



Beyond the Foundation:

Sustaining a Culture of Equity, Diversity,
and Inclusion at Hamilton Police Service
2026-2030



Land Acknowledgment

The City of Hamilton is situated upon the traditional territories of the Erie, Neutral, Huron-Wendat, Haudenosaunee and Mississaugas. This land is covered by the Dish With One Spoon Wampum Belt Covenant, which was an agreement between the Haudenosaunee and Anishinaabek to share and care for the resources around the Great Lakes. We further acknowledge that this land is covered by the Between the Lakes Purchase, 1792, between the Crown and the Mississaugas of the Credit First Nation.

Today, the City of Hamilton is home to many Indigenous people from across Turtle Island (North America) and we recognize that we must do more to learn about the rich history of this land so that we can better understand our roles as residents, neighbours, partners and caretakers.

Hamilton Police Service is privileged to serve and protect in partnership with our communities on lands that Indigenous peoples have called home for thousands of years. We recognize and respect the presence and stewardship of all Indigenous peoples as keepers of this land. We pledge to continue walking together with Indigenous peoples in building a more just society where their gifts and those of all people are nurtured and honoured.



Acknowledgments

The creation of this strategic plan could not have been made possible without invaluable feedback, suggestions, and advice from the Hamilton Police Service membership across the organization. Thank you for engaging in genuine conversations and dialogue to demonstrate your commitment to transformative change on our EDI journey. HPS is grateful to the Hamilton Police Association for their encouragement and support of the new EDI Strategy. We also express appreciation to our partner Diversio in their efforts in guiding the Service in its EDI work.



Message from the Chair of the Board



As a Police Service Board, we recognize effective governance requires a commitment to equity, diversity, and inclusion. The Service's EDI Plan demonstrates our dedication to promoting fairness, removing barriers, and ensuring policies, procedures and decisions reflect the needs and experiences of the diverse communities we serve. Building trust begins with listening, learning, and taking meaningful action, and this plan is an important step in that direction.

Message from the Chief of Police



As our world continues to change, grow, and diversify, policing must adapt alongside it. With our second EDI Strategy, I, as Chief of Police, remain committed to providing excellent public service and safety to the diverse communities we serve.

Equity, Diversity, and Inclusion (EDI) is essential for Hamilton Police Service to allow members internally and community externally to receive fair and just treatment and opportunities without barriers.

Over the last five years, we completed the strategic actions outlined within our first EDI Strategy: Advancing Equity, Diversity, and Inclusion at Hamilton Police Service 2021-2025, which included creating an EDI Committee, Internal Support Networks and pathways into community to increase recruitment and partnerships. The evaluation of our previous EDI Strategy has helped us create new directions and priorities to continue this important work.

As we continue on our EDI journey, we will be sharing progress reports to ensure communication, transparency, and accountability. This work in EDI is needed to establish a more inclusive organization, where all members have a sense of belonging and can be celebrated for who they are. By integrating EDI throughout the organization, we will be in a better position to serve and protect our diverse communities throughout the City of Hamilton.



City of Hamilton Quick Facts

The City of Hamilton is one of the most diverse and multicultural cities in Canada, with a population of more than 600,000 residents.

