

GUELPH POLICE SERVICE

2024 - 2027

Strategic Plan

PRIDE 🍁 SERVICE 🍁 TRUST



Moving Forward Together - Focusing on the Future



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

Pride

in ourselves, our work, and our community.

Service

with compassion and accountability.

Trust

shared through integrity and mutual respect.

Letter from the Board Chair and Chief of Police



On behalf of the Guelph Police Services Board and the Guelph Police Service, we are pleased to present the Guelph Police Service's **2024-2027 Strategic Plan**.

The **2024-2027 Strategic Plan** is reflective of the collaboration between our Board, our Service, and our Citizens. This plan builds upon the positive momentum established and the accomplishments achieved over the last several years. This progress has included significant improvements in important areas including a reduction in our overall Crime Severity Index and emergency response times from their record highs in 2018 and 2019.

Our core values of **Pride, Service, and Trust** have guided us in developing our action plans to continue the important work of ensuring the safety of our citizens. Our **2024-2027 Strategic Plan** will allow us to continue to progress as we meet the objectives of our six foundational strategic priorities: **Community Policing; Community Wellness; Organizational Health and Service Effectiveness; Road Safety; Downtown; and Investigative Excellence.**

The input of our residents, service members, and our community partners has been invaluable as we seek to ensure the safety and wellbeing of our citizens. Having made noteworthy progress on the goals and objectives of our previous plan, our residents and our community partners have stated that the foundational priorities established should remain important areas of focus.

Given the rapid growth of our city and the ever-changing trends being observed, our **2024-2027 Strategic Plan** has incorporated **Investigative Excellence** as a strategic priority in recognition of the increasing complexity and interconnectedness of the crimes we investigate, the social and societal environment within which these crimes are occurring, and their impacts on our community. An important aspect of this work will include the development of increased investigative capacity in a number of important areas including Intimate Partner Violence, Human Trafficking, Internet Child Exploitation, and other cyber-enabled crimes targeting some of our most vulnerable residents.

Our recently completed **KPMG Staffing and Service Delivery Review** has recognized the efficacy of our Service in reducing crime when the ability to increase our officer complement is available, and acknowledges that the Service is challenged to meet the current and future needs of our community. Accordingly, this strategic plan has incorporated a multi-year plan to increase our ability to support our citizens while being mindful of the wellness of our members and the important affordability considerations for our residents.

As we launch our **2024-2027 Strategic Plan**, we wish to express our gratitude to our residents, our community partners, and our Service members for their invaluable contributions in the development of this plan as we Move Forward Together.

Thank you for your trust and confidence in our Board and our Service.

Peter McSherry, Chair

Gord Cobey, Chief

Community Profile



About Guelph

Guelph is a vibrant city nestled in the heart of southwestern Ontario, renowned for its rich cultural heritage and progressive community spirit. Guelph has experienced steady growth over the past four years, with an average annual population increase of 2.5%. This growth trajectory underscores the city's allure as a desirable destination for families, young professionals, and entrepreneurs alike. Guelph's dynamic economy, bolstered by its thriving manufacturing, technology, and agricultural sectors, continues to attract newcomers seeking employment opportunities and a high quality of life. As the city embraces sustainable development initiatives and invests in infrastructure, Guelph stands poised to flourish further as a beacon of prosperity and inclusivity in Ontario's landscape.

Community Satisfaction

Community surveys reveal strong satisfaction with policing services, particularly highlighting support for visible police presence, youth engagement, and victim support initiatives. Addressing safety concerns and embracing technological advancements are key to ensuring continued community satisfaction and safety in Guelph. Additionally, establishing feedback mechanisms and engagement channels with community groups and stakeholders is essential for gathering insights and addressing concerns effectively. By employing data-driven approaches and fostering transparent communication, the Guelph Police Service can optimize its strategies to enhance public satisfaction and trust in law enforcement.

Community Profile

Community Safety Needs

Our city's overall Crime Severity Index remains lower than the national average, underscoring Guelph's stability and security.

There are many variables that determine the community safety needs of our citizens. We strive to effectively meet these needs using a proactive and collaborative approach, engaging with residents, businesses, and partner organizations to address root causes and mitigate risk factors.

Community policing initiatives, such as neighborhood policing programs and community outreach events, empower residents to play an active role in crime prevention and foster a sense of ownership over local safety. Targeted enforcement efforts, informed by a data-driven analysis of crime trends enable police to deploy strategically with the greatest impact. Working with our citizens, we are committed to ensuring Guelph is a very safe and welcoming city for all.



