



• • • PARTNERS IN  
**EXCELLENCE**

2004-2006

*Business Plan of  
the Guelph Police Service*

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## Message from the Board Chair

The Provincial Government mandates that every police service have a Business Plan that is revised at least every three years. The legislation is prescriptive as to the contents of the plan as well as suggesting the collaborative process to be followed in the development of the Plan.

On behalf of the Guelph Police Services Board I am pleased to share **Partners In Excellence** designed to guide the Board and Administration in priorities and decision making for the next three years. It is most significant that this plan was developed by a Planning Team working collaboratively with community partners. Information was collected from a Guelph Police members' survey, a community telephone survey, submissions from community groups and community forums. Common issues and concerns were evident and these are reflected in the goals and directions described in the Business Plan.

A sincere thank you to all the members of the Guelph Police Service and community partners who participated in the process. Truly **Partners In Excellence** reflects the concerns and priorities of the Service and the citizens of Guelph for policing for the next three years.

*Dave Clark*

## Message from the Chief

In the spring of 2002, we embarked on a business planning process that we hoped would provide an exciting and challenging opportunity for Police Service members from across the organization to play a direct role in determining the strategic priorities of the Guelph Police Service for the period 2004 to 2006. We envisioned a participatory process of dialogue, debate and feedback through a variety of venues that would engage Police Service members, the community and the Police Services Board.

The ultimate goal of this undertaking was to develop, in a timely manner, a meaningful document to guide our organizational planning and budgeting over the next three years. **Partners In Excellence** is the culmination of the efforts of the many people who participated in this process. With it, I believe we have achieved our goal.

I encourage you to review our plan, share your ideas and envision how, collectively, we can participate in maintaining and enhancing the Guelph Police Service as a vibrant and progressive organization.

*Rob Davis, Chief of Police*



## Message from the Guelph Police Senior Officers' Association and the Guelph Police Association

Members of both the Senior Officers and the Guelph Police Association have dedicated themselves to the process which has led to the development of the 2004-2006 Business Plan of the Guelph Police Service, **Partners In Excellence**. During the process, both members of the public and employees of the Guelph Police Service were called upon to provide their input. This was accomplished by way of public consultation meetings, a telephone survey of Guelph residents and a Guelph Police Service member survey. This resulted in the development of a business plan that is representative of what the public wants to see from its police service and what the members of the police service believe should be the priorities over the next three years. We encourage the members of the Guelph Police Service and our community partners to familiarize themselves with the information contained within this document and challenge them to work together to ensure the goals outlined in **Partners In Excellence** are attained.

*"We believe that when children and youth are able to interact with police officers in a positive environment at the neighbourhood level it helps to build a much safer and healthier family and neighbourhood."*  
- Neighbourhood Support Coalition

*"Diverse knowledge and experience facilitates a productive working environment for the Planning Team."* - Guelph Police Service Planning Team Member

*"Thank you for the opportunity to participate in the Guelph Police Service Community Forum and review the draft of the 2004-2006 Business Plan."*  
- Community Member

*"The Team is doing a good job - the business planning process has been participatory rather than top-down."*  
- Guelph Police Service Planning Team Member



# Mission, Vision and Values

The **Mission, Vision and Values** of the Guelph Police Service were developed by members of the organization in 1996. They describe the purpose of our organization, our vision for the future, and the values that will help us to achieve our vision and accomplish our mission. Within this framework, **Partners In Excellence** outlines the specific goals, objectives and measures that will be the focus of planning and budgeting decisions over the next three years.

## OUR MISSION

*The Guelph Police Service is committed to:*

- The prevention of crime, the protection of rights, and the enforcement of laws to enhance the quality of living in our community.
- Working with our communities to make the City of Guelph a safer place to live, work and play.

## OUR VISION

- We will promote a working relationship that encourages participation supported by opportunities to achieve high levels of personal and organizational performance.
- We will, with the cooperation of our communities, deliver 4-E policing services which recognize the different needs of our neighbourhoods and the value of community partnerships. Our services will be:
  - *Efficient*    • *Effective*    • *Economical*    • *Essential*

## OUR VALUES

*We, the men and women of the Guelph Police Service, believe strongly in the following values:*

- P**ride in our work in serving the people of Guelph
- A**ccountability to the public in the performance of our duties
- C**ompassion for others and an understanding of their different needs
- T**rust which must be earned in order to effectively fulfill our commitment to the City of Guelph



## Where we've come from...

### 2001-2003 CORPORATE GOALS AND SELECTED ACCOMPLISHMENTS

**Goal #1:** To provide high-quality policing services to the community through enhanced frontline staffing levels and deployment.