- **2SLGBTQIA Communities:** Hamilton's 2SLGBTQIA community has over 50 years of rich documented history. Activists, community groups, and advocates organized social events, fought discrimination, and built support networks long before 2SLGBTQIA rights were widely recognized.¹
- **Arrival Status:** Among recent immigrants (2016–2021), 39% arrived as economic immigrants, 35% as refugees and 24% family sponsored immigrants.²
- **Canadian-Born Minorities:** Over one-third (34%) of racialized residents in Hamilton were born in Canada.³
- **Fastest Growth:** The Arab population is the fastest-growing racialized group, with the South Asian population being the largest.⁴
- **Francophone Community:** Hamilton is part of the “Welcoming Francophone Communities” initiative, with approximately 6.4% of the population speaking French.⁵
- **Growing Diversity:** The racialized population (visible minorities) nearly tripled in 20 years to over 140,000, making up over 25% of the city's population by 2021.⁶
- **Immigrant Population:** Over 25% of Hamiltonians are immigrants with approximately 145,000 people.⁷
- **Income Gap:** Recent immigrants reported a median employment income of \$36,800, compared to the city-wide total population median of \$50,020.⁸
- **Indigenous Identity:** Roughly 2.2% of the population identifies as Indigenous (First Nations, Métis, or Inuit).⁹
- **Language:** Significant populations speak Arabic, Italian, Polish, Portuguese, Punjabi, and Spanish at home¹⁰
- **Persons with Disabilities:** Approximately 220,000 people in Hamilton face activity limitations (39% of Hamilton residents).¹¹
- **Religion:** 32.7% of residents report no religious affiliation. The largest religious groups are Catholic (29.2%) and other Christian denominations (11.2%) followed by Muslim (6%), Sikh (1.2%) Buddhist (0.8%), and Jewish communities (0.5%).¹²
- **Youthful Communities:** The Black (45%) and Arab (47%) populations have much higher proportions of children and youth (ages 0–24) compared to the city average¹³

1. LGBTQ2S+ Community Archive (<https://www.hpl.ca/news/lgbt2sq-community-archive>)
2. HIPC: A Demographic Profile of Immigrants in Hamilton – June 2024 (<https://share.google/hKgOXJ9VEdMOsL0Q1>)
3. SPRC Hamilton: Racialized Population in Hamilton 2021 (<https://sprchamilton.ca/racialized-population-in-hamilton-2021/>)
4. HIPC: A Demographic Profile of Immigrants in Hamilton – June 2024 (<https://share.google/hKgOXJ9VEdMOsL0Q1>)
5. Economic Profile: Hamilton (CMA), Ontario (<https://www.canada.ca/en/immigration-refugees-citizenship/campaigns/immigration-matters/local-economies/hamilton.html>)
6,7,8. HIPC: A Demographic Profile of Immigrants in Hamilton – June 2024 (<https://share.google/hKgOXJ9VEdMOsL0Q1>)
9. Statcan: Indigenous Population Profile, 2021 Census of Population (<https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/ipp-ppa/details/page.cfm?Lang=E&DGUID=2021S0503537&SearchText=hamilton&HP=0&HH=208&GENDER=1&AGE=1&RESIDENCE=1&TABID=1>)
10. Statcan: Census Profile, 2021 Census of Population (<https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=Hamilton&GENDERlist=1&STATISTIClist=1&DGUIDlist=2021A00033525&HEADERlist=0>)
11. SPRC Hamilton: Disability and Demographics: Profile of Persons with Activity Limitations in Hamilton (<https://sprchamilton.ca/disability-and-demographicsprofile-of-persons-with-activitylimitations-in-hamilton/>)
12. Statcan: Distribution (in percentage) of main religious groups, Hamilton (CMA), 2011 and 2021 (https://www12.statcan.gc.ca/census-recensement/2021/as-sa/fogs-spg/alternative.cfm?topic=10&lang=e&dguid=2021S0503537&objectid=2_1)
13. SPRC Hamilton: Racialized Population in Hamilton 2021 (<https://sprchamilton.ca/racialized-population-in-hamilton-2021/>)



Executive Summary: HPS EDI Strategic Plan (2026-2030)

In 2021, in partnership with the Canadian Centre for Diversity and Inclusion (CCDI), the Service engaged membership in a Diversity Census and Inclusion Survey – the “Diversity Meter.” The first EDI Strategy, which was titled *From Strategy to Action: Advancing Equity, Diversity, and Inclusion at the Hamilton Police Service (2021-2025)*, was created based on the results from CCDI and HPS membership feedback.

In 2025, Hamilton Police Service partnered with Diversio, which acquired CCDI Consulting in May 2024, to conduct another membership survey to compare and contrast the results with those recorded in 2021. The findings, data, and feedback gathered by Diversio provided the foundation for the next EDI Strategy (2026-2030). In addition, it was important to conduct another third-party survey to not only compare previous data, but also identify whether there has been progress, new challenges, or significant changes since the last survey, especially with new members (sworn and civilian) entering the Service.

