MISSION
Through partnerships, we are dedicated to enhancing the quality of life and ensuring the safety of all who live, work and play in our safe and diverse community.

VISION
To contribute to the positive growth and development of our members and our community by providing leadership and innovative policing that is effective, efficient, economical and environmentally responsible.

VALUES
We, the members of the Guelph Police Service, believe in:

PRIDE
in ourselves, our work, and our community

SERVICE
with compassion and accountability

TRUST
shared through integrity and mutual respect
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Message from the Board Chair

“We are committed to effective community safety for all people in this community, regardless of race, creed, colour, sexual orientation, gender, or religion.”

This Strategic Plan for the Guelph Police Service is grounded in the experience of our civilian and sworn staff, our understanding of policing legislation at both the provincial and federal levels, our commitment to listening to citizens of Guelph, and our collaboration with many community partners in determining a safe and secure future for those living in this great community.

The Guelph Police Services Board consists of five members. Mayor Cam Guthrie and Councilor Christine Billings are the municipal representatives, Robert Carter is our community representative appointed by City Council, and I am the Provincially-appointed member. I offer my thanks to our former Provincial appointee, Judy Sorbara, who has served our Board as a member, as Vice Chair and as Chair.

Our mandate is to contribute to effective governance of policing in Guelph. This includes crafting our Strategic Plan, financial management, updating and complying with our policies, and collaboration with our many community partners. This past year, we assumed responsibility for the recruitment and selection of a new Chief of Police, effective March 1st, 2019. In that regard, we are grateful for the leadership and service of retiring Chief Jeff DeRuyter and welcome our incoming Chief, Gord Cobey. Both of these individuals are supportive of this plan as we move into the promises and challenges of our work ahead.

We are committed to effective community safety for all people in this community, regardless of race, creed, colour, sexual orientation, gender, or religion. In determining the six major priorities listed in detail in this document, we listened to the community. Thank you for your input.

There is no doubt that the vast majority of people are satisfied with the service our staff provides. However, we are committed to continuous improvement in that service. Therefore, the strategic plan priorities have emerged from our understanding and appreciation of the lived experience of individuals who have been the observers or victims of crime. We therefore have a commitment to address these issues from both a prevention and an enforcement perspective. Each is inextricably connected and each must be a priority in the improvement of our work. This will be possible with a continuation of our many partnerships, both formal and informal.

Finally, we are committed to quantifiable improvements in our organization in dealing with the relationship between drugs and property crime, to our initiatives for resident shop owners in the downtown, in working with our neighbourhood organizations, in our commitment to community policing, to road safety in all areas of the city, and to contributing to our understanding and work with those suffering from mental health issues. The task is formidable, but we know that defined success in each of these strategic areas will allow us to continue to be one of the safest communities in the country.

Don Drone
Chair of the Board
Message from the Chief of Police

I am pleased to present our 2019 to 2021 Strategic Plan. This document has been developed in consultation with our community and our members. The goal of this plan has been to identify our priority areas of focus as we move forward. The input of our residents and our community partner agencies has been invaluable. I am grateful for the hard work and input from our members in the development of this plan.

As we seek to ensure we are delivering on our primary mandate of serving our community, we will be guided by our core values of Pride, Service and Trust. In order to sustain our ability to serve our community, we will remain ever mindful of the core of our service—our members. Therefore, Community Policing and Organizational Health and Service Effectiveness have been included as two important priorities of this plan.

The Wellness of Our Community is an important focus of our work. We will continue to engage with key partners and community stakeholders to play our part in the development of effective, community-based mental health and addiction-related initiatives and programs. In addition, we will work to ensure that we provide the most kind and compassionate service possible when we are called to assist those who may be experiencing a health crisis.

Our citizens have reported that they remain very confident in the policing services we provide. Our citizens have reported that they remain very confident in the policing services we provide. In response to the feedback received, we will ensure the areas of Road Safety, Drugs and Property Crime and our Downtown also remain key areas of focus.

While this is not an exhaustive list of our many areas of responsibility, we believe that focusing on these areas will assist us as we develop initiatives to serve the needs of our community and our members.

We live in a very vibrant, diverse, and thriving community. By working together we can leverage the incredible strength of our diversity to address these priorities and navigate the opportunities and challenges we will encounter in the future.

Gord Cobey
Chief of Police
Community Profile

About Guelph

According to the Centre for Canadian Justice Statistics, Guelph’s population as of 2016 was 131,794. Guelph grew by 8.3% between the 2011 and 2016 censuses and is expected to grow at a rate of approximately 1.5% annually through 2031.

1 Statistics Canada, Canadian Centre for Justice Statistics.
2 The City of Guelph Official Plan, March 2018 Consolidation

How satisfied is our community with the Guelph Police Service?

• On a scale of 1 to 5, with 1 being very dissatisfied and 5 being very satisfied, the average score of respondents in 2018 was 4.0 when asked how satisfied they are overall with policing services in Guelph; this was a statistically significant decrease from the satisfaction rating of 4.27 in 2015.

• 38.8% of the respondents had some contact with someone from the Guelph Police Service within the last three years. On a scale of 1 to 5, with 1 being not good at all and 5 being very good, the average response rating was 4.24 when asked how they would rate their experience during that contact.

How safe do people feel in Guelph?