- Increased frontline staffing to keep pace with population growth (added 9 police officers in 2001, 7.5 in 2002, 2 in 2003)
- Local area recruiting contributed to fewer police officer resignations
- Modified shift schedule allows for greater police visibility in downtown core

**Goal #2:** To enhance members' knowledge, skills and abilities and promote low levels of staff turnover through the creation of a comprehensive human resources plan.

- Enhanced training and career development opportunities for frontline officers
- Cross-training of investigative officers for enhanced effectiveness/efficiency
- Advanced training for dispatchers

**Goal #3:** To identify, implement and review strategies that prevent or solve youth issues.

- New High School Resource Officer program in all secondary schools
- Increased number of presentations to youth and community groups
- Mentoring, role modeling through police and student sports activities, community programs and special events

**Goal #4:** To identify and implement strategies to address traffic safety issues through community problem-solving.

- Traffic Division developed neighbourhood liaison project - driving complaints reduced
- Increased traffic enforcement, commercial vehicle inspections, RIDE (impaired driving) program, seat belt and speeding awareness campaigns, driver training for seniors
- Participated in traffic calming initiatives and traffic safety committees with community partners

**Goal #5:** To enhance financial management practices that support the delivery of 4-E policing services: efficient, effective, economical and essential.

- Implemented City's automated payroll system
- Reduced overtime
- Established internal quality assurance capacity



# Where we are now...

## THE 2004-2006 BUSINESS PLANNING PROCESS: CHRONOLOGY OF A NEW PARTICIPATORY APPROACH (2003)

### MAY - JUNE

- GPS Board and Senior Management invite all members of the organization to participate in developing the 2004-2006 Business Plan.
- Representatives of the Guelph Police Association and the Senior Officers' Association are invited to participate.

### JULY - AUGUST

- 22 police and civilian members, and the Chair of the GPS Board participate.
- A one-day Strategic Planning Workshop is held. Planning Team is formed, Team mandate and values established, activities and timeline reviewed, and task groups formed.
- Follow-up planning session is held. Members' Survey is conducted.

### SEPTEMBER

- Telephone survey of randomly selected households is initiated.
- Over 200 community partners and members of the public are invited to attend four community forums in October.

**NEW CORPORATE GOALS IDENTIFIED**

- Neighbourhood Policing
- Traffic Safety
- Youth
- Communication Plan
- Corporate Excellence

### OCTOBER

- 40 citizens and community agency representatives attend the community forums.
- 314 residents respond to the telephone survey.
- The Planning Team meets to discuss the results of surveys, community forums and environmental scanning information.

### NOVEMBER

- First draft of Business Plan reviewed and revised by Planning Team.
- Second draft shared with community stakeholders and general public.
- Feedback and final revisions.

### DECEMBER

- Planning Team presents Business Plan to Chief of Police.
- Chief recommends that the Guelph Police Services Board approve "Partners in Excellence".
- Board adopts "Partners in Excellence" as the 2004-2006 Business Plan of the Guelph Police Service.

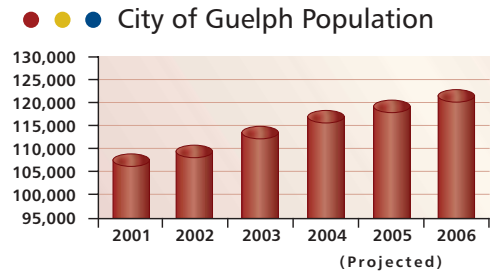


# Where we are headed...

## TRENDS AND ISSUES: THE EXTERNAL ENVIRONMENT

### A growing city

- Increase in population and demands for policing services, increased vehicular traffic and number of kilometers of roads policed by the Service, greater distances traveled, additional traffic safety issues.



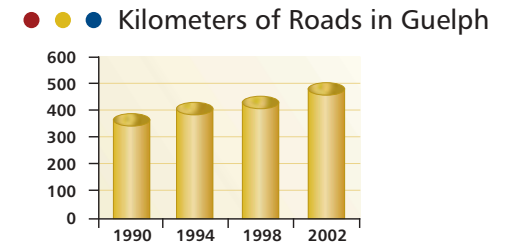
### A more diverse population

- Increasing diversity in languages, cultures, concerns; diverse neighbourhoods with unique issues.
- An aging population - more vulnerable to victimization, requires more personal attention when affected by crime.
- Some segments of the population affected by crime and disorder in the downtown core - public intoxication, disturbances on weekend evenings.

