



PRIDE \* SERVICE \* TRUST

# **Guelph Police Service Business Plan 2010-2012 2010 Unit Accomplishments**

**2011**

# Table of Contents

|   |           |
|---|-----------|
| Background to the Report .....                        | 3         |
| 2010-2012 Guelph Police Service Corporate Goals ..... | 3         |
| 2010 Accomplishments by Unit: Summary Table .....     | 4         |
| List of Common Abbreviations .....                    | 4         |
| <br>  |           |
| <b><u>Office of the Chief</u></b>                     |           |
| <b>Chief of Police .....</b>                          | <b>5</b>  |
| <br>  |           |
| <b><u>Neighbourhood Services Division</u></b>         |           |
| <b>Deputy Chief of Neighbourhood Services .....</b>   | <b>7</b>  |
| Professional Standards Inspector .....                | 8         |
| <b>Neighbourhood Services</b>                         |           |
| Neighbourhood Services Inspector .....                | 9         |
| Neighbourhood Teams (Platoons A through E) .....      | 10        |
| Coordinated Enforcement Team .....                    | 19        |
| Downtown Liaison Officer .....                        | 21        |
| Crime Analyst .....                                   | 22        |
| <b><u>Neighbourhood Support Services</u></b>          |           |
| Neighbourhood Support Services Inspector .....        | 23        |
| Tactics and Rescue/Downtown .....                     | 24        |
| Canine .....  | 25        |
| Traffic .....   | 27        |
| <b><u>Investigative Support Services</u></b>          |           |
| Investigative Support Services Inspector .....        | 29        |
| Major Crime .....                                     | 30        |
| Property Crime .....                                  | 31        |
| Persons Crime .....                                   | 32        |
| Sexual Assault .....                                  | 33        |
| Fraud .....   | 34        |
| Youth Office .....                                    | 35        |
| Forensic Identification .....                         | 36        |
| Drugs .....   | 37        |
| Intelligence .....                                    | 38        |
| Technological Crimes/Child Exploitation .....         | 40        |
| <br>  |           |
| <b><u>Corporate Services Division</u></b>             |           |
| <b>Director of Corporate Services .....</b>           | <b>41</b> |
| <b>Corporate Services Inspector .....</b>             | <b>43</b> |
| Research and Development .....                        | 44        |
| Training .....  | 45        |
| Communications .....                                  | 47        |
| Data Services .....                                   | 48        |
| Media and Community Relations .....                   | 49        |
| Fleet Management .....                                | 51        |
| Facilities Management .....                           | 52        |
| Court Services .....                                  | 53        |
| <b>Financial Services .....</b>                       | <b>55</b> |
| <b>Human Resources .....</b>                          | <b>56</b> |
| <b>Information Systems .....</b>                      | <b>58</b> |

# **Business Plan 2010-2012**

## **2010 Accomplishments**

### **Background to the Report**

2010 marked the implementation of the Guelph Police Service's most recent Business Plan, which has a mandate covering 2010 to the end of 2012. Consultations with the community of Guelph and members of the Service carried out in 2009 resulted in a set of six corporate goals. These goals are designed to carry on the work done under previous Business Plans, while also updating the focus of that work to reflect current priorities and circumstances. As well, these goals fall under the umbrella of the Service's mission, vision and value statements. Each goal has a set of corporate objectives to support the achievement of that goal. In turn, performance measures identified for each objective will allow for an assessment of success on the components of the Business Plan as well as the Plan as a whole.

In addition, every year each work unit of the Service sets objectives to support the corporate goals. This report looks back on those unit objectives and provides a detailed account of what was achieved during the past year. Unit objective setting assists in coordinating the activities of the Service to allow our members to work efficiently and effectively together to serve the community. The status of the corporate goals and objectives are presented in the Service's annual reports.

### **2010 – 2012 Guelph Police Service Corporate Goals**

#### **Neighbourhood Policing**

Increase our contribution to the feeling of safety in Guelph.

#### **Downtown**

Work with partners to improve the feeling of safety in Downtown Guelph.

#### **Drug Prevention and Response**

Continue to work with partners to reduce drug and drug-related activity.

#### **Traffic Safety**

Contribute to Guelph's traffic safety by enhancing traffic prevention and enforcement measures.

#### **Social Responsibility**

Carry out activities that have a positive social impact on our community.

#### **Human Resources**

Support effective policing and member satisfaction through operational efficiencies and career development opportunities.

## 2010 Accomplishments by Unit: Summary Table

| Corporate Goal               | Objective Outcome |                    |              | Total      |
|------------------------------|-------------------|--------------------|--------------|------------|
|                              | Achieved          | Partially Achieved | Not Achieved |            |
| Neighbourhood Policing       | 17                | 8                  | 1            | 26         |
| Downtown                     | 5                 | 1                  | 0            | 6          |
| Drug Prevention and Response | 8                 | 4                  | 2            | 14         |
| Traffic Safety               | 3                 | 4                  | 0            | 7          |
| Social Responsibility        | 25                | 6                  | 0            | 31         |
| Human Resources              | 30                | 15                 | 0            | 45         |
| <b>Total</b>                 | <b>88</b>         | <b>38</b>          | <b>3</b>     | <b>130</b> |

## List of Common Abbreviations

|      |                                     |       |                                       |
|------|-------------------------------------|-------|---------------------------------------|
| CC   | Criminal Code                       | OPC   | Ontario Police College                |
| CDSA | Controlled Drugs and Substances Act | PON   | Provincial Offense Notice             |
| CET  | Coordinated Enforcement Team        | POP   | Problem Oriented Policing             |
| DLO  | Downtown Liaison Officer            | RIDE  | Reduce Impaired Driving Everywhere    |
| GPS  | Guelph Police Service               | SEESS | South End Emergency Services Station* |
| HSRO | High School Resource Officer        | SOCO  | Scenes of Crime Officer               |
| HTA  | Highway Traffic Act                 | TRU   | Tactics and Rescue Unit**             |
| K9   | Canine                              | VSW   | Victim Services Wellington            |
| LLA  | Liquor Licence Act                  | YCJA  | Youth Criminal Justice Act            |

\*Recently renamed as Clair Road Emergency Services Centre

\*\*Also known as the Downtown Team/Unit

## Chief of Police

|   |  |                          |                    |
|---|--|--------------------------|--------------------|
| <b>Objective 1:</b>   | Assist in the development of a communication plan between GPS Headquarters and the South End Emergency Services Station.   |                          |                    |
| <b>Importance:</b>  | Communication between Headquarters and the new facility must be planned ahead to ensure efficient and effective operations, an issue raised in the 2009 member survey. |                          |                    |
| <b>Corporate Goal:</b>  | Human Resources  | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>  |  |                          |                    |
| <p>The original completion date of the South End Emergency Services Station was the fall of 2010. However, a significant fire at the facility necessitating remedial work extended the completion date well into 2011. As such, there is no immediate need to complete this objective, as it will be another four to six months before anything can be implemented. This objective is also being addressed by Corporate Services, Research and Information Systems, and will require these units to work together on suitable solutions. A meeting was held on December 16<sup>th</sup>, during which preliminary discussions to develop future processes took place.</p> |  |                          |                    |

|  |   |                          |          |
|--|---|--------------------------|----------|
| <b>Objective 2:</b>  | Develop learning opportunities throughout 2010 by providing mentoring under the first phase of the Succession Planning Program. |                          |          |
| <b>Importance:</b>   | Succession planning is required to prepare for the future human resource needs of the Service.                                  |                          |          |
| <b>Corporate Goal:</b>   | Human Resources   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |   |                          |          |
| <p>In January 2010, the Chief and a program participant met to lay out the 12-month plan for 2010. The Chief and participant met bi-monthly to discuss topics of relevance to senior managers and executives, and monitored the goals that were established throughout the year. The participant engaged in many opportunities such as leading internal meetings, public speaking, attending community functions, leading community meetings, establishing community partnerships, attending Board and Council meetings, badge presentation ceremonies, and retirement celebrations. The participant was also provided opportunities to join subcommittees of the Ontario Association of Chiefs of Police and now sits on the Special Investigations subcommittee and has attended Zone 5 membership meetings. The participant played a greater role in budget development and ownership for the uniform division throughout 2010 and again for 2011.</p> <p>2010 was the first year for the Succession Planning Program and both the Chief and the program participant gained much from the experience. This type of one on one interaction provides the time to discuss pertinent organizational issues and open the lines of communication. This program also provided many opportunities for informal interaction where the participant would drop in or call spontaneously to discuss issues in a less formal fashion. It is extremely important that an organization assist its employees in broadening their horizons and developing their leadership skills so that when promotional opportunities arrive, there are suitable candidates qualified for leadership roles.</p> |   |                          |          |

|   |  |                          |          |
|---|--|--------------------------|----------|
| <b>Objective 3:</b>   | Assist in the improvement of clearance rates for violent crime and property crime.   |                          |          |
| <b>Importance:</b>  | Guelph's clearance rate appears to be quite low in comparison to others, giving the appearance that the Service does not solve crimes as effectively as other police services. |                          |          |
| <b>Corporate Goal:</b>  | Neighbourhood Policing   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>  |  |                          |          |
| <p>A working group was formed early in 2010 to examine how crime statistics were being collected and forwarded to Statistics Canada and to examine how other police services were recording these data to ensure consistency in comparisons across services. The results did show some minor irregularities that could affect the final clearance rates. As a result of the review, new processes have been put in place that should improve clearance rates and response times to calls. A review of the changes to date shows an increase in clearance rates after the first six months of 2010, particularly in property crime where Guelph tended to be lower than comparators. The specialty</p> |  |                          |          |

units (persons crime and property crime) in the detective division are working well and the consistency in staffing and investigative processes is improving clearance. The GPS's clearance rates for violent crime are some of the highest in the province. The crime analyst is also increasing the information collected and shared with operational units on active crime types and locations leading to increased targeted enforcement and focused patrol. The overall results will be examined in more detail when the year-end review of crime data is conducted.

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 4:</b>    | Continue to review opportunities to improve the perception of crime in the business core.   |                          |          |
| <b>Importance:</b>     | Crime and disorder issues in this area of the City create an atmosphere that is not conducive to a healthy and vibrant downtown core. |                          |          |
| <b>Corporate Goal:</b> | Downtown  | <b>Objective Status:</b> | Achieved |

**Synopsis:**

In 2010, the Chief had many opportunities to promote the business core as a safe and desirable area to visit, shop and explore, including an interview with Rogers Cable TV where the virtues of the city core were reinforced. The Chief remains an active member of the Night Life Task Force and is now a member of the Day Time Task Force as well. Both committees examine issues affecting the downtown but with significantly different focuses (day and night). Most of the nighttime concerns involve bars, alcohol, rowdy crowds, vandalism, and fouling of property. The daytime issues relate to drugs, panhandling, unsafe cycling on sidewalks and unsafe pedestrian and vehicle movement. The Chief met with several of the business owners downtown when walking the core and heard very positive feedback relative to the new DLO. He has brought new enthusiasm and commitment to the business operators and those utilizing the downtown. There was also a concerted effort to get the bicycle patrols downtown more often, to target street level drug activity on the part of the Downtown/Tactical Team/CET and DLO. They collectively realized very good success, which once again resulted in positive feedback for police efforts.

The Chief also attended a downtown community forum in November to hear about concerns from those with an interest in the downtown. Unfortunately, the meeting was not well attended but some good information was shared. A low turnout can either indicate a relative sense of contentment and satisfaction by those frequenting the downtown or complacency on the part of those living and working downtown wherein they do not want to get involved. The Chief attended the annual Downtown Business Association general meeting to discuss any concerns and to interact with downtown merchants. The need for a second liaison officer downtown during the day was also examined but was felt not to be justified at this time. Tactical officers have been deployed more often on foot patrol to increase visibility and to deter crime. The additional presence was noted and conveyed back by several sources. The core will continue to be monitored and opportunities to promote the safety and security of the downtown taken. Statistics Canada data for 2009 show that for the second year in a row, Guelph is the safest community of its size in the country based on the crime severity index. We will continue to do whatever we can to maintain this distinction.

|                        |  |                          |                    |
|------------------------|--|--------------------------|--------------------|
| <b>Objective 5:</b>    | Improve communication between the Chief and operational/support units, and encourage other executive members to do the same. |                          |                    |
| <b>Importance:</b>     | One of the outcomes of the 2009 member survey was a desire for increased communication between units of the Service.         |                          |                    |
| <b>Corporate Goal:</b> | Human Resources  | <b>Objective Status:</b> | Partially Achieved |

**Synopsis:**

Senior members of the Service were encouraged to visit the operational units whenever possible and increase the flow of information through established communication tools. It is clearly recognized that physical presence and interaction with operational work units/members increases communication opportunities and promotes the idea that administrative and executive members are connected and in touch with day-to-day operational duties. The Chief made a concerted effort throughout the year to be mobile throughout Headquarters, stopping to speak to members on current cases, work unit issues and soliciting feedback on organizational/work unit performance. The Chief attended several operational line-ups and all of the fall training days to update members on current issues facing the Service and to seek out any concerns. As much as the Chief would like to participate in more communication opportunities, the demands of the position do not allow it.

**Deputy Chief of Neighbourhood Services**

|   |  |                          |          |
|---|--|--------------------------|----------|
| <b>Objective 1:</b>   | Enhance the Service's partnership with the Wellington-Guelph Drug Strategy Committee to address ongoing drug related issues.               |                          |          |
| <b>Importance:</b>  | Addressing the drug issue is important to the community and effective community partnerships are required to ensure an efficient response. |                          |          |
| <b>Corporate Goal:</b>  | Drug Prevention and Response   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>  |  |                          |          |
| <p>Work on this objective is ongoing. Executive members of the GPS continue to support the Wellington-Guelph Drug Strategy Committee as part of the Leadership Advisory Group. This group of local leaders and decision-makers firmly supports the Committee and its approach of addressing the four pillars of prevention, enforcement, treatment, and harm reduction. Complementary to these efforts, the Inspector of Neighbourhood Services is part of the Outreach Working Group. This group is working with a variety of community organizations to develop recommendations for the enhanced coordination of outreach services in Guelph and Wellington County.</p> |  |                          |          |

|   |   |                          |              |
|---|---|--------------------------|--------------|
| <b>Objective 2 :</b>  | Review the deployment and mandates of GPS specialized teams that address drug activity.   |                          |              |
| <b>Importance:</b>  | Ensuring the quality of investigative and enforcement activity and training and communication regarding the mandates of these teams will enhance the provision of drug enforcement. |                          |              |
| <b>Corporate Goal:</b>  | Drug Prevention and Response  | <b>Objective Status:</b> | Not Achieved |
| <b>Synopsis:</b>  |   |                          |              |
| <p>The GPS currently has three specialized teams that overlap on drug enforcement and investigation: the Intelligence unit; Drug Enforcement unit; and CET. A formal evaluation of the deployment, performance, and efficiencies related to these units and their task of addressing drug activity in the City of Guelph needs to be conducted in 2011.</p> |   |                          |              |

|  |  |                          |          |
|--|--|--------------------------|----------|
| <b>Objective 3:</b>  | Continue to provide career and succession management planning opportunities to senior members of our organization.   |                          |          |
| <b>Importance:</b>   | Career development and succession management to develop members and prepare them for the demands of the future is a Guelph Police Services Board priority. |                          |          |
| <b>Corporate Goal:</b>   | Human Resources  | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |  |                          |          |
| <p>This objective is ongoing. An informal career development plan has been in place and tracked since. The GPS recently introduced a formal Succession Management Program that currently focuses on executive level positions. All executive members participated in this program. A variety of organizational partners and community stakeholders assisted in providing development opportunities for our members to assist them in preparing for future responsibilities.</p> <p>Senior members have also been provided with a variety of career development opportunities, such as:</p> <ul style="list-style-type: none"> <li>• Membership of the Ontario Association of Chiefs of Police (OACP) was expanded to include senior managers; managers have been encouraged to participate in an OACP sub-committee and attend OACP Zone 5 meetings;</li> <li>• Secondments and transfer opportunities are provided when possible to provide cross training opportunities;</li> <li>• Ongoing coaching and mentoring;</li> <li>• Committee involvement and participation;</li> <li>• The opportunity to chair senior management meetings;</li> <li>• Public speaking opportunities;</li> <li>• A variety of specialized training opportunities (e.g., budgeting, change management, risk management);</li> <li>• Participation in community events; and</li> <li>• Volunteer opportunities.</li> </ul> |  |                          |          |

## Professional Standards Inspector

|   |  |                          |                    |
|---|--|--------------------------|--------------------|
| <b>Objective 1:</b>   | Continue to manage the integration and transition of the new public complaints system under the Independent Police Review Act. |                          |                    |
| <b>Importance:</b>  | The public complaints system is an important part of providing excellent service to the community.                             |                          |                    |
| <b>Corporate Goal:</b>  | Social Responsibility  | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>  |  |                          |                    |
| <p>All public complaints in 2010 were investigated according to the Independent Police Review Act and were completed under the prescribed rules of the legislation. A review was requested on one complaint, and our decision was upheld by the Office of the Independent Police Review Director (OIPRD). All supervisors have been trained on the new legislation and the Guelph Police website section on complaints has current information for the public to access.</p> <p>This objective was only partially achieved, as more attention needs to be given to local inquiries and resolutions as the statistics for these areas appear to be low. It is anticipated that additional supervisory training in these areas will be provided in the upcoming year. The GPS complaints policy also needs to be updated to be consistent with the Independent Police Review Act.</p> |  |                          |                    |

|  |  |                          |          |
|--|--|--------------------------|----------|
| <b>Objective 2:</b>  | Ensure the GPS has excellent risk management procedures and processes in place.  |                          |          |
| <b>Importance:</b>   | It is important to identify and address high risk activities to reduce organizational and member liability and increase member and community safety, both of which contribute to providing excellent service to the community. |                          |          |
| <b>Corporate Goal:</b>   | Neighbourhood Policing   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |  |                          |          |
| <p>The Risk Management Committee held regularly scheduled meetings during the year and the committee membership was updated to ensure adequate representation of the various work units. The minutes of the meetings were made available to all members of the GPS. A number of committee members attended a risk management training session presented by Gordon Graham.</p> <p>The committee also spearheaded a proposal to provide patrol rifles to the platoons. This proposal was approved by the executive, and has been successfully implemented. The patrol rifles have the potential to assist our members and the community in critical firearms incidents.</p> <p>In 2010 the Service complied with the implementation of the Bill 168 legislation (Workplace Violence and Harassment), including training our members and having an external risk assessment of the GPS conducted.</p> <p>In addition, for the past year this Inspector (now overseeing a different division) has represented the Service on a community advisory committee for Project Wisdom, which has the goal to examine and understand elder abuse from a cultural perspective, thereby increasing cultural understanding and sensitivity to issues of elder abuse within ethno-specific communities. The project is made possible with funding from the New Horizon for Seniors Program, Human Resources and Skill Development Canada, and has partners from Trellis, Immigrant Services, County of Wellington Social Services, Women in Crisis and the GPS. This work primarily supports the Service's Social Responsibility corporate goal.</p> |  |                          |          |