Respondents were asked how safe they feel in various scenarios. The following table displays some results:

<table>
<thead>
<tr>
<th>How safe do you feel...?</th>
<th>Very Safe</th>
<th>Somewhat Safe</th>
<th>Unsafe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walking alone in your neighbourhood*</td>
<td>78.2%</td>
<td>20.0%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Walking alone in your neighbourhood during the day*</td>
<td>87.4%</td>
<td>11.8%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Walking alone in your neighbourhood after dark*</td>
<td>48.2%</td>
<td>40.2%</td>
<td>11.6%</td>
</tr>
<tr>
<td>In your home after dark</td>
<td>84.9%</td>
<td>12.8%</td>
<td>2.3%</td>
</tr>
</tbody>
</table>

*People felt less safe in 2018 than they did in 2015 at a statistically significant level (p<.005)
Crime and Disorder in Guelph

- **Crime rates** in Guelph have been steadily increasing since 2014, with both violent and property crimes contributing to those increases.

- Guelph’s **Crime Severity Index** has also historically been very low, however along with the rise in crime rates, the City’s Crime Severity Index has also been rising since 2014.¹

- **Calls for service** in Guelph, which include both criminal and non-criminal activity, have been rising since 2015. The percent of calls for service which pertain to criminal offences has varied from 12% to 17%.

What else affects policing in Guelph?

- Changes in policies, legislation and case law impact on policing. Revisions to the Police Services Act are still in flux, marijuana has recently been legalized, and new regulations regarding street checks came into force. All these factors impact police operations and resources.

- While the Guelph Police Service has introduced new measures to address the intersection of policing and mental health issues, the Service continues to see a growing number of occurrences that have a mental health element.

- The opioid crisis is having a major impact on our community. In addition to putting members of our community, including officers, at risk, the Service is continually assessing how to best respond to this widespread threat that demands a great deal of already limited public resources.

¹Statistics Canada, Canadian Centre for Justice Statistics.
Community Policing

Though community members have recognized the significant effort the Service devotes to engagement with the community, many feel that there is still more that can be accomplished. Concerns of note include a need for higher visibility in the community, increased diversity of GPS staff, and further engagement with various populations such as youths and seniors. To address these concerns, it is necessary to continue strengthening relations with community members, as well as exploring and establishing new initiatives to develop such relationships.

Responsible Area
Executive Services

Indicators
- Perceptions of safety in Guelph
- Satisfaction with policing services in Guelph
- Crime rates:
  - Total
  - Violent
  - Youth

Organizational Health and Service Effectiveness

Through consultation, residents stated they would like to see greater police presence in Guelph, as well as faster response times to calls for service. Consultation with members and a review of police workload revealed that current officer workload and staffing levels are making increased presence and proactive work difficult to carry out and member wellness is a significant concern. The need to review police resources and how they are deployed to better meet the needs of the community and members was identified. An enhanced focus on member wellbeing is essential.

Responsible Area
Deputy Chief of Police and Human Resources

Indicators
- Ratio of officers to calls for service
- Response times
- Victim satisfaction
- Member wellness
While it is clear that positive changes have been made in how the Service responds to mental health-related calls for service, there is recognition from both Service members and City residents that continued focus on how the Service manages such calls should be a priority. With the high volume of mental health and addictions-related service calls there is a need to ensure efficient, effective and compassionate service is provided by the appropriate people.

**Responsible Area**
Neighbourhood Services — Patrol

**Indicators**
- Officer involvement in mental health calls for service
- Community partner involvement in mental health and addictions-related calls for service

As identified by both residents of Guelph and members of the Service, Road Safety remains a key issue. Calls for service concerning driving complaints have generally been increasing over the past several years. Motor vehicle collisions including property damage have remained high, with many such collisions involving injury. Additionally, Service members have noted that proactive traffic enforcement has become difficult due to the high volume of collisions to which they must respond. Consistent with this finding, community member satisfaction with traffic enforcement has declined significantly in the past three years.

**Responsible Area**
Neighbourhood Services — Field Support

**Indicators**
- Traffic crime rate
- Collisions
- Satisfaction with traffic services/feelings of road safety
Drugs and Property Crime

Guelph has seen a trend of increasing property crime which is linked to illicit drug use. Satisfaction with drug enforcement efforts received the lowest rating by residents surveyed and addressing drug related concerns was identified as a top priority by residents. Consistent with resident concerns, members of the Service rated current resources allocated to addressing illegal drugs lowest on a satisfaction scale.

Responsible Area
Investigative Services

Indicators
• Property crime clearance rate
• Property calls for service
• Drug charges

Downtown

Crime and disorder in downtown Guelph remains a specific concern for residents and downtown stakeholders. Residents surveyed indicated policing downtown, including increased police visibility, should be a top priority for the Service. Resident survey responses reflected a concern for safety downtown. Compared to other neighbourhoods, there are more calls for service related to unwanted persons, disturbances, injured/sick persons, and intoxicated persons.

Responsible Area
Neighbourhood Services—Patrol

Indicators
• Perceptions of safety downtown
• Downtown crime rate
• Officer time spent downtown
Information Technology Commitment

Information technology is an integral part of policing and virtually every aspect of the operation of the Guelph Police Service is impacted by information technology. There is a need to ensure information technology resources are directed to and support the strategic direction of the Service as articulated in this plan. The current strategic plan identifies six policing priorities for the Service which will require, to varying degrees, information technology resources and support. Information Systems Services will collaborate directly with members responsible for the six identified Service priorities to support efforts in those areas. To this end, Information Systems Services will develop an annual information technology operational plan that will include a description of how information technology initiatives will support the Service’s strategic plan.