



STRATEGIC PLAN 2023-2026

ST. THOMAS POLICE SERVICE



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POLICE SERVICE

POLICE SERVICES BOARD

The St. Thomas Police Services Board, which oversees the policies, goals and objectives of the St. Thomas Police Service, is comprised of five members and a Secretary. Ontario Adequacy Standards Regulation 3/99, subsections 30(1), 32(1) and 32(2) requires the Board, in partnership with the Chief of Police, to prepare a strategy for the development of a business plan.

The St. Thomas Police Services Board and senior staff within the Service, along with internal and external consultations sets the best path forward with respect to strategic planning and the activities connected with it. This Plan has been modernized and designed as required by section 39 of the Community Safety and Policing Act, the proclamation of which is expected in the coming months.



Dan Reith Joe Preston Lynn Coates Tara McCaulley Jason Jackson Tiffany Terpstra

<i>Chair</i>	<i>Vice Chair</i>	<i>Provincial</i>	<i>Council Member</i>	<i>Community</i>	<i>Board Secretary</i>
<i>Provincial Appointee</i>	<i>Mayor, Council Member</i>	<i>Appointee</i>	<i>Appointee</i>	<i>Representative</i>	<i>Executive</i>
	<i>Appointee</i>			<i>Appointee</i>	<i>Administrator</i>

MESSAGE FROM THE CHAIR OF THE BOARD

A strategic plan is a valuable tool for any business or organization that has a desire to grow, evolve and meet opportunities and challenges that the future brings. It points the way forward. It allows progress to be tracked. The St. Thomas Police Services Board, recognizing the importance of business planning, is pleased to present the Strategic Plan for 2023-2026. This plan has considered the ever-changing needs of our community. It recommends intentional steps our members will take to ensure the police service is performing in accordance with our community's values and expectations. We welcomed this opportunity to reflect on our accomplishments and look to the future while re-evaluating our efforts at achieving community policing excellence.

This plan truly depicts a roadmap for the St. Thomas Police Service's vision for community safety and well-being. The priorities herein have been compiled carefully from the concerns and insights offered by St. Thomas citizens, business owners, elected officials, members within the police service and other interested parties.

While all members of our police service are committed to equity, diversity, and inclusivity, it will never be at the expense of another. This is a guiding principle for service to our community. Through the objectives identified, we will concentrate on both internal and external strategies to build a better relationship with our vibrant and distinct community and foster a culturally competent membership.

I would like to thank all that actively contributed to the Strategic Plan survey and focus group sessions. Your insight has provided a necessary perspective that will benefit our great city and those that choose to live and work in St. Thomas. I would also like to recognize Consilium Public Sector Services (CP2S) for their assistance in the research phases of this project. Their expertise has contributed to the creation of a meaningful, focused and intentional plan that will guide us over the next four years.

As we enter a new era for our police service, we do so with the 2023-2026 Strategic Plan. The St. Thomas Police Services Board is pleased to support the men and women of the police service under the new leadership of Chief Marc Roskamp. We will continue to strengthen our policing practices with a resilient commitment to community collaboration. Our motto "Strength through Progress" continues to remain relevant today for the fresh and modern approaches this strategic plan intends to accomplish.

Dan Reith BA(Hons) CAIB
Board Chair



Marc Roskamp
Chief of Police

Message from the Chief of Police

The capabilities and reputation of the St. Thomas Police Service are something of which to be very proud. We are well-positioned to continue providing superior public safety services for our community and exceed adequacy and effectiveness standards set by the province. Our most valuable asset – our members – are a balance of young and experienced individuals that are passionate about supporting their community.

As we move into our next Strategic Plan (2023-2026) and the key objectives that will chart our path forward for public safety, we recognize that we live in a growing community, and with that comes uncertainty and change. The exciting realities of a vibrant City brings new challenges and a need to re-imagine the role that we all play in community wellness. Strong planning from all City leaders will be essential in managing the growth and the unpredictable environment that inevitably comes with prosperity.

Our approaches and policies will continue to be reflective of the diverse community that we serve. Our recruitment practices will continue to champion the values of equality, diversity and social inclusion. We will continue to deliver effective services having regard to the legislated core functions for police services in Ontario. We will do so ensuring our members safeguard the fundamental rights of all individuals. We will do so recognizing the importance of respecting victims of crime and understanding and supporting their needs. We will do so ensuring we are responsive to the realities of the pluralistic, multiracial and multicultural character of St. Thomas and of the broader Ontario society. We will do so by being responsive to the unique histories and cultures in our City, always serving in a fair and equitable manner for all. We will do so having regard to personal accountability – policing with empathy and wisdom and holding offenders responsible for crimes they commit against our community.