Beyond the Foundation: Sustaining a Culture of Equity, Diversity, and Inclusion at Hamilton Police Service overviews the strategic plan for the Hamilton Police Service (HPS) from 2026-2030. This strategy builds upon the previous strategy to establish a subsequent, more specialized phase. While the first strategy focused on awareness and infrastructure, the second strategy focuses on integration and accountability. The previous EDI Strategy revealed areas of improvement and resistance, whereas the second EDI Strategy gathers data to target specific gaps and refine training, policies, and procedures. In addition, a key element of the EDI Strategy is to strengthen community trust and police legitimacy by demonstrating that there is a permanent commitment to EDI best practices, principles, and initiatives, especially when focusing on service delivery and transparency. Establishing another five-year EDI Strategy ensures that EDI remains a priority and does not lose momentum.

This strategy includes a background, vision, mission, guiding principles for best practice, four areas of focus, nine priorities, and 25 strategic calls to action. The guiding principles that will inform best practices in EDI implementation are equity, diversity, inclusion, accessibility, human rights, collective responsibility and continuous improvement.

The first area of focus is Data Intelligence & Systems Audit, which establishes a data-driven diversity analysis. The second area of focus Governance, Policy & Strategic Accountability, concentrates on EDI governance and strategic alignment, the sustainability of resources and transparency, and community collaboration and restorative accountability. Sustainability of Resources & Transparency is the third area of focus that aims to have HPS represent the communities we serve, develop an EDI training framework and organization-wide training, and provide senior officer coaching and supervisor training. The final focus area, Awareness, Culture, & Member Support, relates to the communication of EDI processes and awareness, as well as leadership accountability and mentorship.

The Chief of Police is accountable in fulfilling the vision, mission, and implementation of this EDI strategic plan. The EDI Specialist will provide progress updates on advancing EDI within HPS.

EDI Strategy Vision and Mission

Vision

Hamilton Police Service is committed to building and sustaining an equitable, diverse and inclusive (EDI) organization, fostering a culture of belonging and compassion that deeply values human rights and dignity for all, regardless of their positionality.

Mission

To transition Hamilton Police Service into a data-driven, community-centred institution that successfully integrates EDI into the fabric of the organization, advancing structural, individual and cultural transformative change.





Guiding Principles for Best Practice

HPS's strategic plan implementation will be guided and defined by the following principles for excellence in EDI best practice.

Equity:

By advancing equity, HPS commits to the fair treatment, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of diverse groups. HPS acknowledges that systemic inequities and barriers have prevented the provision of equitable opportunities and optimal outcomes to all groups. By advancing equity, HPS recognizes that unlike equality, equity often requires different treatments and approaches to overcome pre-existing barriers to ensure access is more equalized.

Diversity:

Diversity describes the existence of difference within any collection of people. In discussions of social equity, diversity addresses differences in social group membership related, for example, to race, Indigenous identity, class, gender identity or expression, sexuality, disability, ethnicity, and religion. Discussions about diversity linked to access, and equity require knowledge and understanding of historical and contemporary experiences of oppression and exclusion. Diversity should be understood as uniting rather than dividing. By fostering and integrating diversity, HPS values the spectrum of human difference while recognizing individual uniqueness and striving for a workforce reflective of more diverse representation.

Inclusion:

By fostering a climate of inclusion, HPS intentionally and with ongoing effort, strives to create conditions whereby traditionally excluded individuals and groups are engaged in processes, activities and decisions, empowering full participation of all, in all aspects of the work of the organization. In cultivating an inclusive climate, HPS commits to understanding intersectionality and embracing a sense of safety and belonging for all. HPS is dedicated to ensuring people feel safe, feel welcomed, valued and, sense of belonging.



Human Rights:

By upholding the fundamental human rights of every person within HPS regardless of race, colour, ancestry, place of origin, religious beliefs, gender, gender identity and gender expression, physical disability, mental disability, marital status, family status, sexual orientation, age, political beliefs, and any other protected grounds, HPS commits to dignity for all.