## Neighbourhood Services Inspector

|   |   |                          |          |
|---|---|--------------------------|----------|
| <b>Objective 1:</b>   | Strengthen ties with formal Neighbourhood Groups by holding a series of Town Hall style meetings (community forums).            |                          |          |
| <b>Importance:</b>  | The discussion during these forums will build the collaborative relationship between the Police Service and the neighbourhoods. |                          |          |
| <b>Corporate Goal:</b>  | Neighbourhood Policing  | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>  |   |                          |          |
| <p>Four community forums were conducted throughout the year, and issues and solutions raised during those forums were incorporated into operational planning for the Neighbourhood Services Division. All Neighbourhood Groups were invited to these forums, and representation from each group was achieved. City councilors and staff also attended the forums. Very positive feedback from the community, city councilors, and city staff about these forums was received.</p> |   |                          |          |

|  |  |                          |          |
|--|--|--------------------------|----------|
| <b>Objective 2:</b>  | Maintain current staffing levels within the Neighbourhood Services Division by liaising with Human Resources, Recruiting and other work areas to maintain full complement. |                          |          |
| <b>Importance:</b>   | Maintaining complement enhances service delivery, employee satisfaction and wellness.  |                          |          |
| <b>Corporate Goal:</b>   | Neighbourhood Policing   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |  |                          |          |
| <p>Staffing levels for the Neighbourhood Services Division were maintained at full complement during 2010.</p> |  |                          |          |

|  |  |                          |          |
|--|--|--------------------------|----------|
| <b>Objective 3:</b>  | Enhance service delivery through the exploration and implementation of alternative deployment methods to address the fluid needs of the community. |                          |          |
| <b>Importance:</b>   | As resources are limited, it is important to adapt delivery to provide adequate and effective services.  |                          |          |
| <b>Corporate Goal:</b>   | Neighbourhood Policing   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |  |                          |          |
| <p>Adjustments to shift schedules were made in anticipation of peak demand periods, such as during Frosh Month, St. Patrick's day, New Year's Eve, and end of term exams. In addition, the Bike Patrol was implemented as a dedicated unit on a pilot basis. The unit had an adjusted shift schedule aimed at increasing presence during peak demand periods to address community needs. Additional resources were deployed at strategic times to the south end neighbourhoods experiencing property damage, public drinking, urination and noisy parties. This initiative resulted in a letter to the Chief signed by more than thirty residents who noted the improvement in their neighbourhoods.</p> <p>Finally, the Neighbourhood Services Division partnered with the Community Relations unit to promote the "Lock it or Lose it" campaign. Other partners in this program were Cooperators Insurance, Community Volunteer Patrol, Conestoga College, and Neighbourhood Watch. The program resulted in a more than 60% decrease in thefts from vehicles over the same period in 2009.</p> |  |                          |          |

## Neighbourhood Teams (Platoons A through E)

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 1:</b>    | Contribute to the feeling of safety in Guelph through strategies to improve police visibility and response. |                          |          |
| <b>Importance:</b>     | This objective is important to increasing the perception of safety in Guelph.                               |                          |          |
| <b>Corporate Goal:</b> | Neighbourhood Policing  | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

The chart below shows the median response times in minutes and seconds for Priority 1 calls for 2009 and 2010. The response time to Priority 1 calls rose by 52 seconds between 2009 and 2010. Despite this increase, the Service's response time is still within the time range to which it aspires.

| Month       | Jan  | Feb  | March | April | May  | June | July | Aug  | Sept | Oct  | Nov  | Dec  | Year |
|-------------|------|------|-------|-------|------|------|------|------|------|------|------|------|------|
| <b>2009</b> | 4:45 | 4:05 | 4:07  | 4:25  | 5:00 | 5:17 | 4:52 | 4:17 | 5:28 | 5:49 | 4:33 | 4:32 | 4:39 |
| <b>2010</b> | 5:32 | 4:02 | 3:51  | 5:39  | 5:29 | 6:34 | 5:56 | 5:06 | 4:26 | 6:09 | 5:06 | 6:00 | 5:31 |

The following chart shows the calls for service and charges Neighbourhood Services were involved with in the area around Scottsdale Dr., Walman Dr., Reid Crt, Steffler Dr., and Ironwood Rd., an area from which a number of public complaints originated. Initiatives that took place during 2010 to deal with public complaints had an impact with regard to liquor offences. The increased patrol in this area led to a rise in liquor calls for service; it could be argued that the patrols contributed to the perception of safety by providing a physical cue for citizens to make a call for service, as well as raising confidence in the police response to such a call. The number of charges laid is attributable to more discretion being used in providing warnings rather than laying charges. Noise complaints that were received were mostly attended by City by-law officers. There was not a significant change in the number of charges laid by our Service for noise, public urination, or damage complaints.

| <b>Occurrence Type</b>               | <b>2009</b> | <b>2010</b> |
|--------------------------------------|-------------|-------------|
| Noise – Calls for Service            | 326         | 371         |
| Noise – Charges                      | 6           | 5           |
| Public Urination – Calls for Service | 5           | 5           |
| Public Urination – Charges           | 1           | 3           |
| Damage – Calls for Service           | 30          | 24          |
| Damage – Charges                     | 1           | 2           |
| Liquor – Calls for Service           | 13          | 42          |
| Liquor – Charges                     | 4           | 16          |

### PLATOON A

Platoon A had unmarked vehicles assigned to Neighborhood 2 areas on a consistent basis specifically to target ongoing possible gang issues. Numerous arrests were made in July, resulting in a significant decrease in calls for service to the area. In September, officers were assigned to the Ironwood/Walman Dr. area to address student drinking and related issues at bus stops in the area.

### PLATOON B

Platoon B's supervisors have actively monitored Priority 1 calls to ensure they are downgraded to Priority 2 when appropriate. Members of this platoon also led a targeted campaign to reduce the instances of public drunkenness in traditionally high incident areas. In a two-hour period, 23 people were charged with LLA offences; after that initiative, the number of incidents in the area declined. As well, direct patrol using unmarked vehicles was conducted in high incident areas to reduce noise and liquor complaints.

### PLATOON C

Officers were assigned to conduct targeted enforcement in areas where the student population was greater and

caused problems for citizens. Officers monitored individuals leaving their homes and attending bus stops, walking to drinking establishments with open liquor, urinating in public, disturbing the peace by yelling and/or swearing, and causing damage to property. Officers were deployed in marked and unmarked cruisers to target violators and increase enforcement when students attended drinking establishments and when they returned home after the bars closed. In addition, one officer on the platoon was seconded to the Bike patrol unit and tasked with targeting problem areas in the City.

Officers on the platoon began exiting their cruisers while downtown during bar hours to conduct foot patrol to monitor behavior more closely. Officers positioned themselves in front of establishments where patrons lingered after exiting. This tactic resulted in positive comments from citizens on the street. Officers were interacting with the public and were more readily available in the event a disturbance erupted. Mingling amongst the crowds allowed officers to hear disputes starting and stop them from turning into fights, preventing possible personal injuries.

**PLATOON D**

Platoon D supported this objective by increasing enforcement. Activities resulting from this objective include:

- One officer from Platoon D was seconded to the Bike patrol unit, where he along with his team targeted areas that were increasingly causing concern for police. This initiative was highly successful, and the Platoon D officer was one of the top producers in CDSA charges, LLA charges, and various CC charges.
- The Frosh Month initiative addressed the south end of Guelph, which continues to be plagued by rowdy and disorderly students who create noise problems and have large parties resulting in minor mischief and property damage. Targeting this area through the Frosh Month initiative, members of the platoon assisted in decreasing public concerns by laying LLA charges and attending keg parties prior to their start to educate the hosts about the responsibilities associated with hosting, thereby diffusing parties through education and applicable charges.
- Throughout the Downtown Initiative that took place during university students' initial return to school, members of the platoon continued to support Neighborhood Services by actively engaging students downtown through foot patrol. Platoon D supported the downtown during off peak hours by assigning a downtown foot patrol officer during the day shift and the afternoon shift, which amounted to over 75 hours of patrol. This concerted effort contributed to a feeling of safety in the downtown core.

**PLATOON E**

Platoon E contributed to this objective through increased targeted enforcement, such as the examples below:

- An officer from the platoon was seconded to the Bike patrol unit which targeted areas concerning to police. This initiative was very successful, and the E Platoon officer was a top producer for CDSA, LLA and CC charges.
- The south end of Guelph was targeted during the Service's Frosh Month initiative. Platoon E laid a large number of LLA charges and attended keg parties to educate the host about the consequences of hosting a party.
- Platoon E participated in the Downtown Initiative by engaging students downtown while on foot patrol. The platoon also supported the downtown during off peak hours by assigning a downtown foot patrol officer during day shift and afternoon shift, amounting to over 90 hours of work. This effort resulted in the issuing of 108 Provincial Enforcement charges, 6 By-law charges and 7 CC charges.
- In May, platoon members participated in Canada Road Safety Week, resulting in the following charges:
  - 1 Suspended Driving;
  - 2 Impaired Driving;
  - 1 Seatbelt Offence; and
  - 10 other HTA offences.

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 2:</b>    | Help to maintain or improve violent and property crime clearance rates. |                          |          |
| <b>Importance:</b>     | This objective will help support public confidence in the Service.      |                          |          |
| <b>Corporate Goal:</b> | Neighbourhood Policing  | <b>Objective Status:</b> | Achieved |

**Synopsis:**

The median response time for requests for forensic examination for Neighborhood Services (SOCOs) did not change between 2009 and 2010, although the number of these requests almost doubled between 2009 and 2010.

Maintaining the same median response time with more than double the number of requests indicates that the response times for these calls are being managed well. In addition, as described below, members of Neighbourhood Services completed various training courses to gain skills to address crime clearance.

#### PLATOON A

Four officers from Platoon A completed the General Investigative Training course in 2010, enhancing the skill level of the platoon and opening the possibility of more training in specialized investigative courses for these platoon members. Two officers were trained in the Intoxilyzer 8000 and two others were re-qualified on this device, improving the specialized abilities of the platoon. The SOCO course was not offered in 2010, however it will be running in January of 2011 and members of the platoon will attend.

#### PLATOON B

Platoon B members completed required training, such as in using Incident Management Systems. In addition to mandatory training, the K9 unit successfully apprehended 24 people and participated in 18 drug searches, including vehicle and search warrant executions. The platoon gained a trained SOCO who has already achieved a positive identification from forensic work, and another member successfully completed the Investigative Interviewing course.

#### PLATOON C

All members of the platoon completed Incident Management Systems training. To assist in increasing investigative and other abilities, individual officers attended to the following courses:

- General Investigative Training
- Interviewing and Interrogation
- Basic Tactical course
- Surveillance course
- Negotiators conference

Platoon C had two active SOCOs; having two trained officers decreased the response times for service for forensic requests as one of these officers was normally available to attend if the other was engaged in a call for service. At the end of 2010, one of these officers was transferred from the platoon, leaving a deficiency in this area. As a result, two officers from the platoon are scheduled to attend the in-house SOCO course in January 2011.

#### PLATOON D

Platoon D completed training for Incident Management Systems. Members of the platoon were also tasked with patrolling in unmarked vehicles and targeting specific areas plagued with residential break and enters and various other criminal and provincial offences. This targeted enforcement provided increased arrests for breaching court orders, residential break and enters, and reduced keg parties. Contact cards continued to be submitted in high numbers from this platoon, assisting members of CET, Intelligence and Drug units in knowing the location of high crime areas in Guelph. In addition, members of Platoon D were trained in General Investigative Training, Drug Investigation, and Major Case Management. One officer was also trained in identifying drivers impaired by drug ingestion.

#### PLATOON E

Platoon members have participated in a number of training courses geared towards properly investigating property and violent crime. Members of the platoon are encouraged to take ownership of an investigation and see it through to its conclusion. They are also frequently assigned to patrol in unmarked vehicles in an attempt to proactively detect and reduce criminal activity. The abilities of Platoon E's members is apparent in that six members have been transferred to specialized units such as Tactical, Identification, High School Liaison, and Persons Crime in 2010.

Members of Platoon E completed the following training opportunities supporting this objective in 2010:

- 4 officers: General Investigative Training

- 3 officers: Intoxilyzer course
- 2 officers: Patrol Rifle course
- 2 officers: Radar requalification
- 1 officer: Advance Patrol Training
- 1 officer: Human Source Development
- 1 officer: Bicycle course
- 1 officer: LiveScan training
- 1 officer: SOCO (OPC)
- 1 officer: Critical Stress Management Conference
- 1 officer: Touratech (motorcycle) course
- 1 officer: Front Line Officer Commercial Vehicle
- 1 officer: Forensic Identification
- 1 officer: Critical Incident Conference
- 1 officer: Initial Critical Incident Response

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 3:</b>    | Improve the feeling of safety in downtown Guelph through enhanced patrol and enforcement.               |                          |          |
| <b>Importance:</b>     | Achieving this objective will improve the quality of life for those who inhabit and visit the downtown. |                          |          |
| <b>Corporate Goal:</b> | Downtown  | <b>Objective Status:</b> | Achieved |

**Synopsis:**

During 2010 Neighbourhood Services conducted the following amount of foot patrol hours downtown:

| Platoon      | A   | B   | C   | D   | E   | Total Hours |
|--------------|-----|-----|-----|-----|-----|-------------|
| Patrol Hours | 246 | 365 | 115 | 179 | 120 | 1,025       |

Starting on August 13th, 2010 The GPS and City By-Law Enforcement Section launched the education phase of the "Action Plan for Alcohol Related Crime and Disorder Problems in Downtown Guelph" initiative. Several local print, social, radio and TV media partners covered this educational phase. The results of this overall initiative are provided below (also see the Tactical/Rescue unit's accomplishments):

| Charge/Actions                          | Total |
|---|-------|
| LLA (including False ID charges)        | 191   |
| Jay Walking/HTA                         | 262   |
| Public Urination                        | 76    |
| Impaired Driving/Over 80                | 8     |
| Criminal Charges                        | 50    |
| Alcohol related driving suspensions     | 18    |
| Roadside Screening Device demands/tests | 37    |
| Noise By-law                            | 148   |

**PLATOON A**

As part of this initiative, officers from Platoon A were assigned to patrol on foot in the downtown area whenever resources permitted on day shifts. In addition, an officer was assigned late in 2010 to work with the DLO to investigate downtown "massage parlor" issues. That officer was able to translate this information into proactive investigations with other platoon members into the massage parlors located outside the downtown.

**PLATOON B**

Members of Platoon B doubled their downtown foot patrol hours from 52 in 2009 to 104 in 2010. Through their portion of a targeted enforcement campaign in the downtown, this platoon issued 33 LLA tickets, 45 HTA and "jay walking" tickets, 12 public urination tickets and 16 criminal charges, including one for impaired driving. This

enforcement included 12 hours over four days. Platoon B also had a bike patrol officer assigned to the downtown for four months. That officer laid 11 drug, 18 CC, 15 LLA and 14 HTA charges during his time downtown.

PLATOON C

Officers on the platoon began exiting their cruisers while downtown during bar hours and conducting foot patrol in order to monitor behavior more closely. Officers increased enforcement on persons walking against the traffic lights in the downtown. For instance, during the Frosh Month initiative, officers stood on all four corners of the most affected intersection downtown and targeted jaywalkers (81 PONS issued for Disobey Pedestrian Do Not Walk tickets). Also during Project Frosh, the platoon issued PONs under the following legislation: LLA (7), HTA (81), City By-Laws (3), and CC (5).

PLATOON D

Platoon D was supplied a Bike Patrol Officer for the 2010 summer bike patrol unit project. This officer was one of the top enforcement officers for the team while it was in place. Actively engaging people downtown during peak and off peak hours was a coordinated effort across all five platoons. Platoon D increased its patrol during the Frosh Month initiative by walking the beat. Over 30 provincial and municipal offence charges were laid, including urinating in public, LLA and various other minor offences. CC offences also increased with charges laid for offences such as assault, causing a disturbance and breaching of court orders. The platoon also worked in conjunction with the DLO to help minimize the active traffic in this area.

PLATOON E

In addition to platoon members participating in the previously mentioned enforcement initiatives, officers logged approximately 120 hours of foot patrol in the downtown core. Numerous patrol hours were also carried out during busy weekend shifts in support of our Tactical unit members and the DLO.

|                        |   |                          |                    |
|------------------------|---|--------------------------|--------------------|
| <b>Objective 4:</b>    | Increase traffic enforcement levels over 2009 levels.                       |                          |                    |
| <b>Importance:</b>     | This work will contribute to enhanced traffic safety in the City of Guelph. |                          |                    |
| <b>Corporate Goal:</b> | Traffic Safety  | <b>Objective Status:</b> | Partially Achieved |

**Synopsis:**

There was a slight drop in traffic-related charges laid by Neighbourhood Services between 2009 and 2010. The following table provides HTA Charges for 2009 and 2010:

| Platoon      | Speeding |      | Seatbelts |      | HTA Other |       | HTA/CAIA Total |       |
|--------------|----------|------|-----------|------|-----------|-------|----------------|-------|
|              | 2009     | 2010 | 2009      | 2010 | 2009      | 2010  | 2009           | 2010  |
| <b>A</b>     | 183      | 87   | 21        | 36   | 404       | 366   | 661            | 528   |
| <b>B</b>     | 159      | 84   | 39        | 19   | 619       | 602   | 904            | 769   |
| <b>C</b>     | 202      | 204  | 76        | 39   | 384       | 504   | 728            | 785   |
| <b>D</b>     | 352      | 237  | 20        | 22   | 451       | 615   | 916            | 970   |
| <b>E</b>     | 142      | 63   | 26        | 67   | 380       | 507   | 608            | 703   |
| <b>Total</b> | 1,038    | 675  | 182       | 183  | 2,238     | 2,594 | 3,817          | 3,755 |

PLATOON A

During 2010, Platoon A showed limited production in the area of traffic safety. For instance, although the Seatbelt Enforcement Campaign resulted in 26 charges in 2010 (1 in 2009), the Road Safety Campaign resulted in 9 charges being issued (60 in 2009). Speeding enforcement showed a marked decrease.

PLATOON B

Platoon B did not increase its traffic enforcement over 2009 levels, seen primarily in a decrease in speeding and

seatbelt tickets issued. This reduction can be attributed to a shortage in staffing from 2009 resulting from a long term leave, holiday coverage issues resulting from transfers, having an officer at the Olympics for six weeks, and officers seconded to court for more than half the year.