The 2023-2026 Strategic Plan has been a successful compilation of input from members of the public, community partners and St. Thomas Police Service members and Board, in response to the public safety needs of St. Thomas' growing community. This plan has been developed with a major emphasis on ensuring all citizens and business owners of St. Thomas, have had an opportunity to share their thoughts about the performance of our police service, and their feelings about crime and safety in our community. Through this process, we have identified five major areas to focus our strategic priorities over the next four years. They are; Organizational Service Review, Communications, Technology, Human Resources, and Community Partnerships. Built into these priorities are a number of objectives that we look to achieve by the end of 2026.

I remain very proud of the work our members are doing every day, and thank them for their commitment, their passion for service, for their community engagement, and for their dedication to making a difference. As always, St. Thomas Police Service members will remain prepared to listen and learn - and together, we look forward to witnessing the growth of the City and the continued modernization of our police service.

VISION

To enhance community well-being through engagement, trust, and partnership

MISSION

Act with integrity to reduce crime and enhance public safety and well-being while treating all residents with respect, compassion, and fairness

VALUES

FAIRNESS

We are Fair. We are committed to consistently treating people in a courteous and impartial manner.

RESPECT

We are Respectful. Mutual respect is the foundation for every interaction. We value diversity and encourage open communication by treating everyone with dignity and fairness.

COMPASSION

We are Compassionate. Compassion guides our actions as we care for one another. We treat people with kindness and respect while working for the benefit of all.

Integrity

We have Integrity. We hold ourselves accountable and demand the highest level of ethical and moral standards from all. We are role models, acting with courage and building trust within the organization.

