



PRIDE ✦ SERVICE ✦ TRUST

# **Year 3 Accomplishments 2009**

**Guelph Police Service  
Business Plan 2007-2009  
2009 Unit Objectives**

**2010**

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# **Business Plan 2007-2009**

## **2009 Accomplishments**

### **Background to the Report**

2009 was the final year of implementation for the Guelph Police Service's Business Plan, *Partners in Excellence, 2007-2009*. That Plan provided direction for the Service during the three years which it was in effect. The five corporate goals contained in the Plan, as well as the objectives and performance indicators associated with each of those goals, were reviewed in 2009 to ensure that the Service had either addressed all those items or had a strategy in place to complete those that the Service would not be able to fully address during the mandate of the Business Plan.

Each year the units that make up the Guelph Police Service set objectives to support the achievement of the corporate goals. This objective setting exercise organizes the activities of the Service so that all units are working efficiently and effectively with the overall vision of the business plan in mind. Working toward accomplishing these objectives is just part of the work done by each unit of the Service. The daily work that is undertaken ensures the mandated responsibilities of the Service are fulfilled, and supports the achievement of the long range mission of enhancing the quality of life of all who live, work and play in Guelph.

### ***Partners in Excellence, 2007 – 2009 Corporate Goals***

#### **Neighbourhood Policing**

1. Continue to seek solutions to neighbourhood issues in partnership with the community through crime prevention, education and enforcement.

#### **Illegal Drugs**

2. Participate in a city-wide task team to develop multi-sector strategies for reducing illegal drug activity in Guelph.

#### **Youth**

3. Continue to promote the healthy development of young people through partnerships with schools, outside agencies and the community at large.

#### **Human Resources**

4. Support efficient and effective policing through enhanced staffing and retention practices and opportunities for member development.

#### **Infrastructure Supports**

5. Enhance the communication and infrastructure supports of the Guelph Police Service while pursuing its organizational Mission, Vision and Values.

## Overview: 2009 Unit Objectives and Accomplishments

Unit	Accomplishments Submitted by:	No. of Objectives Submitted	Number of Objectives		
			Achieved	Partially Achieved	Not Achieved
Chief of Police	Davis	5	4	1	0
Deputy Chief of Neighbourhood Services	Eden	4	2	2	0
Professional Standards Inspector	DeRuyter	2	1	1	0
Neighbourhood Services Inspector	Male	3	3	0	0
Neighbourhood Teams	Platoon Supervisors	18	13	3	2
Coordinated Enforcement Team	Gordon	3	0	3	0
Downtown Liaison Officer	Hunt	3	0	3	0
Crime Analyst	Embry	2	2	0	0
Neighbourhood Support Services Inspector	Schnurr	3	3	0	0
Tactics & Rescue /Downtown	Begin/Collins	3	3	0	0
Canine	McMichan/Moulton/Neumann	4	3	1	0
Traffic	McNeilly	4	2	2	0
Investigative Support Services Inspector	McEwen	4	2	1	1
ISS Case Managers	Milligan	1	1	0	0
Property Crimes	Crowe	2	1	1	0
Person Crimes	Martin	3	1	2	0
Sexual Assault	Ninacs	3	2	1	0
Fraud	Milligan	2	1	1	0
Youth Office	Milligan	4	3	1	0
Forensic Identification	McGarr	4	2	0	2
Drugs	Gill	3	2	1	0
Intelligence	Gill	2	1	1	0
Technological Crimes	Hunter	2	2	0	0
Director of Corporate Services	Morris	4	2	2	0
Corporate Services Inspector	Obergan	3	2	1	0
Research & Development	Robinson/Agocs/Abra	4	4	0	0
Training	Mitchell	4	3	1	0
Communications	S. Green	6	4	2	0
Data Services	Ross	2	1	1	0
Media/Community Relations	Pflug	4	4	0	0
Fleet Management	Turow	4	3	1	0
Facilities Management	Baldassini	3	3	0	0
Court Services	Pringle	4	3	1	0
Financial Services	Pagnan	3	0	3	0
Human Resources	Harris	5	4	1	0
Information Technology	J. Green	4	2	2	0

# **2009 Accomplishments**

## **By Unit**

## Chief of Police

<b>Objective 1: Increase interactions with multicultural organizations and agencies in the community.</b>	<b>Corporate Goal: 1</b>
<b>Objective Achieved:</b> The Chief had several opportunities to interact with different ethnic communities and to meet many people from around the world who shared their culture and experiences as new Canadians. He also learned about what new immigrants to Canada face and how local services come together to help new Canadians transition to a new community. <b>Events attended:</b> January – Multicultural meeting May – Open house at the new Immigrant Services – Guelph-Wellington June – “Raising the Flag” Multicultural event at City Hall June – Opening remarks at the Guelph Multicultural Festival September – Annual General Meeting of Immigrant Services September – Meeting with a member of the Muslim Society October – Meeting with members of local and provincial government and various partner agencies to sign on as a member of the new Intercultural Leadership Advisory Committee November – Attended and made a presentation at the annual Festive Celebration of the Muslim Society December – Attended the graduation of the English Second Language <i>Law and Safety Training</i> workshop to hand out certificates and meet participants	
<b>Objective 2: Become more involved in the Wellington Guelph Community Drug Strategy and ensure active participation by Police Service members.</b>	<b>Corporate Goal: 2</b>
<b>Objective Achieved:</b> The Chief continues to sit as a member of the Leadership Advisory Committee of the Wellington Guelph Drug Strategy committee. The working group meetings have continued monthly and Constable Jeff Hunt, the Service’s Downtown Liaison Officer, sits on the working group and is the contact for front line concerns. The Drug Strategy Committee has hired a new Coordinator who is very energetic and keen to move things along. The Chief met several times with the new Coordinator to discuss transitional housing for people in our community who are fighting drug addiction and will not be able to get out of their current situation unless they have a regular place to stay and an opportunity to get physical and emotional help. The Housing working group has developed a plan which is to be delivered to the Transitional Housing Steering Committee in January 2010. Inspector Garry Male is now a member on a new Operational Management Committee representing the Service. There has been a great deal of work done by the committee in the last year and we are beginning to see a collective effort to move forward with new initiatives. The Chief is presently providing administrative support and guidance when required, as the Committee tasks are now mostly carried out at the operational level.  In 2009, the Drugs and Intelligence units supported by the Coordinated Enforcement Team ran a street level drug project in downtown Guelph as a response to the blatant and outward sale of drugs. Project “Crackdown” ran for just over a month and resulted in the arrest of 24 individuals and over 36 trafficking charges. The project also sent a strong message that drug trafficking, particularly in our downtown core, will not be tolerated.	
<b>Objective 3: Assist in the development of the next Business Plan to provide direction to the Service for 2010 to 2012.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> The Chief was a member of the Business Planning Team which met monthly from early 2009 to November 2009, when the final plan was presented to the GPS Board and was adopted. The final document was printed and distributed in December, and will unfold in January 2010 with the creation of the 2010 unit specific objectives to address the six new corporate goals.	
<b>Objective 4: Participate throughout 2009 as required to address bargaining with both Associations.</b>	<b>Corporate Goal: 4</b>
<b>Objective Achieved:</b> Information was collected from senior staff relative to current collective agreement issues and bargaining documents were completed for Board review. The Director of Corporate Services and the Chief met with the Board and their counsel to discuss bargaining and attended all subsequent bargaining sessions. Negotiations with the Guelph Police Association (GPA) were completed and new contracts for 2009 and	

2010 were achieved. The Association re-typed the contracts, all information was then reviewed by the Director and Chief to ensure accuracy, and the final contracts were provided to the Board for review and signature. Information relative to the Senior Officers Association (SOA) negotiations was then collected and all bargaining documents for the Board prepared. The Director and Chief then assisted the Board through the SOA negotiations which were completed in October. The final contracts to complete were for the three executive positions. All three contracts were negotiated and settled in November. New electronic and hard copy versions of the final contracts were drafted for review and signature by the Board and the executive members. Executive contracts are now in place, as is succession planning for these three positions.

<b>Objective 5: Focus on the development of future potential senior leaders of the Police Service.</b>	<b>Corporate Goal: 4</b>
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**Objective Partially Achieved:**

In 2009, the Chief met with the Inspectors who are likely going to be with the Service for some time and are likely to be candidates for the executive positions as they come open. All agreed to taking on speaking engagements in the community where the Chief usually attends in order to gain exposure to different political environments and to become accustomed to speaking in front of various sized groups. These Inspectors attended twelve different functions in 2009. Both provided positive feedback on having these opportunities, and positive feedback from the organizers of the events was also received. Later in the year another potential candidate was provided a similar opportunity.

In the fall of 2009, the executive met with the Human Resources Manager to implement the first phase of the new succession planning program for senior managers. We chose two Inspectors each to mentor throughout 2010. The Chief has met several times with them to help develop individual work plans for 2010, and the formal program will begin in January 2010. A number of initiatives have been identified for 2010 and there will be many opportunities for these members to gain greater insight into the executive position roles and responsibilities and opportunities to learn and hone their skills. It is anticipated that late in 2010, the next phase of the succession planning will unfold for mid-level managers. This initiative will be a work in progress over the next couple of years.

**Deputy Chief of Neighbourhood Services**

<b>Objective 1: Promote job satisfaction for senior police staff through career development opportunities.</b>	<b>Corporate Goal: 4</b>
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**Objective Partially Achieved:**

Career development and succession management is a Board priority, as is the development of an ongoing process to develop our members and prepare them for the demands of the future. The Guelph Police Service recently introduced a new succession planning program that currently focuses on executive level positions. All executive members are currently involved in this program as mentors, and this program will be expanding to other levels in the future.

To promote job satisfaction for senior police staff through career development opportunities, senior members have been provided with a variety of career development opportunities, a few of which are listed below. The Service and the Associations recognize that training and development is a joint responsibility of members and the Service, and it is important for members to take advantage of development opportunities.

- Membership of the Ontario Association of Chiefs of Police (OACP) has been expanded to include senior managers, and managers have been encouraged to participate in an OACP sub-committee and attend OACP Zone 5 meetings.
- A training plan has been implemented, which includes an opportunity to attend the Canadian Police College Executive Development Course.
- Opportunities to attend training courses and seminars have been provided on an ongoing basis.
- Where possible, transfers are made on a regular basis to provide cross training opportunities.
- Members are provided with a variety of opportunities, which include attending Board meetings, a variety of community stakeholder meetings and events, and public speaking and presentation opportunities.

<b>Objective 2: Ensure active participation in the 2010-2012 Business Planning process by senior police staff and front line staff.</b>	<b>Corporate Goal: 5</b>
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**Objective Achieved:**

The development of the new 2010 – 2012 Business Plan was a joint effort, but the Research unit was the primary driver in this process. The Guelph Police Services Board was proud to announce the launch of our new Business Plan at the beginning of 2010. The plan includes a number of measures that will help assess how the Board and the Service are doing in achieving the new goals. Those goals will be supported by the unit level objectives that are developed by our members throughout the Business Planning cycle. An effective cross section of our membership and the Board represented the Guelph Police Service on the Business Planning Team and subcommittees.

The 2010-2012 Business Plan goals are:

1. Neighbourhood Policing: Increase our contribution to the feeling of safety in Guelph.
2. Downtown: Work with partners to improve the feeling of safety in Downtown Guelph.
3. Drug Prevention and Response: Continue to work with partners to reduce drug and drug related activity.
4. Traffic Safety: Contribute to Guelph's traffic safety by enhancing traffic prevention and enforcement measures.
5. Social Responsibility: Carry out activities that have a positive social impact on our community.
6. Human Resources: Support efficient policing and member satisfaction through operational efficiencies and career development opportunities.

<b>Objective 3: Enhance the communication and infrastructure supports of the Service while pursuing its organizational Mission, Vision and Values.</b>	<b>Corporate Goal: 5</b>
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**Objective Partly Achieved and Ongoing:**

To enhance the communication process at the Guelph Police Service, members of the executive management team attended a set of mandatory training days in the fall of 2009 to update members on our corporate priorities and to provide an opportunity for questions and/or feedback. Feedback from these training days was predominantly positive and the opportunity for feedback helped clear up a number of rumours related to the budget process and management practices. This feedback opportunity should be repeated on a yearly basis.

To enhance communication and understanding at the senior management level, weekly meetings are conducted with senior managers. These meetings allow senior staff to efficiently coordinate the delivery of policing services to the citizens of Guelph and provide an opportunity for short and long range planning.

