2022 Update
6	HPS, the Board or the City of Hamilton should consider providing a grant to Pride Hamilton to subsidize the cost of paid duty officers.	Chief's Office	Explore grant opportunities	01-Jul-20	Ongoing	In progress	submissions from PRIDE.	Where grant opportunities are available, Hamilton Police Service would support submissions from PRIDE.  t Where grant opportunities are present, Hamilton Police Service will forward that information to PRIDE.
7	The Operational Plan for Pride in the Park 2021 must include far more information than it has in previous years.	Superintendent - Support Services	Draft new Operational Plan template - fillable form	01-Jul-20	01-Mar-21	Complete	Incident Command and Operational Planning Policy 4.3.41 has been drafted and was reviewed at Commanders in early September.  A new operational plan fillable template has been created and approved. This template is part of the revised policy noted above.	
8	The Operational Plan should be available for officers to review at least two weeks prior to Pride in the Park 2021.	Superintendent - Support Services	Draft new Operational Plan template - fillable form	01-Jul-20	Ongoing	In progress	Incident Command and Operational Planning Policy 4.3.41 has been drafted and was reviewed at Commanders in early September.	Incident Command and Operational Planning Policy 4.3.41 was drafted and reviewed at Commanders in early September. The policy was approved on October 25, 2021.  A new operational plan fillable template has been created and approved. This template is part of the revised policy noted above.  A SEAT application has not been filed.  In-person training was conducted with S/Sgts and Crime Managers, as well as a mandatory CPKN online training module for all sworn members.
9	Pre-Pride HPS briefings for officers must be detailed.	Superintendent - Support Services Community Relations	Draft new Operational Plan template - fillable form	01-Jul-20	Ongoing	Complete	Incident Command and Operational Planning Policy 4.3.41 has been drafted and was reviewed at Commanders in early September.	Incident Command and Operational Planning Policy 4.3.41 was drafted and reviewed at Commanders in early September. The policy was approved on October 25, 2021.  A new operational plan fillable template has been created and approved. This template is part of the revised policy noted above.  A SEAT application has not been filed.  In-person training was conducted with S/Sgts and Crime Managers, as well as a mandatory CPKN online training module for all sworn members.
10	On the day of the event, supervising officer(s) should arrive at the park and contact organizers well in advance of the start.	Superintendent - Support Services	Draft new policy	01-Aug-20	Ongoing	In progress	Incident Command and Operational Planning Policy 4.3.41 has been drafted and was reviewed at Commanders in early September.	Incident Command and Operational Planning Policy 4.3.41 was drafted and reviewed at Commanders in early September. The policy was approved on October 25, 2021.  A new operational plan fillable template has been created and approved. This template is part of the revised policy noted above.  In-person training was conducted with S/Sgts and Crime Managers, as well as a mandatory CPKN online training module for all sworn members.  A SEAT application has not been filed.  The 2S&LGBTQIA+ Officer and Crime Manager will meet with Pride organizers to review safety issues prior to the event.

The District Control of Section (as in this control of Section									
The HTML state of the properties of the Part State of the Part Sta	reviewed at Commanders in early September. The policy was approved on October 25, 2021.  A new operational plan fillable template has been created and approved. This template is part of the revised policy noted above.  In-person training was conducted with S/Sgts and Crime Managers, as well as a mandatory CPKN online training module for all sworn members.  A SEAT application has not been filed.  The 25&LGBTQIA+ Officer and Crime Manager will meet with Pride organizers to		Complete	gniognO	0S-guA-10	Draft new policy	noddns - nepuenuuedns	communication with Pride organizers for the duration of th	<b>13</b> c
Incident Commendation Bate   Status   Completion Bate   Status   Completion Bate   Status   S	reviewed at Commanders in early September. The policy was approved on October 25, 2021.  A new operational plan fillable template has been created and approved. This template is part of the revised policy noted above.  In-person training was conducted with S/Sgts and Crime Managers, as well as a mandatory CPKN online training module for all sworn members.  A SEAT application has not been filed.  The 25&LGBTQIA+ Officer and Crime Manager will meet with Pride organizers to		ətəldmoƏ	gniognО	0Z-InI-TO			Officers should be prepared for the arrival of Agitators.	) Zī
SUDICE HOUSE AND A COUNTY OF THE PROPERTY OF T	reviewed at Commanders in early September. The policy was approved on October 25, 2021.  A new operational plan fillable template has been created and approved. This template is part of the revised policy noted above.  In-person training was conducted with S/Sgts and Crime Managers, as well as a mandatory CPKN online training module for all sworn members.  A SEAT application has not been filed.  The 25&LGBTQIA+ Officer and Crime Manager will meet with Pride organizers to review safety issues prior to the event.	was reviewed at Commanders in early September.	ə‡əldmo⊃		OZ-InI-TO			enforcement officer to enforce by-laws that ensure a	7.T
	March 2022 Update	September 2021 Update	sutet2			noitɔA	Геэд	Recommendation	4

