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Guelph Police Services Board

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Open Meeting

Minutes – April 20, 2023

An Open meeting of the Guelph Police Services Board was held by teleconference call on April 20, 2023, pursuant to sections 11.4 and 20.7 of Guelph Police Services Board By-Law 136 (2009), commencing at 2:30 p.m.

Present:

P. McSherry, Chair	G. Cobey, Chief of Police
J. Armstrong, Vice-Chair	D. Goetz, Deputy Chief of Police
C. Guthrie, Member	S. Gill, Deputy Chief of Police
P. Allt, Member	J. Sidlofsky Stoffman, Legal Counsel
L. LaCelle, Executive Assistant	S. Purton, Finance Manager (Temp)
	L. Pelton, Finance Manager
	K. McKeown, Manager, HR and Occupational Health, Safety & Wellness
	J. Allsop, Executive Assistant

Guests: P. Perrins, President, Guelph Police Association, B. Peever, Partner, Public Sector Advisor, KPMG, T. Swanson, Senior Manager, KPMG, Det. S/Sgt. B. Bair, J. Robinson, Research Analyst, Legal Services

1.0 Welcome and Introductions

2.0 Meeting Called to Order and Territorial Acknowledgment

Chair McSherry called the meeting to order at 2:31 p.m. by teleconference call between the attendees and gave Territorial Acknowledgement.

3.0 Declaration of Conflict or Pecuniary Interest – None

4.0 Closed Session Resolutions – None

5.0 Presentations/Delegations

5.1 Assaults Against Police – Phil Perrins, President, Guelph Police Association

Chair McSherry introduced Phil Perrins, President of the Guelph Police Association, and asked him to present.

President Perrins noted that as someone who has served in the policing industry for 27 years, the frequency with which members face violent acts while serving the community is unprecedented.

President Perrins outlined some of the distressing incidents that members of the Guelph Police Service have faced recently.

In one case, a noise complaint in the west end turned into officers being verbally abused. When officers attempted to arrest the youth for being intoxicated in a public place, things escalated. The youth became resistant, and a second male ran towards the officer and delivered a flying kick to the side of his head. The physical and emotional toll of this incident had a long lasting impact on this officer who needed stitches, suffered a concussion, had dizzy spells for months, and has difficulties with loud noises and disorientation. The officer had just recently welcomed a second child to the family, and this incident caused him to suffer from memory loss for about 18 months of the child's life. Despite the challenges, the officer felt a sense of duty to his colleagues, and returned to work a few days later.

In another incident, officers responded to a call where a man was suffering a psychotic episode. Initially, the man involved was compliant, however, he was later agitated, jumped out of an ambulance, and ran into the backyard of his home. When officers pursued him, concerned for his safety, they were unexpectedly and violently attacked. The officers were punched in the head, and knocked to the ground. One officer suffered extensive injuries when the male kicked him in the side of the head. He suffered a broken nose, a broken orbital bone, nine stitches under his eye, and a concussion. The other officer also required medical treatment. The officer found himself being short with family members, and still experiences concussion-like symptoms. The officer's wife also dealt with significant stress due to the media release that came out about the incident.

President Perrins spoke about the court process in this case, which left the officer feeling disrespected and disillusioned, a common theme felt by officers. The officer was not asked to provide a victim impact statement, and felt as though their victimization was not taken seriously by the courts. The officer only learned after the fact that a plea had been taken,

and the offender was not required to write an apology to the officer.

In the Fall of 2020, during the COVID-19 pandemic, an officer was apprehending someone, and was spat at and had his mask ripped off in the midst of a struggle. The officer waited six hours in hospital to provide blood work. He also immediately returned to work, despite tremendous stress, and took precautions to protect his family.

President Perrins noted that there is also concern from officers regarding assaults in the detention area of headquarters, including an incident where officers had to deal with racial slurs, and being spat on, while the person in custody taunted officers by saying he was HIV positive. An officer in this incident felt disappointed by the court response, feeling as if his perspective wasn't sought or considered.

Members of the Service don't sign up for such disrespectful and degrading acts. They join the Service to assist others and serve the community. The fact that they are subjected to such behaviour is disheartening, and has led to a sense of frustration and anger among some Members.

Health and safety support is offered and provided, however, the process can be confusing and complex, leaving officers feeling unsupported and overwhelmed.

President Perrins mentioned the eight officers who have been killed on the job in the last eight months across the country, noting that these are not on-duty deaths, rather they are brave individuals who are mothers, fathers, husbands, wives, brothers, sisters, sons, and daughters, who were murdered while performing their duties.