In our past and current Business Plan, members of the Guelph Police Service included a commitment to environmental responsibility, and to support this initiative several of our members participated in the 2009 National Commuter Challenge as part of Environment Week. The Commuter Challenge is designed to increase community awareness of the benefits of sustainable commuting and to encourage Canadians to walk, bike, take transit, carpool or work from home instead of driving alone to work. With our assistance, Guelph took third place in the National Commuter Challenge; Guelph prevented the emission of over 3,000 kilograms of carbon emissions.

Finally, ongoing audits of performance management tools are being conducted. Human Resources are in the process of reviewing our current Performance Appraisal process.

<b>Objective 4: Promote and support Neighbourhood Policing through effective planning, resource allocation and community involvement.</b>	<b>Corporate Goal: 1</b>
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**Objective Achieved & Ongoing:**

Many members of the Guelph Police Service work collaboratively to build effective partnerships with the residents, businesses and organizations in the City of Guelph. Our members continue to support the community by representing our organization on over fifty community committees.

**Professional Standards Inspector**

<b>Objective 1: Manage the integration and transition of the new public complaints system resulting from Bill 103, the new Independent Review Act.</b>	<b>Corporate Goal: 1</b>
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**Objective Achieved:**

Senior staff attended training sessions about the OIPRD in March and August. In anticipation of the opening of the OIPRD office in the fall, the liaison officers were identified. This office opened on October 19, 2009. The new complaint forms and OIPRD material was received and distributed to the Neighbourhood Services. All supervisors received training and updates on the new system. All members were notified about the OIPRD and given access to information on the new agency. The Guelph Police website was amended to reflect the changes to the complaint process. The PSB Inspector is working with the Research and Development Office to amend our complaint policy and will be completed in early 2010. Two new complaints were received under the new OIPRD system and are currently being investigated.

**Objective 2: Improve the efficiency and effectiveness of records management related to Professional Standards.**

**Corporate Goal: 5**

**Objective Partially Achieved:**

The Professional Standards Inspector attended a demonstration training session in Stoney Creek on a brand of software for processing and managing Professional Standards investigations. It was felt this method was not the most cost effective, and appeared to be more suited to larger police services.

With the new complaints system under the OIPRD starting in October 2009, all public complaint files are electronically exchanged between the Service and the OIPRD. Further assessment will be made throughout 2010 on how files are now managed and stored.

In reviewing the issue of records retention, it was determined that Professional Standards records were stored in two different locations: the Professional Standards office and the archive room maintained by the Property Officer. It was determined that under the Records Retention Bylaw, many of these retained records should be destroyed. As a result, many old files were purged and all files are now stored in one location in Professional Standards. The purging of records also served as a useful exercise in preparing for the Service's response to police misconduct under the Supreme Court decision of Regina vs. McNeil.

**Neighbourhood Services Inspector**

**Objective 1: Enhance alternative methods for responding to calls for Service, and noise complaints in particular.**

**Corporate Goal: 1**

**Objective Achieved:**

The Inspector liaised with various Neighbourhood Groups to identify issues, problem solve and adapt police responses to noise complaints. A more proactive strategy was developed to respond to noise complaints, particularly repeat offenders. Members of Neighbourhood Services attended Neighbourhood Group meetings with the Inspector and were provided instructions for mitigating noise concerns.

In addition, a new communication network was set up by the Manager of Bylaw Enforcement, the Fire Prevention Officer from the Guelph Fire Department and the Inspector regarding problem properties. As well, through interaction with the University of Guelph Student Affairs and Off Campus Housing, an "Off Campus Code of Conduct" was lobbied for and is now being developed. City councillors and Neighbourhood Group representatives have publicly praised the increased efforts of the Service in relation to noise complaints and rental housing issues.

**Objective 2: Support enhanced staffing and retention practices and opportunities for member development.**

**Corporate Goal: 4**

**Objective Achieved:**

A full complement was maintained through continuous liaising with the Recruiting and Human Resources units. A development plan for members is now being addressed by almost all supervisors during the performance appraisal process. Training opportunities for Neighbourhood Services members exceeded the 2008 benchmark. Finally, regular communication (informal and formal) was maintained through regular shift meetings and meetings with the Neighbourhood Services Inspector (shift meetings once per quarter and meetings with Inspector biweekly).

**Objective 3: Continue to improve and promote quality assistance to victims of crime.**

**Corporate Goal: 1**

**Objective Achieved:**

Regular training and updates were provided to Neighbourhood Services personnel via Victim Services Wellington (VSW). There was also ongoing communication between the VSW Board and the Neighbourhood Services Inspector. Regular updates on the number of referrals provided by front line staff were made as reminders of the objective.

**Neighbourhood Teams (Platoons A through E)**

**Objective 1: Create meaningful POP projects that incorporate multi-faceted responses to engage community partners and other work units within the GPS.**

**Corporate Goal: 1**

**Objective Achieved:**

The following POPs were carried out by the Neighbourhood Teams:

A	B	C	D	E
Ride Program POP continued at Shift level re: Traffic Safety.  Ongoing POP at Evergreen centre regarding Elder Abuse issues and training opportunities for members.  Participated in Deerpath Park POP through increased foot patrol.	Two POPs re: building checks of stairwells for drug activity (both open).	83 year old male arrested on 19 counts of mischief. Investigation requested through the POP helped to identify the suspect (closed).	POP created for Deerpath Park in response to neighbour complaints about vandalism, youth behaviour and late night noise. POP involved targeted enforcement and random checks and documented numerous incidents. POP still active pending City directed action on removal of skateboard park.	Participation in Deerpath Park POP through foot patrols and LLA and by-law enforcement (closed).  Co-created a POP with CET for extra supervision, foot patrol and trespass notices on a location (ongoing).  Creation of a searchable graffiti database documenting graffiti incidents (ongoing).

**Objective 2: Members will be assigned to liaison and attach themselves with one or more of the 11 identified Neighbourhood Groups.**

**Corporate Goal: 1**

**Objective Achieved:**

Members of the Neighbourhood Teams were members of or attended the following community groups:

Community Group:	A	B	C	D	E
Shelldale/Onward Willow	X	X	X	X	X
Parkwood Gardens	X	X	X		
Kortright Hills		X	X	X	X
Waverley Drive		X	X	X	X
Brant Avenue		X	X	X	X
Exhibition Park		X	X	X	
Grange Hill East		X	X		
West Willow Woods		X			
Hanlon Creek	X	X	X	X	X
O.U.R. Three Bridges		X			
Clairfields		X			
Two Rivers	X	X	X	X	
Rickson Ridge			X		X

Members of the Neighbourhood Teams were involved in the following community initiatives/organizations:

Initiative/Organization:	A	B	C	D	E
Royal Canadian Air cadets			X		
Wellington Catholic District School Board				X	
Optimists		X			
GORBA (Guelph Off Road Bike Association)	X	X			
Speed River Cycling Club		X			
Neighbourhood Support Coalition			X		

**Objective 3: Monitor vehicular traffic while on routine patrol, create and implement specific targeted enforcement POPs, and participate in formal enforcement initiatives i.e. Provincial seat belt campaign, Chief of Police Enforcement initiative (utilize foot and bike patrols to support these POPs).**

**Corporate Goal:**  
1

**Objective Achieved:**

The Neighbourhood Teams participated in the following initiatives and laid the following charges (X indicates charges were laid but number laid is not available):

<b>Enforcement Initiative</b>	<b>A</b>		<b>B</b>		<b>C</b>		<b>D</b>		<b>E</b>	
Lead the Way Do 50k	86		X		1		9		X	
Spring Seatbelt Campaign	1		X		60		3		X	
Canada Road Safety Week	60		X		6		1		15	
RIDE Lanes	X		X		X				X	
Seatbelt Lanes					X					
RAMP Program	X		X		X		X		X	
Bike Helmet Campaign	X		X		X		X		X	
Radar Enforcement	X		X		X		10		X	
Operation Impact	10									
<b>Charges Laid – Routine Patrol Enforcement</b>	<b>'08</b>	<b>'09</b>	<b>'08</b>	<b>'09</b>	<b>'08</b>	<b>'09</b>	<b>'08</b>	<b>'09</b>	<b>'08</b>	<b>'09</b>
HTA – Speeding	317	183	200	157	320	202	142	351	227	134
HTA – Seatbelts	32	21	88	39	23	76	16	20	94	26
HTA – Other	488	395	733	608	381	363	456	442	392	367
Compulsory Auto. Insurance Act (CAIA)	87	51	82	83	67	61	56	89	46	56
<b>Total – HTA and CAIA</b>	<b>924</b>	<b>650</b>	<b>1,103</b>	<b>887</b>	<b>791</b>	<b>702</b>	<b>670</b>	<b>902</b>	<b>759</b>	<b>583</b>
<b>Charges Laid – All Platoons</b>	<b>HTA Speeding</b>		<b>HTA Seatbelts</b>		<b>HTA Other</b>		<b>CAIA</b>		<b>Total</b>	
2008	1,206		253		2,450		338		4,247	
2009	1,027		182		2,175		340		3,724	

**Objective 4: Create a system to effectively document, investigate and effectively eradicate incidents of graffiti in the city.**

**Corporate Goal:**  
1

**Objective Achieved:**

The Neighbourhood Teams carried out the following activities under the system to respond to graffiti:

A Platoon:

- Utilized Scenes of Crime Officers for photographing images to identify and catalog graffiti
- Extra supervision memos were utilized

B Platoon:

- Actively photographed any incidents of graffiti to assist in compiling a database

C Platoon:

- Participated in targeted enforcement activities to reduce and deter incidents in identified areas
- Utilized Scenes of Crime Officers for photographing images to identify and catalog graffiti
- Responded to and investigated numerous incidents that resulted in the arrests of youths responsible

D Platoon:

- Actively sought out incidents and responded to calls of graffiti in the respective neighbourhoods
- Documented incidents and utilized Scenes of Crime Officers to capture images and examples of graffiti
- Carried out investigations as required.

E Platoon:

- Identified and submitted 73 reports on graffiti incidents out of 230 incidents
- Created and maintained a searchable graffiti database recording details and images of graffiti
- Responsible for the arrest of individuals for graffiti/mischief related charges
- Ran a targeted graffiti program attempting to locate and record all incidents related to specific graffiti

**Objective 4: Track police response to noise complaints to alleviate repeat calls, liaise with Bylaw Enforcement to create a consistent and effective strategy, and communicate more with complainants to improve customer satisfaction.**

**Corporate Goal:**  
1

**Objective Achieved:**

The Neighbourhood Teams responded to the following number of noise complaints:

A	B	C	D	E	Total
142	179	97	167	108	693

**Other:**

A Platoon: Confidential information was received on 3 occasions where officers attended prior to parties, spoke with the organizers and warned them re: charges, documented the warnings, and notified Bylaw and the Inspector. This work prevented some of the large parties that have been seen in the past.

C Platoon: Based on information received from citizens and through general patrol, our platoon attended to student rental homes and spoke to the tenants about parties that had been planned or to speak to them about neighbour concerns. Officers educated the tenants on the Liquor License Act, City Bylaws, Criminal Code offences and civil ramifications.

**Objective 5: Increase the number of referrals to Victim Services Wellington (VSW). Corporate Goal: 1**

**Objective Not Achieved:**

The Neighbourhood Teams made the following number of referrals to Victim Services Wellington:

A		B		C		D		E		Total	
'08	'09	'08	'09	'08	'09	'08	'09	'08	'09	'08	'09
83	44	32	41	62	41	30	15	44	28	251	169

**Other:**

A Platoon: The Platoon is increasing its use of VSW for domestic incidents.

C Platoon: VSW referrals are being made by our platoon when the need arises.

**Objective 6: Uniform members will be encouraged to increase the number of observation slips submitted. Corporate Goal: 2**

**Objective Achieved:**

The Neighbourhood Teams submitted the following number of observation slips:

Activity	A		B		C		D		E		Total	
	'08	'09	'08	'09	'08	'09	'08	'09	'08	'09	'08	'09
Observation Slips	502	426	188	322	203	268	167	118	259	762	1,379	1,896
Warning Tags	383	606	257	101	325	169	367	110	117	161	1,449	1,147

**Objective 7: Identify and monitor new and frequent crack/drug houses and forward that information to the Drugs/Intelligence units. Corporate Goal: 2**

**Objective Achieved:**

A Platoon:

Although contact card production was down slightly from 2008, members continue to work diligently to identify and enforce various statutes when dealing with drug activity.

B Platoon:

67% increase in contact card submissions over 2008.