PLATOON C

Platoon members took part in the following traffic safety initiatives in a limited capacity due to working the midnight shift during most of these initiatives. The outcomes of those initiatives are displayed below:

| Initiative               | 2009 charges | 2010 charges |
|--------------------------|--------------|--------------|
| Operation Impact         | 22           | 19           |
| Spring Seatbelt Campaign | 60           | 24           |
| Canada Road Safety Week  | 6            | 65           |

When resources and call volume allowed, officers would conduct platoon level RIDE programs. In addition, based on complaints received from the public, officers would conduct directed enforcement at intersections to deal with safety concerns (e.g., Victoria Rd/Grange Rd. - no left turn between certain hours).

PLATOON D

Platoon D continued to be one of the top producers in Provincial Offence related charges. Through a team effort, the platoon was second during the Seatbelt Campaign for charges for non-compliance, which contributed to public seatbelt awareness.

PLATOON E

Platoon members aggressively enforce all provincial offences on a consistent basis, and participated in every traffic enforcement initiative during 2010. Additionally, when the labour pool permits, Platoon E members set up radar enforcement and RIDE initiatives to enhance traffic safety in our community. During the 2010 Spring Seatbelt Campaign, the platoon laid 26 charges and four handheld device charges.

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 5:</b>    | Monitor gang activity in the City and be prepared to respond appropriately.           |                          |          |
| <b>Importance:</b>     | This work will assist in developing an intelligence base to assist in solving crimes. |                          |          |
| <b>Corporate Goal:</b> | Drug Prevention and Response  | <b>Objective Status:</b> | Achieved |

**Synopsis:**

The table below shows contact card submissions for 2009 and 2010. As can be seen, submission of these cards increased between these two time periods.

| Platoon | A   | B   | C   | D   | E   | Total |
|---------|-----|-----|-----|-----|-----|-------|
| 2009    | 433 | 329 | 273 | 121 | 794 | 1,950 |
| 2010    | 621 | 272 | 161 | 309 | 651 | 2,014 |

PLATOON A

Through targeted enforcement (e.g., the use of unmarked vehicles), the activities of two very active gangs in one area of the City were heavily monitored and documented. Numerous charges were laid against the primary instigators, which led to a decrease in the gangs' activities. This change was reflected in the number of contact cards submitted by the platoon. In 2009, 433 cards were submitted, while in 2010 that number climbed to 621 cards.

PLATOON B

Platoon B continues to submit good quality contact cards, however the number of cards submitted was down from 2009. All platoon members attended a presentation from the Intelligence unit on gang signs and tattoos. SOCOs

continue to photograph and document gang graffiti to assist with successful prosecutions. In addition, members of the platoon provided intelligence to the bike patrol unit for their POP project on graffiti in the west end of the city.

PLATOON C

In the spring of 2010, complaints were received that graffiti was plaguing the west end of the city. Street stops and interviews of local youth revealed three to four main suspects, and the summer was spent amassing information on them. In partnership with the Youth Office, cameras were set up in local graffiti hot spots. While investigating another matter, evidence was found and grounds were formed to further arrest and charge a male for numerous graffiti incidents throughout the summer. 16 counts of mischief were laid in relation to these graffiti incidents.

Officers also took part in an initiative with the Youth Office and other platoons to respond to numerous complaints concerning two youth gangs. Increased calls for service in this area included malicious damage, assaults, break and enters, and intimidation. Officers successfully worked together to assist in identifying a number of members in these gangs. Officers responded with targeted enforcement in these areas, including increased patrols with unmarked and marked police vehicles. Involved individuals were identified, arrests were made, and conditions were placed on many of the subjects. As a result of this effort, calls for service concerning these individuals dropped dramatically.

As a result of a training session given by our DLO about the Holistic By-law, one of our officers conducted targeted enforcement on two massage parlors in his zone. As a result of his investigations, 10 charges were laid under the Holistic by-law between the two locations. In addition, members of the platoon received a presentation from the Intelligence unit on gang signs and tattoos, and members of CET regularly attend line-ups and are given the opportunity to share new information with platoon members.

PLATOON D

Contact cards submitted by members of Platoon D increased between 2009 and 2010. This increase led to successful intelligence policing. One member of the platoon identified, verified, and supplied information that led to a large marijuana grow-op. This internal communication successfully contributed to this operation being dismantled, contributing to the safety and wellbeing of the residential community.

In addition, through ongoing communication between the Downtown units, City Hall, and Platoon D members, massage parlors were made the target of intelligence-based policing to solve the issue of “Body Rub” establishments. Through targeted enforcement, the platoon was one of the leaders in laying charges and successful prosecution, and contributed to the closing of some of these establishments.

PLATOON E

Platoon E members have participated in all POP projects targeting youth gang activities in the community, particularly in the northeast corner of the city. SOCOs continue to photograph and document gang graffiti in the hopes of realizing successful prosecutions in the future. In addition, platoon members continue to lead the department in contact card submissions, some of which relate to gang activity.

|                        |  |                          |          |
|------------------------|--|--------------------------|----------|
| <b>Objective 6:</b>    | Enhance the assistance Neighbourhood Services provides to victims of crime.  |                          |          |
| <b>Importance:</b>     | This objective is important in enhancing the quality of life of Guelph's citizens and reducing repeat calls for service. |                          |          |
| <b>Corporate Goal:</b> | Social Responsibility  | <b>Objective Status:</b> | Achieved |

**Synopsis:**

This table displays the number of referrals to VSW made by the Platoons in 2009 and 2010:

| PLATOON | A  | B  | C  | D  | E  | Total |
|---------|----|----|----|----|----|-------|
| 2009    | 44 | 41 | 41 | 15 | 28 | 169   |
| 2010    | 59 | 47 | 33 | 66 | 40 | 245   |

There was an increase in referrals between 2009 and 2010. Note that most calls generated for a referral were credited to both officers on the call so that a referral for one person in many cases was recorded twice.

PLATOON A

Five officers from Platoon A attended the “Mental Health meets the Law” conference in November. The information gained from this conference will assist members when dealing with people in crisis and their family members. In addition, a member of the platoon continues to attend the Evergreen Centre as part of a POP project focusing on seniors, including victimization issues such as elder abuse and phone/fraud scams.

PLATOONS B and C

Referrals were made to VSW by these platoons when the need arose.

PLATOON D

To assist with meeting the needs of victims, members called upon external stakeholders in times of victim crisis. This action supported officers with the situation at hand while also meeting the needs of the victim in a timely fashion.

PLATOON E

Platoon E members continue to make referrals to Victim Services when required. Upon recognizing a need, a member of the platoon initiated a POP project in an attempt to curb the frequency of calls for service to one particular address; that POP is ongoing.

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 7:</b>    | Maintain or increase positive involvement with youth.                             |                          |          |
| <b>Importance:</b>     | Maintaining this involvement will help address some of the causes of youth crime. |                          |          |
| <b>Corporate Goal:</b> | Social Responsibility   | <b>Objective Status:</b> | Achieved |

**Synopsis:**

The Service is committed to positive officer involvement with youth, and is proud of the roles members take on during their tours of duty and while on their own time. These roles reflect well on the relationships between officers and youth, and can help to prevent youth crime.

PLATOON A

Eight members of Platoon A regularly attend the Breakfast Club at the Shelldale Centre on weekday mornings. As well, two officers attend the Breakfast Club for high school students at St. James the Apostle. Currently, five members of the platoon are involved in coaching youth sports, including two hockey coaches, two soccer coaches, and one Special Olympics baseball coach.

PLATOON B

Officers continue to work with area youth both on and off duty. Platoon members are involved in coaching youth soccer, lacrosse, and floor hockey teams. One member organizes Canada Day fireworks through the Optimist Club. Other platoon members volunteer at local elementary schools on field trips and in the classroom. One member volunteers at car seat installation clinics. Members continue to interact with neighborhood groups through events such as the Shelldale Centre breakfast club as well as providing drug presentations to youth. The K9 unit continued to perform demonstrations for school groups, its business partners, and at community barbecues. That unit also gave demonstrations at camps for special needs children.

PLATOON C

Members are committed to increasing positive involvement with youth in this community, and as such are involved in the Shelldale Breakfast Club, Guelph Collegiate Vocational Institute Breakfast Club, coaching football, hockey, soccer, and the Royal Canadian Air Cadets. Members took part in a basketball game with youth at the Shelldale Centre for the fourth year in a row. One member nominated a youth for the Junior Citizen Award and that youth was the successful recipient. The platoon is also involved with a leadership trophy sponsored by the Police Services Board with the Air Cadets to recognize the leadership qualities demonstrated by a youth within that program. Lastly, while on patrol, members stop and speak to youth with the intent of creating a positive rapport.

#### PLATOON D

Members of Platoon D contributed to various community initiatives that led to increased interaction with youth, and will hopefully reduce youth crime. Some of those initiatives were:

- Big Brothers Big Sisters Bowling
- Cops and Kids Christmas
- Cops and Kids Fishing
- Youth basketball

#### PLATOON E

Members of Platoon E attend the Breakfast Club at the Shelldale Centre on weekday mornings and participated in a work day at Shelldale in June to remove an old fence that was posing a safety hazard. Officers continue to work with area youth both while on duty and in their private lives in a variety of capacities, such as coaching. This involvement assisted one platoon member in a successful application to be a HSRO.

### Coordinated Enforcement Team (CET)

|  |   |                          |          |
|--|---|--------------------------|----------|
| <b>Objective 1:</b>  | Increase the number of referrals to Community Addiction Services Homewood (CADS).   |                          |          |
| <b>Importance:</b>   | Prevention is the ultimate goal regarding addiction, followed by treatment for those who wish to quit. By joining committees and partnering with community groups who help prevent/treat addictions, the crime and social problems caused by drug use can be reduced. |                          |          |
| <b>Corporate Goal:</b>   | Drug Prevention and Response  | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |   |                          |          |
| <p>Community Addiction Services at the Homewood changed its approach throughout the year. Initially referrals had to be made and formal appointments set, sometimes resulting in persons in crisis having to wait three or four weeks to speak to an assessment officer. CADS now has open appointments on a drop-in basis every Wednesday from 1:00 pm to 3:00 pm. Members of CET speak to persons they deal with about addiction, including advising those people of the open drop-in clinic and recommending they attend. Some have followed through and sought formal treatment.</p> |   |                          |          |

|  |  |                          |          |
|--|--|--------------------------|----------|
| <b>Objective 2:</b>  | Maintain a position on the Onward Willow Drug Prevention and Safety Committee.   |                          |          |
| <b>Importance:</b>   | It is important to maintain face-to-face police contact with community members. Through this contact, community members are able to discuss local issues formally with police officers and informally outside of the group setting. Strategies can be discussed allowing for earlier intervention, if needed, prior to a crisis occurring. |                          |          |
| <b>Corporate Goal:</b>   | Drug Prevention and Response   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |  |                          |          |
| <p>A member of CET attended Onward Willow Drug Prevention and Safety Committee meetings on a regular basis throughout the year. Several contacts were made and information was freely exchanged between the members of the group and the police. Members of CET also conducted a drug presentation with the Parenting Support Group at the Onward Willow Centre. The topic of discussion was recognizing signs of drug use in teenagers.</p> |  |                          |          |

|  |  |                          |          |
|--|--|--------------------------|----------|
| <b>Objective 3:</b>  | Have each member of CET write at least one CDSA search warrant during the year.  |                          |          |
| <b>Importance:</b>   | Increasing the amount of CDSA search warrants written and executed will decrease the amount of drugs being sold and produced. In addition, having CET members write warrants will assist them in their professional development. |                          |          |
| <b>Corporate Goal:</b>   | Drug Prevention and Response   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |  |                          |          |
| <p>Between the five members of CET, 32 warrants were written throughout the year. Every officer wrote at least one warrant. The majority of the warrants were CDSA warrants, however several General warrants and CC warrants were written as well. Two officers were able to take the formal Warrant Writing Course offered by OPC. By having these officers write different types of warrants, they have gained the confidence and experience to expand their investigations and have successful results, and that confidence will continue throughout these officers' careers.</p> <p>Overall CET was involved in 142 arrests over the course of 2010. The Team was also involved in 8 HTA offences, 18 LLA offences, 9 By-law offences, 122 CC charges, 119 CDSA charges, and 10 YCJA charges for a total of 282 charges. Several of these investigations were in partnership with the Drugs and/or Intelligence unit and the HSROs. Several of these suspects have pled guilty and received serious prison sentences ranging from two to four years.</p> <p>CET was also involved in the seizure of two handguns, two prohibited long guns, and the seizure of several other firearms from two legitimate registered gun owners who were involved in drug trafficking. CET also identified known gang members who had been operating drug businesses within the City of Guelph.</p> |  |                          |          |

|                        |  |                          |                    |
|------------------------|--|--------------------------|--------------------|
| <b>Objective 4:</b>    | Create an informal white board in the lineup room to facilitate information sharing with Neighbourhood Services members.   |                          |                    |
| <b>Importance:</b>     | Facilitating communication will increase productivity and morale and decrease duplication of duties, making Neighbourhood Services and CET more efficient and effective. |                          |                    |
| <b>Corporate Goal:</b> | Human Resources  | <b>Objective Status:</b> | Partially Achieved |

**Synopsis:**

An informal white board was not created and placed in the lineup room due to limited space, and the sensitive nature of the information with which CET works. However, the unit made other attempts at facilitating the sharing of information with Neighbourhood Services. These attempts included being present at Platoon lineups, meeting with uniform members dealing with items of interest, checking the cell block for prisoners of interest, and maintaining and updating other information in the lineup room. The unit also attempts to keep uniform members involved throughout continuing investigations with which that member has been involved.

CET was involved in several uniform initiatives where a number of LLA and By-Law charges were laid, such as in the south end and the downtown areas of the City. The Team also assisted uniform with surveillance, and through communication with the Uniform Officer-In-Charge, assisted in the arrest of several individuals who were wanted. The Team also aided the High School Liaison Officers with drug investigations that resulted in arrests.

|                        |  |                          |          |
|------------------------|--|--------------------------|----------|
| <b>Objective 5:</b>    | Have each CET member achieve their yearly fitness pin.   |                          |          |
| <b>Importance:</b>     | CET is a very physically demanding unit and being fit will allow CET members to perform their duties at an elevated level and promote employee wellness. |                          |          |
| <b>Corporate Goal:</b> | Human Resources  | <b>Objective Status:</b> | Achieved |

**Synopsis:**

Through months of strenuous training, all five CET members successfully completed their yearly OPC fitness pin test.

### Downtown Liaison Officer (DLO)

|   |   |                          |                    |
|---|---|--------------------------|--------------------|
| <b>Objective 1:</b>   | Increase pedestrian sidewalk safety.  |                          |                    |
| <b>Importance:</b>  | This objective will assist in allowing pedestrians to walk throughout the downtown core without worrying about conflict with cyclists and skateboarders who breach legislation and in reducing pedestrian injuries. |                          |                    |
| <b>Corporate Goal:</b>  | Traffic Safety  | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>  |   |                          |                    |
| <p>The experience of the current DLO during his brief (to this point) tenure is that previous efforts have been somewhat successful in addressing this issue. Cyclists do not need to be approached frequently to reinforce their duty to use the road, but it does happen on occasion. A clear expectation has been developed with skateboarders in the downtown Square that skateboarding is unwelcome. Occasionally that expectation has to be reinforced, but that reinforcement is received with little resistance. Generally, this issue will need ongoing attention.</p> |   |                          |                    |

|  |  |                          |          |
|--|--|--------------------------|----------|
| <b>Objective 2:</b>  | Reduce panhandling and drunkenness.  |                          |          |
| <b>Importance:</b>   | This work will make the downtown safer for the citizens of Guelph and assist in improving the financial situation of the downtown. |                          |          |
| <b>Corporate Goal:</b>   | Downtown   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |  |                          |          |
| <p>This objective is ongoing, as these two issues will require continual monitoring and action. During the daytime, the DLO has developed a very respectful relationship with people who frequent the downtown to purchase alcohol and then remain in the Square. A clear expectation has been set that drinking is unacceptable in the downtown. The DLO has extended the courtesy of providing bus tickets to those who do not have access to transportation to get home, with the mutual recognition that their consumption is best done in a residence. Those that arrive already having consumed but not yet drunk are approached, challenged to remain orderly and encouraged to take any continued consumption elsewhere. After an initial “feeling out” period, this approach appears to be gaining acceptance by regulars. The public has been very helpful in pointing out those not conforming, helping to nurture the perception that the downtown is a safer place when police are present, and the police respond when needed.</p> <p>Within the provisions of the Safe Streets Act, the ability to stop persons from panhandling is rather limited. With that in mind, the DLO continues to approach each panhandler with the intention of trying to deter their practice at that time and move them along.</p> |  |                          |          |

|  |  |                          |          |
|--|--|--------------------------|----------|
| <b>Objective 3:</b>  | Continue to mentor youth at the “Give Yourself Credit” program.  |                          |          |
| <b>Importance:</b>   | It is important to foster better relationships with a number of the downtown youth to promote youth development and prevent youth crime. |                          |          |
| <b>Corporate Goal:</b>   | Social Responsibility  | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |  |                          |          |
| <p>The DLO visits this class on a regular basis, has been active in their group discussions, and made himself available on a personal level to many of the young persons for assistance with questions and personal matters as needed. This officer is regularly approached with personal matters and has been included by invitation to different special functions as they come up.</p> <p>This approach has also been taken at “Fresh Start” during the day and at their youth drop-in during the afternoons. The DLO was recently complimented by the Director of Fresh Start on his presence. The officer’s communication style has been generally well received, is fostering a number of positive relationships with youth, and has seriously challenged many preconceived negative perceptions of police. This work is also having a positive trickledown influence with the transitional adult population who use other services provided by Fresh Start by observing these interactions with young persons or interacting with the officer directly.</p> |  |                          |          |

## Crime Analyst

|   |   |                          |          |
|---|---|--------------------------|----------|
| <b>Objective 1:</b>   | Create and maintain a monthly statistical report in a timely manner.  |                          |          |
| <b>Importance:</b>  | This report illustrates areas of high calls for service, response times to priority one calls, and calls for service ratios based on the types of calls to which police respond. The report will illustrate increases and decreases in violent crime, property crime, traffic, drugs, and youth crime from the previous month and year, will include geographic indicators within Guelph. |                          |          |
| <b>Corporate Goal:</b>  | Neighbourhood Policing  | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>  |   |                          |          |
| The monthly reports were completed and distributed throughout the organization in 2010. These reports were used by the Service to assist in officer deployment, investigative strategies, identification of priorities, and for public awareness. Specific information from these reports was presented at the community forums held during the year. |   |                          |          |