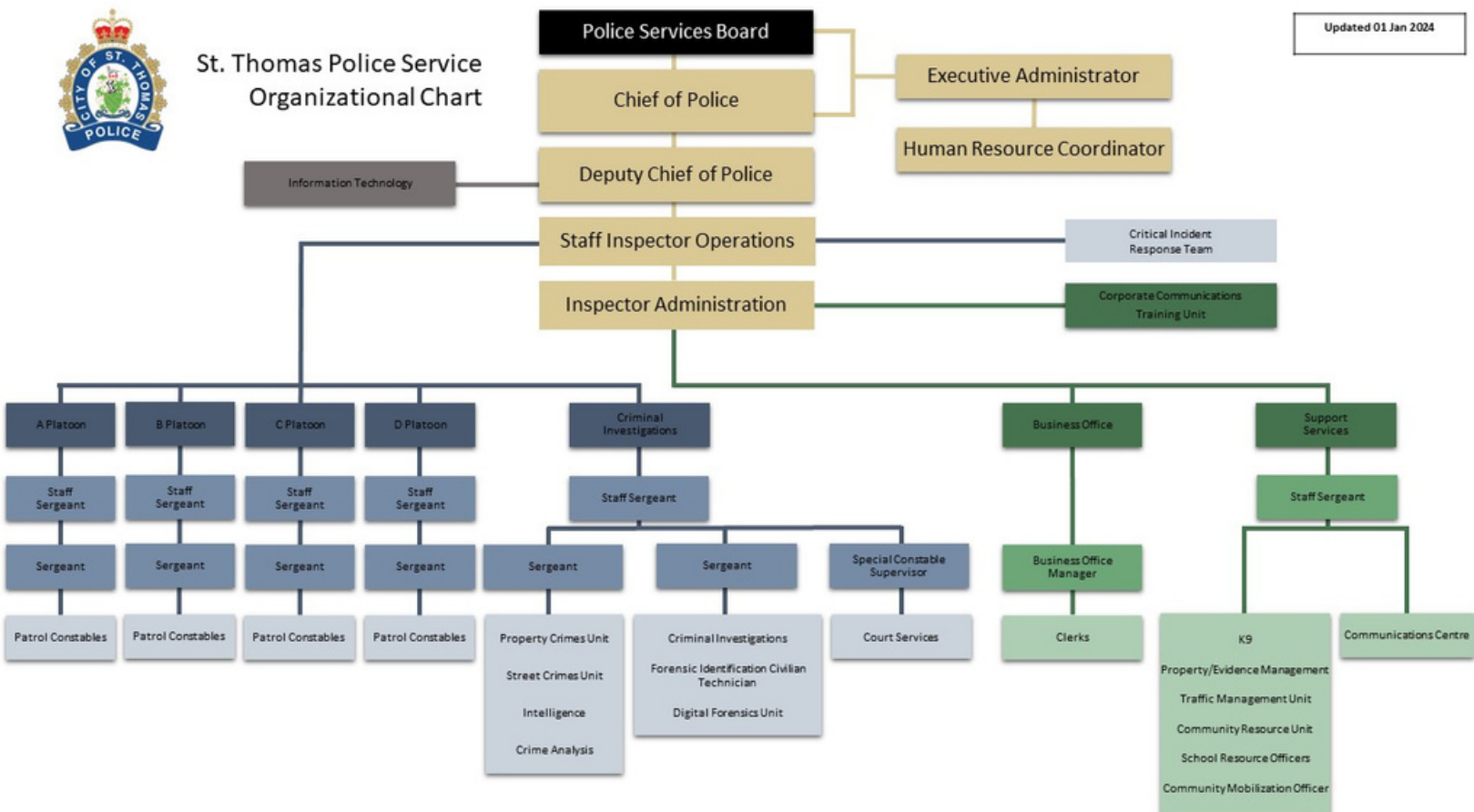


ORGANIZATIONAL STRUCTURE



St. Thomas Police Service Organizational Chart

Updated 01 Jan 2024



CONTEXT

FOR STRATEGY DEVELOPMENT



The St. Thomas Police Service provides policing services to the City of St. Thomas which, boasting approximately **43,000** citizens, comprises almost **45%** of the entire population of Elgin County



The population of St. Thomas increased **2.6%** over the five years from **2011 to 2016**, and then jumped **10.1%** from **2016 to 2021**.



This represents an overall **13%** increase over ten years. (2011, 2016 and 2021 Census Data).





St. Thomas ranks 52nd in the province in population size. In reviewing the 2016 statistics available, the following breakdown is revealed regarding the demographic makeup of the community and residents served. This is important because the burgeoning growth happening in St. Thomas is reflective of society seeking out better cost of living opportunities. Being situated between a terminus of Windsor, London and Toronto makes the region favourable and thus brings a greater influx of racialized residents.

People aged 60 and over currently account for 28.4% of St. Thomas' population, an increase of approximately 41% over the ten years from 2011 to 2021. Additionally, the median age of St. Thomas residents is higher than both the provincial and national averages. The city has fewer households with children compared to both national and provincial numbers. Immigrated individuals account for approximately 11.6% of the St. Thomas population, with racialized persons representing about 31.8% of immigrants living in the city. Overall, racialized persons account for only 3.7% of St. Thomas' overall population.

The information and data obtained through the consultations, interviews and on-line survey revealed that the STPS has an excellent relationship with the community. The STPS, like many Ontario police services, has seen an increase in mental-health issues (both in the community and internally), drug addiction, and homelessness. Many of the calls for service related to these issues should not be the responsibility of the STPS as police officers are not the appropriately skilled professionals to deal with them. However, since there is no other process or infrastructure currently in place to respond to these calls, they fall to the police.

The Comprehensive Ontario Police Services Act 2019 (Bill 68) and its included Community Safety and Policing Act, 2019 provide substantial changes to policing and community safety in Ontario. The Act repeals earlier legislation and introduces new elements to the delivery of police services and police governance, together with strong emphasis on the application of a strategic-planning framework. The most socially impactful elements of the legislation are the philosophical shift from policing and community safety to one of partnerships and community wellness, with the recognition that policing is an element of a safe and healthy community, but the police are just one partner in the achievement of that goal.



MENTAL HEALTH



DRUGS



HOMELESSNESS

Policing in Ontario and across Canada is undergoing many changes. Demographic changes within our communities bring together a richness of diverse discussions, which reflect changes in opinion, needs, transparency, and services. These changes need to be studied and evaluated, and then solutions must be selected for implementation. Once selected, changes and solutions must be communicated to community partners to ensure that there is a clear understanding of the role police officers will undertake and the services the community partners can bring to the equation. The goal is to enhance public safety and ensure that everyone lives in a community that continues to be safe and vibrant, one in which most citizens trust the police and obey laws as intended.