C Platoon:

Members of C Platoon identified two new crack houses. This information was shared with the Intelligence, Drugs and CET units via contact cards, memos, and personal interaction.

D Platoon:

During routine patrols officers were observant of new activities occurring at or near known crack houses, and attempted to identify any new ones. Relevant information was passed to CET and the Drug unit.

**Objective 8: Increase the number of traffic stops of suspected drug involved people. Corporate Goal: 2**

**Objective Partially Achieved:**

The resources required to properly track these data were not in place in 2009. The following activities took place with regard to this objective:

- Platoons received updated training on drinking and driving offences, including legislative updates and investigative techniques
- Officers have proactively set up RIDE checks periodically and have had great success with issuing 3 day driver's licence suspensions and Drive Over 80 mgs charges.

A Platoon:

Members laid 12 CDSA charges and 6 Impaired/Over 80 arrests.

**B Platoon:**

Members generated 59 incidents of suspected impaired drivers.

**C Platoon:**

Officers are constantly identifying individuals who are involved in the drug sub-culture as well as monitoring known/suspected users/dealers through person and traffic stops. Our bicycle patrol officers have been successful in making a number of drug arrests and contacts during their patrols.

**D Platoon:**

Officers were constantly on the lookout for drug activities during routine patrols as well as all vehicle checks and stops. Any evidence of illegal drug use was followed up and investigated.

**E Platoon:**

Members made a number of traffic stops of known or suspected drug dealers/users throughout 2009. Platoon members were responsible for laying 46 CDSA charges throughout the year.

**Objective 9: Increase the number of drug arrests/breach arrests of drug suspects.**

**Corporate Goal: 2**

**Objective Partially Achieved:**

The Neighbourhood Teams laid the following number of CDSA charges:

A		B		C		D		E		Total	
'08	'09	'08	'09	'08	'09	'08	'09	'08	'09	'08	'09
39	12	41	41	37	39	24	9	36	46	177	147

The resources required to properly track data for breach arrests of drug suspects was not in place in 2009.

**Objective 10: The Deputy Chief of Neighbourhood Services, the Downtown Liaison Officer and the Divisional Inspector will be involved and contribute to the Wellington Guelph Community Drug Strategy Committee.**

**Corporate Goal: 2**

**Objective Achieved:**

The Deputy Chief became a member of the new Steering Sub-committee which is tasked with helping move the drug strategies that have been developed forward. The Inspector of Neighbourhood Services is on the new Operational Management Sub-committee and the Downtown Liaison Officer is on the Working Group and is the contact for front line concerns.

**Objective 11: Continued involvement in programs, incentives and partnerships as they arise regarding youth to expand our efforts addressing youth issues within the Service and the community.**

**Corporate Goal: 3**

**Objective Achieved:**

Members of the Neighbourhood Teams took part in the following activities:

Activity	A	B	C	D	E
Building Christmas Parade Float for Onward Willow/Shelldale	X				
Breakfast Club – Onward Willow	X	X	X	X	X
Youth Mentoring – Air Cadets			X		
Cops for Cancer			X	X	X
Dairy Queen Bike Helmet Safety Campaign	X	X	X	X	X
Bike Patrols	X	X	X	X	X
Cops and Kids Christmas Drive	X	X	X	X	X
Special Olympics Floor Hockey	X	X		X	
WCSSB Track and Field	X		X	X	
Remembrance Day Cenotaph Vigil with Air Cadets			X		X
Junior Citizen of the Year Committee Membership		X			
Coaching Youth Sports	X		X	X	X
Canine at Scouts Canada Meetings	X			X	
Canine at Sunrise Camp		X		X	
Law Enforcement Torch Run	X	X		X	X
Tim Hortons Camp Day	X	X	X	X	X
Lieutenant in Army Cadet Corps		X			
Canine Presentations/Demonstrations for Schools	X	X		X	X
Canine Baseball Cards for Youth				X	
Volunteer Car Seat Installers and Inspectors		X			

Rotary Club Hockey Game Fundraiser	X	X		X	
Jay Pirie Memorial Hockey Game	X	X	X	X	X
JF Ross High School Career Night		X			
GCVI Parent Council		X			
Presentation to Grade One Students		X			X
Basketball with Youth at Shelldale	X		X	X	
Fundraising with St. Michael's Catholic School			X		
Special Olympics Charity Hockey Game				X	X
Teen Soccer Program at Onward Willow	X		X		X
After School Soccer Program at Shelldale (with Shelldale Centre and Guelph Soccer Club)	X			X	X
Wyndham House for Boys/Girls				X	
Roof Agency				X	
Waverley Drive Road Hockey Game				X	
Bishop MacDonnell High School Hockey Game				X	
Big Brothers/Big Sisters Bowl for Kids Sake	X			X	
Presentations on Police Careers to Grade Schools	X	X	X		X
Our Lady of Lourdes Charity Basketball Game				X	
Guelph Youth Basketball Association Charity Games				X	
Shelldale Picnic					
Autism Charity Hockey Game				X	
Assistant Football Coach at Centennial High School			X		
Santa Claus Parade		X			
Liaison with Michael House (A crisis pregnancy home)				X	
GCVI Breakfast Club			X		
Canvassing for charitable donations	X		X	X	
CIBC Run for The Cure			X	X	
Guelph Multicultural Festival		X			
King George Floor Hockey		X			
Presentations in High Schools		X			
Tip A Cop	X	X			
Family Day at Medi-Cal		X			
Blood Drive "Sirens for Life"	X				

**Objective 12: Issue Youth Warning Tags to the youth involved in prohibited and or dangerous activities when the infraction does not fit within the guidelines of the current GPS youth tracking system to primarily make parents aware of their children's potentially harmful activities when not under their direct supervision.**

**Corporate Goal: 3**

**Objective Achieved:**

The Neighbourhood Teams issued the following:

	A	B	C	D	E	Total
Youth Warning Tags	15	2	0	5	22	44
YCJA Charges	35	40	38	24	56	193
Youth Cautions/Diversions	43	54	67	71	44	279

The Service also issued 1,336 Dairy Queen tickets, which are provided to youths observed wearing a helmet while biking to encourage this activity.

**Objective 13: Have members complete shift cross training, i.e., K-9, Domestic Violence Camera presentations, etc.**

**Corporate Goal: 4**

**Objective Achieved:**

Members of the Neighbourhood Teams participated in the following shift cross training opportunities:

Topic	A	B	C	D	E
Traffic Radar and Requalification	X	X	X	X	X
Intelligence: Informants and Agents	X	X	X	X	X
Crime Analysis: Crime Trends					X
Domestic Violence	X	X	X	X	X
New software				X	X

Canine Unit	X	X		X	X
Risk Management/Daily News		X	X		X
Firearms Transitional Training	X	X	X	X	X
Video Security Cameras	X			X	X
Emergency Plan	X	X	X	X	X
Special Constables	X		X		X
Canine (Inter and Intra Service)				X	X
Tactical	X				
CIRT Joint Training Day	X	X	X	X	X
Presentations to Senior Management	X			X	
Search Warrants			X	X	X
Hate Crime					X
Traffic Legislation	X				X
Frontline Supervisors presentation			X	X	

**Objective 14: Strive to assist members in attaining their career goals through courses, training opportunities and mentoring.**

**Corporate Goal:  
4**

**Objective Achieved:**

Members of the Neighbourhood Teams participated in the following training opportunities and courses (number from each platoon):

Topic	A	B	C	D	E
Intoxilyzer/Breath Technician Requalification	3	2	2	2	1
Intoxilyzer/Breath Technician	1	2		2	1
Firearms Requalification	14	17	18	15	20
Use of Force Requalification	14	17	18	15	20
Cell Custodian/NICHE	5	9	1	4	1
WASH (Weekend and Statutory Holiday) Court	2	9	1	3	4
Taser Training/Requalification	3	4	4	3	3
Shotgun Training/Requalification	3	4	4	3	3
Domestic Violence Coordinator Seminar	3	3		2	1
Domestic Violence Coordinator Course				2	
Excited Delirium Seminar	5	1	2	2	1
GPS Tracking Course (Canine)	1			1	
Negotiator Conference	1	2			
Interviewing and Interrogation	1			1	1
Life Balance and Personal Resiliency Seminar	2				
Street Check Seminar	4	2			
Radar Qualification	14		8	9	17
Wellness	2			6	2
Canine Conference	1			1	
Range Officer	2	1		1	
Leading a Learning Police Organization	1	2	1	2	
Transitional Leadership	2			1	
Pipeline Convoy Intervention	1				
Human Sources	1				
DNA Collection/Warrant			1	3	1
General Investigative Techniques				1	
Local Authority Registration (Entrust)					1
Intergraph Train the Trainer	1	1		1	1
Advanced Patrol			1	1	
MWS Train the Trainer	1	1			1
Customer Service	1	3	4	1	1
Interviews				2	
Suspect Apprehension Train the Trainer		1		1	
Women in Law Enforcement Seminar	2				
Commanders	1	1	1	1	
Pistol Transition	15	12	14	12	18

Emergency Operations Control Group	7	1	1	1	
Car Seat Installation and Inspection Recertification		1			
Leadership Through Self Awareness	1	2		2	
Teambuilding	1	3		1	
Canine Recertification		1		1	
Bike Patrol	2		1	2	
Confidential Informant Development				1	
Crime Prevention Through Environmental Design	1			2	
Suspect Apprehension Pursuit Focus Group		2		1	
Standard Field Sobriety Testing		1	1	1	1
IMobile Train the Trainer				1	1
Scenes of Crime Officer	3				1
Critical Incident Response Team	3			1	1
Emergency Site Management	1				
Explosives Detection				1	
Commanders Conference	1			1	
Emotional Intelligence	2	1			
Metropolitan London Police Presentation: London Bombings	7			1	
Coach Officer	3		1	2	2
Emergency Management			1		1
First Aid/CPR	14				4
Mental Health Act	14	18			19
Labour Dispute Conference			1		
Characteristics of Armed Persons	4			2	
Domestic Violence Investigator					1
Emergency Management Ontario Exercise			1		
Search Warrant			1		
Sexual Assault	1		1		
Frontline Supervisor			1		
Basic Search	1		1	1	1
Senior Police Administration			1		
Labour Dispute Conference			1		
Prosperity & Diversity Conference			1		
Scenes of Crime (SOCO)			1		
Guns & Gangs		1			
Protesters Presentation					1
Undercover Operator's Course					1
Death Notification course					1
OPP Frontline Officer Training Seminar (Drugs, Bikers, etc)	3		5		1
Lt. Col. Grossman Seminar (The Bullet Proof Mind)	2				1
Amish School Shooting Presentation					1
High School Resource Officer Course					1
ViCLAS Training					1
Threat Management Symposium					1

**Other Involvement:**

**A Platoon:** Guelph Police History Book Committee, Business Planning Team, Clothing and Equipment Committee

**B Platoon:** Business Planning Team

**C Platoon:** Neighbourhood Relations, Guelph Police History Book Committee, Business Planning Team, Domestic Violence delegate

**D Platoon:** Business Planning Team

**E Platoon:** Business Planning Team

**Objective 15: Include the media and work in partnership with them in efforts to further expand the programs Neighbourhood Services conducts.**

**Corporate Goal:**  
4

**Objective Achieved:**

The Neighbourhood Teams worked with the following media outlets:

Media Outlet	A	B	C	D	E
CJOY 1460	X	X	X	X	X
Magic 106.1	X	X	X	X	X
Guelph Mercury	X	X	X	X	X
Guelph Tribune	X	X	X	X	X
CKCO Television	X	X	X	X	X

**Other:**

Desk supervisors (Officers In Charge) speak to media outlets daily when in charge of the station while the Media Relations Officer is off duty. The media are called in instances where assistance is required from the public or safety alerts need to be disseminated (e.g., missing persons, chemical spills).

**Objective 16: Encourage employee wellness and promote member participation in the fitness pin program.**

**Corporate Goal: 5**

**Objective Partially Achieved:**

The following number of members of the Neighbourhood Teams achieved their fitness pin:

A		B		C		D		E		Total	
'08	'09	'08	'09	'08	'09	'08	'09	'08	'09	'08	'09
3	6	7	4	6	8	4	1	7	2	27	21

**Other:**

C and D Platoons: A member from each platoon attended a cross-fit class offered by the Wellness Committee.