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| <b>Objective 2:</b>   | Create weekly maps outlining high areas of property crime in the City of Guelph.                  |                          |                    |
| <b>Importance:</b>  | These maps will assist with staffing levels and determining times to focus on higher crime areas. |                          |                    |
| <b>Corporate Goal:</b>  | Neighbourhood Policing  | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>  |   |                          |                    |
| Weekly crime maps were utilized early in 2010. The reports were changed to a more thorough weekly crime report that included crime maps. These weekly reports were not completed in the fourth quarter of 2011. Efforts will be made to produce a weekly crime report including maps in 2011. |   |                          |                    |

## Neighbourhood Support Services Inspector

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| <b>Objective 1:</b>   | Achieve 100% compliance with Neighbourhood Support Services members' performance appraisals.                                      |                          |                    |
| <b>Importance:</b>  | Achieving this objective will help promote career development and member satisfaction, as well as compliance with Service policy. |                          |                    |
| <b>Corporate Goal:</b>  | Human Resources   | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>  |   |                          |                    |
| Supervisors completed nine of twelve performance appraisals that were due during this period. |   |                          |                    |

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| <b>Objective 2:</b>  | Monitor, interpret and manage the Neighbourhood Support Services 2010 budget as it pertains to all activities and personnel. |                          |          |
| <b>Importance:</b>   | This work will ensure services are provided in an efficient manner.  |                          |          |
| <b>Corporate Goal:</b>   | Social Responsibility  | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |  |                          |          |
| The Neighbourhood Support Services budget was well within targeted projections for 2010. |  |                          |          |

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| <b>Objective 3:</b>   | Prioritize and institute a new focus on Downtown issues with regard to the deployment of the Downtown/Tactical unit.  |                          |          |
| <b>Importance:</b>  | Success with this objective will ensure the effective and efficient delivery of policing services to Downtown Guelph. |                          |          |
| <b>Corporate Goal:</b>  | Downtown  | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>  |   |                          |          |
| Downtown/Tactical officers conducted significantly more foot patrol in 2010 than in previous years. These officers also participated in safety blitzes related to downtown traffic enforcement issues and bicycle safety. The unit also participated in a number of community presentations, and liaised with community partners (the Alcohol and Gaming Commission, the University of Guelph, licensed establishments, the Downtown Nightlife Task Force, City By-Law staff and the Fire Department) in an effort to provide coordinated responses and solutions to some of the liquor related issues downtown. Finally, these officers worked in conjunction with the dedicated Bike Patrol unit on some mini-projects related to recidivists (bail condition enforcement) and drug trafficking in the downtown core. |   |                          |          |

### **Tactics and Rescue/Downtown (TRU)**

|                        |  |                          |          |
|------------------------|--|--------------------------|----------|
| <b>Objective 1:</b>    | Continue working with partners to monitor downtown establishments and enforce appropriate legislation.   |                          |          |
| <b>Importance:</b>     | This work will promote the perception and feeling of safety in downtown Guelph, and will ultimately assist in reducing the crime rate and calls for service in the downtown. |                          |          |
| <b>Corporate Goal:</b> | Downtown   | <b>Objective Status:</b> | Achieved |

#### **Synopsis:**

Existing partnerships with the Private Security and Investigative Services Branch of the Ontario Provincial Police, Alcohol and Gaming Commission of Ontario, City of Guelph By-Law Enforcement, Guelph Fire Department, the Ministry of Health, and members of the Neighbourhood Services Division of the GPS were strengthened throughout the year, particularly during one five week enforcement initiative (Frosh Month – Sept. 9<sup>th</sup> to Oct. 10<sup>th</sup>, 2010). 2010's initiative included an educational component including information on fouling, open liquor, and underage drinking. The results of that initiative are displayed under the Neighbourhood Teams Objective 3 in this report. As well, a new partnership was formed with Salvation Army Community Support to help address downtown issues during bar hours.

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| <b>Objective 2:</b>    | Work with Guelph St. John Ambulance certified Ontario Search and Rescue Volunteer Association (OSARVA) trained searchers to implement a Memorandum of Understanding for shared resources to better respond to missing person calls involving mental health and/or dementia issues, and provide Crisis Negotiator, Crisis Negotiator Refresher, and Applied Suicide Intervention Training. |                          |          |
| <b>Importance:</b>     | Enhanced response to these calls will reduce organizational liability and promote fiscal responsibility. Ongoing Crisis Negotiator and Suicide Intervention Training will enable officers to more effectively respond to calls involving persons with mental health challenges.   |                          |          |
| <b>Corporate Goal:</b> | Neighbourhood Policing  | <b>Objective Status:</b> | Achieved |

#### **Synopsis:**

Several meetings and correspondence occurred throughout the year between the GPS and St. John Ambulance. A formal letter of agreement regarding search and rescue was signed September 22<sup>nd</sup>, 2010. In addition, one TRU member was formally trained as a Crisis Negotiator at the Canadian Police College, and ongoing in-house Crisis Negotiator refresher training was completed.

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| <b>Objective 3:</b>    | Provide and assist the Training unit with ongoing police and civilian training, including 2010 Use of Force and Conductive Energy Weapon (CEW) requalification, and recruiting orientation, and to assist Dispatch with School Lockout/Lockdown training.                |                          |          |
| <b>Importance:</b>     | It is important to provide support to the Training unit and operational and civilian staff and to increase contact between managers and members to provide ongoing and improved support to the policing activities carried out by our members through skill development. |                          |          |
| <b>Corporate Goal:</b> | Human Resources  | <b>Objective Status:</b> | Achieved |

#### **Synopsis:**

Tactical members continued to provide assistance to the Training unit by assisting with Use of Force and CEW requalification, recruit orientation, initial Immediate Action Rapid Deployment (IARD) training, dispatch IARD/school lockdown presentation, critical incident response team training, and a front-line containment presentation.

## Canine (K9)

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|------------------------|---|--------------------------|----------|
| <b>Objective 1:</b>    | Continue to promote the Canine unit to youths to foster positive interactions.        |                          |          |
| <b>Importance:</b>     | This work will help build relationships in the community and assist crime prevention. |                          |          |
| <b>Corporate Goal:</b> | Social Responsibility   | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

The Canine teams participated in the following events involving children and/or their families:

- Spring New Recruit orientation with K9 demonstration (three K9 teams)
- Fall New Recruit orientation
- K9 demonstrations for the following events/meetings:
  - Police week (two demonstrations performed in the morning and afternoon)
  - Medi-cal (dog food supplier) Family Day (three K9 teams)
  - Lion's Club community BBQ
  - Three separate classes at Westwood Public School
  - Sun Rise Camp for special needs children
  - VSW (two K9 teams)
  - Shelldale Centre
  - Beavers troop

|                        |  |                          |                    |
|------------------------|--|--------------------------|--------------------|
| <b>Objective 2:</b>    | Enhance Neighbourhood Policing by:<br>A)Fostering a new partnership with a local business to add to existing training sites;<br>B)Increasing foot patrol in problem areas, parks, ravines and high crime locations;<br>C)Continuing to provide immediate front-line support to all units of the Service and assist in preventing and solving violent and property crime by using canines; and<br>D)Maintaining relationships with our community partners/sponsors through the canine program by attending community events and visiting with community partners. |                          |                    |
| <b>Importance:</b>     | Each segment of this objective will enhance the Service's overall crime prevention and education efforts.  |                          |                    |
| <b>Corporate Goal:</b> | Neighbourhood Policing   | <b>Objective Status:</b> | Partially Achieved |

### **Synopsis:**

One Canine team performed 240 hours of foot patrol in 2010 through problem areas, parks, ravines, and high crime locations. This team was also involved in 27 K9 tracks; of those tracks the team arrested/assisted in arresting 24 people, with the canine physically locating 19 of those people. This same K9 team visited and kept in touch with community partners through means such as performing a K9 demonstration at the Medi-cal (food suppliers) Family Day. This team was not able to obtain a new local business partner for a training site.

The second canine team used new training facilities in the community during 2010. Donations were solicited from community partners to assist with training equipment, and these community partners were provided insight into the functions of the Canine unit. In addition, education was provided to community stakeholders in the form of Canine unit presentations, which promoted and advertised the unique and specialized duties of the unit. Lastly, this K9 team increased foot patrols to assist with crime prevention.

The third K9 team completed 37 hours of foot patrol. This team conducted tracks in both Waterloo Region and Guelph during which mostly property was located (38 searches were conducted by the team in 2010), and the team assisted in a number of arrests. Demonstrations were done for our community partners, and drop-in visits to the Shelldale Centre were made on an ongoing basis. A demonstration was also done for the volunteers of VSW. Community businesses assisted this team in hosting a two-day training event that 48 K9 teams from throughout Southern Ontario and the United States attended. In addition, a partnership was made with an American ATF Canine unit, and a new training site was gained through a community partner and other agility equipment was rebuilt. This team also received an award from the National Association of Professional Canine Handlers for contributions to the association in promoting the unit.

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| <b>Objective 3:</b>    | Complete ten searches for narcotics and five searches for explosives/firearms while assisting uniform patrol and the Investigative Support Services division. |                          |          |
| <b>Importance:</b>     | These efforts will support the Service's goal of responding to drug crime.  |                          |          |
| <b>Corporate Goal:</b> | Drug Prevention and Response  | <b>Objective Status:</b> | Achieved |

**Synopsis:**

The first K9 team was involved in 18 drug searches with the Guelph and Waterloo Regional Police Services. These included vehicle searches as well as search warrants. In addition, this canine was recertified in Narcotics by the Toronto Police Canine unit.

The second K9 team participated in numerous incidents with CET, including assistance with cover in the execution of search warrants and assisting in evidence searches. This team was also utilized several times for calls in Waterloo Region and assisted in a Joint Forces operation.

The third K9 team assisted in a search at an airport, assisted with search warrants for the Waterloo Regional Police Service, and assisted with entry warrants for numerous other police agencies addressing an organized crime group. This team was selected to assist with the G20 Summit in Toronto and worked in cooperation with other policing agencies. In addition, the team assisted the Tactical unit in incidents that involved searches for explosives.

## Traffic

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|------------------------|---|--------------------------|----------|
| <b>Objective 1:</b>    | Increase the number of RIDE programs conducted from the previous year.  |                          |          |
| <b>Importance:</b>     | The increase in programs could increase the number of Impaired Driving arrests made in 2010 over 2009, including drivers impaired by drugs as a result of greater use of Standardized Field Sobriety Testing (SFST) and Drug Recognition Expert (DRE) officers. The removal of impaired drivers from the streets of Guelph makes the city a safer place to live, work and play. |                          |          |
| <b>Corporate Goal:</b> | Traffic Safety  | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

In 2009, nine RIDE programs were performed by on-duty Traffic officers, during which 1,400 vehicles were checked; two 72-hour suspensions were issued and one driver was charged with Drive Over 80 mgs. In 2010, 22 R.I.D.E. programs were conducted. Over 4,200 vehicles were checked, and five 72-hour suspensions were issued with no drivers charged with Impaired or Over 80 mgs. DRE tests rose from 0 in 2009 to 7 in 2010, and SFST tests were up to 14 from 1. It is hoped the number of SFST and DRE officers will rise in 2011 depending on course availability.

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| <b>Objective 2:</b>    | Enhance the safety of the rising number of cyclists using Guelph's roadways and bicycle lanes.  |                          |                    |
| <b>Importance:</b>     | Reducing the number of collisions between bicyclists and motor vehicles and bicyclists and pedestrians will reduce injuries, making the City of Guelph a safer place. |                          |                    |
| <b>Corporate Goal:</b> | Traffic Safety  | <b>Objective Status:</b> | Partially Achieved |

### **Synopsis:**

The officer assigned to this initiative was injured mid-way through the year and was unable to complete the assignment. Due to new initiatives by the City of Guelph Engineering and Traffic Departments and the addition of numerous bike lanes and bike "Boxes," an operational plan including a public awareness campaign as well as an education and enforcement plan will be launched in 2011.

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|------------------------|---|--------------------------|----------|
| <b>Objective 3:</b>    | Increase awareness and enforcement of Drive Motor Vehicle - No Insurance offences in the City of Guelph.  |                          |          |
| <b>Importance:</b>     | Numerous drivers of motor vehicles are operating their vehicle without insurance. When a citizen of Guelph is involved in a collision with one of these vehicles, a multitude of issues arise with regard to injuries, vehicle repair and replacement, and civil suits. |                          |          |
| <b>Corporate Goal:</b> | Traffic Safety  | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

Through cooperation with a private sector partner, over 1,200 insurance checks were performed via computer. As well, through partnership with Neighbourhood Service officers and increased surveillance of uninsured drivers by Traffic officers, 140 charges were laid for Drive Motor Vehicle-No Insurance in 2010. In 2009, 129 charges were laid for that same offence. During the final quarter of the year, the partner site was dismantled and the Service no longer had access to it, and as a result, charges started to decline slightly. It is anticipated that new provincial legislation in 2011 should allow for Roadside Insurance checks by officers querying a Ministry of Transportation/Insurance Board of Canada cooperative database.

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 4:</b>    | Increase awareness and enforcement of Operate Unsafe Motor Vehicle offences in the City of Guelph during the months of February and March 2010. |                          |          |
| <b>Importance:</b>     | These activities will enhance traffic safety in the City of Guelph.   |                          |          |
| <b>Corporate Goal:</b> | Traffic Safety  | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

The Traffic unit conducted two Motor Vehicle Safety lanes during 2010. These initiatives began a number of years ago when the GPS became a member of the ERASE (Eliminate Racing Activities on Streets Everywhere).

Stationary lanes were adopted with motorists compelled to report under the authority of Section 82 of the HTA. The unit has developed an excellent working relationship with the enforcement sections of the Ministries of Transportation and the Environment. Officers from both ministries were dedicated to these initiatives on both 2010 enforcement dates. The inspection initiatives were conducted on the following dates with the following results:

1. Saturday May 29, 2010: 56 vehicles identified for inspection with 25 or 44% of vehicles put "out of service."
2. Saturday November 13, 2010: 44 vehicles identified for inspection with 24 or 54% vehicles put "out of service."

The relationship with those ministries has also resulted in several joint investigations that identified the falsification of Safety Standard Certificates issued to vehicles being transferred between parties, as well as of documentation required by the Police Services Board on a semi-annual basis from taxi operators. Having identified issues in relation to taxicabs, it is anticipated that a solution will be the focus of a 2011 unit objective. In addition, the unit recommends the Motor Vehicle Safety inspection program be adopted as an ongoing unit objective and implemented whenever resources permit. In addition, Ministry of Transportation officers can be contacted through the O.P.P. Communications Centre and have been called upon during a few occasions during 2010 to assist with "at scene" collision investigations and conduct roadside vehicle inspections. In addition, the unit established a partnership with Guelph Transit to have unlimited access to the Watson Road transit garage to establish an inspection site, providing a safe work area for inspectors free of weather concerns.

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| <b>Objective 5:</b>    | Increase Service-wide enforcement of collision or citizen complaint "Hot Spots."   |                          |                    |
| <b>Importance:</b>     | This Service's 2010-2012 Business Plan goals include enhancements to the feeling of safety in the City, and an increase in overall traffic safety by enhancing traffic prevention and enforcement measures. This initiative relates directly to these goals. |                          |                    |
| <b>Corporate Goal:</b> | Traffic Safety   | <b>Objective Status:</b> | Partially Achieved |

**Synopsis:**

2010 was an unprecedented year for traffic management in Guelph. The availability of infrastructure funding resulted in simultaneous large-scale road construction projects that redirected traffic and disrupted otherwise quiet neighbourhoods. As a result, there was a marked increase in complaints about traffic volume in residential areas, with most referencing speed and disobeying traffic controls as the issues. The partnership between the Traffic unit and the City of Guelph Traffic Services office resulted in a number of effective short-term resolutions being implemented (speed humps, advisory speed signs, and in some cases the reconfiguring of construction zones).

Requests for traffic monitoring during the construction season outnumbered the availability of staff, and provided the spark to develop the Traffic Services Unit Newsletter. Five issues (January to May) were distributed to all officers. This project was labour intensive and was therefore put on hold due to resource demands in the summer and fall. However, it was worthwhile and well received, and so will be continued in 2011 with modification, possibly reducing circulation to every two months, and expanding the pool of members gathering content.

A spreadsheet was created to help disseminate complaint requests and collect data obtained from monitoring periods. The speed sign also continues to be a valuable community awareness tool; however, computer issues have made the data collection somewhat unreliable. It is anticipated that the speed sign will be replaced in 2012.

As part of the officer development program in Traffic, during semi-annual unit meetings special guests are invited to speak. In January, the Provincial Offences Act (POA) court administrator and POA supervisor of prosecutions attended to a meeting, where they were asked to consider police using part 1 summons instead of part 3 summonses when charges of careless driving are laid at collision scenes to save time. It was believed some steps that are carried out under the part 3 system could be eliminated under the part 1 system. The POA administrator and supervisor of prosecutions have announced this process has been going extremely well. From the time the first part 1's arrived in the courts in March to the end of December, 78% of cases for first appearance on part 1's reached a deal and pled out; only 4% of charges result in trials. It is believed this process has saved countless hours of civilian time in court preparation, and is freeing up officers to conduct effective enforcement and attend other calls for service.

## Investigative Support Services Inspector

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| <b>Objective 1:</b>   | Continue to develop guidelines for funerals of active GPS members.   |                          |                    |
| <b>Importance:</b>  | Developing a procedure manual on how to deal with a police member's funeral (officer or civilian) will provide clear guidelines for members to follow in the event a current member dies. The manual will include procedures on how to organize funerals for members killed in the line of duty. |                          |                    |
| <b>Corporate Goal:</b>  | Human Resources  | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>  |  |                          |                    |
| Some progress has been made on developing guidelines for management for funerals of active police service members; however, they have not been completed. Information has been gathered from other police services and this project is ongoing. |  |                          |                    |

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| <b>Objective 2:</b>  | Partner with medical professionals, the Ontario Provincial Police, and consultants to develop and implement a mental health screening tool for police to use when they have apprehended an individual with mental health issues. |                          |                    |
| <b>Importance:</b>   | This initiative will reduce the amount of time officers spend at the hospital and hopefully identify for hospital staff the increased priority of individuals with mental health issues.   |                          |                    |
| <b>Corporate Goal:</b>   | Neighbourhood Policing   | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>   |  |                          |                    |
| <p>A number of groups have collaborated to develop a form called the InterRAI Brief Mental Health Screener for police officers to complete in relation to persons with mental health issues. The OPP and GPS have signed agreements authorizing these police services to collaborate on this project with the involved researchers. During the pilot project the two page form will be completed by police officers who come into contact with persons with mental health issues, whether the subject is apprehended or not. Once the pilot is complete (estimated time is one year) the data will be analyzed. If successful, it is anticipated that officers will continue to use the RAI Screener, but only on those they apprehend. It is anticipated that by utilizing the screener officers will have a greater understanding of the indicators of disordered thoughts as well as a greater understanding of indicators for risk of harm. It is also anticipated that completed forms indicating a greater level of urgency for evaluation will lead to a reduction in police wait times in the hospital emergency ward.</p> <p>Originally, it was hoped the pilot would commence in 2010, but the project is more involved than originally anticipated. As mentioned, the research agreements have been signed and training of our training officers will commence in January 2011. The Training unit will then train all officers during the spring of 2011. Our members will begin using the screening tool on May 1, 2011.</p> |  |                          |                    |

## Major Crime

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|---------------------|---|
| <b>Objective 1:</b> | Resolve Project Willow (from May 2008) - continue the investigation into this homicide, gathering additional evidence sufficient for an arrest and charge(s). |
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| <b>Importance:</b> | Solving this homicide will boost public confidence in the Police Service. |
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| <b>Corporate Goal:</b> | Neighbourhood Policing | <b>Objective Status:</b> | Achieved |
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**Synopsis:**

In April 2010, a male was arrested and charged with first-degree murder and aggravated sexual assault. He is currently before the courts on these charges and a preliminary hearing is scheduled to commence in 2011.