This issue also underscores the need to respond to systemic racism, a historical and ongoing challenge for police services in Ontario. The effective, accountable and transparent response to the needs of all communities enhances public trust in police services and alleviates questions of police legitimacy.

An aging population within St. Thomas will also require new approaches to service by the STPS. This demographic group will impact STPS resources over time; therefore, the Service intends to pursue an enhancement of relationships with its community partners and, as necessary, develop new partnerships with groups or organizations that serve the senior citizen population in the community.

There are challenges for government organizations to ensure that the appropriate services and infrastructure are provided to meet the varying needs presented by community demographics. The STPS is one of the organizations that must ensure its services and programs are delivered appropriately to the community it serves. Adequacy and Effectiveness will always be considered and an assessment of STPS resources will be an ongoing priority of the Police Services Board to ensure that the needed resources are identified and secured.

Budget increases are almost entirely devoted to covering annual increases paid in wages and benefits. This raises the question of how best to deal with financial choices and deliver responsive services when budget increases are strictly limited.



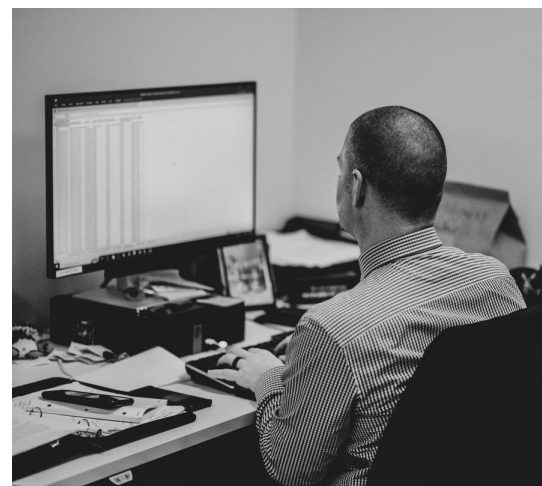
STRATEGIC PLANNING

CP2S was hired to complete the background work for this Strategic Plan. The four categories of individuals and groups that CP2S spoke to were as follows:

- **Police Services Board**
- **Internal Police Services Staff**
- **City of St. Thomas Staff & Politicians**
- **Community Partners**
- **Community Residents**

CONSULTATION & PLAN DEVELOPMENT PROCESS

Overall, there were **31 consultation sessions** and approximately **51 individuals interviewed**, including the in-person sessions held as part of the site visit in June 2022. The sessions had representation from the Board, police services staff, City staff, individuals, and approximately **15 community organizations**. The interviews of the external organizations/agencies that were identified were completed by various members of the consulting team. Internal members were also interviewed during the consultation period by Consilium (CP2S).



CP2S Consultants
undertook
this project
in six
distinct
phases

Analysis of Need

The consultant team held virtual meetings and exchanged messages with the Chief and key staff. The team planned the project and articulated the anticipated outcomes in the context of that dialogue. Throughout the project, the project manager provided regular updates.

Research

The consultants reviewed a variety of existing documents provided by the Service. The research also included benchmarking of similarly sized jurisdictions.

Interviews with Staff

The consultant team undertook a series of focus groups that involved approximately 30 members of the Board and the Service. Notes were taken during these focus groups and later used by the consulting team in its analysis.

Interviews with Key Community Service Partners

The consultant team interviewed 23 community leaders, including service providers, politicians and support-agency members.

Survey

Using quantitative research methods, a survey was made available to the citizens of St. Thomas from May 28 to June 20, 2022.

Reporting

The CP2S project manager communicated a progress report covering a broad range of project issues on a regular basis, keeping the client informed of progress, as well as any issues encountered as they arose. The consulting team met with the client as the recommendations were identified ensuring priorities were practicable.

In developing a strategic plan, consultations with stakeholders (internal and external) are critical to the success of the project. While this is the most time-consuming portion of the project, it is also the most important in order to produce a product that people can relate to. Experience has shown that if individuals and groups feel that they are heard, they are more likely to support the ultimate outcomes.



survey



The community identified the following important issues for the STPS over the next four years,:

- **Drug & Opioid Trafficking**
- **Domestic Violence & Violence Against Women**
- **Sexual Assaults**
- **Working with Community Agencies to Respond to Homelessness, Addiction and Mental Health**
- **Gang Violence & Firearms**

When asked to identify the publicly funded services with the greatest positive impact, mental health services and police services were identified as the highest priority. Similarly, when asked to allocate funding to local government services, police and social services were identified as the top priorities.