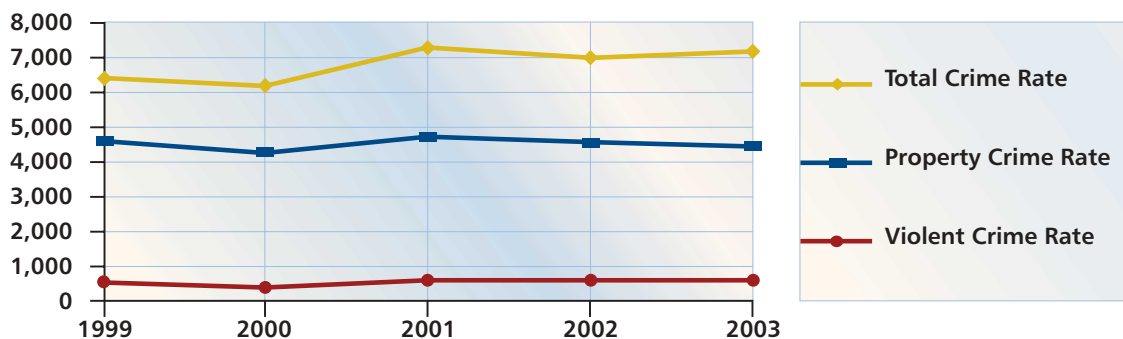


### Crime is more sophisticated and organized

- Crime is more sophisticated resulting in the greater need for information sharing among police services and collaboration in multi-jurisdictional investigations.
- Increase in crack cocaine charges and marijuana grow operations.
- Increases in Automated Teller Machine (ATM) fraud and counterfeit money.
- The "information age" requires effective communication between police and the community.
- Guelph enjoys a comparatively low crime rate (based on the number of crimes per 100,000 population). Property crime in Guelph is decreasing while the violent crime rate has remained stable.



### Crime Offences

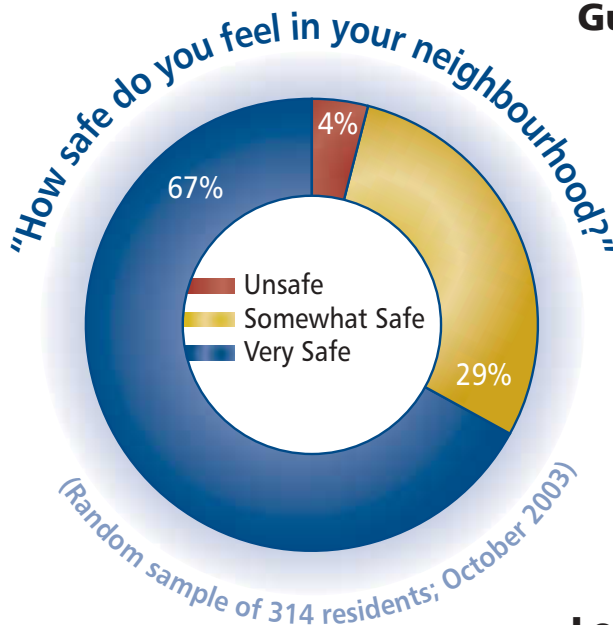


\* Calls for Service account for approximately 87 per cent of all Guelph Police incidents, excluding Paid Duty, officer-initiated (Follow-up, Routine Detail, Administration Notice) and non-specific (Other) Incidents.



# Where we are headed...

## TRENDS AND ISSUES: THE EXTERNAL ENVIRONMENT



### Guelph is a safe community

Guelph is a safe city, a fact of which the Guelph Police Service is proud. An October 2003 survey found that 96 per cent of residents feel safe in their neighbourhoods. The same percentage of residents indicated feeling either just as safe or safer in Guelph than in other Southern Ontario cities.

### Community priorities

The telephone survey and community forums helped to identify issues that are a high priority for residents of Guelph and for other service organizations and agencies. These priorities are reflected in the five corporate goals developed for the 2004-2006 planning cycle.

### Legislative requirements

In accordance with the Adequacy and Effectiveness Standards (2001), a regulation under Ontario's Police Services Act, police service business plans must provide performance objectives and indicators or measurable targets relating to eight aspects of police service delivery. These are: 1) community-based crime prevention initiatives, community patrol and criminal investigation services 2) community satisfaction 3) emergency calls for service 4) violent crime and clearance rates 5) property crime and clearance rates 6) youth crime and clearance rates 7) assistance to victims and re-victimization rates, 8) road safety.