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| <b>Objective 2:</b> | Re-open cold case sexual assaults from 1999 - review the entire file and continue the investigation in an effort to identify the suspect responsible. |
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| <b>Importance:</b> | Persisting with the investigation and apprehending the perpetrator will boost public perception of and confidence in the Police Service. |
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| <b>Corporate Goal:</b> | Neighbourhood Policing | <b>Objective Status:</b> | Achieved |
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**Synopsis:**

A case was re-opened since January 2010 and the entire file reviewed. The case has been actively investigated since that time utilizing technological advancements. Contacts have been made with additional relevant agencies, and contact with the victims is ongoing. This case will remain ongoing and actively investigated.

## Property Crime

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|------------------------|---|--------------------------|----------|
| <b>Objective 1:</b>    | Maintain or improve property crime clearance rates.   |                          |          |
| <b>Importance:</b>     | The rates reflect enforcement, and good rates create a perception of safety in the community. |                          |          |
| <b>Corporate Goal:</b> | Neighbourhood Policing  | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

The Property Crime unit was both proactive and reactive the past year with respect to investigating break and enters. Known offenders were monitored when not in custody, and repeat offenders were apprehended quickly when they committed further offences. The unit worked with the Crime Analyst to identify areas of the city targeted by offenders, and along with offenders' profiles and past methods of operation, responsible offenders were quickly identified and brought before the courts. Property crime incidents have decreased overall by 15.7% between 2009 and 2010 for the first two quarters of the year, with a clearance rate of 33%.

|                        |  |                          |          |
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| <b>Objective 2:</b>    | Enhance our collaboration with neighbourhood stakeholders on crime prevention, including POP initiatives.    |                          |          |
| <b>Importance:</b>     | It is important to educate the community and second hand good businesses on how to detect and prevent crime. |                          |          |
| <b>Corporate Goal:</b> | Neighbourhood Policing   | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

Information sessions have been held with VSW volunteers to educate them on the impact of property crimes on victims/home owners. Second hand goods merchants and Property Crime officers have been in contact to ensure paperwork is in order, proper identification of persons is obtained, proper identification for vehicles brought in to pawn or scrap is obtained, and items being taken in are sufficiently described. This work has led to improved cooperation and communication with second hand goods vendors.

## Persons Crime

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|--|--|--------------------------|----------|
| <b>Objective 1:</b>  | Formalize and implement a process for electronic disclosure on Major Cases.  |                          |          |
| <b>Importance:</b>   | Electronic disclosure will result in the more efficient use of officer time while reducing the environmental and economic impact through reduced copying and paper costs. The process will also reduce the demand for storage space for major cases by reducing paper. |                          |          |
| <b>Corporate Goal:</b>   | Social Responsibility/Human Resources  | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |  |                          |          |
| <p>The major case caseload was heavy during 2010. The Persons unit, in conjunction with the Major Case unit, purchased several external hard drives for criminal case disclosure. A software program was also purchased to allow officers to redact their notes electronically. Four whole or partial major cases were addressed using the new process. Electronic disclosure was a more efficient use of officers' time, was more economical, and was more environmentally friendly. This process has the additional benefit of providing the Crown and Defense a more professional product from the GPS.</p> |  |                          |          |

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| <b>Objective 2:</b>  | Develop and implement a strategic plan to monitor the illicit use of "spas" for the purpose of keeping a common bawdy house and/or promoting prostitution.  |                          |                    |
| <b>Importance:</b>   | Utilizing various work units in the organization, this objective will create a roadmap to monitor and control the growth of "spas" in Guelph's neighbourhoods, enhancing the safety of the community as well as possibly improving the quality of life of the females working in these areas. |                          |                    |
| <b>Corporate Goal:</b>   | Neighbourhood Policing  | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>   |   |                          |                    |
| <p>The Persons unit initiated a prostitution investigation that was very lengthy and included a case where underage victims were being used as prostitutes. Neighbourhood officers assisted in gathering information on the residence and people leaving it, and the Intelligence unit was utilized to watch specific people of interest. A successful and efficient investigation led to several charges against one individual, and two underage girls were brought out of prostitution. Due to the number of lengthy investigations throughout the year, the Persons unit was not able to fully take on the "spas," but a similar project was initiated by Neighbourhood Services and so this objective was monitored through them. The Persons unit looks forward to being more of an active member and assist Neighbourhood Services where possible in any further "spa" investigations to enhance the safety of the community.</p> |   |                          |                    |

## Sexual Assault

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| <b>Objective 1:</b>    | Career development through ongoing training initiatives - schedule courses, seminars, and training opportunities.   |                          |          |
| <b>Importance:</b>     | Taking advantage of training opportunities will increase the knowledge, skills and abilities of unit members and increase job satisfaction by providing requested training opportunities. |                          |          |
| <b>Corporate Goal:</b> | Human Resources   | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

The following training opportunities were completed by members of the unit:

- 1 officer: 2 week OPC Search Warrant course
- 1 officer: 2 week OPC Power Case course
- 2 officers: Investigative Child Interviewing Techniques
- 2 officers: Death Investigation presentation by Regional Coroner
- 2 officers: ViCLAS symposium
- 2 officers: Pediatric Death Investigations
- 4 officers: On-line OPC Preventing Officers Involved in Collisions course
- 4 officers: On-line Ministry of Correctional Services Sex Offender Registry training

|                        |   |                          |                    |
|------------------------|---|--------------------------|--------------------|
| <b>Objective 2:</b>    | Monitor offenders registered on the Sex Offender Registry residing in the City of Guelph - establish a system to identify sex offenders to allow uniform members to conduct address checks in compliance with legislated yearly address checks for sex offenders. |                          |                    |
| <b>Importance:</b>     | Awareness of the current location of registered offenders allows police to pursue charges for breaches against the Sex Offender Registry.   |                          |                    |
| <b>Corporate Goal:</b> | Social Responsibility   | <b>Objective Status:</b> | Partially Achieved |

### **Synopsis:**

An audit of the Sex Offender Registry recommended the use of a different system than the one originally identified and that system will be put into effect in 2011. A new system for address verifications will be developed through the records management system software. At this time, all registrations are up to date.

|                        |  |                          |          |
|------------------------|--|--------------------------|----------|
| <b>Objective 3:</b>    | Continue to make regular referrals to VSW.   |                          |          |
| <b>Importance:</b>     | Offering the resources of this organization ensures support is provided to complainants and victims of crime, contributing to their well-being and advancing policing efforts. |                          |          |
| <b>Corporate Goal:</b> | Social Responsibility  | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

Due the nature of Sexual Assault/Child Abuse unit calls for service, constant and regular referrals to VSW are made. These referrals assist the unit in its ability to manage investigations effectively as victims require considerable support.

|                        |  |                          |          |
|------------------------|--|--------------------------|----------|
| <b>Objective 4:</b>    | Identify and connect with stakeholders in sexual violence against women and youth - attend meetings with various stakeholders and discuss services and mandates. |                          |          |
| <b>Importance:</b>     | Completion of this objective will reduce overlap/redundancy of services, and ensure complainants/victims of crime receive the most appropriate level of care.    |                          |          |
| <b>Corporate Goal:</b> | Social Responsibility  | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

Two meetings were conducted with Family and Children's Services regarding service calls and GPS policies. Regular contact with the Director of the University of Guelph Campus Police was maintained, and a presentation was made to the Guelph General Hospital Domestic Violence/Sexual Assault administration and nurses.

## Fraud

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 1:</b>    | Educate the public, with an emphasis on reaching out to seniors, and responding to business requests about the different fraud scams occurring in the City of Guelph. |                          |          |
| <b>Importance:</b>     | This initiative will help reduce the number of victims of scams by proactively educating the community about fraud.   |                          |          |
| <b>Corporate Goal:</b> | Social Responsibility   | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

In 2010, the unit made 11 presentations to different Seniors' groups within the City, and used slideshows and an educational video to present to employees of a local financial institution about the various fraud schemes being reported to police. Ten other financial businesses were also visited on location to educate staff about unsuspecting victims using their business to wire transfer funds to a suspect. Literature was provided for their review and they were provided copies to distribute to the public if necessary. In addition, a large number of seniors' residences were contacted via fax and email to provide literature regarding the Grandparent Scam to post in and around their buildings.

|                        |  |                          |                    |
|------------------------|--|--------------------------|--------------------|
| <b>Objective 2:</b>    | Educate members in investigating basic fraud-related offences by providing informal training to front line officers and supervisors.   |                          |                    |
| <b>Importance:</b>     | This education will give members the confidence to respond to simple fraud offences, and will include information on the resources available to them to expedite simple investigations. This objective will also allow the Fraud unit to focus its resources on more complex cases |                          |                    |
| <b>Corporate Goal:</b> | Neighbourhood Policing   | <b>Objective Status:</b> | Partially Achieved |

### **Synopsis:**

The current fraud policy needs to be updated to both empower and educate uniform officers to investigate basic fraud offences. As a result, the Fraud unit continues to receive basic fraud related offences that could easily be investigated by front line officers.

Some officers have taken the initiative to complete their own investigations with little assistance from the unit, and some units were able to continue their investigations using the Fraud unit in a support role only by sharing contacts. Training was provided to all new 2010 recruits regarding different fraud offences they would likely attend once on the road or deal with in the General Office. However, the unit took over several investigations that originated with uniform personnel that became too large for them to continue.

## Youth Office

|                        |  |                          |                    |
|------------------------|--|--------------------------|--------------------|
| <b>Objective 1:</b>    | Youth drug prevention and response - provide referrals to the appropriate agencies.  |                          |                    |
| <b>Importance:</b>     | Reducing the negative impact of drugs on youth, such as on health, education, family, and criminal activity, is important; drug habits also support organized crime. |                          |                    |
| <b>Corporate Goal:</b> | Drug Prevention and Response   | <b>Objective Status:</b> | Partially Achieved |

### **Synopsis:**

19 youths were referred to the John Howard Society "Drug and Alcohol Awareness" program through extra judicial measures. In addition, during the first weeks of school, the HSROs, CET, and Youth Office joined for a targeted drug enforcement campaign around Guelph high schools, which resulted in 15 charges (CDSA and/or YCJA).

|                        |  |                          |          |
|------------------------|--|--------------------------|----------|
| <b>Objective 2:</b>    | Maintain the GPS's collaboration with neighbourhood stakeholders on youth crime, crime prevention and youth with mental health issues. |                          |          |
| <b>Importance:</b>     | This work will identify youth groups in Guelph that would benefit from police interaction.   |                          |          |
| <b>Corporate Goal:</b> | Neighbourhood Policing   | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

In addition to attending Community Forum meetings, the Youth Office was an active participant with:

- Task Force on Youth Violence;
- Youth Service Providers;
- Youth Probation/OPP;
- Association of Parents Support Group of Ontario (APGSO);
- Teenage Assistance Parent Program (TAPPS); and
- Children's Foundation of Guelph and Wellington.

|                        |  |                          |          |
|------------------------|--|--------------------------|----------|
| <b>Objective 3:</b>    | Identify areas in Guelph affected by youth gangs - locate, track and maintain documentation on youth associated with or are members of a gang and distribute information as appropriate. |                          |          |
| <b>Importance:</b>     | Gang activity is linked to increased illegal drug use and criminal behaviour.  |                          |          |
| <b>Corporate Goal:</b> | Drug Prevention and Response   | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

The Youth Office identified a youth gang issue and initiated a POP project to address it. The information collected and distributed from this project led to successful mischief charges against gang members in relation to painted gang tags. Another project relating to a graffiti spree resulted in one youth being charged with 16 counts of mischief. Also, the Youth Office increased supervision and enforcement of youth on court imposed conditions, particularly of those identified as gang members. Information regarding youth on conditions is available to all police members.

|                        |  |                          |          |
|------------------------|--|--------------------------|----------|
| <b>Objective 4:</b>    | Locate youths and missing persons in a timely fashion by working with Persons Crime, Neighbourhood Services and HSROs and laying charges if appropriate.                         |                          |          |
| <b>Importance:</b>     | This work is important to the safety of missing persons, and provides service to families by ensuring accountability if the missing person is bound by court imposed conditions. |                          |          |
| <b>Corporate Goal:</b> | Social Responsibility  | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

A system was implemented using the records management system to notify the Youth Office of missing youths. A faster response time and the ability to track actions taken more accurately resulted. Youths on court ordered conditions that went missing were held accountable for their absence by issuing more arrest warrants by either the GPS or Youth Probation. Information on missing youths/youths wanted is distributed via e-mail (with photos and relevant information) resulting in quicker location/apprehension of missing youths. The increase in arrest warrants has aided the Service in returning youths located in other jurisdictions to Guelph.

## Forensic Identification

|                        |  |                          |                    |
|------------------------|--|--------------------------|--------------------|
| <b>Objective 1:</b>    | Increase the skills and abilities of SOCOs with in the collection of biological samples and the detection, development and collection of crime scene fingerprints.   |                          |                    |
| <b>Importance:</b>     | Increasing SOCOs' skills in scene processing and collecting this type of evidence will result in more submissions to the Centre of Forensic Sciences (CFS) and the National DNA Databank, and more print submissions to the Automated Fingerprint Identification System (AFIS) for searching. These methods are arguably the most important types of physical evidence in identification and therefore this work will impact violent and property crime clearance rates. |                          |                    |
| <b>Corporate Goal:</b> | Neighbourhood Policing   | <b>Objective Status:</b> | Partially Achieved |

### **Synopsis:**

Throughout 2010, the SOCO program operated with a reduced number of officers from previous years. An in-house Scenes of Crime Course scheduled to take place in the spring of 2010 was re-scheduled for January 2011. There was a net increase in the number of submissions made to the Centre of Forensic Sciences for DNA analysis, and a 65% increase in the number of cases for which fingerprints were submitted to AFIS for searching. Several members were trained in the collection of Court Ordered DNA samples (National DNA Databank). Such samples will be added to the National DNA Databank, which will benefit both the GPS and other Services Canada wide. In addition, 18 officers were trained in the collection of electronic fingerprints using LIVESCAN. This method allows for real time identification of offenders and a quick turn-around time for reverse hits to unknown crime scene impressions.

|                        |   |                          |                    |
|------------------------|---|--------------------------|--------------------|
| <b>Objective 2:</b>    | Increase communication between the Identification unit and the Uniformed Patrol Division.   |                          |                    |
| <b>Importance:</b>     | The role of an Identification officer and the ability to employ an advanced processing technique can be hampered by the actions of a first responder to a crime scene. The Identification unit will be most productive if all officers responding to a crime scene are aware of what constitutes physical evidence, the unit's processing capabilities, the unit's and CFS's processing requirements, and the expertise and limitations of a SOCO officer. Identification needs to be aware of questions or complaints to improve the services provided. Communication may also include acknowledgment of exceptions relating to physical evidence. |                          |                    |
| <b>Corporate Goal:</b> | Human Resources   | <b>Objective Status:</b> | Partially Achieved |

### **Synopsis:**

One member of the unit presented a lecture on the Collection and Preservation of Physical Evidence during the in-house General Investigative Training course. Two members presented to new recruits about the unit and Evidence and Crime Scene Control during orientation periods throughout 2010. However, the unit operated short throughout 2010 and did not accomplish the goal of attending Uniform Division shift parades or training days.

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 3:</b>    | Reduce the use of physical and hazardous resources and ensure that the disposal of hazardous materials is done in an environmentally sensitive way.   |                          |          |
| <b>Importance:</b>     | A reduction in the unnecessary use of physical resources has direct implications on the operating expenses of the unit. Any reduction in the use of physical (i.e. DVD's, paper) or hazardous materials (i.e. chemicals) is socially and environmentally responsible. |                          |          |
| <b>Corporate Goal:</b> | Social Responsibility   | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

During 2010, the Identification unit increased its use of outside agencies to dispose of medical and bio-hazardous waste. The frequency of disposal of bio-hazardous waste for sexual assault kits increased quarterly. The unit ceased printing photos related to most Identification and SOCO duties, with the exception of those involving cases of a more serious nature or where charges are laid and disclosure to the Court is required. The unit also ceased maintaining paper files for most Identification and SOCO duties except those involving cases of a more serious nature or where charges are laid and disclosure is required. Finally, the unit ceased burning photos to CD and DVD for archiving. All photos taken since the use of digital cameras began in 2004 are now archived on a server.

**Drugs**

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|------------------------|--|--------------------------|----------|
| <b>Objective 1:</b>    | Re-organize the drug vault.  |                          |          |
| <b>Importance:</b>     | Over the past several years there has been an increase in the number of cases involving the seizure of controlled substances and offence related property, making it difficult to keep the vault organized. This work will allow access to and account for these exhibits for auditing purposes among other benefits. Now that several officers are responsible for maintaining the vault, it is important that a simple system is implemented and followed closely. |                          |          |
| <b>Corporate Goal:</b> | Drug Prevention and Response   | <b>Objective Status:</b> | Achieved |

**Synopsis:**

The drug vault is inadequate for the current number of drug seizures/exhibits. At the beginning of the year members of the unit spent approximately two full weeks purging old files and reorganizing exhibits and current files in the vault. 2010 has been a very busy year for both the Drug unit and CET resulting in many new files and exhibits coming into the vault, resulting in the need for constant maintenance to ensure continuity of exhibits is maintained and the vault remains organized. This objective has been achieved; however, it is an ongoing chore to maintain the organization.

|                        |   |                          |                    |
|------------------------|---|--------------------------|--------------------|
| <b>Objective 2:</b>    | Consistently seek the forfeiture of drug related property used in the commission of drug related offences, including soliciting the assistance of the Asset Forfeiture unit of the Ontario Provincial Police to seize property where a link can be made between the property and the respective CC charges. It is intended that over the course of several seizures members of the GPS become self sufficient in completing the information required to request the forfeiture of seized property.  |                          |                    |
| <b>Importance:</b>     | The ability to seize property and request that it be forfeited is a tool underutilized by the GPS. As drug trafficking is a business, seizing the property of those traffickers is a strong deterrent since it greatly affects their 'profit margins.' This action also sends a message to the community that the Service will not tolerate illegal drug trafficking as the majority of crime is drug related. If potential traffickers are seeing that the Service is vigilantly seizing houses, cars and businesses instead of only laying charges, they may choose not to traffic in Guelph. This practice will potentially have a huge impact on decreasing drug trafficking. |                          |                    |
| <b>Corporate Goal:</b> | Drug Prevention and Response  | <b>Objective Status:</b> | Partially Achieved |

**Synopsis:**

This objective was partially achieved. The unit used the assistance of the OPP Asset Forfeiture unit more this year than any previous year. With that assistance, the Drug unit had restraint orders put on a residence and a business, and management orders on four vehicles. The unit also used the assistance of the RCMP to conduct a proceeds investigation.