Bergm	an Report Recommendations Index								
#	Recommendation	Lead	Action	Anticipated start date	Anticipated Completion Date	Status	September 2021 Update	March 2022 Update	
14	Police should attempt to engage and coordinate with Pride defenders to the greatest extent possible.	Superintendent - Support Services	Draft new Operational Plan template - fillable form	01-Jul-20	Ongoing	Complete	Incident Command and Operational Planning Policy 4.3.41 has been drafted and was reviewed at Commanders in early September.	Incident Command and Operational Planning Policy 4.3.41 was drafted and reviewed at Commanders in early September. The policy was approved on October 25, 2021.  A new operational plan fillable template has been created and approved. This template is part of the revised policy noted above.  In-person training was conducted with S/Sgts and Crime Managers, as well as a mandatory CPKN online training module for all sworn members.  A SEAT application has not been filed.  The 2S&LGBTQIA+ Officer and Crime Manager will meet with Pride organizers to review safety issues prior to the event.	
15	The HPS should unequivocally apologize to the community for creating the impression that the police response to Agitators would have been different had the HPS been formally invited to the event.	Chief's Office	Draft apology	11-Jun-20	11-Jun-20	Complete	Hamilton Police Chief Eric Girt formally apologized to the community at the Hamilton Police Service Board meeting on June 11, 2020, and a formal statement issued after the meeting.	Hamilton Police Chief Eric Girt formally apologized to the community at the Hamilton Police Service Board meeting on June 11, 2020, and a formal statement issued after the meeting.	
16	The HPS should apologize to the community for inadequate planning and lack of preparation for Hamilton Pride 2019.	Chief's Office	Draft apology	11-Jun-20	11-Jun-20	Complete	Hamilton Police Chief Eric Girt formally apologized to the community at the Hamilton Police Service Board meeting on June 11, 2020, and a formal statement issued after the meeting.	Hamilton Police Chief Eric Girt formally apologized to the community at the Hamilton Police Service Board meeting on June 11, 2020, and a formal statement issued after the meeting.	
17	The HPS should apologize to the community for the public statements made during and after the event and for equating the conduct of the Agitators with that of Pride Defenders.	Chief's Office	Draft apology	11-Jun-20	11-Jun-20	Complete	Hamilton Police Chief Eric Girt formally apologized to the community at the Hamilton Police Service Board meeting on June 11, 2020, and a formal statement issued after the meeting.	Hamilton Police Chief Eric Girt formally apologized to the community at the Hamilton Police Service Board meeting on June 11, 2020, and a formal statement issued after the meeting.	
18	The HPS should apologize to the community for the lack of communication with Pride Organizers.	Chief's Office	Draft apology	11-Jun-20	11-Jun-20	Complete	Hamilton Police Chief Eric Girt formally apologized to the community at the Hamilton Police Service Board meeting on June 11, 2020, and a formal statement issued after the meeting.	Hamilton Police Chief Eric Girt formally apologized to the community at the Hamilton Police Service Board meeting on June 11, 2020, and a formal statement issued after the meeting.	
19	The HPS and the Board should publicly acknowledge that building a relationship of mutual trust will take years and should commit to the hard work necessary for that to happen.	Chief's Office	Draft apology	11-Jun-20	11-Jun-20	Complete	Hamilton Police Chief Eric Girt formally apologized to the community at the Hamilton Police Service Board meeting on June 11, 2020, and a formal statement issued after the meeting.	Hamilton Police Chief Eric Girt formally apologized to the community at the Hamilton Police Service Board meeting on June 11, 2020, and a formal statement issued after the meeting.	
20	The HPS should acknowledge to the community that more needs to be done to protect Pride attendees and Two-Spirit and LGBTQIA+ community members from Agitators who wish to disrupt events and cause conflict. The HPS should acknowledge they understand the perception in the community that they are protecting hatemongers and commit to doing more to balance these Agitators' free speech rights without interfering with the community's peaceful, lawful use of public spaces.	Chief's Office	Draft apology	11-Jun-20	11-Jun-20	Complete	Hamilton Police Chief Eric Girt formally apologized to the community at the Hamilton Police Service Board meeting on June 11, 2020, and a formal statement issued after the meeting.	Hamilton Police Chief Eric Girt formally apologized to the community at the Hamilton Police Service Board meeting on June 11, 2020, and a formal statement issued after the meeting.	
21	The HPS should refrain from making comments around recruitment booths and police inclusion at Two-Spirit and LGBTQIA+ events until a joint statement can be issued with Pride Hamilton. Instead, the HPS should issue a statement such as "The Hamilton Police Service is committed to protecting the public safety and ensuring that Pride 2021 is a success for everyone who attends to celebrate the diversity of Hamilton. The HPS will work with Pride organizers to ensure a safe event where everyone is respected regardless of whether the HPS is asked to participate in Pride."	Corporate Communicator	Draft mutually agreed upon statement prior to Pride 2021 in conjunction with organizers	01-Jun-21	01-May-21	In progress	Prior to Pride 2022, Hamilton Police will reach out to Pride Hamilton organizers to draft a joint statement regarding the event and the police role.	Prior to Pride 2022, Hamilton Police will reach out to Pride Hamilton organizers to draft a joint statement regarding the event and the police role.  The 2S&LGBTQIA+ Officer has met with Pride Hamilton regarding plans for the 2022 Pride Celebration.  A SEAT application has not been filed.  Once more information is available regarding this year's celebration, Hamilton Police will engage with Pride Hamilton regarding the possibility of a joint statement.	

Bergma	an Report Recommendations Index										
#	Recommendation	Lead	Action	Anticipated start date	Anticipated Completion Date	Status	September 2021 Update	March 2022 Update			
22	The HPS should carefully review the role of and responsibilities associated with the LGBTQ Liaison Officer position and whether it ought to be a full-time, Sergeant level position.	ommunity Relations/EDI Specialist	Conduct a review of the position.	01-Sep-20	01-Mar-21	Complete	In June 2021, the Two-Spirit and LGBTQIA+ Liaison role was formally transitioned into a full time position.	In June 2021, the Two-Spirit and LGBTQIA+ Liaison role was formally transitioned into a full time position.			
23	The HPS should integrate the LGBTQ Liaison Officer position with the Community Relations Coordinator position and consider expanding these roles.	ommunity Relations/EDI Specialist	Conduct a review of the position.	01-Sep-20	01-Mar-21	Complete	The Two-Spirit and LGBTQIA+ Liaison Officer and Community Relations Coordinator are organizationally situated in the Community Mobilization Division. Both roles work closely together and collaborate on community initiatives.	The Two-Spirit and LGBTQIA+ Liaison Officer and Community Relations Coordinator are organizationally situated in the Community Mobilization Division. Both roles work closely together and collaborate on community initiatives.			
24	The HPS, in consultation with the LGBTQ Liaison Officer and members of the ISN, should determine what role the LGBTQ Liaison Officer should have within the ISN.	ommunity Relations/EDI Specialist	Define the role and mandate of the ISN.	01-Sep-20	01-Mar-21	Complete	Within the ISN Terms of Reference, it is stipulated that the Two-Spirit and LGBTQIA+ Liaison Officer will be a standing member of the ISN.	Within the ISN Terms of Reference, it is stipulated that the Two-Spirit and LGBTQIA+ Liaison Officer will be a standing member of the ISN.			
25	The HPS should retain a third-party facilitator or mediator from a list provided by community members to facilitate future community meetings moving forward.	Community Relations	Create a list of qualified facilitators with the community.	01-Sep-20	01-Mar-21	In progress	HPS entered into an agreement with McMaster University to administer the Tw Spirit and LGBTQIA+ Communities Survey to help inform the selection of a suitable facilitator to lead ongoing conversations between police and Two-Spirit and LGBTQIA+ communities.  The Survey has been launched and a report will be prepared by McMaster University outlining the thematic analysis. This report is anticipated for completion in October.	Survey in October 2021. The final Report submitted by McMaster University is			
26	The HPS should consider holding larger town hall meetings to review their action plan, 'The Way Forward'.	Community Relations	Establish a mechanism for Town Hall meetings.	01-Oct-20	01-May-21	In progress	The Two-Spirit and LGBTQIA+ Communities Survey results will inform next steps on how HPS will work together with community to form working group(s) that reflect the various communities and their needs.	The Two-Spirit and LGBTQIA+ communities' recommendation and final selection of facilitator(s) will inform next steps on how HPS will work together with community to form working group(s) that reflect the various communities and their needs.			
27	The HPS should consult with the community to determine if and when it may be appropriate to recreate a community task force/advisory committee.	Community Relations	Facilitate creation of community working group.	01-Sep-20	01-May-21	In progress	The Two-Spirit and LGBTQIA+ Communities Survey results will inform what a community task force/advisory committee could look like, if and when, the community is ready.	The Two-Spirit and LGBTQIA+ communities' recommendation and final selection of facilitator(s) will inform next steps on how HPS will work together with community to form working group(s) that reflect the various communities and their needs.			
28	To build trust and foster a positive relationship with the Two-Spirit and LGBTQIA+ communities, the HPS leadership should consider having an inspector or higher ranking officer work with the HPS's Community Relations staff to conduct ongoing community outreach.	Chief's Office	Organizational Chart review	01-Jul-20	01-Jul-21	Complete	The Two-Spirit and LGBTQIA+ Liasion role is organizationally situated within the Community Mobilization Division. There is an Inspector and Superintendent assinged to oversee the division.	The Two-Spirit and LGBTQIA+ Liasion role is organizationally situated within the Community Mobilization Division. There is an Inspector and Superintendent assigned to oversee the division.			