**Objective 17: Increase platoon meetings to ensure members are current on legislation and practices, for team building, improve shift dynamics with an educational component, and develop operational consistency across the platoons to provide the best service to the organization, members and community.**

**Corporate Goal: 5**

**Objective Achieved:**

The table below displays the number of platoon meetings held in 2008 and 2009:

A		B		C		D		E		Total	
'08	'09	'08	'09	'08	'09	'08	'09	'08	'09	'08	'09
4	6	4	3	2	4	3	4	2	5	15	22

**Other:**

A Platoon: tour of the new city hall, videos, emergency plan, and platoon issues were part of the meetings

C Platoon: tour of the new city hall, videos, individual goals, and a welcome and orientation for the new supervisors were part of the meetings

**Objective 18: Increase supervisory general patrol hours to provide stable and consistent support, guidance and direction to Neighbourhood Services members.**

**Corporate Goal: 5**

**Objective Not Achieved:**

The table below details supervisory general patrol hours for 2008 and 2009:

A		B		C		D		E		Total	
'08	'09	'08	'09	'08	'09	'08	'09	'08	'09	'08	'09
1,154	937.5	1,493	1,478	1,654	1,275	1,291	1,351.5	1,042	943.5	6,634	5,985.5

Platoon D did achieve this objective. The other platoons did not reach the objective due to the factors outlined below:

A Platoon: increased administrative responsibilities; increased sick time; one supervisor in an accommodated position; one new supervisor in training

B Platoon: overlapping of supervisor holiday hours due to transfers and time mentoring a new sergeant

C Platoon: reading reports, officer appraisals, assignments, courses and holidays are reasons for decreased patrol hours; now that transcription is caught up, there has been more time freed up for patrol; also had an acting sergeant who was utilized more in 2008 (was out on patrol for the majority of his shifts)

E Platoon: down to one supervisor for approximately 6 months of 2009

## Coordinated Enforcement Team

<b>Objective 1: Enhance drug prevention and awareness programs provided to the community by:</b> <b>A. Attending neighbourhood meetings to provide drug awareness/prevention talks to at risk youths in those communities and to others wanting education on what to look for regarding drug use or identifying drug enterprises; and</b> <b>B. Following up with the Legal unit to determine the feasibility of including recovering addicts who are willing to participate in drug awareness talks.</b>	<b>Corporate Goal:</b> <b>1,2,3</b>
<b>Objective Partially Achieved:</b> Members of CET attended the Drug and Safety Committee meetings regularly and shared information with community members in attendance. Members of CET, with assistance from members from Neighbourhood Services, also attended the “Youth Group Christmas Party” at the Shelldale Centre. This presence allowed local youth to interact with members of the police service in a fun and informal setting.  Local youths who had been identified by their parents or by members of CET as having drug use issues were counseled by members of CET and were also taken to visit a local individual who is a self-admitted crack cocaine addict. His message to these youths was very powerful. He explained to them that he had started using marihuana at their age and he progressed to stronger more addictive drugs. He made it very clear what the youths could expect if they did not change their habits with respect to drug use. We have received feedback from parents who were very appreciative and elated with the change in their children.  We did not follow up with the legal department to determine the feasibility of including recovering addicts who are willing to participate in drug awareness talks.  Members of CET continued to support local addicts who indicated that they were prepared to seek counseling for their addiction by providing transportation to appointments, providing ongoing support, and through other means. These supports have helped bring successful outcomes to those involved.	
<b>Objective 2: Develop a better working relationship between CET and other units in the Service by maintaining an open flow of communication by:</b> <b>A. Coordinating weekly or bi-weekly meetings with the member(s) of Neighbourhood Services, Drug unit, Downtown Liaison Officer, and the High School Resource Officers (HSROs) to share information;</b> <b>B. Identifying one to two liaison officers per uniform platoon;</b> <b>C. Disseminating a survey to members of the Drug unit, Uniform patrol and the HSROs to gauge how effective we have been at improving our communication at 6 months and year end.</b>	<b>Corporate Goal:</b> <b>2,4</b>
<b>Objective Partially Achieved:</b> One of the main stumbling blocks for CET in its first year was a lack of communication with other units within the Service, particularly the Drug and Intelligence units. This objective was set as all parties understood that improved communication and cooperation was essential. With that in mind members from CET and the Drug and Intelligence units met regularly in 2009 for discussion and to provide assistance to one another. CET assisted in two large marihuana grow operations by making arrests and assisted during Project “Crackdown” through information sharing and arresting a number of the drug traffickers.  CET assisted Investigative Support Services several times in locating parties wanted on domestic related charges, which would have in the past been passed on to the Drug and Intelligence units, limiting their ability to perform their regular tasks. CET also assisted the Property Crime unit in an investigation which led to the execution of a Criminal Code search warrant, resulting in a guilty plea and a three year sentence.  At the end of December, CET coordinated efforts with the Drug and Intelligence units in assisting the Property Crime unit with the investigation of an individual that had been breaking into residences in the south end of the City. This individual has been arrested and faces several break and enter charges. Members of CET assisted in this search, cutting the workload for the other units involved. CET also responded to requests from the HSROs by providing surveillance at the high schools with respect to drug trafficking and assisting in investigating and locating a party wanted on a domestic related incident.  CET continued to gather information from and provide mentoring to members of the Neighbourhood Services platoons showing interest in gathering information related to individuals in the drug subculture.	

The information was passed on to members of the Drug and Intelligence units for their information as well. However, there was not a formal identification of 1 to 2 liaison officers per platoon. At this stage it is felt this initiative is not necessary as it may stifle the flow of information rather than enhance it.

Finally, a survey to determine other units' satisfaction with CET's communication efforts was not completed. CET is very confident in saying, however, that the issues that existed during the first year of CET's existence have been resolved and the environment which led to concerns over a lack of communication no longer exists.

<b>Objective 3: Maintain the Drug Photo Board in the line-up room.</b>	<b>Corporate Goal: 2</b>
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**Objective Partially Achieved:**  
Members of CET have updated the Drug Photo Board and are in the process of breaking the board up into categories. This is an ongoing process which is time consuming and takes away from other higher priority duties. It will be suggested that assigning this responsibility to a member of Neighbourhood Services who requires accommodation be explored.

**Downtown Liaison Officer**

<b>Objective 1: Continued improvement in pedestrian safety in the downtown.</b>	<b>Corporate Goal: 1</b>
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**Objective Partially Achieved:**  
'Ticket blitzes' resulted in a number of charges being laid against pedestrians, cyclists and skateboarders. There were many occasions where a cyclist, pedestrian, and/or skateboarder saw the Downtown Liaison Officer while breaking the law and the person discontinued the illegal activity without the officer having to speak to him or her. A feature article in a local paper regarding downtown safety helped educate the public further. An article and an editorial cartoon were a direct result of the enforcement initiative.

<b>Objective 2: Enhanced drug-related enforcement.</b>	<b>Corporate Goal: 2</b>
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**Objective Partially Achieved:**  
Many attempts were made to work cooperatively with other units in the Downtown to target enforcement. Unfortunately other operational commitments took precedent and delayed or cancelled prearranged operations. The Downtown Liaison Officer's membership on the Drug Strategy Committee continues but attendance was sporadic as a result of conflicts in scheduling with Business Planning Team meetings of which the officer was a part. Finally, a two month investigation resulted in many arrests and positive comments from downtown merchants and patrons.

<b>Objective 3: Mentoring of youth.</b>	<b>Corporate Goal: 3</b>
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**Objective Partially Achieved:**  
Monthly attendance at 'Give Yourself Credit' during the school year resulted in positive interaction with at-risk youth. The informal 'chat' format was well received by both students and staff at the school.

**Crime Analyst**

<b>Objective 1: Work with the Guelph Police Service Communications Committee and subcommittee and officers to re-evaluate and assist in implementing more effective strategies in identifying POP (Problem Oriented Policing) projects and carrying out more proactive methods to ensure project completion and success.</b>	<b>Corporate Goal: 1</b>
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**Objective Achieved:**  
POP projects have decreased and many of them were closed due to inactivity. A subcommittee within the Communication Committee was developed to address the existing POP projects to make them more productive. Communication between the POP Coordinator and Inspector of Neighbourhood Services to evaluate the ongoing POP projects and develop ideas to better promote the existing projects is planned.

<b>Objective 2: Work with community partners to identify high risk youth and implement strategies to reduce youth crime.</b>	<b>Corporate Goal: 3</b>
<b>Objective Achieved:</b> The Crime Analyst maintains a link chart in i2 Analyst Notebook involving youths which is used on a regular basis by the Youth Officers in Investigative Support Services. The Analyst also tracks information on arrest facers involving youths involved in criminal activity and indicating whether the youth was dealt with under the YCJA or charged, and indicating the method used to deal with the youth (i.e., referral to the John Howard Society, police caution, police warning, charged); Youth Officers use this information to keep updated on youth and their involvement with police. Statistical data is also provided to Youth Officers to determine whether youth crime is increasing or decreasing.	

### Neighbourhood Support Services Inspector

<b>Objective 1: Support the health and wellness of Neighbourhood Support Services members.</b>	<b>Corporate Goal: 4</b>
<b>Objective Achieved:</b> Members were encouraged to work towards their Fitness PIN and take part in Wellness Committee initiatives; a number of members participated in these programs. Regular supervision and encouragement of the units to participate in all initiatives and programs as set up by units was in place, with an emphasis on customer service, including following up with complainants and victims. Members were also encouraged to take lunch hours, minimize overtime and keep their working hours to the schedule; overtime hours were kept in check.	
<b>Objective 2: Maintain and monitor unit budget areas with the goal of keeping them on target and within set limits.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> Units budgets were monitored regularly and all units came in below the allotted budget limit. Monies were turned back from all units to help offset the City-wide shortfall. Cuts were also made to the 2010 budgets from all Neighbourhood Support Services areas.	
<b>Objective 3: Maintain current staffing levels within the Neighbourhood Support Services units.</b>	<b>Corporate Goal: 1,4</b>
<b>Objective Achieved:</b> All staffing levels were maintained within the Neighbourhood Support Services units. Members were furnished with multiple training opportunities and kept current with all training. Officers were assigned on a regular basis to foot patrols in the downtown to cover or supplement the Downtown Liaison Officer. A number of traffic related programs and initiatives were put on throughout the year (e.g., Reduce Impaired Driving Everywhere (RIDE), Commercial Vehicle Safety Alliance (CVSA), Bus Watch, Bicycle Safety, etc.).	

### Tactics and Rescue/Downtown

<b>Objective 1: Working with the High School Resource Officers, develop and implement the School Police Emergency Action Response Program (SPEAR) in the seven high schools.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> All seven Guelph high schools were attended for this purpose. With the cooperation of the High School Resource Officers and school administrators, Tactics and Rescue researched and collected the data required to complete a SPEAR file. The information was downloaded to the SPEAR software in August. Training to assist with member awareness of SPEAR was delivered in August to the Neighbourhood Teams, Traffic, Tactical, CET, Dispatch, and Records units. Finally, a transfer of the SPEAR program data to Mobile Work Stations was completed in September and SPEAR was implemented Service-wide. This program was presented to the Police Services Board at their October meeting.	
<b>Objective 2: Continue to work with the Alcohol and Gaming Commission of Ontario (AGCO), City of Guelph Bylaw Enforcement, the Guelph Fire Department, and the Ministry of Health to monitor Downtown establishments and enforce appropriate legislation.</b>	<b>Corporate Goal: 1</b>

**Objective Achieved:**

The Tactical/Downtown team worked regularly with our assigned AGCO Inspector during the year to monitor Downtown establishments and enforce appropriate legislation. Licensed establishments were checked frequently by both the AGCO Inspector and police, resulting in increased legislative compliance and fewer charges being laid.

Project FROSH 2009 was conducted over a 5 week period. All downtown bars were checked by the aforementioned agencies and appropriate legislation was enforced with zero tolerance. During this time 64 bylaw and approximately 147 Liquor Licence Act charges were laid.

In addition, the Service and the AGCO requested the assistance of the PSIS (Private Security and Investigative Service Branch – Ontario Provincial Police) to investigate and assist with investigations into the security activities of establishments in the downtown regarding compliance with the Private Security and Investigative Services Act. This initiative was undertaken in the interest of legislative compliance and public safety, focusing on business entities that must be registered and individuals who must be licensed in the capacity of in-house security. Four charges were laid against business entities for failing to register.