This objective was only partially achieved for the reason that if the unit had someone trained in asset forfeiture property/money could have been seized in several more cases. For instance, in one case where it was clear that drug dealers had been trafficking for years and making large profits, the Drug unit sought assistance from both the OPP and RCMP and neither were in a position to assist. The only way to cripple such an operation is by seizing their money and assets, which in this case were left untouched due to lack of resources/knowledge/training. To that end, one member of the unit is currently receiving training in the area of asset forfeiture. An objective identified for 2011 calls for the submission of a business case for the creation of a permanent accommodated position within the Drug unit who would be responsible for asset forfeiture investigations to assist the current members of the unit.

## Intelligence

|  |  |                          |          |
|--|--|--------------------------|----------|
| <b>Objective 1:</b>  | Provide two new Intelligence Officers with the training required to perform their duties in a safe and efficient manner; ensure officers attend the Criminal Intelligence Service Ontario (CISO) courses necessary to perform the duties of an Intelligence Officer; provide other training to officers by using internal resources. |                          |          |
| <b>Importance:</b>   | Proper training will increase the safety of the public and the job satisfaction of members.  |                          |          |
| <b>Corporate Goal:</b>   | Human Resources  | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |  |                          |          |
| <p>Having a small training budget, the two new officers in Intelligence were only able to receive training in Witness Protection and Relocation, Human Source Development, Criminal Extremism, Intelligence Officer Course, Mobile Surveillance and the Video Camera Course.</p> <p>The officer responsible for technical support received training in Orion GPS tracking devices. Two officers attended the Ontario Technical Investigators Association Spring Conference where they observed demonstrations and received instruction on the latest devices available to police in the area of technical support.</p> |  |                          |          |

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|--|--|--------------------------|--------------------|
| <b>Objective 2:</b>  | Improve the response to Crime Stoppers tips - develop an electronic monitoring system to assign tips to an officer allowing the officer to accept responsibility for the tip and notify the Intelligence unit that a tip response is due, in addition to training members in other units of the Service in investigating and reporting on Crime Stoppers tips. |                          |                    |
| <b>Importance:</b>   | By more effectively and efficiently responding to tips from the public, the Intelligence unit will improve quality of life for residents and improve the reputation of the Service by more effectively and efficiently responding to tips from the public.   |                          |                    |
| <b>Corporate Goal:</b>   | Neighbourhood Policing   | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>   |  |                          |                    |
| <p>Members of Investigative Support Services, Traffic, and Neighbourhood Services received training on the importance of completing disposition reports for Crime Stoppers. Information Services assisted in developing a protocol through NICHE to assign the tips as a task. Due to Information Services' workload, this objective has yet to be fully implemented. A meeting between the Intelligence unit and Information Services has been scheduled for January 2011 and it is hoped this objective will be achieved shortly thereafter.</p> |  |                          |                    |

|   |  |                          |                    |
|---|--|--------------------------|--------------------|
| <b>Objective 3:</b>   | Implement a computer database to organize and track gang contacts in the community.                          |                          |                    |
| <b>Importance:</b>  | This objective will allow the Service to monitor gang associations and be prepared to respond appropriately. |                          |                    |
| <b>Corporate Goal:</b>  | Drug Prevention and Response   | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>  |  |                          |                    |
| <p>Information Services has provided the Intelligence unit with electronic storage space and all intelligence files, including gang information, are in the process of being organized on this drive.</p> |  |                          |                    |

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|---|---|--------------------------|--------------|
| <b>Objective 4:</b>   | Offer a seminar to educate the membership in gang awareness and culture.  |                          |              |
| <b>Importance:</b>  | This seminar will help officers capture appropriate information in contact cards and stress the significance of documenting and submitting any contact with gang members. |                          |              |
| <b>Corporate Goal:</b>  | Drug Prevention and Response  | <b>Objective Status:</b> | Not Achieved |
| <b>Synopsis:</b>  |   |                          |              |
| <p>This objective was not achieved due to competing demands for time and resources. It will be included in the 2011 unit objectives as it is still believed to be necessary training.</p> |   |                          |              |

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|------------------------|--|--------------------------|----------|
| <b>Objective 5:</b>    | Identify and respond with business case proposals to operational inefficiencies, thereby improving member satisfaction and career development opportunities, including an analysis of current and historical data and work trends to determine where inefficiencies exist. |                          |          |
| <b>Importance:</b>     | This work will decrease inefficiency and increase job satisfaction with potential career development opportunities.  |                          |          |
| <b>Corporate Goal:</b> | Human Resources  | <b>Objective Status:</b> | Achieved |

**Synopsis:**

One of the unit's members recognized that the unit was operating inefficiently with respect to the use of technical support to aid in the Intelligence and other units' investigations. To that end, this member completed a very compelling business case identifying the need for a Technical Investigator. The business case was well received, however due to budgetary restraints the Police Service Board was unable to fund the expansion. On a positive note, approximately \$40,000 was allocated for equipment identified in the business case. The business case will be updated and resubmitted for consideration in the 2012 budget process.

## Technological Crimes/Child Exploitation

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 1:</b>    | Educate and assist GPS members with developments in technology crimes and on services the Technological Crimes unit can provide, including providing training to Front Line and Investigative Support Services personnel. |                          |          |
| <b>Importance:</b>     | This service will help maintain and enhance quality policing by keeping officers up to date as technology changes.  |                          |          |
| <b>Corporate Goal:</b> | Neighbourhood Policing  | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

In 2010 the Technological Crimes/Child Exploitation unit provided the following training:

- A one and a half hour training session was conducted during the in house General Investigative Training course; exam questions were provided to the facilitators of the course.
- During the Fall Training Days, the unit received a one and a half hour time slot to provide training and updates to members.

In addition, as a result of a recent court ruling regarding the seizure of cellular telephones incident to arrest, the Technological Crimes unit attended the Crown Attorney's Office and received guidance on how officers should proceed. Guidelines were established and an email sent to all officers explaining the impact of the court decision and how officers should react when gathering and securing cellular phone evidence incident to arrest. These guidelines were also posted on the Technological Crimes unit property locker.

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 2:</b>    | Promote the services provided by the unit and raise awareness among the public of the need to take responsibility for security when using technological devices, as well as continue educating the public on internet safety. |                          |          |
| <b>Importance:</b>     | This work will inform the public of the potential dangers of unsafe practices on the internet, and educate parents about what children are doing on the internet.   |                          |          |
| <b>Corporate Goal:</b> | Social Responsibility   | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

The Technological Crimes/Child Exploitation unit continued to provide internet safety presentations to the public promoting awareness of the potential dangers lurking on the internet. The following public presentations were conducted:

- Internet safety for parents (during Police Week);
- A two-hour presentation to the Co-Operators Audit team on corporate internet security and social networking; and
- Presentations at three Guelph elementary schools.

**Director of Corporate Services**

|   |   |                          |                    |
|---|---|--------------------------|--------------------|
| <b>Objective 1:</b>   | Provide mentorship training and support as an active participant in the executive succession planning program (mentor two participants).  |                          |                    |
| <b>Importance:</b>  | As per direction of the Board, it is important to prepare internal senior management and supervisor candidates to qualify for promotion into the three executive positions, as the incumbents will be retiring in the next three years. |                          |                    |
| <b>Corporate Goal:</b>  | Human Resources   | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>  |   |                          |                    |
| As a pilot project, there were some aspects of the mentoring program that were not successfully met which has led to a review of the program and modifications. The main concerns were a lack of time commitment and/or availability of mentors and participants, unknown expectations on the behalf of participants and mentors, inappropriate matches and excessive administration requirements. The goals of participants and mentors were partially met in some cases. Everyone supported the program and agreed it should continue with the recommended modifications. |   |                          |                    |

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|---|---|--------------------------|----------|
| <b>Objective 2:</b>   | Continue to work collaboratively with City and Emergency Services stakeholders in the transition of staff and equipment to the South End Emergency Services Station (SEESS).  |                          |          |
| <b>Importance:</b>  | This work will ensure the timely and effective move of people and infrastructure to the new facility with minimal disruption and ensure the coordination of administration and operations, including communication, between Headquarters and the SEESS. |                          |          |
| <b>Corporate Goal:</b>  | Human Resources   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>  |   |                          |          |
| Meetings with the City's Property Management Department were less frequent as the building moved into the construction phase, although there were occasional meetings scheduled with the City to discuss security, IT needs, management of the Community Room, etc. Concerted efforts were made by the Director and staff to coordinate the move and determine appropriate budget figures. Inquiries for direction were made to the Chief Administrative Officer, which led to a joint meeting late in the year to start determining move priorities. The Service's Facilities Manager has taken a lead role in the building development to ensure the Service's needs are met and to become familiar with the requirements of those persons moving. The move is planned for between May 1 <sup>st</sup> and June 1 <sup>st</sup> , 2011 for all three tenants, the City will be planning opening ceremonies, dedication plaques, and media coverage with the Service's Media Sergeant involved. An internal committee will be formed to coordinate all aspects of the move from IT needs, Association issues, travel between buildings, administrative needs, special equipment, communication needs, meeting schedules, etc. This goal will continue into 2011. |   |                          |          |

|   |   |                          |                    |
|---|---|--------------------------|--------------------|
| <b>Objective 3:</b>   | Support HR in identifying or developing career development opportunities for members, particularly civilian members.      |                          |                    |
| <b>Importance:</b>  | This work will provide motivation and develop members for potential promotional opportunities through skills development. |                          |                    |
| <b>Corporate Goal:</b>  | Human Resources   | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>  |   |                          |                    |
| A training committee was formed with membership from across the organization. One aspect of the committee was to ensure civilian members were provided with opportunities for training. A contract was signed with the Canadian Police Knowledge Network (CPKN) during the year, which enabled the Service to access its calendar of courses, which includes some courses for civilians. The focus of the first year was to provide training to uniform members but the courses were offered to all. The following activities also took place in respect to this objective: |   |                          |                    |
| <ul style="list-style-type: none"> <li>• Supervisors were encouraged to solicit input from civilian members when developing course training submissions;</li> <li>• Respectful workplace training was arranged and offered to all civilian members;</li> <li>• A proposal to integrate the IT and Data Services functions was approved by Executive Management early in the year which will allow for redesigning existing civilian positions to provide more challenging opportunities;</li> </ul>   |   |                          |                    |

- A survey was conducted late in the year to solicit feedback on civilian career development in the Service; and
- A civilian career development committee was struck and the Director has requested to sit on this committee.

This objective will be an ongoing initiative.

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 4:</b>    | Participate on the committee reviewing the police promotional policy in the relevant collective agreement.  |                          |          |
| <b>Importance:</b>     | This objective is important in providing a fair, objective, and contemporary promotional policy which meets management's and the association's needs. |                          |          |
| <b>Corporate Goal:</b> | Human Resources   | <b>Objective Status:</b> | Achieved |

**Synopsis:**

A committee was formed consisting of three Guelph Police Association (GPA) and three senior management members to conduct a clause-by-clause review of the section in question. Changes were made to the promotional process based on a report prepared by the HR Manager and Investigative Support Services Inspector who ran the last process. The recommendations from this report and comments from members received through a survey following the last promotional process were taken into account in the revisions. Changes were made to the weightings of the three components (exam, interview, and candidate assessment), and to the experience list and process. Other changes were made and will be released to the Association membership in January 2011. The draft agreement will be signed by the GPA and the Guelph Police Services Board prior to the next round of bargaining, which will begin in 2011.

## Corporate Services Inspector

|   |   |                          |          |
|---|---|--------------------------|----------|
| <b>Objective 1:</b>   | Work with the Data Services Assistant Manager to bring about structured hours of work and uniformity within this work unit. |                          |          |
| <b>Importance:</b>  | This objective will provide structure and accountability with supervision.  |                          |          |
| <b>Corporate Goal:</b>  | Human Resources   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>  |   |                          |          |
| All positions in Data Services now have established hours of work with any deviations from this schedule being cleared by the Manager of Data Services. |   |                          |          |

|  |  |                          |          |
|--|--|--------------------------|----------|
| <b>Objective 2:</b>  | Work with the Corporate Team and Training to implement Respectful Workplace training to all civilian Data Services staff with the long term goal of seeing it provided Service-wide. |                          |          |
| <b>Importance:</b>   | This training will assist with the establishment of a harmonious workplace.  |                          |          |
| <b>Corporate Goal:</b>   | Human Resources  | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |  |                          |          |
| All civilian members attended this training. The training was very well received with a lot of positive feedback. Planning is in place to have this training provided to all police staff during 2011. |  |                          |          |

|  |   |                          |          |
|--|---|--------------------------|----------|
| <b>Objective 3:</b>  | Oversee the development of an E-learning program within the Training unit which can be implemented Service-wide, as well as seek out training opportunities for civilian members. |                          |          |
| <b>Importance:</b>   | This program will ensure members are up to date and given the best tools to do the job.   |                          |          |
| <b>Corporate Goal:</b>   | Human Resources   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |   |                          |          |
| This learning innovation was introduced to the Service by the Training unit, the first course offered being Suspect Apprehension. This initiative was a success with all police members of the Service completing the training. A further blended (combination of one week in classroom and e-learning) course for General Investigations took place for 24 members of the Service. Again all members successfully completed this training and with good reviews. Another Service-wide mandatory course, Preventing Officer Involved Collisions, was also initiated. A number of other courses have been completed by members with civilian staff taking part in a few of these offerings. |   |                          |          |

|   |  |                          |          |
|---|--|--------------------------|----------|
| <b>Objective 4:</b>   | Work with Court Services to oversee the implementation of a Bail Notification/High Risk Program to replace the coordinator position lost when grant funding expired. |                          |          |
| <b>Importance:</b>  | This program will help prevent crime and further victimization.  |                          |          |
| <b>Corporate Goal:</b>  | Social Responsibility  | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>  |  |                          |          |
| This position has been incorporated into the Special Constables duties, with the project overseen by the Courts staff sergeant and a Courts constable. This has been a successful venture and is working effectively. |  |                          |          |

## Research and Development

|   |  |                          |          |
|---|--|--------------------------|----------|
| <b>Objective 1:</b>   | Work with the Communications Committee and Member Consultation Task Team of the 2009 Business Planning Team to develop employee feedback mechanisms for planning purposes. |                          |          |
| <b>Importance:</b>  | The need for more opportunities for employee feedback to improve project outcomes and increase employee satisfaction was identified through the 2009 Member Survey.        |                          |          |
| <b>Corporate Goal:</b>  | Human Resources  | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>  |  |                          |          |
| <p>The Communications Committee discussed this issue and reviewed ways members can provide feedback within the organization. In addition to those outlined in meeting minutes available on the Intranet, these methods were discussed in an article in the Summer In Touch internal newsletter. Some methods include contacting the Communications Committee and during regular training days. The Member Feedback team ensured data on the headline measures for the 2010-2012 Business Plan were updated and advertised. This objective is ongoing.</p> |  |                          |          |

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| <b>Objective 2:</b>   | Collaborate in the development of communication processes between the South End Emergency Services Station and Headquarters.   |                          |                    |
| <b>Importance:</b>  | The need to plan communication processes between the two sites to minimize disruptions was identified in the 2009 member survey, and will help in delivering efficient and effective services. |                          |                    |
| <b>Corporate Goal:</b>  | Human Resources  | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>  |  |                          |                    |
| <p>The immediate need for completing this objective was delayed due to a fire at the construction site and subsequent delay on the move-in date. Members of the Service working on this objective met in December to discuss information flow between the two buildings. With a projected move date of Spring 2011, this work is ongoing.</p> |  |                          |                    |

|   |   |                          |              |
|---|---|--------------------------|--------------|
| <b>Objective 3:</b>   | Explore alternate response strategies for Priority One calls for service.                         |                          |              |
| <b>Importance:</b>  | Identifying alternate response strategies will help improve response time for Priority One calls. |                          |              |
| <b>Corporate Goal:</b>  | Neighbourhood Policing  | <b>Objective Status:</b> | Not Achieved |
| <b>Synopsis:</b>  |   |                          |              |
| <p>Due to unit staffing changes during 2010, it was not possible to achieve this objective. It will be addressed in 2011.</p> |   |                          |              |

|  |   |                          |                    |
|--|---|--------------------------|--------------------|
| <b>Objective 4:</b>  | Create an inventory of existing programs and services that we are or could be involved with in the future, to assist in responding to the diverse needs of the community.     |                          |                    |
| <b>Importance:</b>   | Business Plan consultations revealed that the community wants the Service to continue to learn about its needs. This inventory will help identify strengths and deficiencies. |                          |                    |
| <b>Corporate Goal:</b>   | Social Responsibility   | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>   |   |                          |                    |
| <p>Again, due to unit staffing changes work on this objective began very late in the year and will continue into 2011.</p> |   |                          |                    |

|   |   |                          |                    |
|---|---|--------------------------|--------------------|
| <b>Objective 5:</b>   | Undertake a detailed identification and exploration of causes of downtown issues.   |                          |                    |
| <b>Importance:</b>  | Downtown policing remains a resource intensive activity and there is recognition of the need to ensure resources are deployed effectively and efficiently through partnerships with downtown stakeholders. The first step is a thorough understanding of the causes of downtown issues. |                          |                    |
| <b>Corporate Goal:</b>  | Downtown  | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>  |   |                          |                    |
| <p>Meetings with internal subject matter experts (i.e., DLO, TRU) have been held. This project will continue into 2011.</p> |   |                          |                    |

## Training

|                        |  |                          |          |
|------------------------|--|--------------------------|----------|
| <b>Objective 1:</b>    | Coordinate on-line learning with the Canadian Police Knowledge Network (CPKN). |                          |          |
| <b>Importance:</b>     | This initiative will aid career development for civilian and police members.   |                          |          |
| <b>Corporate Goal:</b> | Human Resources  | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

To date the GPS has engaged in several learning opportunities that have been offered by CPKN. All required members completed Suspect Apprehension Pursuit training, and uniform staff is currently completing the on-line Preventing Officer Involved Collisions course. General Investigative Training was successfully completed utilizing a 12-hour on-line CPKN course coupled with a five-day classroom portion. An Ontario Police Training Video Alliance (OPTVA) portal through CPKN to access valuable training videos is currently being investigated. Many members have taken advantage of the free learning modules that frequently come available through CPKN.