Bergm	an Report Recommendations Index							
#	Recommendation	Lead	Action	Anticipated start date	Anticipated Completion Date	Status	September 2021 Update	March 2022 Update
29	During block training, the HPS must develop and mandate more in-depth seminars and hands-on training with respect to Two-Spirit and LGBTQIA+ issues.	Superintendent - Professional Development/EDI Specialist	Explore opportunities for in person training through CCDI.	Upon contract with external agency approval	Block Sept 2021	In progress	Internal training review was completed in Spring 2021.  Inclusive training strategic plan will be included in the EDI Strategy. The plan will address the gaps found in the internal review. The EDI Strategic Plan is expected to be delivered in late 2021.  A number of training sessions have been delivered by the Two Spirit and LGBTQIA+ Liasion Officer. This training was developed in consultation with community and community members had an opportunity to review it and provide input and that process is ongoing.  At BLOCK Training this year, all members will be provided with training with respect to Two-Spirit and LGBTQIA+ issues. This training will be delivered by the Two-Spirit and LGBTQIA+ Liasion Officer. In addition, members will also receive implicit bias training delivered virtually through the Canadian Police Knowledge Netwrok (CPKN). Further training will be delivered by EGALE, Canada's leading organization for Two-Spirit and LGBTQIA+ people and issues.  Two-Spirit and LGBTQIA+ ISN members have been offered priority seats at this training as part of their role in the ISN and larger organization. In addition, all members will be reciveing a equity, diversity and inclusion training starting this September 2021.	- The diverse communities we serve - Two-Spirit and LGBTQIA+ matters - Implicit bias, harassment and discrimination  Planning for BLOCK 2022-2023 is underway with consideration to include practical scenarios into BLOCK/Use of Force. In addition, EGALE training took place with Senior Command in September 2021.  On February 28, 2022, HPS hosted the EDI Strategic Planning Day where members participated in EDI centred focus groups relating to talent management, competency building, policy frameworks, incorporating EDI
30	The HPS should continue training officers with respect to appropriate and current terminology and the need for sensitivity when it comes to terminology.	Superintendent - Professional Development/EDI Specialist	Explore training opportunities.	01-Jul-20	Block 2021	In progress	Internal training review was completed in Spring 2021.  Inclusive training strategic plan will be included in the EDI Strategy. The plan will address the gaps found in the internal review. The EDI Strategic Plan is expected to be delivered in late 2021.  Further terminology and emotional intelligence training has been included in Block Training and will be delivered by both EGALE, the Two Spirit and LGBTQIA+ Liasion Officer and the EDI Specialist starting September 2021.	Enforcement). The project is designed to prepare officers to successfully intervene to prevent harm and to create a law enforcement culture that  Training regarding terminology is being done through the Two-Spirit and LGBTQIA+ training offered during BLOCK, the Egale training, Arbinger's Equity, Diversity & Inclusion training, as well as our internal speaker series (Indigenous
31	The HPS should work in conjunction with the ISN to create additional training materials regarding Two-Spirit and LGBTQIA+ issues, either through lectures or online materials. This training can focus on scenarios that arise in interactions between HPS officers and community members.	Superintendent - Professional Development/EDI Specialist	Meet with ISN to review training.	24-Jul-20	Ongoing	In progress	With the formalization of the ISN and the assessment of training gaps, the Two-Spirit and LGBTQIA+ Liasion Officer and the EDI Specialist will begin to consult the ISN for recommendations on additional training items in September. This is part of a larger five-year training framework being developed in consultation with the EDI Specialist to address equity, diversity and inclusion and ensure the continued education of our members.	speaker series. The first speaker was human rights activist Michelle Douglas and the second speaker is Dr. Penny Anderson, one of the first out Transgender priests in Canada. Further training opportunities are being assessed as the EDI

Bergm	an Report Recommendations Index						
#	Recommendation	Lead	Action	Anticipated start date	Anticipated Completion Date	Status	September 2021 Update March 2022 Update
32	The HPS should review training materials from other police services with regards to Two-Spirit and LGBTQIA+ issues and determine if there are training materials and programs that are suitable for the HPS to develop and deliver.	Superintendent - Professional Development/EDI Specialist	Reach out to other Police Services to review their training.	15-Jul-20	30-Sep-20	In progress	With the adoption of the new Two-Spirit and LGBTQIA+ Liasion Officer role, HPS has begun to review training materials from other Services to determine their relevance for HPS and Hamilton. The Two-Spirit and LGBTQIA+ Liasion Officer and the EDI Specialist will collaborate on this initiative with the Professional Development Division.  The implicit bias training being delivered to members through CPKN was identified as part of this review. This will be an ongoing and regular review of training material to identify further training opportunites.  HPS has canvassed Halton, Toronto, York and Peel. Most services use their ISN or their 25&LGBTQIA+ Liasion Officer to create and deliver training. HPS has also sought additional community input and collaboration on training modules to ensure the training best meets the needs of the community.  HPS has connected with Serving With Pride to deliver optional training for members. This was delayed due to COVID.  On March 14, HPS and neighbouring police services participated in discussions on how to serve the Trans and Gender Diverse community to foster the systemic and cultural change needed for bias-free and trans-inclusive policing.
33	The HPS officers should be required to work within the Two-Spirit and LGBTQIA+ communities in order to receive experiential training in conjunction with more traditional, lecture-oriented sessions. Officers of all ranks should interact with community members on a more regular basis.	Superintendent - Professional Development/EDI Specialist	Explore learning opportunities.	01-Sep-20	01-Sep-21	In progress	HPS is currently exploring potential community partnerships to offer experiential training for members.  The Two-Spirit and LGBTQIA+ Liaison Officer created a training module which will be presented to all Sworn Officers and Civilians in the BLOCK 2021-2022 sessions. Numerous community members reviewed the training module and provided feedback into the training content and the module reflects these important changes."  Beginning in 2022, HPS in conjunction with the 2S&LGBTQIA+ ISN, launched a lived experience speaker series. The first speaker was human rights activist Michelle Douglas and the second speaker is Dr. Penny Anderson, one of the first out Transgender priests in Canada.
34	All senior command officers should receive enhanced media training to ensure any media appearances are conducted with professionalism and convey appropriate messaging.	Corporate Communicator	Arrange media training.	01-Jul-20	01-Jun-21	In progress	Senior Officers participated in virtual media training offered by the OACP in August 2021.  In person training to be rescheduled once current public health restrictions are lifted.  Senior Officers participated in virtual media training offered by the OACP in August 2021.  In person training to be rescheduled once current public health restrictions are lifted.
35	The HPS must continue to support the ISN and clarify the role of the ISN.	Superintendent - Professional Development/EDI Specialist	Determine the ISN mission and goals.	01-Sep-20	01-Mar-21	Complete	Command continues to support the Two-Spirit and LGBTIQ+ ISN by meeting with the group bi-annually and on an ad hoc basis as per the outlined Terms of Reference.  The role of the ISN is to provide support, mentorship and guidance to Two-Spirit and LGBTQH+ members within the Hamilton Police Service. The purpose of the ISN has been developed by the group, in consultation with the EDI Specialist and is clearly articulated in the Terms of Reference.
36	The HPS should carefully consider undertaking a Diversity Audit or Organizational Culture Review.	Director - Human Resources/EDI Specialist	Partner with CCDI execute a diversity and inclusion survey.	13-Jul-20	05-Mar-20	Complete	Survey launched in January 2021. Administered by the Canadian Centre for Diversity and Inclusion, all HPS members were invited to participate.  Results from the survey will form the foundation for the EDI Strategy.  Survey launched in January 2021. Administered by the Canadian Centre for Diversity and Inclusion, all HPS members were invited to participate.  Results from the survey will form the foundation for the EDI Strategy.
37	The HPS should consider the legal tools discussed in this Report in the context of demonstrations at City Hall.	Legal Counsel	Conduct legal review.	01-Jul-20	31-Oct-20	Complete	Legal authorities have been considered and incorporated into the operational planning document.  Legal authorities have been considered and incorporated into the operational planning document.

