



BUSINESS PLAN

2020-2023



A thick, light blue wavy line that starts on the left side, curves upwards and to the right, then downwards and to the right, and finally upwards and to the right again, ending on the right side of the page.

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Inspiring change from the inside, out

Serving with Pride is an Ontario-based not-for-profit network organization that provides affirmation and support for LGBTQ2 identified law enforcement, corrections and criminal justice professionals, as well as training and educational programs across Ontario.

Before we look ahead it is important for us to acknowledge our past, recognizing those that went before us – with a vision and a plan – to provide support to LGBTQ2 police, corrections and criminal justice professionals. To the founding SWP members who in 2006 met for the first time to create this wonderful organization, a heartfelt thank you. We are grateful for your courage, determination and leadership.

Building on that vision, SWP has spent the last four years moving LGBTQ2 issues forward within law enforcement, we have built a reputation of delivering relevant LGBTQ2 training and awareness programs, we have provided a platform that encourages LGBTQ2 officers to be their authentic selves at work, we have developed a youth scholarship program, we have developed an awards program, we have co-produced a documentary (Coming Out Cops) and we have given donations to many LGBTQ2 charities.

This Business Plan is a first for Serving with Pride. As we become more active and requests and ideas for our advancement increases, we want to ensure that we remain committed to our priorities. It will outline our stakeholders and considerations, identify both positive activities and gaps where we can improve, articulate our goals and priorities for the next three years and finally provide a framework of activities that will keep us on track in achieving our goals.

We look forward to spending the next three years, expanding our training, amplifying our message and inspiring change from the inside, out.

Jean Turner & Joanna Styrzcula

A handwritten signature in black ink, appearing to read 'Jean', with a long, sweeping flourish extending to the right.

A handwritten signature in black ink, consisting of several overlapping loops and a horizontal line, appearing to read 'Joanna'.

Co-chairs, Serving with Pride

KEY STAKEHOLDERS & CONSIDERATIONS

VISION, MISSION, GOALS

The vision of Serving with Pride is one of an optimized work environment including diversity, integrity, awareness and equity of LGBTQ2 employees within policing, corrections and criminal justice professions, where there are no barriers, stereotypes or bias AND positive policing, corrections and criminal justice systems where organizations are sensitive to the unique needs of the LGBTQ2 community and consistently build bridges to better understand and serve them.

**See Appendix 'A' – SWP Constitution (Mission, Goals)*

EXECUTIVE BOARD & MEMBERS

- Current board is comprised of eight (8) board members representing RCMP, OPP, CBSA, Correctional Services, Durham, Peel & UofT Campus Police.
- Seven (7) board members identify as LGBTQ2 with one (1) member identifying as an ally.
- Four (4) board members are white female, one (1) black female and three (1) white male.
- Board members are primarily located in the Greater Toronto Area with one member just outside GTA.
- Total number of paid members is twenty (20), which includes the executive board.

POLICE, CORRECTIONS & CRIMINAL JUSTICE AGENCIES

- There are 50 municipal police services in Ontario, in addition to OPP and RCMP, for a total of 52.
- There are also nine (9) self-administered First Nations police services in Ontario.
- Canada Border Services Agency has approximately 493 offices (CBSA presence) located at various border/land entry points in Ontario.
- Ontario Correctional Services include nine (9) Correctional Centres, eight (8) Jails and nine (9) Detention Centres for a total of 26 facilities.
- SWP has trained 400 professionals from 35 different police, corrections and criminal justice agencies with LGBTQ2 101
- SWP has provided an introductory LGBTQ2 awareness session to every recruit class at OPC since 2016.

PARTNERS

- Ontario Association of Chiefs of Police DE&I Committee.
- Ontario Women in Law Enforcement (OWLE).
- Association of Black Law Enforcers (ABLE).
- Police Association of Ontario (POA).
- Ontario Police College (OPC).

CANADIAN LGBTQ2+ PUBLIC

- The last three decades have witnessed a rapid growth in the **visibility** of LGBTQ2 individuals including those that are police, corrections or criminal justice professionals.
- Toronto is home to one of the largest and most prominent LGBTQ2 communities in Canada.
- Many cities across the province have banned uniform police from participating in Pride parades, highlighting feelings of oppression and fear of persons of colour.
- Some recent high profile cases has identified pervasive mistrust of police by the LGBTQ2 community.
- SWP is co-producing a documentary (Coming Out Cops) which explores the complex relationship of LGBTQ2 police and community.

EXPANSION

- There is considerable interest from other Provinces to have SWP expand to their geographical locations.

CURRENT LANDSCAPE



Financial Environment

As a not-for-profit corporation, Serving with Pride:

- is dedicated to purposes other than pursuing a profit
- is a corporation without share capital, which means that the corporation does not issue ownership shares
- may not distribute any profits to its members, directors or officers (for more information, refer to section 89 of ONCA)
- Activities are for purposes that do not include the financial gain of its members, or the benefit of for-profit organizations such as business corporations.
- Can earn a “profit”, but any profit must be used to further the purposes of the corporation rather than be paid to the members.

OUT OF THE BLUE GALA & AWARDS	TRAINING	SOCIAL FUNDRAISING EVENTS	MEMBERSHIP
<p>The gala is our primary funding source.</p> <p>SWP relies on sponsors to partially fund the gala.</p> <p>Any profits made from the gala are used to fund, local charitable donation, scholarship, board attendance, awards and training costs.</p> <p>Ticket sales cover meals costs and partial hall rental fees.</p>	<p>SWP charges a per student fee to cover costs of materials and program development.</p> <p>Services provide lunch and venue.</p> <p>Services provide accommodations for facilitators.</p> <p>SWP gains a small margin of profit from training sessions.</p>	<p>SWP has not hosted a social fundraising event since December 2016.</p> <p>That event profited \$450.20.</p>	<p>Membership equates to unencumbered profit for SWP.</p> <p>At current rate of a regular membership (\$25), and average number of members, SWP gains a profit of \$500.00 annually on average.</p>

SINCE 2016, SERVING WITH PRIDE HAS OPERATED ON A DEFICIT BUDGET.