Collective Responsibility:

By building individual and organizational capacity at every level of the organization, including senior institutional level accountability and unit level accountability, HPS members share a collective responsibility in advancing EDI.

Continuous Improvement:

By continuing to monitor and assess progress, collect data, and evaluate strategic initiatives, HPS commits to informing evidence-based EDI planning and decision-making for continuous growth and improvement.



Strategic Plan

The EDI strategic plan is internally focused and outlines a five-year road map of directions the Service is taking to advance equity, diversity and inclusion within the organization. We believe by focusing inwardly, we simultaneously enhance our service to the community.

Hamilton Police Service’s EDI strategic plan includes **four areas of focus, nine key priorities, and 25 Strategic calls to action** sequenced to ensure maximum impact.

Strategic Objectives

- Institutionalize EDI: Transform EDI from a project into a mandatory command-level governance function.
- Systemic Reform: Use workforce and systems auditing to identify and eliminate barriers.
- Restorative Accountability: Bridge the gap between police operations and community expectations through external case reviews and holistic service.
- Modernize the Workforce: Cultivate inclusive leadership and a recruitment strategy that reflects the evolving demographics of the City of Hamilton.

Area of Focus 1: Data Intelligence & Systems Audit

Area Focus Description: This serves as the evidence base pillar for the entire strategy. In a policing environment, decisions must be based on data. This area focuses on moving away from performative EDI toward informed EDI. It involves a deep dive into the organization to find where systemic barriers exist.

Priority 1: Data-Driven Diversity Analysis

Implement a comprehensive, evidence-based approach to collecting, analyzing, and reporting member data to identify barriers and gaps across recruitment, retention, promotions, and operational practices. By leveraging internal analytics, HPS will strengthen transparency, accountability, and decision-making while proactively informing policy, training, and organizational change.

Area of Focus 1: Data Intelligence & Systems Audit
Goal: HPS will use demographic and experiential data to identify and eliminate systemic barriers before implementing broad policy changes.

Priority 1: Data-Driven Diversity Analysis

1	Diversio Analytics Reporting: Synthesize and disseminate the findings of the 2025 Diversio survey to all internal membership.	June to September 2026
2	Internal Data Transparency: Curate a dedicated SharePoint interface to provide members with real-time access to the EDI Strategy and Diversio survey statistics.	September to December 2026
3	Strategic Metrics: Track the demographic composition of incoming officers, civilians, special constables, and cadets to ensure alignment with Hamilton’s diversity.	March to June 2027

Area of Focus 2: Governance, Policy & Strategic Accountability

Area Focus Description: This is the structural integrity pillar. It moves EDI to a core command function. The focus here is making sure that the commitment to equity remains. It ensures that strategic decisions consider the impact on diverse communities and members.

Priority 2: EDI Governance & Strategic Alignment

Embed equity, diversity, and inclusion as a core governance function by integrating an EDI lens into strategic decision-making, policy development, and organizational practices. This priority focuses on establishing clear accountability structures at the Command level, ensuring that all initiatives, policies, and operational decisions are aligned with EDI principles and consider their impact on diverse communities and HPS members.

Priority 3: Sustainability of Resources & Transparency

Strengthen the long-term sustainability and impact of its EDI initiatives through dedicated resources. This priority emphasizes transparent communication and ongoing engagement with membership by clearly demonstrating how feedback, data, and lived experiences shape decision-making and organizational change. HPS will ensure that EDI commitments remain visible, measurable, and responsive, fostering trust, organizational alignment, and continuous improvement across all levels of the Service.

Priority 4: Community Collaboration & Restorative Accountability

Improve trust, legitimacy, and shared accountability by advancing meaningful collaboration with diverse communities and embedding restorative approaches into policing practices. This priority focuses on engaging community partners, advisory bodies, and equity-deserving groups in decision-making processes. Through sustained dialogue and community-led initiatives, HPS will integrate lived experiences into policy, training, and service delivery, while promoting restorative accountability practices that bridge gaps between police operations and community expectations and establish equitable, trauma-informed outcomes.