Bergn	an Report Recommendations Index							
#	Recommendation	Lead	Action	Anticipated start date	Anticipated Completion Date	Status	September 2021 Update	March 2022 Update
38	The Board and/or HPS should institute a mechanism for external review and audit of these recommendations and grading of compliance. The HPS should be prepared to address how and in what manner it has responded to these recommendations 12 months and 24 months after the release of this Report.	Chief's Office	Establish external review.	01-Jul-20	Ongoing	In progress	The Two-Spirit and LGBTQIA+ Communities Survey results will inform what a community task force/advisory committee could look like, if and when, the community is ready.	The Two-Spirit and LGBTQIA+ Communities Survey results will inform what a community task force/advisory committee could look like, if and when, the community is ready.  Hamilton Police Service continues to provide the HPSB with bi-annual updates on how it has responded to the recommendations outlined in the report.  Progress reports are shared on the HPS website.

Bergma	n Report Recommendations #1 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
1	The HPS should draft a formal policy and procedure to mandate communication between the HPS S.E.A.T. representative and the Crime Management Office within the respective divisions.	Supt. Schulenberg	Draft new policy	01-Aug-20	2 months	01-Oct-20	In progress	Reviewing Legal & other Agencies for consistency and best practices and training opportunities. Consideration for OP unit for consistency within Service and to ensure sustainable skill set? Difficult to build net-new and may need to be from existing compliment (SLO's or a Crime Manager from each division - 4 person unit led by Support?) F/U at Commander meeting. Consideration of mandatory fields for templates

-											
-											
-											
-					7						
					Not started						

Bergma	n Report Recommendation #2 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
2	Upon receipt of a S.E.A.T application, the relevant HPS Crime Management Office should prepare an OP for the event.	Supt. Schulenberg	Draft new policy	01-Aug-20	2 months	01-Oct-20	In progress	

			-	

				Not started					

Bergma	n Report Recommendation #3 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
3	The OP should be drafted after consultation with Pride Organizers.	Supt. Schulenberg	Draft new Operational Plan template - fillable form	01-Jul-20	2 months	01-Sep-20	In progress	

			-	

				Not started					

Bergma	n Report Recommendation #4 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
4	The OP must include the name and contact information for at least one Pride organizer and organizers should be provided with contact information for a commanding officer who will be present at the event.	Supt. Schulenberg	Draft new Operational Plan template - fillable form	01-Jul-20	2 months	01-Sep-20	In progress	

			-	

				Not started					

Bergma	n Report Recommendation #5 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
5	HPS officers, including the LGBTQ Liaison Officer, should meet with Pride organizers to discuss public safety issues after the OP is drafted and before the event takes place.	Supt. Schulenberg	Draft new Operational Plan template - fillable form	01-Jul-20	2 months	01-Sep-20	In progress	

			-	

				Not started					

Bergma	n Report Recommendation #6 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
6	HPS, the Board or the City of Hamilton should consider providing a grant to Pride Hamilton to subsidize the cost of paid duty officers.	Chief's Office						

			-	

				Not started					

Bergma	n Report Recommendation #7 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
7	The OP for Pride in the Park 2021 must include far more information than it has in previous years.	Supt. Schulenberg	Draft new Operational Plan template - fillable form	01-Jul-20	2 months	01-Sep-20	In progress	

			-	

				Not started					

Bergm	an Report Recommendation #7 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
8	The OP for Pride in the Park 2021 must include far more information than it has in previous years.	Supt. Schulenberg	Draft new Operational Plan template - fillable form	01-Jul-20	2 months	01-Sep-20	In progress	

			-	

				Not started					

Bergma	n Report Recommendation #9 2020							
	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
9	Pre-Pride HPS briefings for officers must be detailed.	Supt. Schulenberg	Draft new Operational Plan template - fillable form	01-Jul-20	2 months	01-Sep-20	In progress	

			-	

				Not started					

Bergm	an Report Recommendation #10 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
10	On the day of the event, supervising officer(s) should arrive at the park and contact organizers well in advance of the start.	Supt. Schulenberg	Draft new policy	01-Aug-20	2 months	01-Oct-20	In progress	

			-	

				Not started					

Bergm	an Report Recommendation #11 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
11	The HPS should seek the assistance of a City by-law enforcement officer to enforce by-laws that ensure a peaceful and celebratory event.	Supt. Schulenberg	Draft new Operational Plan template - fillable form	01-Jul-20	2 months	01-Sep-20	In progress	

			-	

				Not started					

Bergm	an Report Recommendation #12 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
12	Officers should be prepared for the arrival of Agitators.	Supt. Schulenberg	Draft new Operational Plan template - fillable form	01-Jul-20	2 months	01-Sep-20	In progress	

			-	

				Not started					

Bergm	an Report Recommendation #13 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
13	HPS supervising officers at Gage Park should be in constant communication with Pride organizers for the duration of the event.	Supt. Schulenberg	Draft new policy	01-Aug-20	2 months	01-Oct-20	In progress	