Police services are also required to address information technology, resource planning, and police facilities in their business plans. These mandated reporting requirements are included in the new business plan of the Guelph Police Service.

The Adequacy and Effectiveness Standards outline a comprehensive range of additional operational and administrative requirements. Together with policy changes related to the need for improved information sharing among police services and enhanced reporting requirements, new legislation has increased the paperwork and the overall workload of police services.

For example, "Christopher's Law" was implemented with the creation of the Sexual Offender Registry (SOR), which requires police services to monitor convicted sexual offenders who have completed their sentences and reside in the jurisdiction. Detailed information on each offender must be collected, verified, and entered on the provincial database each year for a period of 10 years, or for life in the case of more serious offenders. Investigators are responsible for all follow-up, ensuring that offenders comply with SOR reporting requirements and that the information obtained is accurate. Police services are also required to coordinate local SOR responsibilities with the Provincial SOR agency.



# Where we are headed...

## TRENDS AND ISSUES: THE INTERNAL ENVIRONMENT

### Enhanced neighbourhood policing

- Our Neighbourhood Policing model divides the City of Guelph into four distinct neighbourhoods - North-East, North-West, South and Downtown. Each neighbourhood has an assigned team of police officers to provide continuity and work collaboratively with residents, businesses and other community partners to address local needs and issues.
- The Guelph Police Service has defined Neighbourhood Policing as consisting of five components:
  - Problem-solving:** Neighbourhood police officers become familiar with the needs of a specific neighbourhood through continual interaction with the people who live and work in it. Neighbourhood teams use the information gained to identify local problems and develop appropriate solutions.
  - Geographical responsibility:** In order to effectively respond to local issues, frontline officers are assigned to specific neighbourhoods for extended periods of time.
  - Improved quality of life:** The key “measure of success” of neighbourhood policing will be improvements in the quality of life according to those who have a stake in the neighbourhood - police officers, residents, business owners, schools, community organizations and others.
  - Partnership:** Neighbourhood teams have partnerships comprised of Guelph Police Service members and neighbourhood representatives - residents, business owners and members of other service providers and community groups in the area.
  - Member recognition/career enrichment:** Members have increasing opportunities to learn and apply a variety of new skills. Planning, budgeting, communications and technology complement knowledge of the law, emergency response and investigative techniques. Member recognition is tied to the extent to which job performance contributes to achieving neighbourhood objectives.

### Changing organizational culture

- The Guelph Police Service will need to develop new methods of service delivery and organizational management that support collaborative planning, problem-solving, teamwork and decentralized operations efficiently and effectively.

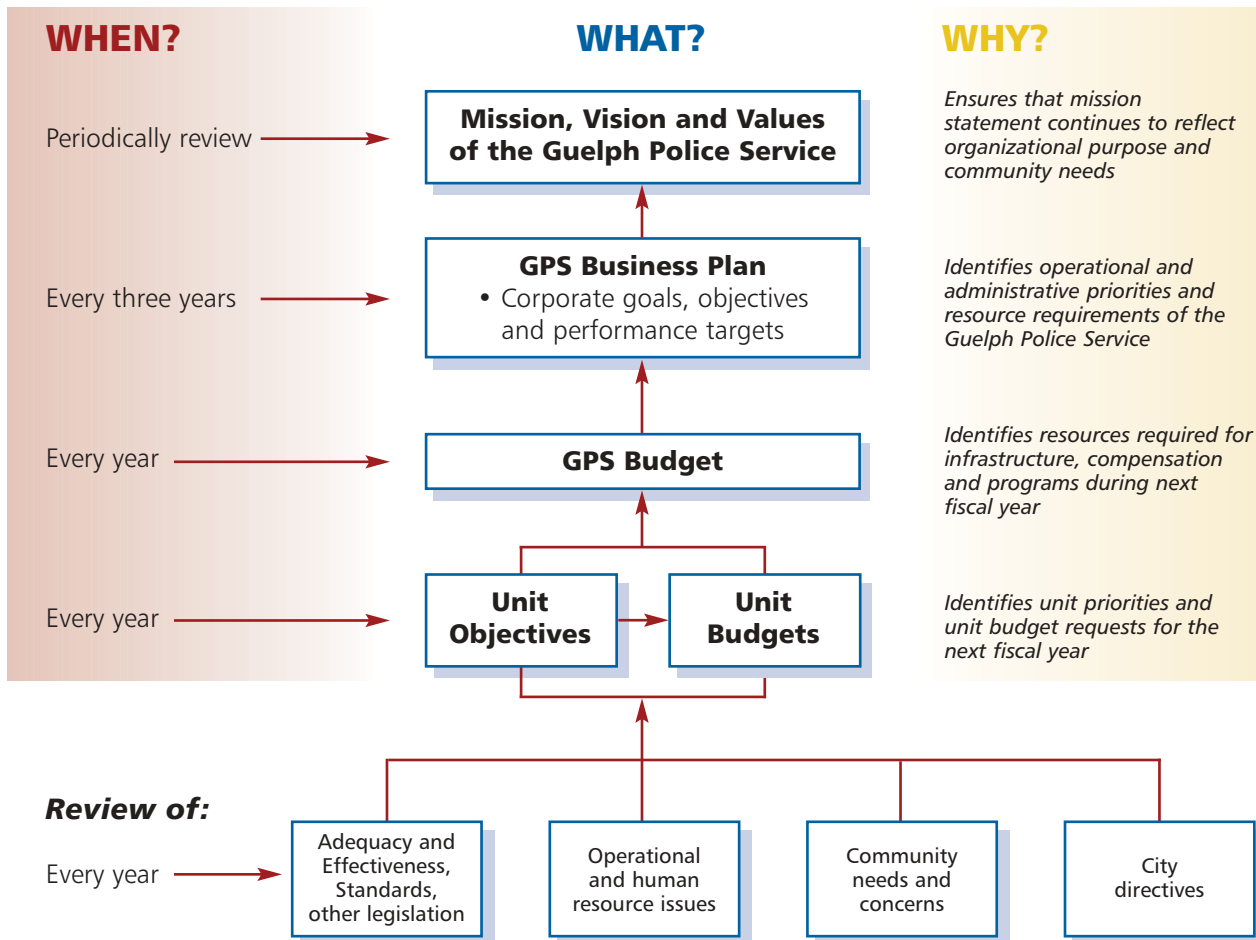
### Larger number of newer, less experienced officers

