



ST. THOMAS POLICE SERVICE

DIVERSITY ACTION PLAN

2026



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VISION, MISSION & VALUES

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.

A MESSAGE FROM THE POLICE SERVICES BOARD & THE EXECUTIVE LEADERSHIP TEAM



Front Left to Right: Dan Reith, Lynn Coates
Back Left to Right: Jason Jackson, Rose Gibson, Tiffany Terpstra, Mayor Joe Preston

The St. Thomas Police Service, is proud to present this plan as an important step in our ongoing commitment to fostering a diverse police service that reflects the community we serve. Working alongside our Strategic Plan, this Diversity Action Plan provides a framework to address key priorities identified through engagement with our members, community partners, and residents. The St. Thomas Police Service is committed to reflecting the diversity of our growing community, strengthening relationships with all residents, and creating meaningful opportunities to attract, support, and retain qualified individuals from all backgrounds and experiences.

By embracing diversity and inclusion as organizational priorities, our police service will continue to strengthen its effectiveness, innovation, and ability to respond to the evolving needs of our community. Recognizing and valuing different perspectives enhances collaboration, encourages creative problem-solving, and supports more informed decision-making.

Every member of the St. Thomas Police Service should have the opportunity to contribute fully and achieve their potential within an inclusive and respectful workplace culture. Through this commitment, we aim to build an environment where diversity is celebrated, social inclusion is promoted, and all individuals feel valued and supported.

In compliance with the legislated objectives prescribed by the Community Safety and Policing Act, 2019, this plan outlines the identified areas for action and will serve as a guiding document throughout the implementation of the 2024–2027 Strategic Plan and beyond. The St. Thomas Police Service remains committed to reviewing and evaluating the Diversity Action Plan on a regular basis to ensure it continues to meet the needs of our evolving organization and the increasingly diverse community we proudly serve.



Front Left to Right: Chief Marc Roskamp, Tiffany Terpstra (Executive Administrator), Deputy Chief Steve Bogart
Back Left to Right: Alison Lyle (Human Resources Coordinator), Inspector John Cosby, Inspector Matthew Lobsinger, Inspector Kim Manuel



ST. THOMAS POLICE SERVICE

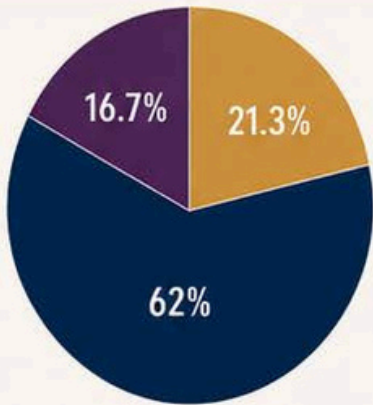
CITY OF ST. THOMAS CENSUS HIGHLIGHTS

BASED ON 2021 CENSUS DATA



St. Thomas ranks 52nd in the province in population size. In reviewing the 2021 statistics available, the following breakdown is revealed regarding the demographic makeup of the community and residents served. This information 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.

ST. THOMAS RESIDENTS' AGE DEMOGRAPHIC



Residents Aged 65+

21.3%



Residents Aged 15-64

62%

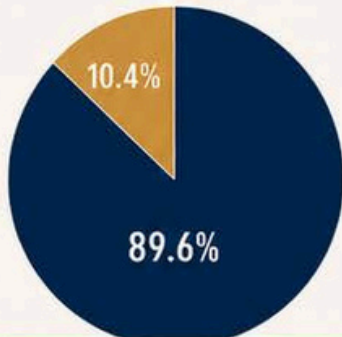


Residents Aged 0-14

16.7%



ST. THOMAS POPULATION DEMOGRAPHICS



Immigrated Individuals

10.4%



Other Population

89.6%



Indigenous Population

2.8%

of St. Thomas population



Immigrated Individuals

10.4%

of St. Thomas population



Racialized Population

4%

of St. Thomas population



Children Aged 0-14

16.7%

of St. Thomas population



Residents Aged 65+

21.3%

of St. Thomas population



St. Thomas continues to grow and diversify. Understanding our community helps the St. Thomas Police Service build stronger relationships, provide inclusive service, and create a safer, more welcoming city for everyone.