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 2:</b>    | Develop a five day classroom portion to complement CPKN's On-Line General Investigative Training (GIT) program; this program will be accredited by OPC. |                          |          |
| <b>Importance:</b>     | This training will provide members the necessary training to conduct effective investigations.  |                          |          |
| <b>Corporate Goal:</b> | Human Resources   | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

Twenty-four members successfully completed the GIT course. The course consisted of a 12-hour on-line portion and a five-day in-class session. Several in-house instructors were used to facilitate portions of this program. The course was approved by OPC, allowing these students to move on to investigative courses requiring GIT as a prerequisite.

|                        |  |                          |          |
|------------------------|--|--------------------------|----------|
| <b>Objective 3:</b>    | Work with CPKN to establish a program that allows for e-learning Suspect Apprehension Pursuit (SAP) instead of classroom instruction.  |                          |          |
| <b>Importance:</b>     | All officers are required to re-qualify in SAP every two years. November 2010 is the anniversary of this requirement and CPKN now has an OPC sanctioned on-line course in SAP. |                          |          |
| <b>Corporate Goal:</b> | Human Resources  | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

As mentioned, the SAP course was implemented in April with a mandate that all officers requiring recertification in SAP take the course. As of November 15<sup>th</sup>, all required members had successfully completed the program.

|                        |  |                          |                    |
|------------------------|--|--------------------------|--------------------|
| <b>Objective 4:</b>    | Implement scenarios utilizing Simunition (simulated munitions) to mirror actual field exposures.   |                          |                    |
| <b>Importance:</b>     | Research has shown the closer to reality training is, the more beneficial it is. These scenarios provide officers with a more realistic environment that in theory will assist in inoculating officers from stress when confronted with actual events. |                          |                    |
| <b>Corporate Goal:</b> | Human Resources  | <b>Objective Status:</b> | Partially Achieved |

### **Synopsis:**

Stress inoculation is a proven training method. Using Simunition, the unit designed true-to-life scenarios. Officers were met with these scenarios and required to react accordingly. Training officers were instructed to take advantage of miscues to enforce training issues. The initiative was met with positive feedback and a report card was provided to the trainers. The unit would like to build on this training using proper facilities to improve realism.

|                        |   |                          |                    |
|------------------------|---|--------------------------|--------------------|
| <b>Objective 5:</b>    | Develop a "report card" system to track all officers' Firearms/Defensive Tactics training re-qualifications.  |                          |                    |
| <b>Importance:</b>     | Training officers are responsible for ensuring officers possess skills to meet job demands. As such, a report card system needs to be implemented to address concerns that arise during training. Issues need to be immediately addressed to ensure they are corrected. |                          |                    |
| <b>Corporate Goal:</b> | Human Resources   | <b>Objective Status:</b> | Partially Achieved |

**Synopsis:**

This report card system was modified slightly to address training issues that arose during re-qualifications. The unit felt it was redundant to report on every officer as success can be measured with a simple group requalification report each training day; the real issue is officers not meeting the standard. The unit has developed a reporting process that will allow the unit to identify and address issues that require attention through mandatory remedial training assignments that require feedback for accountability.

## Communications

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 1:</b>    | Review staffing models and improve scheduling to reduce overtime hours by 10%.  |                          |          |
| <b>Importance:</b>     | Reduction in overtime will reduce budgetary pressures, will provide full time staff with the necessary rest periods between shifts, and reduce sick time. |                          |          |
| <b>Corporate Goal:</b> | Human Resources   | <b>Objective Status:</b> | Achieved |

### Synopsis:

The addition of part time staff in 2009 allowed the unit to reach full complement. This achievement allowed more efficient and effective staff scheduling, resulting in a significant cost saving in overtime and allowed the unit to maintain a minimum staffing level. Reaching full complement also allowed for more training opportunities while keeping overtime costs down. Overtime costs for the Communications unit show a surplus of more than \$25,000 from its 2010 overtime budget of \$88,300. The table below shows the unit's overtime costs for the last three years:

| Year                               | Overtime Cost |
|------------------------------------|---------------|
| 2008                               | \$140,781     |
| 2009                               | \$114,824     |
| 2010 (as of Dec. 5 <sup>th</sup> ) | \$58,601      |

|                        |  |                          |                    |
|------------------------|--|--------------------------|--------------------|
| <b>Objective 2:</b>    | Provide and maintain a high level of customer service to our clients, both external and internal, by establishing a call-taking/dispatch auditing process. |                          |                    |
| <b>Importance:</b>     | This objective contributes to customer service and increased customer satisfaction.  |                          |                    |
| <b>Corporate Goal:</b> | Social Responsibility  | <b>Objective Status:</b> | Partially Achieved |

### Synopsis:

During 2010, more than 317 calls for service were audited. Standard Operating Guideline (SOGs) were developed and made available on our Computer Aided Dispatch (CAD) system. Operators can access SOGs specific to call type to ensure that policy/procedure/best practice are followed to help deliver good customer service. A new voice-recording logger is being considered that includes a Quality Assurance capability. This objective is ongoing.

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 3:</b>    | Provide pertinent training opportunities to members of the Communications unit.     |                          |          |
| <b>Importance:</b>     | This objective will help with career development and in meeting adequacy standards. |                          |          |
| <b>Corporate Goal:</b> | Human Resources   | <b>Objective Status:</b> | Achieved |

### Synopsis:

Training for members included unit training days, seminars, OPC courses, conferences, and e-Learning. Online training is a new method being used to meet Ministry standards. All members successfully completed a number of on-line courses. Topics included Basic Emergency Management; Suspect Apprehension Pursuit; Police Information Portal; Service Excellence, NENA (National Emergency Number Association) conference; Gordon Graham Risk Management; Back Up 911 recertification; SharePoint; and Introduction to the Emergency Management System.

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 4:</b>    | Move towards more efficient use of existing electronic resources.                         |                          |          |
| <b>Importance:</b>     | This initiative will result in a reduction in the use of physical resources and in waste. |                          |          |
| <b>Corporate Goal:</b> | Social Responsibility   | <b>Objective Status:</b> | Achieved |

### Synopsis:

The Communications unit has implemented a number of 'green' initiatives, primarily by eliminating paper copies of forms. The implementation of ComCap4 has allowed us to capture 911 ANI/ALI information electronically, eliminating the old 911 printer. Many forms are now completed, forwarded and filed electronically, including 911 corrections, 911 compassionate reports, the coroner call out list, and duty rosters, to name a few. This objective is ongoing, with the intent to continue reducing paper forms and increasing the use of electronic forms and filing.

## Data Services

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 1:</b>    | Reduce the use of paper in Data Services.   |                          |          |
| <b>Importance:</b>     | This object supports the corporate objective to “Take a leading role as a municipal employer on environmental initiatives through partnerships and member efforts.” |                          |          |
| <b>Corporate Goal:</b> | Social Responsibility   | <b>Objective Status:</b> | Achieved |

### Synopsis:

The following activities took place to support this objective:

- Electronic General Office reports were placed on SharePoint;
- The hardcopy version of a form was eliminated, and that information is now kept electronically;
- The printing and distribution of policies was eliminated; with the information stored electronically and updates sent through email; and
- Notifications of CPIC messages are made electronically rather than printing and distributing copies.

|                        |  |                          |          |
|------------------------|--|--------------------------|----------|
| <b>Objective 2:</b>    | Improve/enhance communication within departments and work groups.  |                          |          |
| <b>Importance:</b>     | This objective supports the corporate objective to “Improve communication and customer services between all units of the Guelph Police Service.” |                          |          |
| <b>Corporate Goal:</b> | Human Resources  | <b>Objective Status:</b> | Achieved |

### Synopsis:

Communication was improved through the following initiatives:

- The GPS website was updated, linking police clearances (record checks) to fingerprinting services, and the police clearance section was revised to incorporate RCMP process changes;
- The Suspension and Impoundment Management System (SIMS) was implemented at the CPIC desk to assist with traffic operation; and
- The unit collaborated on LIVESCAN fingerprinting, property bar coding, and the General Office report redesign, all of which improved customer service between Data Services and respective units.

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 3:</b>    | Review and evaluate clearance rates methods used by other Services, and monitor and report on clearance rates at the GPS. |                          |          |
| <b>Importance:</b>     | This objective supports the corporate objective to “Maintain or improve violent and property crime clearance rates.”      |                          |          |
| <b>Corporate Goal:</b> | Neighbourhood Policing  | <b>Objective Status:</b> | Achieved |

### Synopsis:

Data Services worked with the Research unit to review clearance rates and methods used by other Police Services, and presented to Senior Management on this topic twice. The unit also ensured compliance with Statistics Canada with respect to Hate and Cyber Crime categories, and established quarterly data review patterns with Research for continued review and evaluation of crime data.

|                        |   |                          |                    |
|------------------------|---|--------------------------|--------------------|
| <b>Objective 4:</b>    | Improve the data entry of contact cards by adding an ‘associate’ tab entry for contact cards and redesigning the form, and thereby improving the quality of the data. |                          |                    |
| <b>Importance:</b>     | This objective supports the corporate to “Monitor gang activity within the city and be prepared to respond appropriately.”  |                          |                    |
| <b>Corporate Goal:</b> | Drug Prevention and Response  | <b>Objective Status:</b> | Partially Achieved |

### Synopsis:

Contact card data input has improved and presently card input is up to date. The associate tab was added and is now used for data entry. The contact cards themselves have not been redesigned.

## Media and Community Relations

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 1:</b>    | Build on the Service's marketing strategy to promote public knowledge of the Service's programs and services by using the GPS website, Twitter, Facebook, and other social media. |                          |          |
| <b>Importance:</b>     | This strategy will help make the community aware of the services available from the Service.  |                          |          |
| <b>Corporate Goal:</b> | Social Responsibility   | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

The following activities took place to support this objective:

- The Service's Facebook page was launched in September. The page has 679 followers and 293 visits per week;
- The unit's co-op student completed an analysis of the www.youcanberealm.com site and submitted several recommendations for site improvement. Those recommendations will be implemented in early 2011;
- The Service's website was re-launched in November. The site was expanded to host "Fugitive Files," a new "Breaking News" section, and a "Twitter" window on the front page. Crime Stoppers saw a dramatic increase in tips the week following the addition of the "Fugitive Files" and the Service has had a successful location of a person listed on that site. There was a dramatic decrease in bounce rate (website visitors who left the site after first visiting) from 85.5 % to 28.3% the first week after the re-launch, and had 25,126 page views; and
- The Twitter feed began in May. By December 21<sup>st</sup>, the Service had 216 followers and had sent out 196 "tweets."

|                        |  |                          |          |
|------------------------|--|--------------------------|----------|
| <b>Objective 2:</b>    | Work with TRU to continue SPEAR (School Police Emergency Action Response) in City high schools, assist the University of Guelph with SPEAR, and start SPEAR in elementary schools. |                          |          |
| <b>Importance:</b>     | To ensure readiness for emergency situations in the schools.   |                          |          |
| <b>Corporate Goal:</b> | Social Responsibility  | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

In January, the School Safety Officers participated in lockdown drills with 38 schools, during which the officers observed and went over areas for improvement. When time permitted, the officers answered questions or concerns from students and teachers. The response from principals and staff was very positive, and drills have been scheduled for 2011. SPEAR information packages were prepared for 38 schools, and implementation is pending.

The unit provided the University of Guelph with the templates needed to collect the data needed for the computer set up for SPEAR. Preliminary photos were taken of elementary schools to help with the eventual full implementation.

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 3:</b>    | Market the Service to 'open the doors' to the public; provide the media with more police highlights and promote and celebrate the 170th anniversary of the GPS. |                          |          |
| <b>Importance:</b>     | Building the relationship between the Service and community will result in enhanced Service to the community.   |                          |          |
| <b>Corporate Goal:</b> | Social Responsibility   | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

The following activities took place in support of this objective:

- A Guelph Mercury and CTV reporter came for ride-a-long in the downtown core, resulting in an article in the Mercury and a story on CTV;
- 170th Anniversary Launch on June 18th, 2010 – the unit engaged the media to celebrate the 170th Anniversary coin given to all past and present Service members, with additional coins produced for sale and gifts;
- WINMAR (a Guelph business) sponsored events for the "Restoring Family Values" partnership; a victim of on-line sexual assault/exploitation attended in May to speak to all 10,000 high school students in Guelph, and Rubin "the Hurricane" Carter lectured on November 3rd, 2010 to approximately 600 students and 400 community members. The lecture was covered by numerous local media outlets;
- The unit Sergeant conducts weekly news spots on Rogers TV–First Local on Fridays from September to May; and
- Police Week was very successful; 375 guests viewed displays at the station, including three elementary classes, and two constables presented on internet safety. The charity BBQ raised \$4,320 for the food bank.

|                        |  |                          |          |
|------------------------|--|--------------------------|----------|
| <b>Objective 4:</b>    | Select and train two new HSRs.                     |                          |          |
| <b>Importance:</b>     | This objective is required to maintain complement. |                          |          |
| <b>Corporate Goal:</b> | Human Resources                                    | <b>Objective Status:</b> | Achieved |

**Synopsis:**

Through a competition process, two constables were chosen to replace two constables who completed their HRSO terms in June. Both officers are trained and actively contributing in the HRSO role and their respective schools. During the fall of 2010 there were several HRSO lead enforcement initiatives:

- In September the HRSO Lock It or Lose It program was run at all seven high schools; out of 621 cars checked, 420 had no issues, 79 had items visible, 26 were unlocked, 5 had windows open, and 1 had keys in the car;
- During September 40 PONs were given during speed enforcement near city schools; of note, all notices were given to parents or other adults;
- An HRSO-initiated drug sweep during September in partnership with CET and the Youth Office resulted in 9 youths and 3 adults arrested for charges ranging from breach probation, possession for the purpose of trafficking, CDSA possession, and carry a concealed weapon. This type of work is part of the HRSO 2010/11 enforcement initiative in schools to enhance the safety of students;
- As part of the Festive Lock it or Lose it campaign in December cars and trucks were checked in the Stone Road Mall parking lots, as well as in the parking lots of other Guelph businesses around town. Out of 2,165 vehicles were inspected, 1,776 were found to be in order, 245 had valuables in plain view, 126 were unlocked, 13 had a windows(s) open, and 5 had keys visible; and
- The Corporate Services Director, Corporate Services Inspector, and Media and Community Relations Sergeant met with the seven high school administrations and reinforced the Service's commitment to the schools through the HRSO Program. This message was very well received by all parties.

|                        |   |                          |          |
|------------------------|---|--------------------------|----------|
| <b>Objective 5:</b>    | In relation to the School Safety Office a) review and update presentations; b) work with primary schools to evaluate lockdown procedures; c) increase awareness of 'Active and Safe Routes to School'; and d) strengthen relationships with community partners. |                          |          |
| <b>Importance:</b>     | This work will promote safety, healthy development and positive relationships with police.  |                          |          |
| <b>Corporate Goal:</b> | Social Responsibility   | <b>Objective Status:</b> | Achieved |

**Synopsis:**

- a) An Internet Safety presentation was developed for grades 3 and 4, and the response from teachers and students has been overwhelmingly positive. The presentation is very interactive and the students participated with enthusiasm. The bullying presentation for grade 5 classes was updated and two new videos were added.
- b) Initial SPEAR (School Police Emergency Action Response) packages were prepared for each elementary school. Lock-down drills began in September in these schools and will continue through the 2010/11 school year.
- c) Due to the addition of two new schools in Guelph, School Safety officers participated in the "Safe Routes to School" committee. Signage and school crossings continue to be a challenge; Communication with schools continues with the goal of ensuring students safety.
- d) With the assistance of Swiss Chalet on Woodlawn Rd, the School Safety officers have provided the Safety Patrol Awards program with gift certificates for a healthier meal. This sponsorship freed funds to provide spots for the Toronto Jamboree and Captains Camp. Teachers were very thankful to have extra spots on these trips.

Regarding VIP, some recommendations from a 2009 survey of the Enhanced VIP Program (the survey revealed high satisfaction with the program), such as creating "take home" information and more hands-on involvement were implemented. More hardcopies were given to teachers and students, and referrals made to websites for hands-on experience and e-learning in keeping with current learning styles and to save paper. Screen shots of Facebook and other tools are used as visual aids to show students changes they should make and weaknesses in security settings.

The use of up-to-date videos dealing with real-life matters and strategies to avoid problems has been well received. Students and teachers have commented that using multi-media to support lessons helps with understanding the importance of making smart choices and reflect back on their "Values, Influences, and Peers." The VIP Program continues to be supported by the Kiwanis Club of Guelph, The Cooperators Insurance Co., and Guelph Toyota.