- There has been an increase in the number of police constable positions over the past three years, together with an increased number of early retirements taken under the Ontario Municipal Employees Retirement System (OMERS) plan. Retirements from supervisory and management levels have resulted in additional promotions and police constable vacancies. The Guelph Police Service will need to enhance human resource processes that meet the needs of a progressive organization, including succession planning, timely annual performance evaluations and specialized training on issues such as community diversity and inclusiveness.



# Guelph Police Service Planning & Budgeting Process

- The Guelph Police Service developed its first strategic plan for the period 1998-1999. The Adequacy and Effectiveness Standards require Police Services to prepare a Business Plan at least once every three years. In 2001, the Guelph Police Service adopted a three-year corporate level (organization-wide) Business Planning process.
- In addition, individual units within the organization (for example, Neighbourhood Services, Traffic, Drugs and Intelligence, Communications) are required to develop annual unit objectives and budgets that are directed towards achieving the Corporate Goals outlined in the Business Plan. The unit objectives and budgets are compiled each year and, by forming the basis of the total budget, they provide the link between the Business Plan and the Guelph Police Service budget that is presented annually to the Police Services Board and City Council for approval.
- At the end of the year, results on the achievement of unit objectives are assessed and reported in the Guelph Police Service's Annual Report to the Board. Units undertake monitoring, evaluation and re-adjustment of strategies throughout the year.



Changes in these factors may indicate new priorities and need for additional or reallocated resources.



## Corporate Goals 2004-2006

The Guelph Police Service has five **corporate goals** for 2004-2006. These goals are based on priorities identified by residents, community partners and staff of the Guelph Police Service through an extensive consultative process.

For each corporate goal, specific **objectives** have also been identified. The objectives will assist units with developing their annual unit objectives and budgets. Those objectives that relate specifically to a mandated requirement under the Adequacy and Effectiveness Standard are identified with the following symbol: ❖

Each objective is accompanied by one or more qualitative and/or quantitative **performance targets** and the proposed **year** by which it is anticipated they will be achieved. The performance targets serve two purposes. They build accountability into the planning process by providing a standard against which police service delivery can be measured. Also, they help to ensure that appropriate mechanisms for monitoring and evaluation are in place. Performance targets reflect either the development of a new service, maintenance of current service delivery levels, or increases in desired service delivery levels over current baseline levels.

With the exception of measurements derived from survey data, baseline indicators of current levels of service and performance targets are calculated on the basis of three-year averages in order to minimize the impact of unanticipated fluctuations in the constraints or demands placed on police resources. The information gathered on objectives and performance targets will be used to re-evaluate priorities, revise strategies where necessary and will be incorporated into the development of the next three-year Business Plan for the period 2007-2009.