Area of Focus 2: Governance, Policy & Strategic Accountability

Goal: To transform EDI into a core function where organizational policies and decisions are filtered through an equity lens.

Priority 2: EDI Governance & Strategic Alignment

4	Strategic Alignment: Align EDI best practices, principles, and initiatives with the HPS Strategic Plan to ensure organizational cohesion.	January 2027 to December 2030
5	Mandatory Compliance Framework: Establish a formalized EDI Lens review as a prerequisite for all policy approvals and revisions.	January 2026 - ongoing
6	Indigenous Strategic Alignment: Develop a comprehensive Indigenous Strategy in direct partnership with the Indigenous Liaison Officer (ILO) and Indigenous communities, organizations, and agencies to institutionalize culturally sensitive policing and localized reconciliation efforts.	June 2027 to December 2028

Priority 3: Sustainability of Resources & Transparency

7	Fiscal Sustainability: Secure long-term EDI initiatives by embedding resource requirements into the multi-year organizational budget.	January 2026 - ongoing
8	Communication Transparency: Launch a “You Said, We Did” portal on SharePoint to demonstrates the direct impact of member feedback on structural changes.	December 2026 - ongoing
9	Executive Briefings: Provide quarterly EDI intelligence briefings to Command, highlighting global best practices and emerging trends.	September 2026 - ongoing

Priority 4: Community Collaboration & Restorative Accountability

10	Community-Led Data Sovereignty: Sustain and expand Race and Identity-Based Data Collection beyond provincial mandates, advised by a Community Advisory Panel (CAP) to enhance ethical data governance and public trust.	January 2026 - ongoing
11	Hate Crime Case Review Sustainability: Utilizing information gained from the community-led Hate Crime Case Review Team (HCCRT) to inform training, policy, and victim wrap-around services regarding hate crimes.	January 2027 - ongoing
12	Community Advisory Committees: Establish the Chief’s Community Advisory Committees (CCAC) as a strategic pillar to help inform decision-making, communication, and transparency.	June 2026 - ongoing

Area of Focus 3: Member Development & Inclusive Leadership

Area Focus Description: This is the capacity building pillar. It focuses on the professional lifecycle of a member; from the moment they see a recruitment ad to the moment they are promoted to command. The focus is on modernization—updating how we find, train, and evaluate people to ensure we are building a workforce capable of navigating the complexities of Hamilton’s diverse population.

Priority 5: Representing the Communities We Serve

Advance equitable and inclusive recruitment, retention, and career development strategies to create a workplace that reflects the diverse demographics of the communities it serves. This priority focuses on strengthening outreach, reducing barriers in hiring and advancement processes, and fostering meaningful partnerships. Through focused initiatives, inclusive talent practices, and ongoing evaluation of workforce composition, HPS will enhance cultural competence, legitimacy, and service effectiveness, ensuring members are equipped to navigate and respond to the evolving needs of Hamilton’s diverse population.

Priority 6: EDI Training Framework & Organizational Training

Implement an EDI training framework that embeds equity, diversity, inclusion, and accessibility competencies across all members in the Service. This priority focuses on modernizing and standardizing training for both sworn and civilian members to ensure inclusive practices in daily operations, decision-making, and service delivery. HPS will enhance organizational capacity to serve diverse communities effectively. Continuous evaluation and refinement of training programs will ensure they remain relevant, impactful, and responsive to emerging community needs.

Priority 7: Senior Officer Coaching & Supervisor Training

Strengthen inclusive leadership and accountability by implementing targeted coaching and training programs for commanders and supervisors across the Service. This priority focuses on enhancing leadership competencies in equity, diversity, inclusion, and accessibility, equipping leaders to effectively manage diverse teams, address biases, and foster psychologically safe and respectful workplaces. HPS is committed to ensure supervisors are empowered to model inclusive behaviours, support member development, and uphold equitable practices in decision-making and daily operations.

Area of Focus 3: Membership Development & Inclusive Leadership

Goal: To modernize training, recruitment, and performance management to build a high-performing, inclusive workforce.