ST. THOMAS...



lowest rate of violent crime among the selected comparator communities



lowest violent-crime severity index of all the comparator communities and consequently the lowest rate of violent crime victimization (rate per 100,000) of all the comparator communities.



has a proportional community cost (dollars per resident) that is 11% lower than the average of the comparator communities.



enjoys a 22% higher average ratio of sworn officer to population against the comparator police services.





STRATEGIC PRIORITIES

ORGANIZATIONAL SERVICE REVIEW

Goal

Conduct a service delivery review and implement meaningful change that will transform culture, and positively adjust service wide effectiveness finding sustainable efficiencies.

Objective

OBJECTIVE 1:

- Conduct a Comprehensive Service Delivery Review.

Success Indicators

- ✓ # of non-police calls for service transferred to appropriate agencies
- ✓ # partnership agreements implemented
- ✓ Achievement of cost savings and/or efficiencies

The St. Thomas Police Service delivers services to a growing diverse community while dealing with critical issues such as homelessness, mental health issues, drug addiction, cybercrime, human-trafficking and sexual violence, calls for reform and budgetary constraints. While these issues are common to most Ontario police services, it is incumbent on the STPS to ensure that it is meeting the provincial adequacy standards and public expectations in the most efficient and effective manner possible.

A service delivery review (SDR) will provide STPS the information required to organize and structure itself to meet its current and future challenges, and demonstrate that the right services are being provided efficiently and effectively.

An SDR will examine culture, employee engagement, service quality, community experience, organizational structure, and staffing requirements. The SDR will enhance transparency and awareness, help build trust, and provide the community with the opportunity to be involved.

Performance measurement, particularly outcomes, is a challenge for police services. While substantial data and statistics are collected to measure inputs and outputs, there is a lack of outcome measurements. The SDR will assist in developing benchmarks, best practices, and performance measures (outcomes) for the STPS.

COMMUNICATIONS

Goal

Strengthen the two-way citizen and staff-centric communications through a dynamic continuum of elements that are researched, tested, measured, and refined frequently for optimal amplification, reach, listening, and engagement of information.

Objective

OBJECTIVE 1:

- Develop a communication plan for strategic and operational initiatives, departmental news and information, including such elements as strategic plans, community activities, service reviews and the development of a human-resources plan to ensure that messaging is timely, targeted and delivered in the optimum medium.

OBJECTIVE 2:

- Consult with members and complete an analysis on the current internal communication plan to develop a refreshed framework for internal communications that sets out the intended outcomes and plans the tasks required to achieve the outcomes.

OBJECTIVE 3:

- Continue to analyze and refine our external communications plan to ensure the effective and strategic release of messages and information to the segmented audiences in the most equitable and diversified way.

Success Indicators

- ✓ Measured staff engagement levels through yearly pulse surveys.
- ✓ Level of trust, confidence and community satisfaction, measured through periodic surveys regarding service delivery.
- ✓ The existence and effectiveness of revised standard operating procedures that outline a framework for the rollout of communications and updates.





COMMUNICATIONS (CONTINUED)

Integral to community policing and problem solving is the requirement that the police be transparent in their dealings. Transparency requires effective and timely communications, a task that is often easier said than done. Police organizations have faced and are facing challenges communicating with both their internal and external audiences. In their 24/7 world, events happen at a rapid pace and there is a long list of people who believe they should be among the first to know what has occurred.

External

In recent years, communication has become even more complicated with the changes in where, when, and how people access information. The traditional media may no longer be the primary sources of news and information. With the evolution of demographic changes and the advancement of social media, to name just two substantial changes, it can be enormously challenging to keep up with what is being said or shown, let alone to use available tools effectively to communicate with important internal and external audiences. Regular assessments of communication tactics will help to develop and fine tune strategic communication practices that are meaningful.

As identified through the community survey, current external communication is seen as being, for the most part, appropriate. Social media continues to be the largest influence on the respondents' opinions of the St. Thomas Police Service, and the preferred method of being updated. 87% of respondents identified the STPS as an organization they follow on social media. Ongoing assessments to ensure messaging tactics continue to evolve are essential.

Internal

Internal communication and employee engagement are often treated as a given, rather than the result of a strategy that leaders must nourish, track and evolve. Less than half of communicators measure the effectiveness of their communication in the workplace.

The first step in auditing and assessing internal communications is to find out what is and isn't working with existing channels.