CIVILIANS

TOTAL CIVILIANS

59



FEMALE CIVILIANS

38 | **64.4%**



MALE CIVILIANS

21 | **35.6%**

64.4%



35.6%

Female Civilians
Male Civilians



SWORN

TOTAL SWORN

91



FEMALE SWORN

25 | **27%**



MALE SWORN

66 | **73%**

27%



73%

Female Sworn
Male Sworn



ALL EMPLOYEES

TOTAL EMPLOYEES

150



TOTAL FEMALE

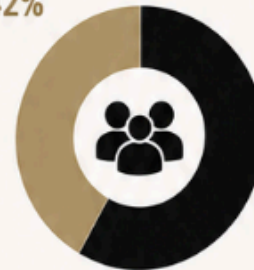
63 | **42%**



TOTAL MALE

87 | **58%**

42%



58%

Female
Male



RACIALIZED EMPLOYEES

SURVEY RESPONSE RATE

86.6%



TOTAL RACIALIZED

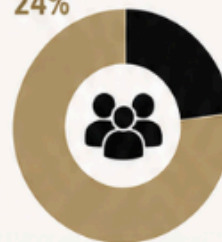
30 | **24%**



TOTAL NON-RACIALIZED

109 | **87.2%**

24%



87.2%

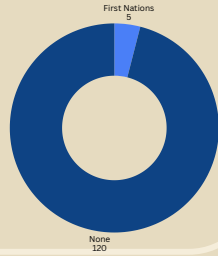
Non-Racialized
Racialized

INTERNAL SURVEY RESULTS

THE 2026 SURVEY RECEIVED AN 86.8% RESPONSE RATE

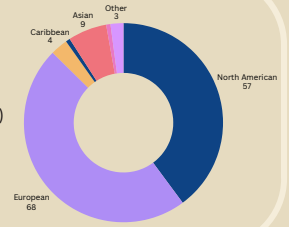
INDIGENOUS IDENTIFICATION

- FIRST NATIONS (5)
- METIS (0)
- INUIT (0)
- NONE OF THE ABOVE (120)



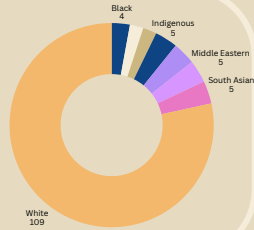
ETHNIC / CULTURAL ORIGIN

- NORTH AMERICAN (57)
- EUROPEAN (68)
- CARIBBEAN (4)
- LATIN, CENTRAL AND SOUTH AMERICAN (3)
- AFRICAN (1)
- ASIAN (9)
- OCEANIC (1)
- OTHER (3)



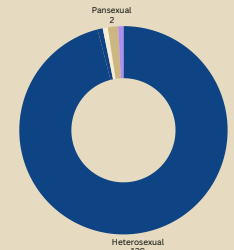
ETHNICITY

- BLACK (4)
- EAST ASIAN (3)
- SOUTHEAST ASIAN (3)
- INDIGENOUS (5)
- LATIN AMERICAN (5)
- MIDDLE EASTERN (5)
- SOUTH ASIAN (5)
- WHITE (109)



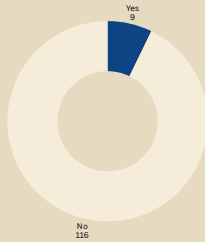
SEXUAL ORIENTATION

- HETEROSEXUAL (120)
- HOMOSEXUAL (1)
- BISEXUAL (1)
- PANSEXUAL (2)
- QUEER (1)



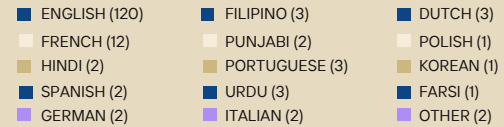
DIAGNOSED DISABILITY

- YES (9)
- NO (116)