			-	

				Not started					

Bergm	an Report Recommendation #14 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
14	Police should attempt to engage and coordinate with Pride defenders to the greatest extent possible.	Supt. Schulenberg	Draft new Operational Plan template - fillable form	01-Jul-20	2 months	01-Sep-20	In progress	

			-	

				Not started					

Bergma	n Report Recommendation #15 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
15	The HPS should unequivocally apologize to the community for creating the impression that the police response to Agitators would have been different had the HPS been formally invited to the event.	Jackie Penman	Draft apology	11-Jun-20	n/a	11-Jun-20	Complete	

			-	

				Not started					

Bergma	n Report Recommendation #16 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
16	The HPS should apologize to the community for inadequate planning and lack of preparation for Hamilton Pride 2019.	Jackie Penman	Draft apology	11-Jun-20	n/a	11-Jun-20	Complete	

			-	

				Not started					

Bergm	an Report Recommendation #17 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
17	The HPS should apologize to the community for the public statements made during and after the event and for equating the conduct of the Agitators with that of Pride Defenders.	Jackie Penman	Draft apology	11-Jun-20	n/a	11-Jun-20	Complete	

			-	

				Not started					

Bergm	an Report Recommendation #18 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
18	The HPS should apologize to the community for the lack of communication with Pride Organizers.	Jackie Penman	Draft apology	11-Jun-20	n/a	11-Jun-20	Complete	

			-	

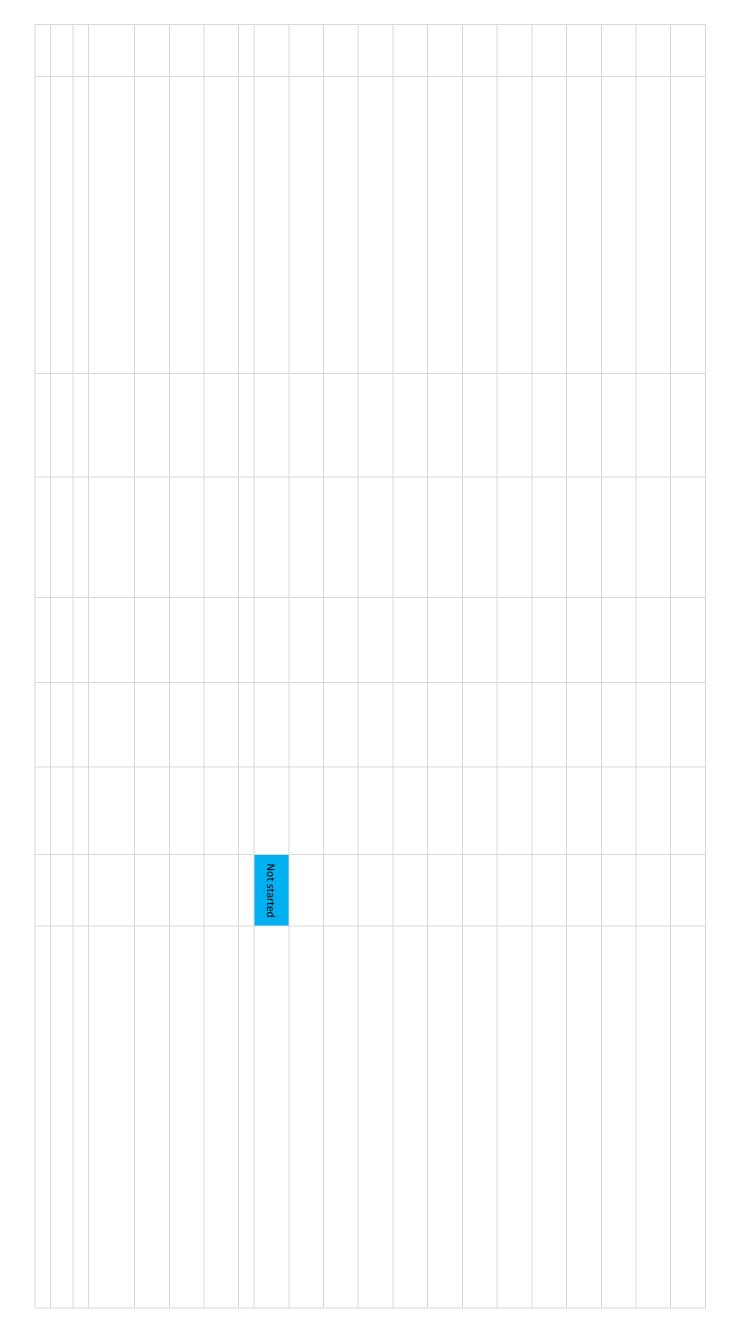
				Not started					

Bergm	an Report Recommendation #19 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
19	The HPS and the Board should publicly acknowledge that building a relationship of mutual trust will take years and should commit to the hard work necessary for that to happen.	Jackie Penman	Draft apology	11-Jun-20	n/a	11-Jun-20	Complete	