Chief Cobey thanked President Perrins for his presentation and noted that violence against police officers can never become normalized or accepted, and that we must never become numb to these devastating losses.

Chair McSherry thanked President Perrins for this presentation. It is very helpful in humanizing the sacrifice and commitment made every day by officers.

5.2 KPMG Review – Bruce Peever, Partner, Public Sector Advisor, KPMG, Tim Swanson, Senior Manager, KPMG, Det. S/Sgt. Ben Bair, John Robinson, Research Analyst, Legal Services, S. Purton, Manager (Temp) Financial Services

Chief Cobey introduced Bruce Peever and Tim Swanson from KPMG and thanked them and their entire team for the work that they've done over

the past several months.

Chief Cobey mentioned that we have a responsibility, as a Board, and as a Service, to ensure adequate and effective policing. This requires a thoughtful and proactive approach to ensure that the Service is future ready, especially as we prepare for the planned and unprecedented growth of the city. The goal of engaging KPMG in this exercise was to be sure that the Service can be ready in advance.

Chief Cobey turned things over to B. Peever and T. Swanson to present.

B. Peever and T. Swanson thanked the Board for allowing them to share their presentation with respect to the Staffing and Service Delivery Study for the Guelph Police Service.

B. Peever mentioned that KPMG was contracted by the Guelph Police Service to engage in a Staffing and Service Delivery Study. The objectives of the project were to:

- Determine efficient uniform and civilian staffing levels for the Service in order to promote alignment of current and future resource needs; and
- Conduct a staffing and service delivery study to examine, assess, critique, and make specific recommendations on strengths and opportunities to meet current and future service delivery requirements.

This work was driven by the increasing population of Guelph, as well as the challenges the Service is already facing.

The work plan began in September, 2022, with the final report completed in January, 2023, and presented in February 2024.

T. Swanson provided a snapshot of the key findings noted during the process:

- There has been significant growth in the population of Guelph over recent years. From 2016 to 2021, the population increased by 9,000 people to approximately 145,000. The City's population is expected to reach 208,000 by 2051 as per the City of Guelph's Growth Management Strategy (January, 2022).
- The Services has been effective at reducing crime when it was able to increase its officer complement.

- Staffing levels remain lower proportionately than those of its comparators, and the Service is challenged to maintain expected service levels, including addressing the community's need for more proactive policing. The challenge to meet service expectations will be exacerbated by anticipated growth in the population served as mandated by Ontario's Places to Grow Act, 2005.
- Presumptive legislation, Supporting Ontario's First Responders Act Bill 163, has had a significant impact on the Service's ability to operate its authorized complement of officers.
- The complexity of crime, including cybercrime and human trafficking, has created a need for investments in new capabilities, including the creation of specialized data analytics capability.

As a result of these observations, KPMG developed the following six recommendations:

- Increase Senior Leadership to increase capacity for strategy, staff development and performance management.
- Realign Investigative units to promote greater collaboration and more specialized supervision.
- Develop data and analytics capabilities to more effectively prevent and respond to crime.
- Increase staff complement with a focus on patrol and investigations and employ an active staffing model to help mitigate the impacts of presumptive legislation.
- Increase the effectiveness and capacity of front-line uniformed officers.
- Adjust patrol shift schedules to have overlapping schedules during peak hours.

At the end of the presentation, Chair McSherry asked if any Board members had questions or comments for the presenters.

P. Allt raised a concern regarding the population for which we police being significantly different than what was shared on screen due to the University population that has an impact on our demographics, as well as a potential increase in our Downtown population due to the building of a Conestoga College campus. These are two key elements in considering

policing now and in the future.

T. Swanson responded that in KPMG's population comparison it would be difficult to normalize for student or transient population so that was not taken into account. If anything, the comparison would be understated. When talking about calls for service, the impact of population would be reflected in that data and were considered when pertaining to workload.

Chief Cobey reiterated that the University population was not included, nor was a future College population included. If these numbers were added in, the gap would be even bigger.

P. Allt thanked Chief Cobey and T. Swanson for this information and indicated that factoring in the University and potentially College population is something to be mindful of as we plan for the future.

C. Guthrie asked if there is any type of work that could be done in regard to service rationalization with back end office issues.

T. Swanson and B. Peever explained that it's important to look for efficiencies where it makes sense, however, there is a volume of work associated with those administrative functions. If for example, we were looking at consolidating services with the City, it would be important to be aware that the volume of work that would go over to the City would be significant and there would be a corresponding increase in the City complement to accommodate it.

C. Guthrie also asked if there are any synergies in purchasing power between the City and the Service.

T. Swanson indicated that in Ontario, a number of Services work collaboratively on the procurement of their systems – i.e. PRIDE network for IT systems. Another example is the OPP making available certain purchase arrangements with respect to fleet vehicles.