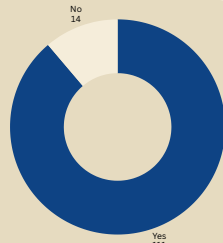
SPOKEN LANGUAGES

- ENGLISH (120)
- FRENCH (12)
- HINDI (2)
- SPANISH (2)
- GERMAN (2)
- FILIPINO (3)
- PUNJABI (2)
- PORTUGUESE (3)
- URDU (3)
- ITALIAN (2)
- DUTCH (3)
- POLISH (1)
- KOREAN (1)
- FARSI (1)
- OTHER (2)



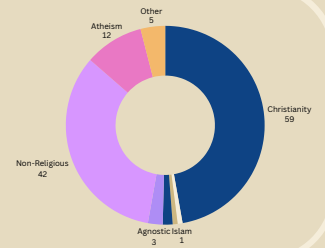
ENGLISH AS FIRST LANGUAGE

- YES (111)
- NO (14)



RELIGIOUS AFFILIATION

- CHRISTIANITY (59)
- ISLAM (1)
- BUDDHISM (1)
- SIKHISM (2)
- AGNOSTIC (3)
- NON-RELIGIOUS (42)
- ATHEISM (12)
- OTHER (5)



This survey was administered through a secure and confidential process designed to protect the integrity of the data collected as well as the identities of members submitting their responses. Self-identification of any of the information collected is entirely voluntary. Individual responses remain confidential and are only be reported in aggregate form.

Collecting and reporting on workplace diversity is essential to understanding the composition of the workforce, and identifying opportunities to make improvements to policies and procedures.

GOVERNANCE

The STPS Police Services Board, the Chief of Police and the Chief’s advisory committees and groups together play an important role in supporting diversity by establishing policies, setting strategic priorities, and promoting a culture of equity, inclusion, and respect. Through leadership, oversight, accountability, and continuing education, they help ensure that diversity considerations are integrated into organizational decision-making, workforce planning, and service delivery.

St. Thomas Police Services Board



The St. Thomas Police Services Board is responsible for implementing policies governing personnel management and recruitment and hiring. Under the supervision and direction of the Board, the St. Thomas Police Service carries out recruitment processes which endeavour to reach underrepresented groups to ensure there is adequate opportunity for representation of minority groups in the candidates who are selected to participate in the process and who are ultimately offered employment.



Chief of Police



The Chief of Police is required to action the policies and procedures as assigned by the Police Services Board and to ensure compliance from the Service. Annually, the Chief of Police provides reporting back to the Police Services Board through the Annual Report, Human Resources Report, Diversity Action Plan, and many other evidence based reporting mechanisms.



Diversity Committees and Advisory Groups



As part of the listed objectives in the Strategic Plan 2023-2026, the Chief of Police Community Inclusion Council was established in 2022 to bring together partners from the St. Thomas community to inform and advise the Chief of Police of emerging issues arising from underrepresented groups.



RECRUITMENT AND HIRING

The St. Thomas Police Service seeks candidates from a wide range of backgrounds, experiences and communities and strives to eliminate barriers that might obstruct individuals to apply for career and volunteer opportunities in policing. With the understanding that traditional job advertisements are only one avenue to reach potential candidates, The St. Thomas Police Service participates in community events, attends career fairs, partners with educational institutions and community organizations, and administers an equitable hiring process that reduces barriers and promotes equal opportunities for all applicants. The Community Services Officer (CSO) also plays a vital role in engagement with youth in the educational institutions in the St. Thomas community. The CSO can provide guidance and inspiration to students who are interested in pursuing a career in law enforcement, public safety, and community service.