<b>Objective 3: Provide training to members, including assisting the Training unit in ongoing police and civilian training.</b>	<b>Corporate Goal: 4</b>
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**Objective Achieved:**

The unit either provided or assisted in the provision of the following training initiatives during 2009:

- Immediate Rapid Deployment Training for all police personnel and communications staff
- Annual CEW (Taser) Supervisor re-qualification training
- Firearms and Use of Force Annual Requalification training
- Development, implementation, and facilitation of (SPEAR) training

**Canine** (Note: one Canine team was new in 2009, limiting their availability to support unit objectives)

<b>Objective 1: Ensure training opportunities are available for members of the unit; provide training and knowledge to members of the Service on the work and abilities of the Canine unit, and promote the unit throughout the community.</b>	<b>Corporate Goal: 4,5</b>
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**Objective Partially Achieved:**

2009 was the first year all three Canine teams trained together during the Canine training days; all three teams trained together two out of the four days. Combined, the three Canine teams completed 748.5 hours of training in 2009.

One team trained with the Tactical unit and Negotiators during a joint training day, and has trained with Canine units from other Services. This team continually trains with members of B and E Platoon to ensure they have the knowledge, skills and ability to work with the Canine unit, and continues to educate community partners by attending demonstration days with Medi-cal (food suppliers) and the Guelph Animal Hospital. This team was only able to attend the Basic Search and Rescue Course in April; due to budget restraints and shift shortage the team was unable to attend any other canine courses.

<b>Objective 2: Continue to promote the Canine unit to the youth of the community to foster positive interaction.</b>	<b>Corporate Goal: 3</b>
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**Objective Achieved:**

One of the Canine teams completed canine demonstrations at the following locations:

- Medi-cal Family Day (May)
- Three classes at Westwood School (June)
- Sunrise Camp (August)
- Bring your Kids to Work Day (November)

<b>Objective 3: Partner with the community on training locations, crime prevention, and further education.</b>	<b>Corporate Goal: 1</b>
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**Objective Achieved:**

A new relationship was fostered with a local business partner to add to our existing training locations, and other locations are being pursued. One Canine team maintains contact with community partners through means such as performing canine demonstrations. This team also performed 227 hours of foot patrol

through problem areas, parks, ravines and high crime locations, and was involved in 37 canine tracks; of those tracks 23 people were arrested. The other two Canine teams combined for 62.5 hours of foot patrol. Altogether, the three Canine teams attended 143 incidents and made 17 arrests.

<b>Objective 4: Utilize the specialized training of the unit for coordinated drug enforcement initiatives.</b>	<b>Corporate Goal: 2</b>
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**Objective Achieved:**

One team was involved in 12 drug searches with Guelph and Waterloo Regional Police Services, which included vehicle searches and search warrants. In one incident the team located over \$1,300 in marijuana during a search warrant.

**Traffic**

<b>Objective 1: Reduce Personal Injury Motor Vehicle Collisions through education and enforcement at high collision intersections.</b>	<b>Corporate Goal: 1</b>
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**Objective Achieved:**

In 2008 the unit identified six intersections with a high rate of collisions involving injuries from 2005 to 2007. Two Traffic officers were assigned to each intersection to study them and submit a report to identify root causes of the injury collisions, along with an analysis that could lead to possible solutions to identified problems. The balance of the project was carried over into 2009 and the reports were submitted to the City Traffic department. We received verbal confirmation on a number of concerns.

In 2008-2009, three of these intersections saw a reduction in injury collisions, two had no change, and one a slight increase. Since 2007, one of these intersections has been reconstructed, and one of the officers' recommended suggestions to reduce collisions was implemented. One of the locations that had no change has also been recommended by the officers for change. This location, although not reconstructed, is on the City engineer's list to be addressed. The intersection that had an increase was due to a single year of unusually high collisions in 2008. This exercise identified elements of concern the officers will now be aware of when they investigate other collisions in the city. Being able to identify these factors early and notifying the City of concerns may bring change to the design and layout of problem areas.

<b>Objective 2: Strengthen partnerships with the City Traffic department and other safety groups.</b>	<b>Corporate Goal: 5</b>
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**Objective Achieved:**

The Traffic supervisors meet with the City Traffic department every two months to discuss issues including construction zones, speed limit proposals, adult crossing guards, signage, etc. Supervisors also attended a neighbourhood meeting where traffic concerns had been identified by the City Traffic department.

The Traffic unit continues to have an excellent working relationship with Elliott Bus Lines. Throughout the year, a specific Traffic officer was dedicated to the Bus Watch program to give the program consistency and bus drivers more confidence in gathering information to generate more Highway Traffic Act charges resulting in successful prosecutions. This officer reports every 6 months on the number of bus driver complaints, charges laid and the status of the charges dealt with or waiting before the courts. The unit has also participated in Operation On The School Bus along with the School Safety Officers to discourage motorists passing stopped school buses loading/unloading children. A press release is produced to educate drivers about safety and their obligations when school buses are stopped with their lights flashing.

The child seat program Buckle Up Bears was attended by a Traffic officer through the year. The unit also continues a relationship with Mothers Against Drunk Driving (MADD), and officers assisted with a number of MADD-sponsored high school events (also led to increased student interest in Ontario Students Against Impaired Driving). Each weekday morning Traffic officers continue with safety messages on local radio.

The Information Systems Manager and a Traffic supervisor attended a Ministry of Transportation session on SIMS (Suspension Impound Management System). SIMS has made the placement of driver's license suspensions on licenses easier, helping with the work introduced by the new warn range sanctions.

<b>Objective 3: Implement targeted enforcement for overlap scheduled shifts.</b>	<b>Corporate Goal: 1</b>
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**Objective Partially Achieved:**

On many of the overlap shifts the unit was able to direct officers to specific targeted enforcement. This initiative primarily involved RIDE (Reduce Impaired Driving Everywhere) and speed blitzes, but also included a seatbelt campaign. The unit also conducted CVSA (Commercial Vehicle Safety Alliance), ERASE (Eliminate Racing Activities on Streets Everywhere) and wreck check enforcement initiatives on overlaps. With most of these initiatives, media releases were created to inform the public of what was going to occur or what had occurred. On the wreck check dates, 54% of the vehicles checked were removed from the road due to equipment deficiencies.

Due to a high volume of calls for service to assist the front line during the year, some initiatives were not met. Also impacting overlap shifts are training days for legislative requirements to which overlap officers must be assigned. Operation Disqualified continues to be enhanced, and will be continued in 2010. With the inclusion of an internet-based automobile insurance portal, vehicles can be checked quickly by traffic officers for valid insurance. Discussions are underway to give uniform members better opportunities to access this portal. During the year, 1 in 6-7 suspension notices involved vehicles without insurance. With the availability of this portal, officers at collision scenes can confirm vehicles are insured, reducing risk when allowing vehicles to drive away from the scene. This objective will continue and be enhanced.

**Objective 4: Promote bicycle safety.****Corporate Goal:**  
1**Objective Partially Achieved:**

One Traffic officer who has received bicycle patrol training conducted a number of bicycle blitzes. Due to a high volume of calls for service, the front line was not able to participate in this initiative. The officer conducted a "warning" blitz one evening for bicycle lighting and a week later enforced the legislation by issuing tickets for failing to have a light on bicycles. As an introduction to the City Bicycle Friendly Guelph committee, this officer participated in the public launch of the committee. The officer will continue to work on safety and education with this group as bicycle lanes continue to be installed in the City. An enforcement blitz for Bicycle Safety Week called "Share the Road...Cycle Safe" for moving violations was also conducted with participation of the Downtown Liaison Officer. Through our Media Relations Officer safety tips for cyclists and for drivers were distributed. This objective will be enhanced in 2010.

**Other Accomplishments:**

- A new system for managing training positions developed in 2008 continued to work well into 2009
- Direction regarding the new warn range sanctions for impaired driving was provided by the Traffic supervisors, and Front Line officers received additional training on impaired driving from Traffic officers
- Traffic and High School Resource Officers presented at local high schools on prom-time related topics
- Traffic officers attended the Arrive Alive (Ontario Community Council on Impaired Driving) conference and an Operation Lookout symposium, a program encouraging calling 9-1-1 to report impaired drivers
- The Service again participated in the provincial ERASE program, including identifying high risk unsafe vehicles as part of two wreck checks held during March and May; incidents of Street Racing appear to have subsided and may be attributed in part to the new powers legislated in section 172 of the Highway Traffic Act; a number of activities were also undertaken to address motorcycle complaints
- The targeting of suspended drivers was co-ordinated by the full time enforcement officer with the assistance of officers throughout the Service

**Investigative Support Services Inspector****Objective 1: Conduct a detailed quantified analysis to ascertain clearance rates on Criminal Charges.****Corporate Goal:**  
1**Objective Not Achieved:**

Due to human resource and case load issues, this objective was not met.

**Objective 2: Achieve 100% Compliance in 2009 on performance appraisals.****Corporate Goal:**  
4**Objective Achieved:**

All performance appraisals that were the responsibility of the Investigative Support Services Inspector in 2009 were completed.

<b>Objective 3: Monitor the Investigative Support Services budget.</b>	<b>Corporate Goal: 4</b>
<b>Objective Achieved:</b> The Investigative Support Services budget was monitored by the division's Inspector throughout the year.	
<b>Objective 4: Track and assist in prioritizing the Drug unit and Youth Office caseloads and clearance rates.</b>	<b>Corporate Goal: 2,3</b>
<b>Partially Achieved:</b> A full statistical review did not occur. However, methods to track each unit's specific unit activities were put into place.	

### Investigative Support Services Case Managers

<b>Objective 1: Research and develop a system that further enhances our service delivery model for domestic violence investigations.</b>	<b>Corporate Goal: 1</b>
<b>Objective Achieved:</b> An Investigative Support Services (ISS) Staff Sergeant attended a High Risk Team meeting and reported back to DVAC (Domestic Violence Action Committee) on the results. A High Risk Team was implemented in our jurisdiction. The Staff Sergeant also contacted High Risk teams in other jurisdictions to learn the model they have adopted and their best practices. The ISS Staff Sergeants have worked with the Inspector of Neighbourhood Services to implement a process to ensure efforts are made to locate parties wanted for domestic violence offences, and ISS resources have been assigned to further investigations.  An ISS Staff Sergeant sits on the following committees: Domestic Violence Action Committee; Domestic Violence Emergency Response; Domestic Violence Court Advisory Committee; and Domestic Violence High Risk team. These committees are comprised of members who represent various stakeholder groups within the community. The ISS Staff Sergeants continue to maintain the role of Domestic Violence Coordinator for the Service and as such monitor all domestic violence investigations. In addition, the following training opportunities were attended:	
<ul style="list-style-type: none"> <li>• One Staff Sergeant – Ontario Police College Domestic Violence Train the Trainer Course</li> <li>• One Staff Sergeant – Ministry of the Attorney General conference on Domestic Violence High Risk Teams</li> <li>• The ISS Staff Sergeants and the Professional Standards Inspector created and instructed a Domestic Violence refresher day for all supervisors</li> </ul>	

### Property Crime

<b>Objective 1: Complete training in arson, interviewing, interrogation, and CPTED (Crime Prevention Through Environmental Design).</b>	<b>Corporate Goal: 4</b>
<b>Objective Partially Achieved:</b> Property unit members received formal training at the Ontario and Canadian Police Colleges, including in Sex Assault Investigation, Criminal Intelligence Service Ontario (CISO) Information Analysis, Major Case Management, and the Senior Police Administration Course (SPAC). All unit members are currently trained in Interviewing. Interrogation, Arson and CPTED were not attended as they were unavailable in 2009.	
<b>Objective 2: Improve both internal and external communication.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> In the past year this unit has met and worked with other Services' Property Crime units on common problems/suspects. The unit has also worked closely with second hand goods stores and scrap yards in identifying stolen property and scrap metal theft suspects. Calls for assistance to the media have produced positive results. The information gleaned assisted in making numerous arrests. A considerable number of property crime arrests in relation to residential and commercial break and enters, scrap metal theft, vehicle entry theft (car hopping) and heavy load thefts have been made. The public has been made aware of these arrests and through Media Relations informed of how to protect themselves from these types of crimes.	