The way we communicate translates through words and pictures and can either reflect the people we work for and with, or it can reinforce discrimination and marginalization of specific groups of people. It is crucial to consider the sensitivity around words and phrases that relate to culture, race and gender in all communications.

TECHNOLOGY

Goal

Identify and remediate important gaps in the application or integration of technologies within the St. Thomas Police Service. In addition, provide considerations with respect to the processes of threat and hazard assessment as well as security risk management and governance.

Objective

OBJECTIVE 1:

- Implement and finalize Next Generation 911 (NG911).

OBJECTIVE 2:

- Enhancement of Statistical Analytics to measure operational incident impacts.

OBJECTIVE 3:

- Enhancement of Network Security.

OBJECTIVE 4:

- Business Continuity and Preparedness Plan with the full implementation of a Disaster Recovery Site.

OBJECTIVE 5:

- Return to two Full-Time Systems Administrators.

OBJECTIVE 6:

- Conduct a "Strategic Information Technology and Applications Assessment"



OBJECTIVE 7:

- Establish a Detailed Information Technology Plan

OBJECTIVE 8:

- Establish an Integrated Communications Centre amongst STPS and STFD for seamless operational redundancy and corporate financial effectiveness.

OBJECTIVE 9:

- Research and Implement digital note-taking technology.

OBJECTIVE 10:

- Research and implement digital technologies to meet the demands of modern criminal investigations.

OBJECTIVE 11:

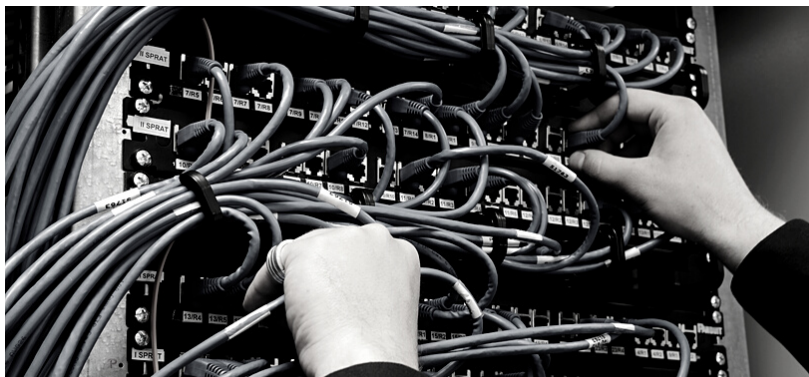
- Leverage existing technologies to enhance information sharing with the Crown Attorney's Office

TECHNOLOGY (CONTINUED)

The consulting firm found that STPS has demonstrated outstanding effort in promoting communication using technologies and distributing transparent information to the community, keeping the public well informed. Technology applications are not immune to challenges, whether internal or external, that can diminish their efficiency or bring their effectiveness into question. Technologies are also consistently exposed to change and system redundancy which are subject to being exploited by criminal cyber-attack or manipulation.

The STPS has clearly embarked on this path in recent years and has already proved its commitment to integrate technology into all aspects of its operations. Nonetheless, several forthcoming challenges remain for the STPS well into the next strategic planning term.

It is essential to assemble a thorough understanding of how the changes in software can best be effectively harnessed into more streamlined workflows, while avoiding duplication of effort or redundancy. Critically, the path to efficiencies must be accompanied by proper process mapping and effective staff training.



Success Indicators

- ✓ Full Implementation of the NG911 system and equipment
- ✓ Completion of a Disaster Recovery Site and associated Business Continuity Plan
- ✓ Implementation of a plan to better use Statistical Analysis data
- ✓ Two full-time Systems Administrators
- ✓ Network Security modernization
- ✓ Completion of a Strategic Information Technology and Applications Assessment
- ✓ Completion of an Information Technology Plan
- ✓ Implementation of digital note-taking technology for all officers
- ✓ Implementation of modern digital technologies to support Investigations.
- ✓ Successfully establish an electronic information sharing platform with the Elgin County Crown Attorney's Office through cloud-based technology.

HUMAN RESOURCES

Goal

Develop a Human Resource (HR) Strategy to strengthen organizational performance and drive strategic priorities in a collaborative and transparent manner to build a more inclusive, diverse, effective and healthy workplace.

Objective

OBJECTIVE 1:

- Conduct an ongoing gap analysis on internal policies and practices that considers emerging legislation, best practices, analytics, technologies and partnerships, and that identifies areas for improvement.