Public Engagement

Our 2024-2027 Strategic Plan was developed in consultation with our community and aligns with the City of Guelph's Strategic and Community Plans.

COMMUNITY SURVEY



Randomized and representative sample to capture the diverse perspectives of our citizens.

Perceptions of safety, police effectiveness, satisfaction with policing, and policing priorities assessed.

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

| How safe do you feel? | Very Safe | Somewhat Safe | Unsafe |
|---|-----------|---------------|--------|
| In your neighbourhood during the day | 83% | 12% | 3% |
| In public parks and trails during the day | 73% | 13% | 6% |
| In your neighbourhood after dark | 57% | 22% | 5% |
| In public parks and trails after dark | 46% | 27% | 6% |

DOWNTOWN COMMUNITY SURVEY



Included an assessment of satisfaction with the Downtown Supplemental Staffing Initiative and suggestions for downtown strategies.

STAKEHOLDERS MEETING



Public stakeholders invited to review our proposed strategic priorities.

Priorities

Focusing on the Future

Our 2024-2027 Strategic Plan will inform and focus our work over the next several years in alignment with our multi-year budget to ensure we are future ready.

1 Community Policing



Facilitator: **Inspector of Neighbourhood Services - Patrol**

- Collaboration with Community Stakeholders
- Community Relations
- Youth Wellbeing and School Safety

Lead Measures:

- Number of community contacts/engagements
- Amount of and satisfaction with youth programming
- Community interaction with GPS crime prevention and education opportunities

2 Investigative Excellence



Facilitator: **Inspector of Investigative Services**

- Continuous Resource, Deployment, and Crime Trend Monitoring
- Enhanced Investigative Capacity, including a focus on Intimate Partner Violence and Human Trafficking
- Pre-Charge Diversion Opportunities

Lead Measures:

- Investigative overtime
- Clearance rates
- Number of pre-charge diversion opportunities

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Community Wellness



Facilitator:

Inspector of Executive Services

- GPS Equity, Diversity, and Inclusion Plan
- Public and Media Engagement Plan
- Crime Prevention and Public Education Plan

Lead Measures:

- Development of each plan, including KPIs
- Implementation of each plan
- Evaluation of each plan

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Organizational Health & Service Effectiveness



Facilitator:

Manager, HR, and Occupational Health, Safety and Wellness

- Wellness Supports
- Internal Communication Plan
- Skills Development, Performance Improvement, and Succession Plan

Lead Measures:

- Number of and satisfaction with wellness supports
- Communication plan developed, implemented, and evaluated
- Skills Development plan updated and evaluated
- Performance Management system updated and evaluated
- Succession planning program implemented and evaluated

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Road Safety



Facilitator: Inspector of Neighbourhood Services - Field Support

- Proactive Engagement, Education, and Enforcement
- Road Safety Initiatives to Support City of Guelph's 'Vision Zero'

Lead Measures:

- Number of road safety education opportunities provided
- Highway Traffic Act and Criminal Code Traffic offences
- Assessment of alignment of GPS road safety initiatives with City's 'Vision Zero'

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Downtown



Facilitator: Inspector of Neighbourhood Services - Field Support


- Public Engagement and Visibility
- Continuous Resource and Development Review
- Community Partner and Business Stakeholder Engagement

Lead Measures:


- Community assessment of police visibility downtown
- Downtown overtime and officer availability
- Number of community engagements and contacts downtown




Future Ready Policing



Community Policing and Engagement: We will continue to prioritize community-oriented policing approaches. This involves building strong relationships with community members through initiatives such as community policing forums and outreach events. By fostering trust and collaboration with residents, we will enhance public safety and address local concerns more effectively.




Technology Integration: We will continue to leverage technological advancements to improve our operational efficiency and effectiveness. By harnessing the power of technology, we can enhance crime prevention, streamline investigations, and better connect with our citizens.



Mental Health, Addiction and Crisis Intervention: Our members will continue to work closely with the Canadian Mental Health Association (CMHA) and the members of our Integrated Mobile Police and Crisis Team (I.M.P.A.C.T) to support the safety and well-being of all residents, including those experiencing mental health and addiction challenges.

Metrics to Monitor Service Delivery



We remain very mindful of the need to constantly review and monitor our performance. This will be accomplished using a data-driven approach to access a variety of metrics. This will involve monitoring several key measurables including our Crime Severity Index, Response Time, Citizen's Perceptions of Safety, and Overtime among others.



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