## Persons Crime

<b>Objective 1: Formalize and implement a process for electronic disclosure of Major Cases.</b>	<b>Corporate Goal: 5</b>
<b>Objective Partially Achieved:</b> A new format for standardized electronic disclosure became available and was first utilized for disclosure purposes in 2009. Some items were identified that would create a better end product while making more efficient use of software currently in place. The development of a formalized process is ongoing, and business rules are being developed for implementation during these investigations that will enhance our ability to better manage major crime investigations and improve the quality of electronic disclosure at the conclusion. This objective will be amended and continued in 2010.	
<b>Objective 2: Ensure each member of the Persons Crime unit is up to date on the resources available to support victims of crime.</b>	<b>Corporate Goal: 1</b>
<b>Objective Partially Achieved:</b> Unit members were involved in training sessions with Victim Services Wellington (VSW) but not the Victim/Witness Assistance Program (VWAP). This objective will be carried over to 2010. Due to several ongoing major cases where various members of the unit were working with other teams, unit meetings were not held as regularly as desired.	
<b>Objective 3: Develop the new members of the Persons Crime unit by ensuring they receive the training needed to develop their knowledge, skills and abilities.</b>	<b>Corporate Goal: 1</b>
<b>Objective Achieved:</b> Unit members' knowledge, skills and abilities were developed throughout the year utilizing a variety of training opportunities both internal and external to the Service. Within the unit, members were trained by another member on Adobe software for the electronic vetting, redacting and disclosure of documents. Internally, all members of the unit received the transitional pistol training and two members attended the Front Line Supervisors course. Members of the unit also attended training courses on homicide, sexual assault, Part VI authorization preparation, threat assessment and major case management.	

## Sexual Assault

<b>Objective 1: Enhance the services and educational material provided by the Sexual Assault unit by:</b> <b>A. Meeting with the Program Coordinator of the Guelph General Hospital Sexual Assault/Domestic Violence Program;</b> <b>B. Meeting with the Executive Director of Victim Services Wellington (VSW);</b> <b>C. Providing presentations on sexual assault and child abuse to identified stakeholders; and</b> <b>D. Presenting to grade 8 students on sexual assault awareness and prevention.</b>	<b>Corporate Goal: 1</b>
<b>Objective Achieved:</b> A. The unit Sergeant attended two scheduled meetings with the Program Coordinator of Guelph General Hospital's Sexual Assault/Domestic Violence program in May and December. The December meeting was also attended by a Sexual Assault unit Constable. B. The unit Sergeant met with the Executive Director of VSW and a staff member to discuss interactions of VSW and the unit about the general management of victims of crime and specific case references. C. Stakeholders were identified and contacts made; presentations were made to some of the identified stakeholders. D. In May an interactive presentation was made to a grade 8 class.	
<b>Objective 2: Promote job satisfaction through recognition, performance appraisals and feedback.</b>	<b>Corporate Goal: 4</b>
<b>Objective Partially Achieved:</b> Index files for the year are maintained in a timely fashion. Two of three annual appraisals have been completed with the third to be completed by the end of January 2010. Regular unit meetings (at least once a working block) were held to update and share information, discuss cases and discuss unit objectives.	

<b>Objective 3: Increase the knowledge, skills and abilities of the members of the Sexual Assault unit through ongoing training initiatives.</b>	<b>Corporate Goal: 4</b>
<p><b>Objective Achieved:</b>  The following training opportunities were completed by members of the unit:</p> <ul style="list-style-type: none"> <li>• One member – Investigating Offences Against Children (March)</li> <li>• One member – Making the Connection Work (Older Adults and Mental Health) (April)</li> <li>• Two members – Sexual Offender Registry Training (May)</li> <li>• One member – Ontario Major Case Course (July)</li> <li>• Four members – Training on Child Witness Centre (August)</li> <li>• One member – Prevention, Identification, Response, Child Sexual Abuse and Child Sexual Behaviour (September)</li> <li>• Two members – Teenage Brain and Violence by Lt. Col. Grossman (September)</li> <li>• One member – Sex Crimes Conference (October)</li> <li>• One member – Domestic Violence and Community Response: Missed Opportunities (December)</li> </ul>	

**Fraud**

<b>Objective 1: Provide informal training to frontline officers.</b>	<b>Corporate Goal: 4</b>
<p><b>Objective Partially Achieved:</b>  The Fraud unit has communicated via e-mail the majority of the main scams the unit encounters on a daily basis. Also, educational materials (including photos) received from incidents in our City and other jurisdictions were shared with front line officers to educate them on what to look for during routine patrols/traffic stops. The unit also made a short presentation on its role to new recruits joining the Service.</p> <p>It is hoped further training can occur to help officers understand basic level fraud offences that can be investigated at the uniform level. However, the fraud policy is outdated and not supportive of this objective.</p>	
<b>Objective 2: Provide presentations to community groups, elders, financial institutes and businesses on current fraud scams and prevention methods.</b>	<b>Corporate Goal: 5</b>
<p><b>Objective Achieved:</b>  The unit made four presentations to various community groups regarding current fraud scams and trends, including educating these groups on prevention. The unit continues to offer presentations to community groups and already has two scheduled for January 2010.</p> <p>The unit often relies on the media to inform the citizens of Guelph of current scams. The Guelph Police Service website did have fraud scams prior to its update. The current website now has a section informing seniors of fraud scams that typically target them.</p>	

**Youth Office**

<b>Objective 1: Work in partnership with the Neighbourhood Services Inspector and Platoon Supervisors to deliver training.</b>	<b>Corporate Goal: 5,1</b>
<p><b>Objective Achieved:</b>  Youth information meetings were held with the Neighborhood Services Platoons, and assistance was provided to Neighbourhood Services officers with investigations involving youths. Information regarding youth criminal activity is also shared through e-mail.</p> <p>The Youth Office has worked with the Neighbourhood Services, Persons Crime and Data Services supervisors to improve notification to the office of missing juveniles, resulting in a procedure change. The office has worked to ensure missing youths who were on conditions are held responsible for violating their conditions by going missing. The Youth Office regularly vets missing youth files to ensure accuracy.</p> <p>Although not specifically identified as a unit objective at the beginning of the year, the Youth Office has responded to a need to work closely with the Property Crimes unit to exchange information regarding youths involved in theft from autos, and then ensuring that once convicted, the involved youth abide by the terms of their probation orders.</p>	

<b>Objective 2: Maintain and improve communication between High School Resource Officers (HSROs) and the Youth Office.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> Meetings with the HSROs at their morning lineup have been occurring at least monthly, and information regarding missing youths, youths on conditions, other youth criminal activity, and social networking has been shared with Neighbourhood Services or the HSROs via e-mail as needed. Quarterly (soon to be monthly) meetings between the Youth Office, the HSROs and Youth Probation are being held to exchange information and ensure everyone is up to date.	
<b>Objective 3: Attend training, courses, and/or conference opportunities.</b>	<b>Corporate Goal: 4</b>
<b>Objective Achieved:</b> The following training opportunities were completed by unit members: <ul style="list-style-type: none"> <li>• One member – Law &amp; Order – Mental Health and the Law seminar (January)</li> <li>• One member – Investing in Youth conference (February)</li> <li>• One member – Youth Officers Course at the Ontario Police College (April)</li> <li>• One member – West Nickel Mines Amish school shooting seminar (September)</li> <li>• One member – Lt. Col. Grossman’s presentation on youth violence (October)</li> </ul>	
<b>Objective 4: Provide presentations to parents regarding drug identification and effects.</b>	<b>Corporate Goal: 2</b>
<b>Objective Partially Achieved:</b> A drug PowerPoint presentation was prepared. The Youth Office responded to a public request for a presentation regarding Safe Internet Use for Teens and the Youth Criminal Justice Act (YCJA) Explained. The following presentations were also provided: April – Internet Safety Presentation for parents and teens at Kortright Hills Public School. October – YCJA presentation for grade 7/8 at King George Public School November – YCJA presentation for new Canadians at the St. George Adult Learning Centre	
<b>Other Accomplishments:</b>	
The Youth Office continued to participate in community groups that interact with youth in a beneficial manner. These groups include: <ul style="list-style-type: none"> <li>• Task Force on Youth Violence</li> <li>• Shared Services Committee</li> <li>• Children’s Foundation of Guelph-Wellington</li> <li>• Youth Service Providers</li> <li>• Extrajudicial Measures Advisory Committee</li> <li>• King George Public School “Power of Positive Choices” day</li> </ul>	

**Forensic Identification**

<b>Objective 1: Develop strategy to improve the flow of information between the Identification unit, Neighbourhood Services and other units of the Service.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> The use of NICHE to advise officers of the status of their submitted items has become routine. When there is direct contact with investigating officers about their submissions, Identification officers are indicating this fact at the conclusion of their reports. Identification officers are using NICHE tasks as a way to request additional information from investigating officers and to advise them when follow-up actions are required.	
<b>Objective 2: Liaise directly with the Neighbourhood Services Platoons via meetings to offer training and information sessions on case submission requirements, etc. and to improve orientation for new officers.</b>	<b>Corporate Goal: 4</b>
<b>Objective Not Achieved:</b> This goal represented a new initiative and was not completed primarily to a change in unit strength (reduction in one person) combined with caseload requirements.	

<b>Objective 3: Provide training to the Scenes of Crime Officers (SOCO).</b>	<b>Corporate Goal: 4</b>
<b>Objective Not Achieved:</b> The Identification unit is currently in the planning stages of an in-house SOCO program to be delivered during the spring of 2010. Additionally, there will be mandatory training for SOCOs when the new camera equipment (acquired in December 2009) is rolled out in the spring of 2010.	
<b>Objective 4: Increase the knowledge, skills and abilities of the members of the Identification unit through ongoing training initiatives.</b>	<b>Corporate Goal: 4</b>
<b>Objective Achieved:</b> During 2009, unit members attended courses and seminars as follows: <ul style="list-style-type: none"> <li>• One member – Front Line Supervisors Course</li> <li>• One member – IABPA Training Conference</li> <li>• One member – Chemical Treatment and Fluorescence Course</li> <li>• One member – TASER Operators Course</li> <li>• One member – Forensic Photo Shop</li> <li>• One member – Fire Investigation</li> <li>• One member – Shooting Scene Investigation</li> <li>• One member – Death Investigation</li> <li>• All members – Firearm transition training</li> </ul>	

## Drugs

<b>Objective 1: Provide informal training to Neighbourhood Services members by communicating to them the role and responsibilities of the Drug unit; liaise on a consistent basis with the Coordinated Enforcement Team in relation to drug matters; and update all members on local and provincial drug trends and issues.</b>	<b>Corporate Goal: 5</b>
<b>Objective Partially Achieved:</b> Due to operational commitments members of the Drug unit were unable to effectively communicate or present to other units about the role of the unit on a day-to-day basis. This role has been negatively impacted by demands placed on the unit in support of other areas of the Service. Members of the Drug unit successfully worked in cooperation with members of the Coordinated Enforcement Team who assisted with many drug-related investigations and other demands.	
<b>Objective 2: Provide Drug unit members with training opportunities via courses and relevant conferences.</b>	<b>Corporate Goal: 4</b>
<b>Objective Achieved:</b> None of the current Drug unit members have in excess of one year of experience in the unit. Consequently, current members of the unit have been aggressively trained in anticipation of high turnover in the Intelligence unit in 2010. Two Drug unit members attended the Ontario Gang investigators Conference.	
<b>Objective 3: Establish and maintain a <i>Drug Prevention, Awareness and Education</i> page on the Service website to provide drug information, and use the site to link to other sites that will help community members, often innocent victims affected by illicit drugs, trying to learn more about the drug culture.</b>	<b>Corporate Goal: 2</b>
<b>Objective Achieved:</b> Drug unit members continue to update and add educational links to the Service website to educate the community.	

## Intelligence

<b>Objective 1: Provide informal training to Neighbourhood Services members by communicating to them the role and responsibilities of the Intelligence unit, and update members on local and provincial crime trends and investigative techniques that can be employed with the assistance of the Intelligence unit.</b>	<b>Corporate Goal: 5</b>
<b>Objective Partially Achieved:</b> Due to operational commitments members of the Intelligence unit were unable to effectively communicate	

or present to other units what the role of the unit is on a day to day basis or update members on crime trends in the community. The role of the unit has been negatively impacted by surveillance demands in support of other areas of the Service. Intelligence unit members were successful in acquiring new equipment suitable for supporting ongoing criminal investigations. Neighbourhood Services members were made aware of this equipment and it was deployed several times throughout the year, including to identify and prosecute an individual.

<b>Objective 2: Provide Intelligence unit members with training opportunities via courses and relevant conferences.</b>	<b>Corporate Goal: 4</b>
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**Objective Achieved:**

Throughout 2009 members of the Intelligence unit were training in a variety of areas of policing. The unit provided advanced technical training to a Traffic unit member, and a member assisted in the instruction of two technical courses offered by Criminal Intelligence Services of Ontario at the Ontario Police College. The unit arranged for several Neighbourhood Services members to attend one-day training on organized criminal activity, as well as sending five members to the Ontario Guns and Gang Investigators Conference and one Investigative Support Services member to a Crime Analysis course. A unit member also assisted in facilitating the one week Criminal Extremism Course offered by Criminal Intelligence Services of Ontario.