# Neighbourhood Policing

## CORPORATE GOAL #1

**To continue to work collaboratively with communities to identify and resolve neighbourhood issues.**

We will continue to develop and implement Problem Oriented Policing initiatives (POPs) at the neighbourhood level. Problem Oriented Policing is an approach to community problem solving that, based on the SARA model, begins with *Scanning* the environment and identifying the issue(s), *Analyzing* the causes, *Responding* with appropriate strategies, and *Assessing* results and adjusting strategies when necessary.

OBJECTIVES	PERFORMANCE TARGETS
<p><b>1.</b> Explore methods to enhance neighbourhood-based Problem Oriented Policing initiatives (POPs) that actively engage residents and other community partners. ❖</p>	<ul style="list-style-type: none"> <li>• A systematic, organization-wide approach to Problem Oriented Policing (POP) that includes guidelines for jointly initiating (with community partners), monitoring and evaluating the impacts of POP initiatives is developed and implemented (2004).</li> <li>• Baseline community participation rates and satisfaction levels with neighbourhood-based POPs are established (2004-2006).</li> <li>• A senior manager of the Police Service continues to serve on the Neighbourhood Support Coalition (2004-2006).</li> </ul>
<p><b>2.</b> Enhance cruiser, bike and foot patrols in problem areas.</p>	<ul style="list-style-type: none"> <li>• Systems for tracking and measuring police officer activity, including patrol, are reviewed and enhanced.</li> <li>• Baseline indicators of patrol activity are established (2004-2006).</li> </ul>
<p><b>3.</b> Develop and implement alternative methods for enhancing response to calls for service. ❖</p>	<ul style="list-style-type: none"> <li>• Alternative methods are developed and implemented (2005).</li> </ul>
<p><b>4.</b> Improve the availability and quality of assistance to victims. ❖</p>	<ul style="list-style-type: none"> <li>• Baseline indicators of number of referrals made by police to Victim Services Wellington (VSW) are established (2004-2006).</li> <li>• Policies, procedures and training on police referrals to VSW are reviewed and mechanisms are established for increasing the number of referrals made (2004).</li> <li>• System for tracking and measuring re-victimization is developed (2004).</li> <li>• Baseline indicators of victims' satisfaction with assistance received are established (2004-2006).</li> </ul>
<p><b>5.</b> Enhance crime, call and public disorder analysis function, in particular to support violent crime and property crime investigations and improve clearance rates. ❖</p>	<ul style="list-style-type: none"> <li>• Review of alternatives for enhancing crime, call and public disorder analysis is completed (2004).</li> <li>• Job tasks for crime, call and public disorder analysis are identified (2005).</li> <li>• Function is enhanced (2006).</li> <li>• Increase of three per cent or more in violent crime clearance rate (2004-2006).</li> <li>• Increase of two per cent or more in property crime clearance rate (2004-2006).</li> </ul>
<p><b>6.</b> Enhance programs and services to assist special needs groups (seniors, persons with mental illnesses, persons with developmental delays, persons with physical disabilities).</p>	<ul style="list-style-type: none"> <li>• Increase of 10 per cent or more in number of community contacts with special needs groups (2004-2006).</li> <li>• Baseline indicators of satisfaction with programs and services are established (2004-2006).</li> </ul>



# Traffic Safety

## CORPORATE GOAL #2

**To promote vehicular and pedestrian traffic safety through partnerships, education and enforcement.**

Traffic safety continues to be a high priority for members of the community. The Guelph Police Service will work with partners such as the City of Guelph and neighbourhoods to develop and implement traffic-related Problem Oriented Policing initiatives (POPs) in targeted areas.

### OBJECTIVES

1. Develop and increase the number of traffic-related Problem Oriented Policing initiatives (POPs) that actively engage residents and other community partners. ❖
2. Increase number of community contacts through traffic safety education presentations and traffic safety awareness campaigns.

### PERFORMANCE TARGETS

- A systematic, organization-wide approach to Problem Oriented Policing (POP) that includes guidelines for jointly initiating (with community partners), monitoring and evaluating the impacts of POP initiatives is developed and implemented (2004).
- Baseline community participation rates and satisfaction levels with traffic-related POPs are established (2004-2006).
- Increase of 10 per cent or more in number of community contacts (2004-2006).
- New traffic safety program is developed, public safety messages are regularly disseminated via the media and Guelph Police Service Web page (2004-2006).