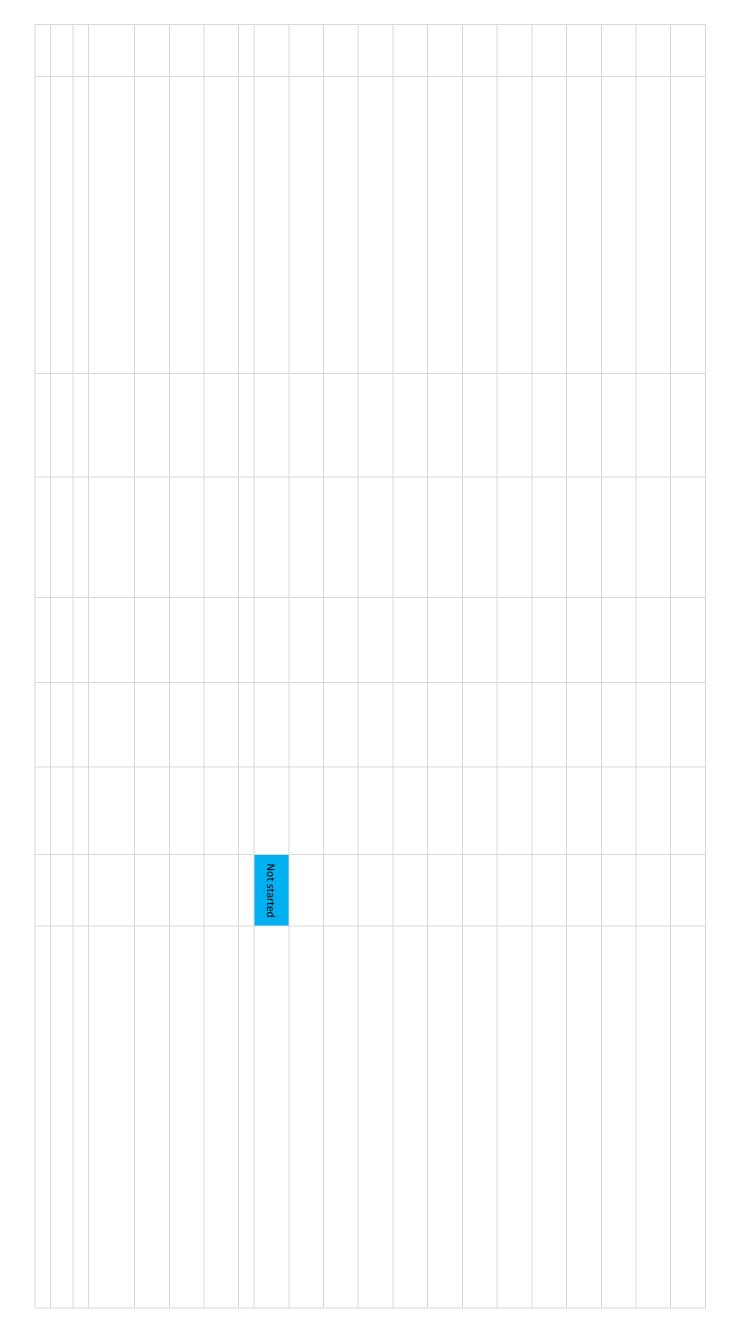
			-	

				Not started					

Bergm	an Report Recommendation #20 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
20	The HPS should acknowledge to the community that more needs to be done to protect Pride attendees and Two-Spirit and LGBTQIA+ community members from Agitators who wish to disrupt events and cause conflict. The HPS should acknowledge they understand the perception in the community that they are protecting hatemongers and commit to doing more to balance these Agitators' free speech rights without interfering with the community's peaceful, lawful use of public spaces.	Jackie Penman	Draft apology	11-Jun-20	n/a	11-Jun-20	Complete	



Bergma	n Report Recommendation #21 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
21	The HPS should refrain from making comments around recruitment booths and police inclusion at Two-Spirit and LGBTQIA+ events until a joint statement can be issued with Pride Hamilton. Instead, the HPS should issue a statement such as "The Hamilton Police Service is committed to protecting the public safety and ensuring that Pride 2021 is a success for everyone who attends to celebrate the diversity of Hamilton. The HPS will work with Pride organizers to ensure a safe event where everyone is respected regardless of whether the HPS is asked to participate in Pride."	Jackie Penman	Draft mutually agreed upon statement prior to Pride 2021 in conjunction with organizers	01-Jun-21	n/a	01-May-21	Not started	



Bergma	an Report - Recommendation #22 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
22	The HPS should carefully review the role of and responsibilities associated with the LGBTQ Liaison Officer position and whether it ought to be a full-time, Sergeant level position.	Supt. Mason	Will conduct a review on the position and specifically full-time vs. part-time, rank level, job description, and reporting structure and make a recommendation. Include consideration of a Diversity, Equity and Inclusion Office and where such a unit would fit within the	01-Sep-20	6 months	01-Mar-21		Will involve Jas Dhillion, Rebecca Moran. Conduct an internal review and make recommendations with regards to the position, rank level, job description and reporting structure. Review position with Deputy, CAO and HR.

			Not started
			Not started Not started
			Not started Programme Transfer of the Control of th
			Not started
			Not started Page 1
			Not started Page 1
			Not started
			Not started
			Not started
			Not started    Output

Bergma	an Report - Recommendation #23 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
23	The HPS should integrate the LGBTQ Liaison Officer position with the Community Relations Coordinator position and consider expanding these roles.	Supt. Mason	Will conduct a review on the position and specifically full-time vs. part-time, rank level, job description, and reporting structure and make a recommendation. Include consideration of a Diversity, Equity and Inclusion Office and where such a unit would fit within the organization.	01-Sep-20	6 months	01-Mar-21	In progress	Will involve Jas Dhillion, Rebecca Moran. Conduct an internal review and make recommendations with regards to the position, rank level, job description and reporting structure. Will examine and consider the possibility of a Diversity, Equity and Inclusion Office and where to best position it in the organization. Community feels EDI should directly report to the Chief (per Jas) but may be problematic due to risk/operations/etc.

			Not started	

The HPS, in consultation with the LGBTQ Liaison Officer and SN, and where it sits in the and mission of the ISN. Meet with LGBTQ Liaison and meet with ISN me	Bergma	Bergman Report - Recommendation #24 2020										
the role and mandate of the ISN, and where it sits in the organization. Need to review the focus of the ISN and determine it's mission and the focus of the ISN and determine it's mission and the role and mandate of the ISN.  The HPS, in consultation with the LGBTQ Liaison Officer and members of the ISN, should determine what role the LGBTQ Liaison of the ISN. Meet with LGBTQ Liaison and meet with ISN meet with LGBTQ Liaison and meet with ISN meet with ISN and determine it's mission and determine it's mission and determine it's mission and meet with ISN and determine it's mission and determine it's mission and meet with ISN and meet with ISN and determine it's mission and meet with ISN an	#	Recommendation	Lead	Activity		Duration	Anticipated Completion Date	Status	Notes			
	24	members of the ISN, should determine what role the LGBTQ	Supt. Mason	the role and mandate of the ISN, and where it sits in the organization. Need to review the focus of the ISN and determine it's mission and		6 months	01-Mar-21	In progress	In order to determine these roles need some parameters to determine the role and mission of the ISN. Meet with LGBTQ Liaison and meet with ISN members. Determine if the group is meeting the originally intended needs and goals. Jas has reached out to other agencies for best practice regarding ISN.			

			Not started

	I	I	

Bergma	an Report - Recommendation #25 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
25	The HPS should retain a third-party facilitator or mediator from a list provided by community members to facilitate future community meetings moving forward.	Supt. Mason	Determine acceptable list of qualified facilitators in consultation with the community. Determine cost and budgeting through Chief's office.	01-Sep-20	6 months	01-Mar-21	In progress	Through Community Relations Coordinator and LGBTQ Liaison Officer work to develop a list of approved facilitators with the proper qualifications to meet community and service needs. Will require proper costing projections and the budget impact (w/ Jas). Reach out to other Agencies for best practice and other contacts? Caution to ensure that list is inclusive for community.