G. Cobey indicated that it would be important to meet with staff and then City procurement folks to further investigate.

Chair McSherry thanked B. Peever and T. Swanson for the presentation. He also thanked S/Sgt. B. Bair, J. Robinson, and S. Purton of the Service for their work on the presentation as well.

B. Peever and T. Swanson, left the meeting at 3:13 p.m.

6.0 Approval of Minutes of the Open Meeting, March 16, 2023

Moved by P. Allt

Seconded by J. Armstrong

THAT the Guelph Police Services Board approve the Open Meeting minutes of March 16, 2023.

- CARRIED -

7.0 Approval of Agenda

Moved by J. Armstrong

Seconded by P. Allt

THAT the Guelph Police Services Board approve the Open Meeting agenda.

- CARRIED -

Part 1 – Consent Agenda

Moved by J. Armstrong

Seconded by P. Allt

THAT the Consent Agenda items be approved.

- CARRIED -

7.1 KPMG Staffing Service Delivery Review

THAT the report titled "KPMG Staffing and Service Delivery Study," and dated April 20, 2023, be received for information.

7.2 Professional Standards Q1 Report

THAT the report titled "Professional Standards First Quarter Report 2023," and dated April 20, 2023, be received for information.

7.3 Human Resources Report – Member Appointments

THAT Lauren Dafoe be appointed as a temporary civilian member of this Service effective April 24, 2023.

7.4 December 2022 Financial Variance Report

THAT the Guelph Police Services Board request that the 2022 year-end surplus in the amount of \$2,170,000.00 be allocated as follows:

- \$540,000.00 be allocated to the Workplace Safety and Insurance (WSIB) Board Reserve Fund;
- \$790,000.00 be allocated to the Police Operating Contingency Reserve;

- \$840,000.000 be allocated to the Police Capital Reserve Fund;

AND THAT this information be forwarded to the City of Guelph's Chief Financial Officer in accordance with the City of Guelph's Year End Surplus Allocation Policy.

7.5 Board Correspondence Report

THAT the report titled "Open Meeting – April 20, 2023 Board Correspondence Report," and dated April 20, 2023, be received for information.

Part 2 – Discussion Agenda

7.6 Human Resources Strategies Annual Report

Chief Cobey welcomed Kelley McKeown, Manager, HR and Occupational Health, Safety & Wellness, to the meeting, and asked her to provide an update on the report.

Some highlights from the report include:

- In 2023, the authorized staffing complement increased by 4.73 FTE from the year prior, to 337.4 FTE
- 2022 celebrated 43 civilian and sworn members who reached service milestones; 14 individual employees or teams receiving internal awards of recognition, and two employees recognized with awards from external agencies
- The Service was the recipient of a co-op award from Conestoga college for the Service's leadership and support of work integrated learning, particularly in 2022, where the Service accommodated 19 student placements from the Advanced Police Foundations Program in one year
- In 2022, there were seven police vacancies due to resignations and retirements and 27 civilian job postings (25.95 FTE) due to temporary, part-time, and full-time vacancies
- In 2022, there were 39 transfer opportunities for officers, and 15 civilian transfer opportunities, to full-time
- While some training continued to be offered remotely only, or as a hybrid, many in person training opportunities were available after two years of significant impact due to COVID-19. Members were

supported with opportunities for training at the Ontario Police College (OPC), Canadian Police College (CPC), e-learning, in-house training, and various satellite courses

- The Service focuses on workplace health and safety by creating and maintaining a healthy workplace with a supportive culture that openly values members. Some of the supportive programs offered include: Employee and Family Assistance Program; Leadership Development and Training; Critical Incident Stress Management Team; Safeguarding Program; Commitment to First Responders Legislation; Promotion of psychological supports through employee benefits and broadening of eligible service providers; Supports through IMPACT; WSIB presumptive legislation; TRAC Group disability management services; Dedicated Wellness Coordinator position to support employee wellness; and Dedicated Health and Safety Advisor position
- With upcoming retirements, anticipated vacancies for maternity and general leaves, and ongoing pressures due to accommodations and leaves, the Service continues to strategize various options at the senior leadership level to manage these gaps. Some of these strategies include: ongoing workforce assessments; temporary redeployment to cover critical areas; enhancement to disability management services; temporary contract coverage; consultation with police services across the province; continuous commitment to training and development; mentoring assignments; exploring new programs and supports; and workplace flexibility

J. Armstrong thanked K. McKeown for the report which was a great source of information, and asked if exit interviews were conducted and if learnings from those interviews were applied. K. McKeown responded that yes, there is an Exit Interview policy in place. This is a voluntary program where those leaving can meet with anyone from the HR Team, Inspectors, Deputies, or the Chief. Some people choose to participate, while others decline. Any information learned through the interview is shared with the Executive Team for further consideration.