**Technological Crimes**

<b>Objective 1: Provide training to front line and Investigative Support Services personnel.</b>	<b>Corporate Goal: 4</b>
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**Objective Achieved:**

In the absence of available time during training days, another way had to be devised to provide training to members. As a solution communiqués containing tips were sent out to members via e-mail. Feedback from both ISS and Uniform members has been positive, such as achieving positive results when following the steps in the communiqués, and included follow-up questions. A Constable in the Technological Crimes unit also instructed at a Sergeants course in November.

<b>Objective 2: Enhance the Technological Crime unit's communication with the public.</b>	<b>Corporate Goal: 5</b>
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**Objective Achieved:**

Four public presentations with a total attendance of 190 were conducted by the unit. The audiences included attendees of Police Week, Wellington Catholic School Board Teachers Assistants, Block Parents of Guelph-Wellington, and Victory Public School Parents.

A public safety awareness program on Wireless Network Safety has begun with the collection of a large number of insecure wireless networks within the City of Guelph. These data have been compiled and a report is in the preliminary stages of completion. This report will be made available to the Media Relations Officer who will release the information to the public in conjunction with wireless networking safety tips.

**Director of Corporate Services**

<b>Objective 1: Continue to oversee the development of a Corporate Training Plan for the Service to be integrated with the Skills Development and Learning Plan.</b>	<b>Corporate Goal: 4</b>
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**Objective Partially Achieved:**

This objective is an on-going process. Other priorities had an impact on availability of the Training Sergeant for this objective. The Skills Development and Learning Plan was updated, and Training Committee meetings occurred sporadically in 2009, to deal with priority items regarding front line policing. A gap analysis between the skills development plan and training provided is still to be done. Regarding increased civilian training, all Communications staff completed respectful workplace training and civilian members were invited to attend the fall training days and provide input. More Canadian Police Knowledge Network (CPKN) courses are now provided to members (e-learning), and the Training Sergeant attended the Stanhope conference sponsored by CPKN to provide input into advanced e-learning training. More in-house training has been provided on the GPS intranet through video streaming.

<b>Objective 2: Continue to assist the South End Emergency Services Station (SEESS) Committee leading up to the construction tender award.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> The joint committee met regularly with the architects throughout the year to finalize the construction tender document for release early in the year after approval by Council. The building specifications were revised to ensure the building estimate was within the \$10 million budget. The award went to a local contractor. The committee also finalized a tender document for the furniture requirements in the building which was awarded at year end. All parties were satisfied with the final building plans.	
<b>Objective 3: Ensure marketing initiatives are developed and implemented to promote the Service and improve communication within and outside the GPS.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> A marketing tender was developed and released through joint effort of the Finance Manager, Information Systems Manager and Media and Community Relations Sergeant. The contract was awarded and the major outputs were the revamping and redevelopment of the GPS website and the introduction of Officer HUGS, the GPS mascot. A permanent marketing position was not included in the 2010 budget due to financial constraints. The executive management team attended training days in the fall to provide updates to members and solicit feedback. Responses to the 2009 member survey were reviewed by senior management and addressed by executive management during the training days.	
<b>Objective 4: Commence the architectural review of the current facility and building needs as of 2010 after relocation to the SEESS.</b>	<b>Corporate Goal: 5</b>
<b>Objective Partially Achieved:</b> Unanticipated funding cuts to the 2010 capital budget halted any renovations planned for next year. The tender document is still to be issued to determine the long term needs in Headquarters, and renovations are to be phased in based on capital funds available. Areas of greater risk will be addressed first (cells, property, locker rooms). The tender for the building feasibility study is to be released early 2010, and is being coordinated by Facilities Coordinator and Finance Manager.	

### Corporate Services Inspector

<b>Objective 1: Assist with changes to the Service website to improve the Service's marketability and ensure a better flow of communication to our partners.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> The Inspector attended numerous meetings with the Media and Community Relations Sergeant and the staff from the marketing company regarding the launch of the new Guelph Police Service website, <a href="http://www.guelphpolice.com">www.guelphpolice.com</a> . The website design was approved by senior management and was rolled out successfully to the public. There have been numerous citizens and outside police agencies that have commented very positively on the new website. The number of hits on the website for the month of October alone was 5,350 new visitors, a 1,000% increase from May 2009. Approximately 57% of visitors are new traffic to the website.	
<b>Objective 2: Ensure the Service provides opportunities for career development and increased job satisfaction.</b>	<b>Corporate Goal: 4</b>
<b>Objective Achieved:</b> The Inspector reviewed relevant Guelph Police Service policies. These policies were updated and the amendments approved by executive management were made and put into effect.	
<b>Objective 3: Identify a way for the Service to relieve the anguish felt after the loss of a member by preparing for such a tragedy in advance.</b>	<b>Corporate Goal: 4</b>
<b>Objective Partially Achieved:</b> A committee was set up with members from senior management, an executive member of the Guelph Police Association, and other members from various areas of the Service. Tasks were assigned to different members, and some of these responsibilities have been completed. The draft version of a procedure on how to deal with the death of a police or civilian member of the Service is still pending; it is hoped this initiative will be completed by the end of 2010.	

## Research and Development

<b>Objective 1: Facilitate the development of the Service's 2010-2012 Business Plan.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> The development of the 2010-2012 Business Plan began with the formation of a Business Planning Team representing all units of the Service, as well as the two Associations and the Guelph Police Services Board. The Member and Community Consultation Task Teams were formed to consult with members and the community about policing priorities in Guelph. During the spring methods to perform these consultations were developed and refined, and the consultations were carried out during the summer. In the fall, corporate goals and objectives were developed, and the 2010-2012 Business Plan was submitted to and approved by the Guelph Police Services Board in November. Distribution of the Plan began in December.	
<b>Objective 2: Ensure all the objectives associated with the corporate goals outlined in <i>Partners in Excellence, 2007-2009</i> are addressed during the final year of the Business Plan.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> After all 2009 unit objectives were submitted, the Research unit compared the remaining corporate goals in the Business Plan against the unit objectives. Follow-ups were made with different units to ensure all corporate goals and objectives in the 2007-2009 Business Plan were addressed. A summary of the accomplishments made during the 2007-2009 Business Plan will be in the 2009 annual report.	
<b>Objective 3: Evaluate member satisfaction with the management of Problem Oriented Policing (POP) program.</b>	<b>Corporate Goal: 1</b>
<b>Objective Achieved:</b> A review of the Service's Problem Oriented Policing program was completed in fulfillment of a commitment made in the 2007-2009 Business Plan. The review revealed improvements had been made to the POP program with Service wide training in POP's being delivered and refinement of a POP Guideline for Members. That said, the review also revealed member satisfaction with management of the POP program was moderate. The report contained a number of recommendations to enhance POP management.	
<b>Objective 4: Evaluate school based program enhancements and initiatives.</b>	<b>Corporate Goal: 3</b>
<b>Objective Achieved:</b> The enhanced Values, Influences and Peers program now delivered to grade 7 and 8 students (formerly delivered to grade 6 students only) was reviewed via surveys of grade 7 and 8 students and teachers at a number of schools across the City. The data received from 22 teachers and 316 students indicated the enhanced VIP program is addressing appropriate topics and is delivered in an effective manner – the program is highly regarded by staff and well received by students.  The High School Resource Officer program was reviewed via surveys of students and staff at four high schools (2 public, 2 catholic) within the City. The data collected from 147 staff members and 349 students revealed that the program remains highly regarded by both students and staff. The presence of HSRO's enhance student and staff perceptions of safety in their schools and contribute to a more positive view of police in general. The HSRO's are considered an important part of their respective school communities. The HSRO report contained five recommendations for enhancing delivery of the HSRO program.	

## Training

<b>Objective 1: Provide additional training for civilian and police staff through the continued promotion of self-initiated on-line training opportunities.</b>	<b>Corporate Goal: 4</b>
<b>Objective Partially Achieved:</b> A meeting was held with the Canadian Police Knowledge Network (CPKN; e-learning) representatives and a timeline was established for the implementation of on-line learning. The unit also met with other Police Services to canvass their use of CPKN. A trial General Investigative Techniques course was attended by a unit Constable in November with positive feedback.	

<b>Objective 2: Deliver pistol transition training for all sworn police officers.</b>	<b>Corporate Goal: 4</b>
<b>Objective Achieved:</b> All sworn officers of the Guelph Police Service are now transitioned to the new pistol, with the exception of approximately three people scheduled to be trained in January 2010.	
<b>Objective 3: Establish a Training Committee consisting of senior management and members of the Training unit to discuss ongoing training needs and issues.</b>	<b>Corporate Goal: 4,5</b>
<b>Objective Achieved:</b> The Training Committee has been established and has held two meetings.	
<b>Objective 4: Establish an Immediate Action Rapid Deployment (IARD) program to deliver to Front Line Officers early in the New Year.</b>	<b>Corporate Goal: 1,4</b>
<b>Objective Achieved:</b> This program was completed in January 2009 and was highly successful. The program was carried out with a minimal financial impact.	

### Communications

<b>Objective 1: Provide and maintain a high level of customer service to our clients, both internal and external.</b>	<b>Corporate Goal: 4</b>
<b>Objective Achieved:</b> 255 documented audits of phone calls and radio transmissions were conducted, along with day-to-day monitoring of the telephone and radio system. Other informal audits conducted of phone calls were not documented. Inquiries were made about conversations and/or radio transmissions, but no formal complaints were investigated regarding the Communications area.	
<b>Objective 2: Provide pertinent training opportunities to members of the communications unit.</b>	<b>Corporate Goal: 4</b>
<b>Objective Achieved:</b> Several members were provided opportunities to attend in-service training, training at the Ontario Police College, seminars, symposiums, Ministry sanctioned seminars, provincial conferences and international conferences. Over 60% of Communications staff attended at least one opportunity. Topics included: <ul style="list-style-type: none"> <li>• 25 members – Respectful Workplace Training</li> <li>• 6 members – West Nickel Mines School Shooting Presentation</li> <li>• 21 members – Uniform Training Day (ACT, Trellis Diversity, Crisis Centre)</li> <li>• 2 members – Advanced Communicators Course</li> <li>• 1 member – Communications Supervisor Course</li> <li>• 4 members – Attitudes and Gritudes Seminar</li> <li>• 4 members – NENA Conference</li> <li>• 1 member – Basic Emergency Management Course</li> <li>• 2 members – Crisis Negotiations Workshop</li> <li>• 4 members – Customer Service Excellence</li> <li>• 2 members – Ontario Police Communicators Conference</li> <li>• 2 members – APCO International Conference</li> <li>• 3 members – ‘In house’ call taker training</li> <li>• 2 members – ‘In house’ dispatch training</li> <li>• 1 member – Promoting, Recovering and Maintaining Mental Health in Emergency Services Workplaces</li> </ul>	
<b>Objective 3: Develop and implement best practices for the call taker/dispatcher format.</b>	<b>Corporate Goal: 4</b>
<b>Objective Partially Achieved:</b> The unit continues to work with Halton Regional Police Service and other Police Services to help develop best practices for the call taker/dispatcher format. The development of the Coach Communicator program was a start. The purpose of the program is to provide consistent training to coaches, provide clear expectations, and to establish consistent mentoring/coaching to new employees. Ultimately this program will provide new employees and coach communicators with consistent best practices.	

<b>Objective 4: Conduct community outreach through 911 and Language Line classes for ESL (English as a Second Language) classes at St George's school.</b>	<b>Corporate Goal: 4</b>
<b>Objective Partially Achieved:</b> In late summer contact was made with staff at St George's school and this proposal was presented. Dialogue was started, but due to major projects this initiative was put on hold until 2010. It should be noted that the Recruiting Office was starting a new initiative with ESL in the fall of 2009. There is a strong interest from all parties (ESL, Language Line and GPS) to make this objective a reality.	
<b>Objective 5: Reduce overtime hours in Communications by a minimum of 10%; reduction in overtime hours should also lead to reduction in sick time.</b>	<b>Corporate Goal: 4,5</b>
<b>Objective Achieved:</b> The final overtime costs have not yet been determined for 2009, but in comparing the November 30, 2008 costs to November 30, 2009 costs, overtime expenses were reduced by 21%. The final statistics for sick time in 2009 are not yet available, but the full effect of the extra part time staff should be realized in 2010. Overtime and sick time should be significantly reduced in 2010.	
<b>Objective 6: Increase community involvement by representing the unit at the Emergency Preparedness Day Bell 9-1-1 booth and the Police Week open house.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> Two members of the Communications unit attended the annual Emergency Preparedness Day. The Bell 9-1-1 simulator was used and information pamphlets distributed. The display was a very popular attraction and the 9-1-1 simulator continues to be an effective and important educational tool for younger attendees. Two members also volunteered to represent the unit at the Police Week open house at the Service.	