OBJECTIVE 2:

- Develop a robust training plan that supports and develops staff to their full potential, encourages growth for promotions and succession, and equips staff to effectively meet the needs of the growing and diverse community. A significant training focus will be on Equity, Diversity and Inclusivity (EDI) curriculum.

OBJECTIVE 3:

- Embed all aspects of an Anti-Racism Strategy in organizational procedures, policies, practices and training to ensure compliance, accountability and an enhanced work environment. This recommendation would be developed in tandem with Objective 1 and 2.

OBJECTIVE 4:

- Design, deliver, and increase awareness of organizational wellness programs.

Success Indicators

- ✓ Completion of yearly Policy reviews as earmarked and as required by legislative updates.
- ✓ Barrier-free recruiting and hiring processes that result in a police service that reflects the community in terms of gender, language, Indigenous status, and racial and ethnic diversity, and that provides highly skilled personnel to attain the core proactive and reactive functions required in a modern police service.
- ✓ Implementation of a strong yearly Training Plan.
- ✓ Implementation of meaningful accommodation and return-to-work programs that ensure member wellness and retention.
- ✓ Develop core competencies and training for current and future leaders.
- ✓ A reduction in the number of members suffering from physical and mental health issues resulting in medical leaves.

HUMAN RESOURCES (CONTINUED)

Police service requirements change and evolve on an ongoing basis, and the human resources area must concurrently grow and respond to these changes. Diversification in the STPS culture and changes in policing priorities require police personnel to be resilient and agile in responding to these changes. A strong HR strategy provides a police service with the policies and tools required to ensure this resilience and agility.

STPS leaders work closely and collaboratively with the Police Services Board, Police Association, City Administration and community groups to keep members safe and provide them with the resources, education, and equipment necessary to deliver excellence in policing to the community.



COMMUNITY PARTNERSHIPS

Goal

Implement strategies to advance the commitment to community safety and wellbeing (policing in the social environment), focusing on mental health, public safety, emerging issues, perceptions of crime and the need for society to reconsider the best ways to respond to these challenges. This strategy will enhance the STPS's culture of community engagement, prioritize relationship-building with diverse populations and allow it to remain focused on a collaborative approach to crime prevention and a focus for the STPS on public safety.

Objective

OBJECTIVE 1:

- Establish a Chief's Advisory Council, building on the respect and confidence that the community has in the leadership of the STPS and its Board, to create a forum where the STPS regularly hosts leadership from a diverse range of community organizations and groups.

OBJECTIVE 2:

- Establish committees and/or develop policies that support and enhance meaningful consultations with community partners to ensure that a collaborative approach to problem-solving is maintained within the STPS. A focus will be placed on better understanding the perspectives of racialized and marginalized groups.

Success Indicators

- ✓ Genuine and authentic community engagement and partnerships that allow all stakeholders' voices to be at the table and acknowledged in the work and interactions undertaken.
- ✓ Establishment of a Chief's Advisory Council.
- ✓ Identifying additional community partners which can positively impact operational support to the STPS.
- ✓ Number of agreements/MOU's.
- ✓ Number of agreements on the sharing of information and providing data sharing models.

OBJECTIVE 3:

- Where appropriate, develop written agreements with community partners to define expectations, shared values, relationships, objectives, responsibilities, and measurable outcomes.

OBJECTIVE 4:

- Review opportunities for the sharing of information and data related to public safety and community wellness with community partners and government organizations.

COMMUNITY PARTNERSHIPS (CONTINUED)



CP2S found that the St. Thomas Police Service has excellent connections and partnerships with local community organizations. Some of these partnerships may be more symbolic than substantive; however, it emphasizes the STPS's understanding that the police alone cannot solve the problem of crime and social disorder. Meaningful work in collaborative responses to complex issues is already being undertaken by the City of St. Thomas and the STPS.

The expectations of the STPS regarding community engagement and partnerships are high, and those expectations continue to increase. The STPS has garnered a high level of trust and support from the vast majority of its community partners. By and large, those partners hold the Service in high regard and very much value their partnerships with the STPS.

As such, the STPS, and in particular the Chief of Police, is well-positioned to be a community champion in building a stronger, safer and even more vibrant St. Thomas by bringing together organizations and diverse interests and by providing a forum to discuss shared community concerns, to share information and data related to community wellness, and to identify how they can work together and support each other in the achievement of common goals.