## Fleet Management

|   |  |                          |          |
|---|--|--------------------------|----------|
| <b>Objective 1:</b>   | Continue with the Service's cruiser cleaning program.  |                          |          |
| <b>Importance:</b>  | Cleaning and disinfecting the cruisers provides a safe working area for the officers and a safe area for other occupants the officers may have in the cruiser. |                          |          |
| <b>Corporate Goal:</b>  | Human Resources  | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>  |  |                          |          |
| An outside company comes to the Service three to four times per month to clean the interior of the cruisers. Each frontline vehicle is cleaned at least once per month. |  |                          |          |

|   |   |                          |                    |
|---|---|--------------------------|--------------------|
| <b>Objective 2:</b>   | Achieve high levels of satisfaction with the overall operation and condition of the fleet.  |                          |                    |
| <b>Importance:</b>  | This objective is integral in helping officers do their job - morale is higher when working in a clean, properly functioning vehicle. |                          |                    |
| <b>Corporate Goal:</b>  | Human Resources   | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>  |   |                          |                    |
| Officers know that servicing the fleet and keeping the vehicles as clean as possible is an objective of the GPS and one that is taken seriously. This knowledge is evident when speaking with officers. |   |                          |                    |

|  |  |                          |          |
|--|--|--------------------------|----------|
| <b>Objective 3:</b>  | Purchase pre-owned vehicles for Investigative Support Services (ISS) to bring costs down.  |                          |          |
| <b>Importance:</b>   | At present we spend approximately \$27,000 per ISS vehicle, and after their five year run they are still under 60,000 kilometres. By purchasing pre-owned, the Service still receives the factory warranty with a savings of approximately \$10,000 per vehicle. |                          |          |
| <b>Corporate Goal:</b>   | Social Responsibility  | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |  |                          |          |
| As planned, the 2010 Investigative Support Services' vehicles were purchased pre-owned. The savings were slightly more than expected and the ISS office is very happy with the vehicles. |  |                          |          |

|  |   |                          |          |
|--|---|--------------------------|----------|
| <b>Objective 4:</b>  | Continue with standardized vehicle equipment placement.   |                          |          |
| <b>Importance:</b>   | This initiative improves officer safety by helping officers stay familiar with the vehicles' equipment and the placement of that equipment. |                          |          |
| <b>Corporate Goal:</b>   | Human Resources   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |   |                          |          |
| All Uniform, Traffic, Canine, and ISS vehicles have similar equipment. This equipment is installed in a similar fashion in all those units' vehicles so there is no guessing on how to operate equipment or searching for where a specific piece of equipment is located. Equipment placement was a priority so officers transitioning from one vehicle to another do not have to waste time reacquainting themselves with equipment repeatedly. |   |                          |          |

## **Facilities Management**

|                        |   |                          |                    |
|------------------------|---|--------------------------|--------------------|
| <b>Objective 1:</b>    | Implement a procurement strategy to purchase electricity at spot market rates.    |                          |                    |
| <b>Importance:</b>     | This initiative will support efficient policing through operational efficiencies. |                          |                    |
| <b>Corporate Goal:</b> | Social Responsibility   | <b>Objective Status:</b> | Partially Achieved |

### **Synopsis:**

The GPS has started the process of collaborating with the City of Guelph to purchase hydro at spot market prices in an effort to hedge hydro prices. As a partner with the City, the Service will become a partner within a pool of municipalities. This process was started with the City's energy conservation manager, who during the process left the City to pursue another job position. The unit is currently waiting for the City to hire a replacement energy conservation manager so that the Service can resume the partnering initiatives.

|                        |  |                          |          |
|------------------------|--|--------------------------|----------|
| <b>Objective 2:</b>    | Perform a lighting audit to determine the type of lights used throughout the facility. |                          |          |
| <b>Importance:</b>     | To enhance operational efficiencies and reduce the Service's carbon footprint.         |                          |          |
| <b>Corporate Goal:</b> | Social Responsibility  | <b>Objective Status:</b> | Achieved |

### **Synopsis:**

A lighting audit was completed to examine the type of bulbs and fixtures that are used within the building. As a result of this audit, incandescent light bulbs were replaced with energy efficient light bulbs, helping to reduce the Service's carbon footprint.

## Court Services

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| <b>Objective 1:</b>   | Continue to provide and promote the availability of quality assistance and support to victims.  |                          |          |
| <b>Importance:</b>  | From an ethical and liability point of view this is a very important task as victims of crime need to be protected and communicated with closely throughout the entire process. Victims must feel a sense of safety, purpose and worth. |                          |          |
| <b>Corporate Goal:</b>  | Social Responsibility   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>  |   |                          |          |
| <p>On February 1<sup>st</sup>, 2010, the Court Services unit took over the responsibility of notifying by telephone or in person "Persons at Risk" (victims) when accused persons were released from Bail Court. This responsibility had previously been handled by VSW, but funding issues curtailed their ability to continue this service. Daily communication between our staff and Victim Services keeps Victim Services up to date on the status of those in custody on domestic charges.</p> |   |                          |          |

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| <b>Objective 2:</b>   | Increase opportunities for mentoring young members of the community by developing new partnerships.                    |                          |                    |
| <b>Importance:</b>  | This work will help youths remain productive within the community and not become involved in the court system/process. |                          |                    |
| <b>Corporate Goal:</b>  | Social Responsibility  | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>  |  |                          |                    |
| <p>In April, Court Services staff mentored two Conestoga Law Students by allowing them to job shadow. During the summer, a student began working in the court office under the guidance of one of the unit's staff. In June, two special constables assisted with the Tim Hortons Camp Day by serving patrons at the Wellington Street location. Lastly, throughout the year, students from local schools sat in on active courts, and the special constables interacted closely with those students.</p> |  |                          |                    |

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| <b>Objective 3:</b>   | Provide additional training opportunities to civilian and police staff.   |                          |          |
| <b>Importance:</b>  | Identifying training requirements and gaps for Court Services staff will hopefully lead to the training necessary to enhance and build on their knowledge, skill and abilities. |                          |          |
| <b>Corporate Goal:</b>  | Human Resources   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>  |   |                          |          |
| <p>The following training was completed by members of the unit during 2010:</p> <ul style="list-style-type: none"> <li>• staff sergeant and one constable - hosted Guelph Criminal Management Team meetings</li> <li>• staff sergeant - Taser recertification; Critical Incident Conference; 2nd Annual Court Services Conference; training for Supervisors on Performance Appraisals, Workplace Harassment and Attendance Plan</li> <li>• staff sergeant and one constable - Preventing Officer Involved Collisions and Accessibility for Ontarians with Disabilities on-line courses</li> <li>• all Court Security members - Stream O/C spray training; certification in CPR and First Aid; WHIMIS training</li> <li>• civilian court staff members - Respectful Workplace Training</li> <li>• 1 special constable - Risk Assessment meeting for Bill 168</li> <li>• 1 special constable - Labor Conference meeting</li> <li>• 1 special constable - NICHE and CPIC to assist with Case Management</li> <li>• 1 special constable - meeting regarding Service Initiated Maintenance Review Process</li> <li>• 1 special constable - Defensive Tactics and Use of Force training</li> <li>• 2 special constables - 3rd Annual Law and Order seminar</li> <li>• 2 constables - four month training secondment with Court Services</li> <li>• 1 civilian member - Forensic DNA Evidence certificate through the Canadian Police Knowledge Network</li> </ul> |   |                          |          |

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| <b>Objective 4:</b>    | Review and improve communication between Court Services and all other units of the Service and within Court Services.                                       |                          |          |
| <b>Importance:</b>     | Looking at alternative ways of communicating with members of the Service through court notifications, etc. will help to improve the efficiency of the unit. |                          |          |
| <b>Corporate Goal:</b> | Human Resources   | <b>Objective Status:</b> | Achieved |

**Synopsis:**

New recruits were brought to the courthouse and introduced to court staff to assist new officers in the preparation of Crown Briefs, Reports to Justice and Bail Packages. In June, the unit's staff sergeant attended a meeting with a staff sergeant from another Service's Court Services unit to explore methods of operation in Guelph. The staff sergeant also met with the Neighbourhood Services Inspector to discuss proactive policing strategies and how Court Services could contribute. In August, the unit revisited important safety issues regarding the movement and handling of prisoners in the Service's care at the three courts. This initiative was communicated by e-mailing a safety document to the special constables, which was later accompanied by an in-person discussion of these issues. Lastly, the staff sergeant and senior management met and a new wireless communications e-mail system for Case Management was approved (to be in place early in 2011). This new system will greatly improve communications between Case Management and the entire GPS membership.

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| <b>Objective 5:</b>    | Explore ways to enhance member health and wellness. |                          |          |
| <b>Importance:</b>     | A healthy worker is a more productive worker.       |                          |          |
| <b>Corporate Goal:</b> | Human Resources                                     | <b>Objective Status:</b> | Achieved |

**Synopsis:**

Members of the Court Services unit engaged in the following activities that benefitted the unit's health and wellness:

- Three special constables and one constable are actively involved in some capacity in the training, coaching and refereeing of youth hockey and soccer in the community;
- A special constable attended Health and Safety meetings as the Court Services representative, bringing back useful information on safety in the workplace;
- One of the unit's constables conducted Fitness Testing for applicants applying for a Tactical position;
- Two staff members engaged in a friendly competition aimed at improving their health;
- One constable fulfilled the requirements to receive an Ontario Police Fitness Pin;
- A special constable organized a photography showcase which allowed members interested in photography to showcase their talents; and
- A special constable initiated having the Ministry of Labour attend to the courts building to check the air quality in the cells and adjacent hallways and offices.

## Financial Services

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| <b>Objective 1:</b> | Implement procurement and financial processes to facilitate Public Sector Accounting Board Tangible Capital Asset Reporting. |
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| <b>Importance:</b> | This work will aid in compliance with legislation and the more efficient utilization of resources. |
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| <b>Corporate Goal:</b> | Social Responsibility | <b>Objective Status:</b> | Achieved |
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**Synopsis:**

In 2010, the asset lifecycle forecast was utilized to prepare the 2011 budget to ensure that equipment replacement is budgeted for properly. Streamlining occurred in the purchasing process to ensure capital assets are accurately recorded in the proper accounts to facilitate reporting. Financial policy updates are still in progress.

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| <b>Objective 2:</b> | Implement and operationalize the inventory system (SAM) for tracking members' personal uniform and equipment items. |
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| <b>Importance:</b> | This system will allow for the efficient and effective use of resources through automation. |
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| <b>Corporate Goal:</b> | Human Resources | <b>Objective Status:</b> | Achieved |
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**Synopsis:**

The unit completed the annual issue process with the automated SAM program. Personal uniform and equipment lists have been captured in SAM. The unit is still investigating the feasibility of using SAM for capital asset management.

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| <b>Objective 3:</b> | Continue to look for ways to improve financial reporting accuracy and effectiveness, while ensuring that internal control is maintained. |
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| <b>Importance:</b> | Ensuring internal control will provide senior management and the Guelph Police Services Board with meaningful information to support decision making. |
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| <b>Corporate Goal:</b> | Social Responsibility | <b>Objective Status:</b> | Achieved |
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**Synopsis:**

The unit achieved improvements to the forecasting process by obtaining 100% business unit manager participation. A central repository of journal entry hard copy backups was created, and the unit is working towards a full electronic central repository of journal entries to improve access to information. The equipment disposal process through Materials Management was also streamlined.

## Human Resources

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| <b>Objective 1:</b>   | Review policies and procedures on career development for officers and civilians, (e.g., promotional system/civilian survey), and implement and communicate any recommendations (e.g., enhanced training approaches and formats, such as web-based). |                          |          |
| <b>Importance:</b>  | This work will support effective policing and member satisfaction through operational efficiencies and career development opportunities, and is part of our Retention Strategy.   |                          |          |
| <b>Corporate Goal:</b>  | Human Resources   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>  |   |                          |          |
| <u>Officers</u>   |   |                          |          |
| <p>The Guelph Police Association and the Guelph Police Services Board entered into a Memorandum of Settlement and it was agreed that the parties would form a joint committee comprised of representative members of the senior management team and the Association to conduct a review of the relevant section of the Collective Agreement. This committee met several times in 2010 and a letter of understanding is being drafted. The Association will follow up with management once it has met with its membership.</p> |   |                          |          |
| <u>Civilian</u>   |   |                          |          |
| <p>Starting in October, four students with the Human Resources program at the University of Guelph conducted research at the GPS on career development for civilian members. As this issue is one addressed in the Human Resources goal of the Service's 2010 – 2012 Business Plan, the outcome of this research was highly anticipated. We received a report analyzing the results with recommendations, with the report being made available to all members in the New Year.</p>  |   |                          |          |
| <p>One of the recommendations from that report was the formation of a Civilian Career Development committee, the formation of which is underway. A job shadow program is also in the consideration stages.</p>  |   |                          |          |

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| <b>Objective 2:</b>  | Introduce a pilot Succession Planning Program.  |                          |          |
| <b>Importance:</b>   | This program will improve communication related to career goals and the required action paths, as well as maximize experience-generating development opportunities. |                          |          |
| <b>Corporate Goal:</b>   | Human Resources   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |   |                          |          |
| <p>The 2010 Succession Planning Program finished in December. Evaluations were conducted in November and 14 recommendations were approved to enhance the program. A few improvements include:</p> <ul style="list-style-type: none"> <li>• reducing the number of participants per mentor;</li> <li>• focusing on one goal per participant, recognizing that the program is a 3-5 year plan;</li> <li>• limiting administrative documents at the various stages of the program;</li> <li>• encouraging more informal sessions throughout the year to get the best benefit from the program; and</li> <li>• completing the Participant Work Plan prior to the first meeting to ensure a better mentor/participant match.</li> </ul> |   |                          |          |
| <p>Overall, the program was well received and each participant accomplished several activities that were planned as part of their personal development plan. Several participants were approved for courses/conferences, attended budget presentations/meetings, delivered presentations at community events, chaired senior management meetings, worked on committees, participated in monthly exercises/discussions pertinent to leadership topics and engaged in strategic planning initiatives such as the expansion of Succession Planning Program.</p>   |   |                          |          |
| <p>Executive Management and the Human Resources Manager are preparing for the 2011 Succession Planning Program. A meeting was held in December to review the applications, Participant Work Plans and assign mentors.</p>  |   |                          |          |
| <p>A committee struck in 2009 will continue meeting in 2011 to consider further program expansion. A meeting will be held early in the New Year after a Police Sector Council report on this topic, anticipated to be helpful, is released.</p>  |   |                          |          |

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| <b>Objective 3:</b> | Evaluate internal competitions and the promotional process and implement any recommendations from that evaluation. |
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| <b>Importance:</b> | This work will contribute to member development. |
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| <b>Corporate Goal:</b> | Human Resources | <b>Objective Status:</b> | Achieved |
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**Synopsis:**

Refer to Human Resources objective 1 for information on this objective. The committee reviewed the survey and the proposed changes will be considered by the membership in early January 2011.

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| <b>Objective 4:</b> | Maintain or improve wellness supports for members. |
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| <b>Importance:</b> | Wellness supports are important for promoting the health of members of the Service. |
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| <b>Corporate Goal:</b> | Human Resources | <b>Objective Status:</b> | Achieved |
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**Synopsis:**

Human Resources works in conjunction with members of the Service's Wellness Committee to provide wellness supports to members. In 2010, the following initiatives were accomplished through the combined efforts of the Human Resources Advisor and Wellness Committee members:

- Healthy Snacking initiative: each Wednesday for eight weeks, members were offered a healthy snack and information on Canada's Food Guide, etc. to encourage members to make wise snacking choices;
- Gym equipment, including jump ropes, body bars, kettle bells, hand weights, and medicine balls, was purchased;
- Fitness magazine subscriptions were purchased;
- Yoga sessions were offered; and
- Early 2011 initiatives include a Family skating day, on-site massage therapy, and resistance training classes.

In addition, ergonomic assessments were performed on a number of workstations and ergonomic equipment provided to those who would benefit. Resource books were purchased on various wellness topics for members to read on their lunches and breaks. Human Resources also continues to evaluate and promote the Employee Assistance Program (EAP) and organized a Flu Immunization Clinic for all employees and their eligible dependents. Finally, Human Resources promotes health and wellness programs and initiatives through employee orientations.

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| <b>Objective 5:</b> | Create recruitment messaging aimed at youths. |
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| <b>Importance:</b> | This work will help educate youth about policing careers and inspire a future pool of applicants. |
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| <b>Corporate Goal:</b> | Social Responsibility | <b>Objective Status:</b> | Achieved |
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**Synopsis:**

The GPS received over eighty applications for two summer student positions under the "Youth in Policing Initiative" (YIPI). Two students commenced employment in July 2010 for eight weeks. The students worked for the Facilities unit, and spent time job shadowing several units including Tactical and Canine. The program will run again in 2011, and feedback from the students indicates it was a success.

During the month of May, the Recruiting Sergeant attended John F. Ross High School on several occasions to speak to career classes about the police and civilian roles within the GPS. Recruiting also attended the RIM Partnerships for Employment Career Fair on September 29.

In October the Recruiting sergeant attended the Career Pathways job fair sponsored by the Guelph Chamber of Commerce at the River Run Centre; approximately 800 students from our area were in attendance. Also in October, the Recruiting sergeant took part in a panel at the University of Guelph with other recruiting officers from a variety of Police Services. Most of the attendees were either Criminology majors or in the Bachelor of Arts field.

A presentation targeting high school females was created and will be distributed in the spring of 2011. The HSRO unit will be responsible for its implementation.

## Information Systems

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| <b>Objective 1:</b>  | Merge Data Services and Information Systems into a single unit.   |                          |                    |
| <b>Importance:</b>   | Information Systems is inundated with projects. Resources that were to be allocated in 2010 were deferred and an internal solution is needed. Most of these projects impact Data Services, and include efficiencies for Data Services via automation. Merging the units could accomplish several goals, including corporate goals such as civilian advancement opportunities. |                          |                    |
| <b>Corporate Goal:</b>   | Human Resources   | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>   |   |                          |                    |
| Looking to draw from other Police Services' experiences, the Toronto Police Service was engaged for assistance with merging these two business units. They were able to offer advice as well as the opportunity for the two affected managers to attend a course on business process mapping. Next steps are now being investigated. |   |                          |                    |

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| <b>Objective 2:</b>  | Implement the Automated Fingerprint Identification System (AFIS)/LiveScan.   |                          |          |
| <b>Importance:</b>   | The PRIDE computer group to which the GPS belongs has committed to having LiveScan in place as soon as possible. This system increase efficiency in a key policing function. |                          |          |
| <b>Corporate Goal:</b>   | Neighbourhood Policing   | <b>Objective Status:</b> | Achieved |
| <b>Synopsis:</b>   |  |                          |          |
| Cogent LiveScan has been successfully implemented and is being used by frontline and identification staff. |  |                          |          |

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| <b>Objective 3:</b>  | Implement application virtualization at the GPS.   |                          |                    |
| <b>Importance:</b>   | Building on the successful server virtualization implementation in 2009, the unit will move towards application virtualization, allowing easier maintenance of some software, installation of software and patches, allow application sharing, and reduce the need for licenses. |                          |                    |
| <b>Corporate Goal:</b>   | Human Resources  | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>   |  |                          |                    |
| A third party vendor was contracted to conduct an on-site proof of concept assessment for application virtualization. The proof of concept went well. However, it was discovered that the current licensing arrangement did not meet the requirements for application virtualization and a new licensing model with Microsoft would need to be entered. In October, the Service entered into a new licensing model, and plans are now underway to complete this project. |  |                          |                    |

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| <b>Objective 4:</b>  | Implement Two Factor Authentication.                                 |                          |                    |
| <b>Importance:</b>   | This objective is a RCMP requirement for access to CPIC information. |                          |                    |
| <b>Corporate Goal:</b>   | Neighbourhood Policing   | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>   |  |                          |                    |
| Two-factor authentication has been rolled out to the majority of non-frontline staff. Next steps include finding a method to implement two-factor authentication for mobile workstations so that frontline staff can be issued tokens. |  |                          |                    |

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| <b>Objective 5:</b>   | Support the transition of work units to the South End Emergency Services Station (SEESS). |                          |                    |
| <b>Importance:</b>  | The implementation of technology infrastructure is a requirement of this transition.      |                          |                    |
| <b>Corporate Goal:</b>  | Human Resources   | <b>Objective Status:</b> | Partially Achieved |
| <b>Synopsis:</b>  |   |                          |                    |
| Many systems have been procured and implemented for the SEESS, including a physical access/security system, network equipment, and telephone upgrades. The Service has entered into several mutually beneficial partnerships with other SEESS stakeholders. However, the building is not ready and thus final transitions cannot yet occur. |   |                          |                    |