Outreach



- Career Fairs at University of Western Ontario and Fanshawe College
- Pathways to Policing event at Fanshawe College for Police Foundations Students
- Elgin Home Show - Joe Thorton Community Complex
- St. Thomas and Elgin Job Fair
- Ontario Career Lab - St. Joseph's Catholic School
- Community Services Officer - all elementar and secondary schools in St. Thomas



Recruitment Process



- Applicant screening completed at two levels (civilian HR Coordinator and Deputy Chief) using standard grading matrices to evaluate strength and relevance of applications
- Two rounds of interviews with different members of the Executive Leadership Team
- OACP Pre-Background Questionnaire - standard throughout the province



Data Collection



- Anonymous, voluntary survey sent to applicants after submitting their application to collect diversity information
- Data collected will be reviewed at the close of each process for analysis
- Information collected from reviews will identify strengths and weaknesses in recruitment efforts and will help guide efforts for the next competitions



RETENTION AND PROMOTION

The St. Thomas Police Service strives to foster an inclusive workplace culture where all employees feel valued, respected, and empowered to succeed. The St. Thomas Police Service offers programs and has policies and procedures in place that support member wellness and development which in turn can also support retention within our organization.

The St. Thomas Police Service has found success through the following:

- STPS Mentorship Program
- Various training opportunities for professional development and continuing education
- Promotional Policy (HR-08) places value on individual continuing education, community involvement, and leadership, and transparently standardizes the promotional process to ensure fairness and reduce barriers or bias for any potential candidates

By fostering an environment that recognizes and supports the unique experiences and backgrounds of its membership, the St. Thomas Police Service strives to improve employee engagement, job satisfaction, and long-term career commitment.

Mentorship Program



A formal, structured, program designed to provide members with professional and personal development.

- Voluntary
- Oversight by STPS Leadership
- Reviewed annually to ensure alignment and repairing mentors/mentees when necessary or requested



Promotional Policy



A process designed and administered to ensure fairness, transparency and unbiased treatment to all candidates to identify qualified talent for advancement.

- Transparent
- Confidential
- Aligned with provincial legislation and other police partners



Professional Development



Training assigned to individuals per the role in which they are assigned to ensure compliance for operational use and for professional and personal growth.

- Assignments are made within annual budgets
- Assignments are made to ensure compliance with CSPA and provincial requirements



TRAINING



The St. Thomas Police Service supports diversity through training by providing ongoing education that enhances cultural competence and awareness of the diverse communities it serves. Training initiatives help members develop a deeper understanding of different cultures, identities, perspectives, and lived experiences, while also addressing topics such as unconscious bias, anti-racism, accessibility, Indigenous relations, and effective communication. By equipping employees with the knowledge and skills needed to engage respectfully and professionally with all individuals, training contributes to more equitable service delivery and stronger community relationships.

Training Assigned at Onboarding



- Occupational Health and Safety Awareness
- Workplace Diversity and Inclusion
- Understanding Human Rights
- Customer Service Training
- Thematic Training to new police officers



Training for Supervisors, Leadership, and Governance



- Workplace Violence and Harassment
- Occupational Health and Safety Awareness for Supervisors
- Conflict Resolution
- Thematic Training assigned to Police Services Board and supervisory officers



In-Service Training, Conferences, Community Partnerships



- "Culture Catalyst - Creating a Welcoming & Accessible Workplace for your 2LGBTQI+ Team Members"
- "Cultural Awareness and Race Relations"
- "Walk With Me" - The St. Thomas-Elgin Local Immigration Partnership
- Project Lifesaver
- Planet Youth
- Community Services Officer (School Resource Officer)



COMMUNITY ENGAGEMENT

The St. Thomas Police Service supports diversity through community engagement by building meaningful relationships with the individuals, groups, and organizations that make up the community it serves. Regular engagement with diverse cultural, faith-based, Indigenous, newcomer, accessibility, and advocacy groups provides valuable opportunities to listen, learn, and better understand the unique needs and concerns of different populations. Through participation in community events, and collaborative partnerships, the STPS strengthens trust, fosters open communication, and ensures that community voices help inform policing priorities and practices.