1			

Company of the comp				
Company				
Control of the cont				
Control of the cont				
Company of the comp				
Company of the comp				
Not started  Not s				
Not started				
Not started				
Not started Not st				
Not started  Not s				
				Not started
				Not started
				Not started Not started
				Not started Not started
				Not started Page 1
				Not started Page 1
				Not started On the st
				Not started On the st
				Not started
				Not started Not started
				Not started Not started
				Not started Not started
				Not started Not started
				Not started  Not started
				Not started  Not started
				Not started  Not started
				Not started  Not started
				Not started  Not started
				Not started  Not started
				Not started  Not started
				Not started  Not started

Bergm	Bergman Report Recommendation #26 2020											
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes				
26	The HPS should consider holding larger town hall meetings to review their action plan, 'The Way Forward'.	Supt. Mason	Explore options for both pandemic and post-pandemic meetings, review strategies to increase attendance and engagement.	01-Oct-20	3 months	01-Jan-21	In progress	Will need to develop strategies in advance and look to engage the community and get feedback. Will work with Community Relations, LGBTQ Liaison and Corporate Communications. Action Plan is a conversation started and not necessarily definitive course of action. It's not me it's you				

-											
-											
-											
-					7						
					Not started						

Bergma	n Report - Recommendation #27 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
27	The HPS should consult with the community to determine if and when it may be appropriate to recreate a community task force/advisory committee.	Supt. Mason	Identify community stakeholders and determine readiness to begin to have facilitated dialogue.	01-Sep-20	6 months	01-Mar-21	In progress	Will involve LGBTQ Liaison and Community Relations Coordinator. Will need to first identify and agree upon a facilitator in order to guide the process. If Diversity, Equity and Inclusion Office established work with that unit to establish external relationships. SPECTRUM has recently sent letter to City's committee and advised that their actions were unacceptable. Letter extended to Service's response as well. Will necessitate moving forward as best as possible. Communication for members to show what we are doing?

			Not started	

	'	1	1		

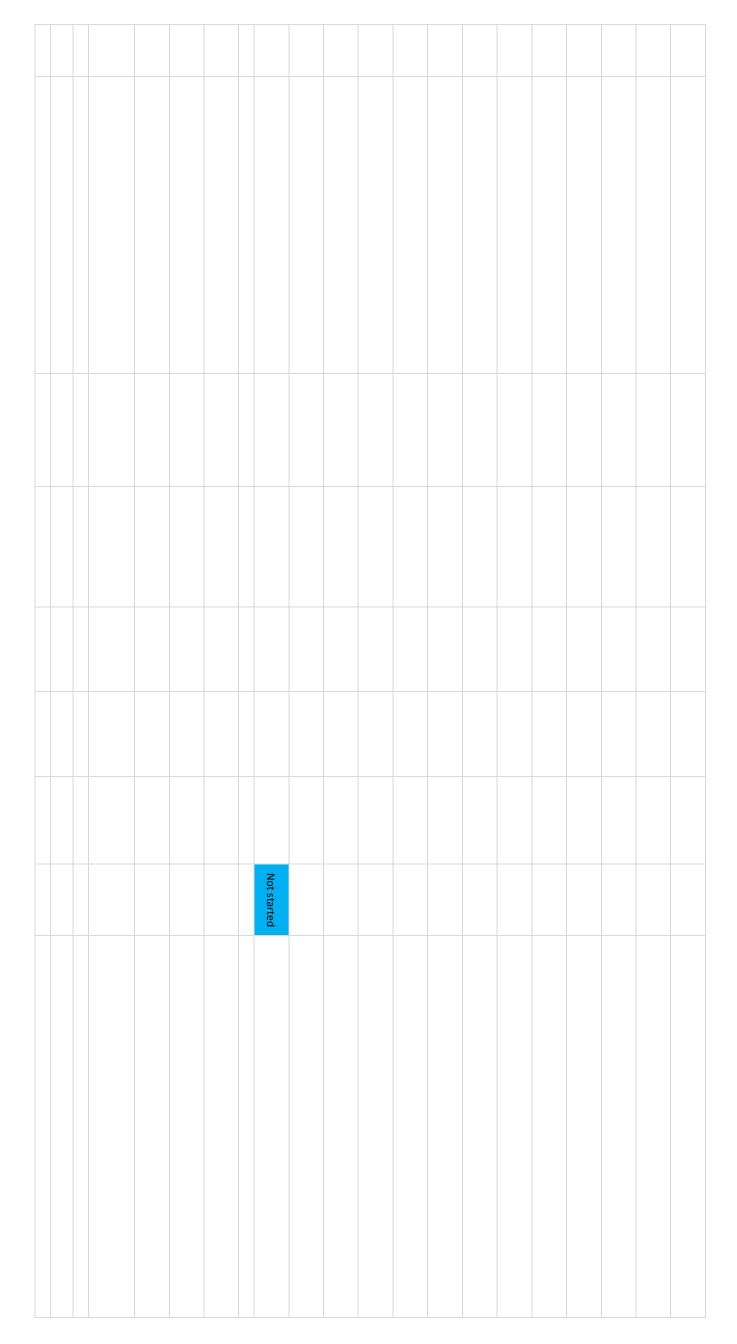
Bergma	an Report Recommendation #28 2020						
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Status	Notes
28	To build trust and foster a positive relationship with the Two-Spirit and LGBTQIA+ communities, the HPS leadership should consider having an inspector or higher ranking officer work with the HPS's Community Relations staff to conduct ongoing community outreach.	Chief's Office					Written internal message from the Chief regarding actions and direction. Chief to decide where positions will fall within Org Chart.

-											
-											
-											
-					7						
					Not started						

Bergma	n Report Recommendation #29 2020						
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Notes Status
29	During block training, the HPS must develop and mandate more in-depth seminars and hands-on training with respect to Two-Spirit and LGBTQIA+ issues.			1) upon contract with external agency approval		1) in time for Block Sept 2021	Not started

				Not started					

Bergma	n Report Recommendation #30 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
30	The HPS should continue training officers with respect to appropriate and current terminology and the need for sensitivity when it comes to terminology.		training package established with SPRC	package ready for Nov 2020	1) in-person training provided in sessions 2) n/a	1) All sessions completed in October 2019 2) n/a 3) August 17, 2020 for response from OHR	In progress	1) Positive Space training was developed and delivered by SPRC to Command staff and S/Sgts 2) Incomplete. Training through contract cancelled by SPRC 3) Explore opportunities for both in person and online training opportunities with OHR. Week of July 13 - email exchange started with OHR for training platforms and costs requested