Key Findings

VISION, MISSION, GOALS	EXECUTIVE BOARD & MEMBERS	POLICE, CORRECTIONS & CRIMINAL JUSTICE AGENCIES	PARTNERS	LGBTQ2+ COMMUNITY	EXPANSION	FINANCIAL ENVIRONMENT
<ul style="list-style-type: none"> • Our Mission, Vision and Goals have been carefully developed and remain relevant. • There is an opportunity to expand by including our goal to “Inspiring change from the inside, out”. 	<ul style="list-style-type: none"> • There is an opportunity for SWP to encourage board membership from other areas of Ontario. • There is not only an opportunity but a financial necessity to increase our membership. 	<ul style="list-style-type: none"> • Given the large number of personnel in Ontario, there is an opportunity for SWP to target police services, CBSA and Corrections to increase delivery of training. • Feedback has been that our training and awareness sessions have contributed greatly to raising awareness of police, corrections and criminal justice professionals and increased understanding and skills when dealing with LGBTQ2 clients. • Additional feedback has been to expand our training series to encompass more information on trans issues and other specific scenarios when dealing with the LGBTQ2 community. 	<ul style="list-style-type: none"> • Our partnership with other networks and diversity, inclusion and employment equity groups continues to be excellent. 	<ul style="list-style-type: none"> • There is an opportunity for SWP to further promote the work and positive influence that it has with the LGBTQ2 community. • There is an opportunity to engage the general LGBTQ2 community in our events. 	<ul style="list-style-type: none"> • SWP has not actively pursued expansion opportunities. • Time is limited for board members to pursue. 	<ul style="list-style-type: none"> • There is opportunity to carry a marginal yearly profit.



Activities & Timeline 2020-2023

Activity	Lead	Notes	Diary Dates
Add “Inspiring change from the inside, out” to website and products moving forward.	Jean Turner	Board to use this tagline anywhere appropriate.	Jan. 2020 ONGOING
Seek interest for board members from other regions in Ontario (outside GTA)	Board	Include in messaging for new board members (Social media contributors).	2020 AGM 2021 AGM 2022 AGM
Membership drive – social media and web.	Jean Turner	After membership incentive program is established. In addition, board members should actively encourage membership within their own sphere of influence.	ONGOING
Increase membership fees.	Board decision required.	After incentive program is established.	TBD
Develop incentives for membership.	Dena Peden Tamara Lopez	Swag, coin, sticker, coupons, gift card?	Beginning March 31, 2020
Target CBSA and Corrections for membership and training.	Tamara Lopez Matt Cudahy	Access to their vast network of offices within the province.	ONGOING
Target nine (9) self-administered First Nations police services in Ontario for membership and training.	Ben Cruickshank	Membership – after incentive program is established. Training - as soon as possible	TBD
Invite the public/LGBTQ2 community to fundraising events and socials.	Social media contributors. Board	Ensure this message is clear in all promotion of events.	ONGOING
Develop LGBTQ2 advanced workshop.	Dena Peden Matt Cudahy Patty Retsinas		ONGOING
Commit to at least one fundraising event/year (outside of gala)	Tijana Lankovic Tamara Lopez	Social events will have one lead from the board to plan and task requirements.	ONGOING
Appoint a past member as National SWP Coordinator	Brian Mitchell	<ul style="list-style-type: none"> • Research operational requirements to expand outside of Ontario • Actively solicit interest from other Regions • Bring forward recommendations to the SWP board for governance of newly formed boards • Bring forward anything else requiring 	2020-2021



		<p>board decision</p> <ul style="list-style-type: none"> • Provide documentation and SWP requirements to newly formed regional boards • Act as the SWP Liaison for newly formed boards, providing support and monitoring their functioning • Regular reporting of activities to the board • Annual written report of activities and results • This position will be reconsidered every year to ensure it is still a requirement or to adjust title or responsibilities to suit growth and needs. 	
Continue to deliver Out of the Blue Gala & Awards	Board Leads: Joanna Styruczula & Tamara Lopez		2020-2023
Continue to promote and deliver training program. (101 or Expert)	Board	Identify the number of training sessions per year that we want to achieve.	2020-2023
Develop a calendar of important dates	Ben Cruickshank	For use by our social media contributors to ensure that we are putting out timely and consistent messages. (i.e. Trans Day of Remembrance etc.)	March 31, 2020
Continue to partner with OACP to get our messages out to Police Services.	Co-chairs Lead: Joanna Styruczula		2020-2023
Continue to provide awareness session to every recruit class at OPC.	Board Lead: Joanna Styruczula	This session should be shared amongst SWP board members on a rotational basis with consideration given to Brian Mitchell to be part of the rotation.	2020-2023
Secretary and one co-chair to manage and have access financial/bank accounts	Tijana Lakovic Jean Turner Joanna Styruczula	Monthly financial report to be submitted to board by the secretary.	ONGOING
Establish a Community Advisory Committee	Co-chairs Lead: Patty Retsinas	Board member to chair (TBD). Policing and community members to provide recommendations & assist with activities.	ONGOING

Approved:

Jean Turner
Co-chair, Serving with Pride
Date: January 25, 2020

Joanna Styruczula
Co-chair, Serving with Pride
Date: January 25, 2020