Youth engagement is another important initiative the St. Thomas Police Service that supports deeper community connection. The St. Thomas Police Service recognizes that some children and youth face barriers including poverty, social isolation, and mental health challenges. Through community partnerships and positive engagement opportunities, the STPS seeks to strengthen protective factors that support resilience, belonging, and wellbeing. Programs such as school visits, youth advisory committees, mentorship initiatives, leadership development programs, and community-based activities provide young people from diverse backgrounds with opportunities to share their perspectives and contribute to community safety. These initiatives help foster a sense of belonging, empower future leaders, and support the development of strong, respectful relationships between youth and the police service.

Community Mobilization & Community Services Officers



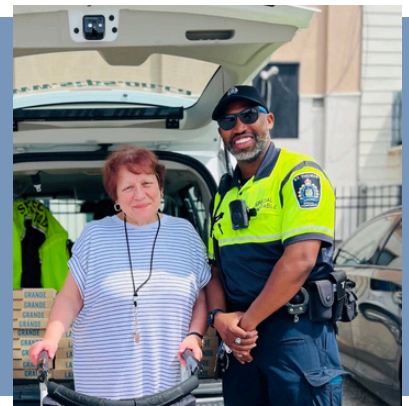
- Liaison between Community and Police Service
- Proactive approach focused on education, prevention and engagement
- Designated programs, lectures, personal contact and media to educate audiences on crime prevention, and ways to avoid becoming a victim of crime
- Attendance at cultural events for Muslim, Indo-Canadian, Christian Communities, Seniors, Youth, Indigenous groups
- Maintains presence in schools and interacts with students, staff and partners to further enhance the relationship with St. Thomas Police Service



Community Resource Unit



- Daily interactions with vulnerable persons in the downtown core to provide support and connection to resources when needed
- Daily interactions with business owners in the downtown core to provide support and receive feedback for concerns related to their businesses
- Work closely with community partners to support the members of our community who need additional help in securing resources for wellbeing, secure housing, and mental health supports



Corporate Communications



- Provides communication on behalf of the Chief of Police by attending and reporting on events involving diverse communities
- Promotes inclusive community engagement and representation
- Strengthens trust and transparency through highlighting the STPS's engagement with culturally diverse, Indigenous, and new comer groups



MONITORING AND REPORTING

The St. Thomas Police Service supports diversity through monitoring and reporting by regularly assessing its workforce demographics, employment practices, and organizational initiatives to identify progress, challenges, and opportunities for improvement. Collecting and analyzing data related to recruitment, hiring, retention, promotion, training, and workplace experiences helps ensure that diversity goals are being effectively implemented. By monitoring key indicators and evaluating outcomes, the organization can make informed decisions, address barriers, and develop strategies that support a more representative and inclusive workforce.

Transparent reporting demonstrates accountability and commitment to continuous improvement. Sharing information on diversity initiatives, workforce representation, and organizational achievements helps build trust among employees, community members, and stakeholders. Regular reporting also provides an opportunity to measure progress against objectives, celebrate successes, and identify areas requiring additional focus. Through ongoing monitoring and transparent communication, the St. Thomas Police Service reinforces its commitment to fostering an equitable workplace and delivering policing services that reflect and respond to the diverse needs of the community.

Human Resources



- Human Resources Annual Report
- Diversity survey and report



Annual Reporting



- St. Thomas Police Service Annual Report
- Strategic Plan
- Use of Force
- Professional Standards (LECA, SIU, IoP)
- Daily Media Reporting



PERFORMANCE INDICATORS

In order to ensure success with our goals and commitments made in this plan, the following points outline our planned objectives to improve relationships with, and better represent the diverse community of St. Thomas.