**CORPORATE GOAL #3**

**To promote the healthy development of young members of the community through the provision of school-based programs and other neighbourhood-based services.**

Residents, community partners, including educators, and staff of the Guelph Police Service place a high priority on police officers being involved with youth to prevent crime by fostering healthy development and responsible citizenship. Work with youth encompasses both proactive and reactive policing and a strong linkage with school communities.

OBJECTIVES	PERFORMANCE TARGETS
<p><b>1.</b> Continue to dedicate resources to primary, junior and secondary school-based programs.</p>	<ul style="list-style-type: none"> <li>• Systems for tracking and measuring school-based police officer activity are reviewed and enhanced (2004).</li> <li>• Baseline indicators of school-based activity are established (2004-2006).</li> <li>• Program evaluation reveals that school-based programs continue to meet the needs of school communities (2006).</li> </ul>
<p><b>2.</b> Work collaboratively with the community and agents of the criminal justice system to enhance extrajudicial programs and services in support of the Youth Criminal Justice Act.</p>	<ul style="list-style-type: none"> <li>• Objectives and procedures for extrajudicial programs and services are developed in collaboration with partner agencies, programs are implemented (2004).</li> <li>• Baseline indicators of extrajudicial program use (including number of officers using and number of youths referred) are established (2004-2006).</li> <li>• Program evaluation reveals that extrajudicial programs and services are meeting program objectives (2006).</li> <li>• An inter-agency protocol for youth under 12 years old is established (2005).</li> </ul>
<p><b>3.</b> Enhance methods for tracking and reporting on youth crime, and improve youth crime clearance rates. ❖</p>	<ul style="list-style-type: none"> <li>• Enhanced system for tracking and reporting on youth crime is developed and implemented (2004).</li> <li>• Baseline indicators of youth crime clearance rates are established (2004-2006).</li> </ul>
<p><b>4.</b> Continue providing workplace co-operative learning opportunities for secondary and post-secondary school students.</p>	<ul style="list-style-type: none"> <li>• Number of co-op placements meets or surpasses baseline (2004-2006).</li> <li>• Program evaluation reveals that program continues to be viewed favourably by students - placement fosters skill development and assists with career decision-making (2006).</li> </ul>
<p><b>5.</b> Explore and develop new partnerships for addressing youth issues.</p>	<ul style="list-style-type: none"> <li>• Youth-related partnerships and protocols are reviewed and enhanced, including new partnership with University of Guelph Neighbourhood Relations Co-ordinator (2004).</li> </ul>
<p><b>6.</b> Develop and increase the number of Problem Oriented Policing (POPs) initiatives that address youth issues.</p>	<ul style="list-style-type: none"> <li>• A systematic, organization-wide approach to Problem Oriented Policing (POP) that includes guidelines for jointly initiating (with community partners), monitoring and evaluating the impacts of POP initiatives is developed and implemented (2004).</li> <li>• Baseline community participation rates and satisfaction levels with youth-related POPs are established (2004-2006).</li> </ul>



# Communication Plan

## CORPORATE GOAL #4

**To share information and provide opportunities for feedback about the programs and services of the Guelph Police Service through the development and implementation of a comprehensive communication plan.**

The consultative process undertaken to develop this business plan revealed that many residents and community partners and to a lesser extent Police Service staff are limited in their knowledge and understanding of our programs and services. Greater awareness of our programs and services will foster the creation of new partnerships and will enhance the debate and dialogue about police services.

OBJECTIVES	PERFORMANCE TARGETS
<ol style="list-style-type: none"> <li>1. Identify the components of a communication plan and enhance infrastructure, where required, to support implementation and maintenance of the plan.</li> </ol>	<ul style="list-style-type: none"> <li>• Plan developed, infrastructure enhanced and plan implemented (2004).</li> </ul>
<ol style="list-style-type: none"> <li>2. Increase opportunities for information-sharing and feedback from the community regarding the programs and services of the Guelph Police Service (GPS).</li> </ol>	<ul style="list-style-type: none"> <li>• Increase in the variety of information available to the public on the GPS Web site.</li> <li>• Increase of 10 per cent or more in number of Web site hits (2004-2006).</li> <li>• Increase in the variety of information available to members on the GPS Intranet.</li> <li>• Increase of 20 per cent or more in number of regular users of GPS Intranet (2004-2006).</li> <li>• Program evaluation reveals greater awareness of police programs and services among community members and GPS staff (2006).</li> </ul>
<ol style="list-style-type: none"> <li>3. Develop and implement a policy related to internal and external communication.</li> </ol>	<ul style="list-style-type: none"> <li>• Policy developed and implemented (2005).</li> </ul>