#### Data Services

<b>Objective 1: Review current processes for each work unit within Data Services to ensure the most efficient and effective method of completing tasks and responding to the needs of internal and external clients are in place.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> The Data Services Process Guidelines were updated in November. A business case was presented and approved for 2010 voice to text enhancements. In addition, time was allotted to discussing the Data Services unit during the fall Platoon training days.	
<b>Objective 2: Expand the use of NICHE (records management) technology and the implementation of additional software packages.</b>	<b>Corporate Goal: 5</b>
<b>Objective Partially Achieved:</b> CryWolf software was installed in conjunction with Intergraph CAD (Computer Aided Dispatch) and signed off. The existing alarm registration data were rolled over. The unit is currently working on 2010 renewals for registered alarm premises. The data conversion project was not achieved. The PRIDE NICHE team is working on this project. The PRIDE forms position has been filled and this person will begin reviewing forms issues at the Service in January to assist with the objective of the increased use of forms in NICHE.	

#### Media and Community Relations

<b>Objective 1: Build on the current marketing strategy to enhance the public's knowledge of Guelph Police Service programs and services.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> The Service website is updated on a daily and as-needed basis. The number of new visitors to the website increased by 1,000% from May to October. The average time of a visitor on the website is three minutes, higher than the average website visit length of just under a minute. Over 57% of traffic to the website is new traffic, and 36% of visitors are coming directly to the site, indicating word of the site is spreading.  A Guelph Police Service Twitter account has been activated and currently has 36 followers. The unit has also worked with Rogers TV, and from October to December, weekly Friday appearances on this station were made to discuss a wide range of topics.	

<b>Objective 2: Work with the Tactics and Rescue unit to implement SPEAR (School Police Emergency Action Response) in all of the City's seven high schools.</b>	<b>Corporate Goal: 3</b>
<b>Objective Achieved:</b> This task has been accomplished at all seven high schools, and the SPEAR program is now live in the GPS cruisers. The next step is to assist the University of Guelph with their version of SPEAR.	
<b>Unit Objective 3: Select and train two new High School Resource Officers.</b>	<b>Corporate Goal: 4</b>
<b>Objective Achieved:</b> Two Constables have been trained and are contributing daily toward the objectives of the unit. Both Constables have made immediate positive impacts to their respective schools.	
<b>Objective 4: Carry out a variety of marketing strategies to promote the Service, including increasing the positive stories carried by the print media and promoting and celebrating the 170<sup>th</sup> anniversary of the Guelph Police.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> The following marketing activities were carried out in 2009: <ul style="list-style-type: none"> <li>• New website launch</li> <li>• Release of Guelph Police Service history book</li> <li>• Police Week activities</li> <li>• Police Ball</li> <li>• Beginning to plan for 170<sup>th</sup> anniversary events to occur in 2010</li> </ul>	

**Fleet Management**

<b>Objective 1: Continue the cruiser cleaning program.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> Once a week a mobile detailing company attends to the Service to clean the fleet. This program has proven to be efficient and very effective. The program is an ongoing initiative.	
<b>Objective 2: Achieve high levels of satisfaction with the overall operation and condition of the fleet.</b>	<b>Corporate Goal: 5</b>
<b>Objective Partially Achieved:</b> The Fleet unit is always working on this objective, as maintaining the fleet is a top priority.	
<b>Objective 3: Obtain an Ontario Motor Vehicle Industry Council (OMVIC) license, enabling the Guelph Police Service to purchase pre-owned vehicles for the fleet.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> In April the Fleet supervisor became certified by OMVIC through the Guelph Police Service.	
<b>Objective 4: Continue to improve officer safety and efficiency by standardizing equipment placement and cruiser types.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> Each year during cruiser outfitting the same technicians work on the vehicles. The technicians install equipment in the same spot in all cruisers, ensuring officers are comfortable and familiar with the setup.	

**Facilities Management**

<b>Objective 1: Install energy efficient lighting in the station.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> Energy efficient light fixtures and bulbs were used with all new installations. Energy efficient bulbs were also installed in all pot lights to reduce pot light energy use.	
<b>Objective 2: Adjust the heating and air conditioning settings in the station to help reduce energy costs.</b>	<b>Corporate Goal: 5</b>

**Objective Achieved:**

The heating and cooling settings throughout the building's common areas were adjusted. These adjustments have reduced the building heating and cooling demands in these areas, and have also reduced the energy consumption of these heating and cooling units.

**Objective 3: Perform building repairs in the station to enhance the life cycle of the building components.**

**Corporate Goal:**  
5

**Objective Achieved:**

Building repairs, maintenance and testing to enhance the life cycle of the building components were performed. Completing this maintenance helps the equipment run more efficiently while prolonging its life.

**Court Services**

**Objective 1: Continue to improve and promote the availability of quality assistance and support to victims.**

**Corporate Goal:**  
1

**Objective Partially Achieved:**

Through ongoing communication between Victim Services Wellington and the Guelph Police Service Court unit an improved working relationship has emerged that has helped meet the needs of victims within the community. The initial funding grant for this program has not been extended; however, with the assistance of the Guelph Police Service, alternative funding was secured through to January 31<sup>st</sup>, 2010.

**Objective 2: Increase opportunities for mentoring young members of the community by developing new community partnerships.**

**Corporate Goal:**  
3

**Objective Achieved:**

The unit partnered with local high schools and universities partly through the Service's school resource program to bring in area youth to learn in a policing environment. This initiative allowed these youth to see how a police service operates and raised awareness of the Court unit while helping meet its needs.

**Objective 3: Provide additional training opportunities to civilian and police staff.**

**Corporate Goal:**  
4

**Objective Achieved:**

Members in the unit had the opportunity to be cross-trained and attend other training opportunities. This training was a huge benefit to the unit, members, and the organization. Members cross-trained in:

Three Special Constables – Court Officer Court #3

Three Special Constables – POA Court Officer

One Special Constable and Staff Sergeant – POA Desk Administrative

Three Special Constables – Coach Officer

One Special Constable – Court Officer Court #1

Members attended the following courses:

Two members – Member Wellness

Five members – Retirement Seminar

Five members – Lt. Col. Grossman Seminar

Two members – Customer Service Training

**Objective 4: Review and improve communications between the Court unit and the Guelph Police Service.**

**Corporate Goal:**  
5

**Objective Achieved:**

Notifications for court cancellations were tested and found to be effective. The court trial notification system was revamped and implemented in a timely fashion. This change was achieved through communications between the Guelph Police Service, the Crown's Office, the Federal Crown, and administrative Court staff.

**Financial Services**

**Objective 1: Continue to partner with Information Systems staff to automate internal forms.**

**Corporate Goal:**  
5

**Objective Partially Achieved:**

A member of the Materials Management unit received formal training in InfoPath software and several forms have been converted to InfoPath and are ready for implementation with the SharePoint software. Information Systems initiated training for additional members in the organization late in 2009 to assist with the development of new forms and/or the conversion of unit specific forms. The automated process is well underway and will assist in 1) making forms 'template ready' for end users; 2) managing the form inventory (approximately 270 internal forms to be reviewed and converted); and, 3) automating process flows.

<b>Objective 2: Implement an automated inventory system (SAM – Standardized Asset Management).</b>	<b>Corporate Goal: 5</b>
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**Objective Partially Achieved:**

The inventory system project is near completion for the annual issue of clothing, and is expected to be implemented internally to uniform personnel in the spring of 2010. This project will provide members with a web-based uniform ordering process.

<b>Objective 3: Integrate the new Financial Analyst into the Finance unit.</b>	<b>Corporate Goal: 5</b>
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**Objective Partially Achieved:**

The Financial Analyst has been successfully mentored through the 2010 budget process, monthly and quarterly variance reporting, and asset management. Liaison with various City Finance staff has been ongoing in each of these areas. An earlier planned project provided an opportunity for familiarization with existing financial processes and new downloaded processes. The Public Sector Accounting Board (PSAB) asset management financial process is ongoing as is the 2009 year end process.

**Human Resources**

<b>Objective 1: Attract the best of a diverse range of candidates and provide incentives to retain current members.</b>	<b>Corporate Goal: 4</b>
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**Objective Achieved:**

The following outcomes and activities occurred during 2009 in regard to recruitment:

- Applications continue to increase due in part to recruitment activities to attract diverse members of the community; as of October there were 350 applications compared to 327 applicants last year at this time
- Members of this unit and others attended 10 job fairs throughout the year
- Approximately 9 class talks were held with audiences such as English as a Second Language, primary, high school, and university students
- Meetings were held with community members and events such as the Multicultural Festival attended
- The Recruiting Sergeant coordinated the new Canadian Police and Law for New Canadians (CPAL) course, which was designed to educate new Canadians on various aspects of the law and policing
- The Recruiting Sergeant attended Rogers TV with the Media and Community Relations Sergeant to discuss recruitment and the new GPS history book
- The Service partnered with Conestoga College again and took on two co-op students from the Advanced Police Studies program for five weeks
- Diversity training was provided to all supervisors in December
- A number of advertising strategies were put in place throughout the year, such as on buses and the CN Rail overhang
- Results from an applicant survey and the 2009 member survey were reviewed
- The Waterloo Region Immigrant Employment Network (WRIEN) meeting, Racially Biased Policing and Constable Selection System conferences were attended by the Recruiting Sergeant

The following activities aimed at enhancing staff retention took place in 2009:

- Focus groups were conducted with Data Services and Investigative Support Services
- The Succession Planning program along with a mentorship component is being launched in 2010
- Participation by Human Resources in a supervisory training program was completed in October
- Respectful workplace training was completed with all supervisors and the Communications unit
- Developed a Safeguarding program
- Completed a new reference template that was distributed with information to all senior management

<b>Objective 2: Conduct updates of the staffing study, including completion of a workplace resource analysis.</b>	<b>Corporate Goal: 4</b>
<b>Objective Achieved:</b> The study was first completed in 2007, and an update was completed by the Research unit in 2009.	
<b>Objective 3: Explore further ways to support member health and wellness.</b>	<b>Corporate Goal: 4</b>
<b>Objective Achieved:</b> The following enhancements to member health and wellness programs were made in 2009: <ul style="list-style-type: none"> <li>• 2 Pilates sessions</li> <li>• Purchase of exercise and kettle balls</li> <li>• Prizes were offered as part of a Wellness competition</li> <li>• Golf lessons were offered</li> <li>• One Cross Fit session</li> <li>• Magazine subscriptions</li> <li>• Flu Clinic was held</li> <li>• Ergonomics sessions were held</li> </ul>	
<b>Objective 4: Provide additional training opportunities to civilian and police staff.</b>	<b>Corporate Goal: 4</b>
<b>Objective Achieved:</b> Training opportunities for civilians increased by 75% in 2009. In addition, Service training was completed to Ministry standards. A supervisory training program was also completed in October.	
<b>Objective 5: Promote job satisfaction among members through opportunities for career development, recognition, performance appraisals and member feedback.</b>	<b>Corporate Goal: 4</b>
<b>Objective Partially Achieved:</b> The Skills Development and Learning Plan was amended in 2009. A performance appraisal audit was completed for police through the promotional process; however the audit for civilians has not yet been completed. A survey and consultation process on performance appraisals was conducted in 2009 with the intent to revise both the police and civilian templates in 2010.	

### Information Technology

<b>Objective 1: Implement a communications portal for the Guelph Police Service.</b>	<b>Corporate Goal: 5</b>
<b>Objective Partially Achieved:</b> The Information Systems unit is currently working with the vendor to implement this project.	
<b>Objective 2: Implement LiveScan fingerprinting as part of the national Real Time Identification (RTID) project.</b>	<b>Corporate Goal: 5</b>
<b>Objective Partially Achieved:</b> The LiveScan equipment is on site. Interfaces between the involved software programs have been created and are installed. The master trainers have received training.	
<b>Objective 3: Implement virtualization of some the Guelph Police Services non-critical pieces of infrastructure, reducing the amount of the Service's hardware.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> The hardware has been purchased, installed and configured, and the servers transitioned and trained.	
<b>Objective 4: Encryption of the Service Radio System.</b>	<b>Corporate Goal: 5</b>
<b>Objective Achieved:</b> Most of the Service's end user radio equipment was replaced with encryption ready equipment. End users were trained on the new portable radios.	