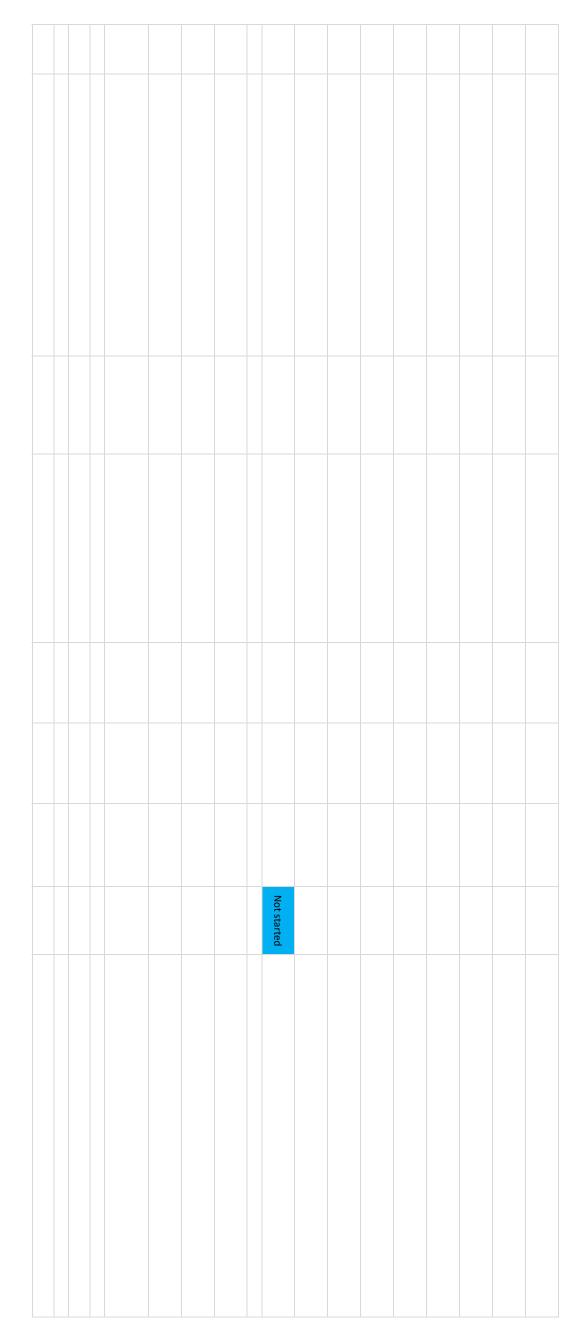
Bergma	n Report Recommendation #31 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
31	The HPS should work in conjunction with the ISN to create additional training materials regarding Two-Spirit and LGBTQIA+ issues, either through lectures or online materials. This training can focus on scenarios that arise in interactions between HPS officers and community members.	Supt. Goodes-Ritchie	review training		term review and opportunities	1) Block 2021 for in-person training and u/k (perhaps a few months) for on- line		Meeting held with Rebecca Moran. ISN does not have training materials.  Discussion on next steps for a potential on-line program short term and literature review of Serving with Pride for potential start of Block Sept 2021

			Not started	
			Not started	

Bergma	n Report - Recommendation #32 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
32	The HPS should review training materials from other police services with regards to Two-Spirit and LGBTQIA+ issues and determine if there are training materials and programs that are suitable for the HPS to develop and deliver.		1) Reach out to other Police Services to review their training	1) July 15, 2020 2) July 22, 2020	1) 4 weeks 2) 4 weeks	1) August 17/20 2) August 17/20	In progress	Review to be conducted of CPKN and OPVTA training. Review underway as of July 15, 2020     Emails sent out to all other Training Branches to obtain this material

		Not started	

ergma	an Report - Recommendation #33 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
33	The HPS officers should be required to work within the Two-Spirit and LGBTQIA+ communities in order to receive experiential training in conjunction with more traditional, lecture-oriented sessions. Officers of all ranks should interact with community members on a more regular basis.	Supt. Mason	Will involve work and discussion with LGBTQ Liaison and community partners to determine how best to facilitate this moving forward. If a Diversity, Equity and Inclusion Office is established this would form part of the role of that office.	01-Sep-20	1 year	01-Sep-21	In progress	Other tasks will need to be underway and/or completed prior to starting this. For example some training prior this work taking place would beneficial. It will be important to define what working within the community means. Explore opportunities to attend events and build bridges. Identify work already being done below the surface by officers. How do we address other groups wishing the same consideration in the future?



Bergma	n Report Recommendation #34 2020							
	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
34	All senior command officers should receive enhanced media training to ensure any media appearances are conducted with professionalism and convey appropriate messaging.	Jackie Penman					In progress	FBI unable to attend due to COVID. Private training being investigated.

-											
-											
-											
-					7						
					Not started						

Bergm	an Report - Recommendation #35 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
35	The HPS must continue to support the ISN and clarify the role of the ISN.	Supt. Mason	Review the focus of the ISN and determine it's mission and goals. Clarify roles and expectations and support required. To start have the Chief define the role and mandate of the ISN, and where it sits in the organization.	01-Sep-20	6 months	01-Mar-21	In progress	Chief to define the mission, goals and role of the ISN. Next LGBTQ Liaison and ISN determine required resources to achieve the mission. Meet with LGBTQ Liaison and meet with ISN members. Determine if the group is meeting the originally intended needs and goals. Jas has received SOP's & P&P's regarding internal support networks from other agencies. ISN's w/other agencies are no limited to LGBTQ2S.

Image: Control of the control of th			
Mathematical Control of Control			
Image: Control of the control of th			
Comparison of the comparison			
Mathematical Control of Control			
Comparison of the comparison			
Company of the comp			
Mathematical Control of Control			
Company of the comp			
Company of the comp			
The state of the s			
Company of the comp			
Market			
The state of the s			
Company			
Image: Company of the company of t			
Company of the comp			
Company of the comp			
Image: Control of the control of t			
Image: Control of the con			

		Not started	

		I		

Bergma	n Report Recommendation #36 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
36	The HPS should carefully consider undertaking a Diversity Audit or Organizational Culture Review.	Leanne Sneddon	Contract with CCDI	Jul-20		30-Dec-20	In progress	Received contract from CCDI. The Diversity Census Tool is the focus on the contract which will provide a qualitative and quantative online measurement tool that provides a snapshot of your workforce. The contact will include Coaching. Communications. online tool with post analysis and data strategy
			Develop internal communications	Sep-20		30-Dec-20	Not started	
			Work with CCDI n the project plan details	Sep-20		30-Dec-20	Not started	
			Issue Census/Survey for staff completion	Jan-21		Feb-21	Not started	
			CCDI to present findings/reports to Senior Command	Apr-21		Apr-21	Not started	
			HPS to present findings to all members	Jun-21		Jun-21	Not started	
			HPS to present findings & next steps to HPSB	Jul-21		Jul-21	Not started	
			Development of formal ED&I Strategic Plan/Roadmap	May-21		01-Sep	Not started	
			Obtain approval of ED&I Plan from Chief and HPSB	Oct-21		01-Nov	Not started	
			Communication & Implementation of Plan	Nov-21		ongoing	Not started	
			Implementation of	Nov-21		ongoing	Not started	

			Not started							

Bergm	an Report Recommendation #37 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
37	The HPS should consider the legal tools discussed in this Report in the context of demonstrations at City Hall.	Marco Visentini						

				Not st					
				Not started					

Bergma	in Report Recommendation #38 2020							
#	Recommendation	Lead	Activity	Anticipated start date	Duration	Anticipated Completion Date	Status	Notes
38	The Board and/or HPS should institute a mechanism for external review and audit of these recommendations and grading of compliance. The HPS should be prepared to address how and in what manner it has responded to these recommendations 12 months and 24 months after the release of this Report.	Chief's Office						

ı .	I I			

					7						
					Not started						

Not started
In progress
Past Due
Complete