# Corporate Excellence

## CORPORATE GOAL #5

**To promote corporate excellence through enhanced human resource practices and infrastructure development.**

Residents of Guelph are highly satisfied with the Guelph Police Service. In September 2003, a random sample of Guelph residents were asked, "Overall, how satisfied are you with policing services in Guelph?" Residents had to rate their satisfaction using a scale from 1 (lowest) to 5 (highest). The average rating was 4.11, with 80 per cent of residents selecting a 4 or a 5. In regard to specific aspects of the quality of policing services provided by the Guelph Police Service, the study found: 96 per cent of residents believed staff are professional, 97 per cent believed staff treat the public fairly, 98 per cent believed staff are knowledgeable and 93 per cent believe calls for assistance are responded to in a timely manner. The Guelph Police Service seeks to maintain this high level of community satisfaction.

The Guelph Police Service recognizes that a satisfied workforce is integral to providing high-quality policing services that achieve a high level of community satisfaction. Ratings of employee satisfaction reveal improvements have been made in this domain. In December 1999, 64 per cent of staff agreed with the statement, "Overall, I like working for the Guelph Police Service." By contrast, in August 2003, 76 per cent of staff agreed with that statement. By investing in human resources and the infrastructure or "building blocks" needed to support staff, the Guelph Police Service aims to maintain high community and staff satisfaction.

OBJECTIVES	PERFORMANCE TARGETS
<p><b>1.</b> Provide ongoing training to police and civilian staff, including focused training on community diversity and inclusive problem-solving.</p>	<ul style="list-style-type: none"> <li>• Service-wide skills development and learning plan is created (2004).</li> <li>• Training completed to Ministry standards (ongoing).</li> <li>• Formative program evaluation study of the GPS coach officer program completed and program improved (2005).</li> <li>• Program evaluation research indicates that training programs are effective (ongoing).</li> <li>• Career development plans developed and maintained for all members (ongoing).</li> </ul>
<p><b>2.</b> Identify and implement additional wellness supports for staff.</p>	<ul style="list-style-type: none"> <li>• Task Team created to develop a plan for wellness supports, including possible incentives (2004).</li> <li>• Plan implemented together with supports and incentives (ongoing).</li> <li>• Program evaluation research indicates that staff perceive wellness supports as beneficial (2006).</li> <li>• Number of employee sick days does not exceed baseline (2004-2006).</li> </ul>
<p><b>3.</b> Maintain high level of staff satisfaction.</p>	<ul style="list-style-type: none"> <li>• Percentage of satisfied employees meets or surpasses 2003 level of 76 per cent (2006).</li> </ul>

continued overleaf...



<p><b>4.</b> Maintain high level of community satisfaction. ❖</p>	<ul style="list-style-type: none"> <li>• Number of positive unsolicited letters to the Police Service meets or surpasses baseline (2004-2006).</li> <li>• Percentage of telephone survey respondents who indicate they are satisfied meets or surpasses 2003 level of 80 per cent (2006).</li> <li>• Percentage of telephone survey respondents who indicate they feel somewhat safe or very safe meets or surpasses 2003 level of 96 per cent (2006).</li> </ul>
<p><b>5.</b> Complete Guelph Police Service building renovations to enhance safety and security while maintaining 24-hour public access to the General Office. ❖</p>	<ul style="list-style-type: none"> <li>• Annual Facilities Review Plan developed (2004).</li> <li>• Annual Facilities Review Plan implemented (ongoing).</li> </ul>
<p><b>6.</b> Augment information technology infrastructure to enhance staff efficiency and effectiveness. ❖</p>	<ul style="list-style-type: none"> <li>• All members have internal and external e-mail accounts and ready access to the Intranet and Internet (2004).</li> <li>• All policies and procedures reviewed and updated electronically (2006).</li> </ul>
<p><b>7.</b> Continue strengthening resource planning by linking budget requests to corporate goals. ❖</p>	<ul style="list-style-type: none"> <li>• Annual unit objectives and budget submissions are linked to corporate goals (2004-2006).</li> </ul>
<p><b>8.</b> Develop and implement a quality policy that conveys the Police Service Board's commitment to continuous quality improvement.</p>	<ul style="list-style-type: none"> <li>• Policy developed and implemented, including identifying specific mechanisms for ensuring and enhancing quality (e.g. annual quality assurance audits) (2005).</li> </ul>



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- Members of the Guelph Police Service who participated on the Planning Team
- Members of the Guelph Police Service who responded to the members' survey





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