Priority 5: Representing the Communities We Serve

13	Strategic Recruitment Outreach: Design and implement focused recruitment initiatives that reflect the diverse demographic profile of the City of Hamilton.	January to June 2030
14	Strategic Community Partnerships: Form alliances with community agencies and organizations to create recruitment opportunities for underrepresented groups.	June to December 2030
15	Gender Equity Initiatives: Champion the “30 Forward” initiative dedicated to recruiting, retaining, and advancing women in policing.	January 2026 - ongoing

Priority 6: EDI Training Framework & Organizational Training

16	Integrated Training Strategy: Update the 5-year Training Plan for Sworn and Civilian members to include advanced EDI competencies.	April to August 2026
17	Accessible Service Delivery: Implement organization-wide training to improve accessibility in service delivery to persons with disabilities.	September 2027 to August 2028
18	Neurodiversity Competency Training: Implement organization-wide training to optimize the management and support of neurodivergent community members.	September 2029 to August 2030

Priority 7: Senior Officer Coaching & Supervisor Training

19	Standardized Evaluation Training: Create modules for supervisors focused on delivering objective, development-oriented feedback.	April 2026 to April 2027
20	Executive Coaching: Provide commanders with a specialized training session on navigating complex EDI challenges.	March to May 2028
21	Performance Optimization: Revise the Performance Appraisal Development Plan (PADP) to incorporate KPIs for inclusion, belonging, and bias-free leadership.	January to December 2030

Area of Focus 4: Culture, Awareness & Member Support

Area Focus Description: This is the Psychological Safety pillar. This area focuses on wellness, belonging, and the removal of the stigma associated with seeking help or accommodations. It is about building a mentality where differences are seen as operational strengths rather than liabilities.

Priority 8: Communication of EDI Processes & Awareness

Enhance awareness, understanding, and engagement with equity, diversity, and inclusion initiatives through clear, consistent, and accessible communication across the organization. This priority focuses on increasing the visibility of EDI processes, programs, and supports to ensure members are informed, empowered, and able to meaningfully participate in advancing an inclusive workplace culture. By strengthening communication pathways and reinforcing shared understanding, the Service will foster greater accountability, trust, and alignment with its EDI commitments.

Priority 9: Leadership Accountability & Mentorship

Consolidate leadership accountability and foster an inclusive organizational culture by embedding equity, diversity, and inclusion expectations into leadership practices, performance management, and mentorship opportunities across all levels of the Service. This priority focuses on holding leaders accountable for advancing EDI outcomes through measurable objectives, while creating structured mentorship and sponsorship opportunities that support the career development of memberships across the Service.

Area of Focus 4: Culture, Awareness & Member Support
Goal: To enhance the internal member experience, communication, wellness, and dedicated support structure

Priority 8: Communication of EDI Processes & Awareness

22	Internal Awareness Campaign: Optimize the visibility of EDI programming and initiatives through focused internal communications on SharePoint and HPS platforms.	June to December 2027
23	Community Integration Resources: Produce a “Newcomer Welcome Message” video to offer basic police and public safety information in the Canadian context.	January to September 2028

Priority 9: Leadership Accountability & Mentorship

24	Internal Support Network (ISN) Optimization: Establish an annual framework for the funding, advocacy, and strategic growth of Internal Support Networks.	June to December 2026
25	Career Mentorship: Create opportunities for members to shadow and receive mentorship from other members across the Service.	January 2028 – ongoing

Evaluation of Strategic Plan

Hamilton Police Service is committed to the EDI guiding principle of continuously improving, establishing metrics for progress of the strategy. Year five will include an overall evaluation in order to fully assess lessons learned, EDI best practices for moving forward, successes, and areas where HPS can improve. This evaluation will help shape the basis on how and where the organization will continue in its next steps on its EDI journey in 2030. HPS recognizes that EDI-related initiatives and work within the organization will always continue, even outside the focus and scope of this strategy. HPS also recognizes that EDI requires adaptability and flexibility to both the internal and external environment and is committed to continuously adapting to emerging trends and best practices in EDI, as well as the dynamic community of Hamilton, which is transforming into one of Canada’s most diverse cities.



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