We will

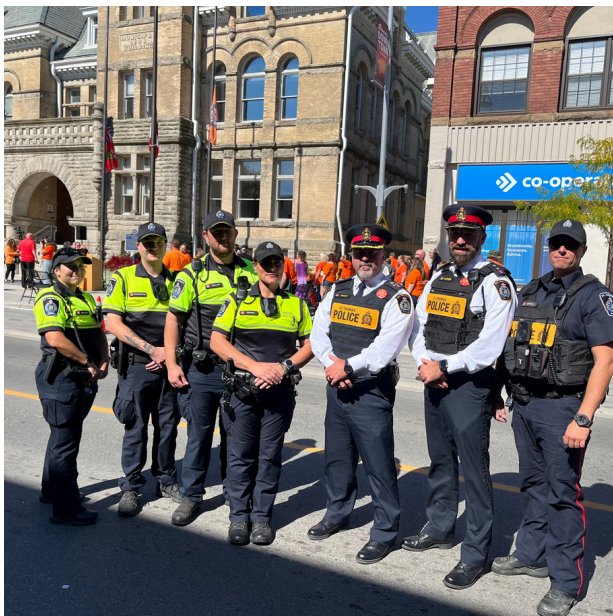
1. Identify and attend events involving diverse communities. Members of the Chief of Police Community Inclusion Council as well as the Executive Leadership Team will continue to bring forward perspectives from these communities for consideration and review. In all external activities, we will use these opportunities to connect and identify potential applicants and encourage them to consider a career in policing with the St. Thomas Police Service.
2. Provide diversity and inclusivity training to all members of the St. Thomas Police Service. In addition to this training, STPS commits to ensuring each member is trained with the knowledge that a diverse workplace benefits all members.
3. Host and participate in community events such as PRIDE in the Park, Truth and Reconciliation Day, Meals on Wheels, Torch Run, Special Olympics Events, New Comer Events, and engagement opportunities with our culturally diverse communities. We will continue to establish and participate in committees that support and enhance meaningful consultations with community partners to ensure that a collaborative approach to problem-solving is maintained within the STPS.
4. Host open house events to invite diverse community members to meet police personnel, welcome new comers to the area and communicate resources for those who are new to the St. Thomas community.
5. Enhance STPS website and social media presence to more effectively promote civilian employment opportunities by posting civilian positions and providing clear information on the hiring process.
6. Continue to promote STPS as a potential employer by highlighting the St. Thomas housing market, quality of life, and public health and education institutions to attract diverse applicants.
7. Encourage diverse STPS members to speak with their acquaintances, family, and friends about considering a career with STPS.
8. Ensure Human Resources and Police Officers are providing recruitment information to Secondary Students expressing interest in a career in law enforcement.



PERFORMANCE INDICATORS

Continued

9. Promote the service as an employer of choice and encourage applications from qualified, diverse applicants.
10. Attend local career fairs in the surrounding area for those from diverse backgrounds to educate and inform applicants on career opportunities and the process to apply.
11. Mentor prospective candidates from diverse communities. A member belonging to the recruitment team will have ongoing contact with potential candidates to assist with applying to the service.
12. Coordinate and assign mentors to new diverse sworn members when they are assigned to a community patrol platoon.



13. When possible, increase presence of diverse officer's in areas identified as having a significant population of citizens similar to the officer's diversity.
14. Develop a Human Resource 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.
15. 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 Diversity curriculum.
16. 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 objective will be executed with a global approach and a comprehensive service delivery review of all departments and units.

EQUITABLE REPRESENTATION, PARTICIPATION & OPPORTUNITY

All internal selection panels will be comprised of both male and female identifying individuals.

Every promotional panel will be comprised of both male and female identifying individuals.

It is the responsibility of St. Thomas Police Service Leadership Team to ensure the objectives and action plan items are applied, monitored and tracked. Semi-annual reports will be submitted to the Chief of Police and form part of the annual STPS Diversity Action Plan to the St. Thomas Police Services Board.

The STPS employee diversity survey will be conducted once every three years. This collection of data will allow for accurate measures progress, and to identify opportunities for growth and improvement.





QUESTIONS & FEEDBACK

519-631-1224

diversity@stps.on.ca

www.stps.on.ca