Chief Cobey thanked K. McKeown for providing such a comprehensive report and for all the work being done in all areas. It's important to know that a small team in HR does an extraordinary amount of work.

Chair McSherry expressed his thanks to K. McKeown and the HR Team for the report.

7.7 Supplemental Staffing to Support our Downtown Community

Chief Cobey noted that everyone has received the Board report on this item but that he wanted to provide some commentary.

Essentially, the Service remains very committed to supporting the Downtown. Our Downtown, like any Downtown, is the heart of the community, and people want to attend, they want to feel safe, and our businesses, residents, and visitors have consistently asked the Service in recent years to have more proactive engagement and visibility in the Downtown.

As indicated in the report, the goal for the next four months is to have an initiative whereby seven days a week, eight hours a day, there will be two Members whose primary focus is proactive visible engagement with our Downtown community. The program began around the first of April, and within days there had been a very positive response from community members who indicated how much they noticed and appreciated it.

This initiative is not asking for any more funds. Rather, because of a surplus experienced in 2022, the request is that the Board approve moving forward with this initiative through approving supplemental staffing and recommending to the City of Guelph that funds be transferred from the Police Operating Contingency Reserve to fund this initiative.

Chair McSherry asked if there were any questions or comments from the Board.

C. Guthrie thanked the Chief and the Senior Leadership Team for listening to the needs of our community. It is very much appreciated, and C. Guthrie is happy to move the motions.

Moved by C. Guthrie

Seconded by P. Allt

THAT the Guelph Police Services Board approve supplemental staffing to support our Downtown Community;

FURTHER THAT the Guelph Police Services Board recommends that up to \$260,000.00 be transferred from the Police Operating Contingency Reserve (#115) to fund this initiative;

AND THAT the Guelph Police Services Board forwards this information to Guelph City Council requesting approval to utilize the reserve funding for this initiative.

- CARRIED -

7.8 Chief's Monthly Report

- Chief Cobey acknowledged that in recent weeks, tragically, four more dedicated police officers made the ultimate sacrifice in service to their communities.
- On March 16, 2023, the date of our last Board meeting, Constable Brett Ryan, and Constable Travis Jordan of the Edmonton Police Service were shot and killed while responding to a family dispute.
- On March 27, 2023, Quebec Provincial Police Officer, Sergeant Maureen Breau was fatally stabbed. It is beyond sad that we learned of Sergeant Breau's death as many Service Members were on their way home from Edmonton after attending the memorial service to honour and remember Constable Ryan and Constable Jordan.
- On April 10, 2023, RCMP Constable Harvinder Singh Dhani was killed after his vehicle crashed in the early morning hours while responding to a call for service. Representatives from our Service, along with police officers from across Canada are attending today the regimental funeral to remember and honour Constable Dhani's service and sacrifice.
- Violence against police officers can never become normalized or accepted. We must never become numb to these devastating losses.
- In addition to their professional role, police officers are mothers and fathers, sisters and brothers, sons and daughters, friends and colleagues.
- Police officers are human beings doing an incredibly difficult job for their community. Twenty four hours a day, seven days a week, they are there to support our citizens, often when no one else is. Their service often comes with great personal sacrifice for both them and their families. It's imperative that their commitment is recognized and respected.
- Chief Cobey recognized the dedication and professionalism of all of our uniform and civilian members, noting that their commitment to supporting our citizens is truly exceptional, and that we are sincerely grateful for everything that you do.
- Chief Cobey followed up with respect to the presentation made by KPMG earlier in the meeting, noting that the report is available in the meeting package for Board members and the public to access

online. Chief Cobey noted that KPMG's report has provided recommendations intended to improve the overall effectiveness of policing in Guelph.

- Collectively, the recommendations speak to the goal of positioning the Service to be a modern police service that supports the needs of our citizens today and in the future. We are in the process of reviewing the recommendations, and as referenced, some have already been actioned.
- One important finding was KPMG's recommendation with respect to an Active Staffing model that should be implemented. A similar observation was made in 2019 by an expert panel at the request of the Ontario Chief Coroner. In alignment with the recommendations provided by KPMG and that expert panel, an Active Staffing model is currently being developed to ensure the Service can provide adequate, effective policing while also supporting Members who require support for operational stress injuries, and those who are actively at work each day. This model will be presented to the Board at a future meeting.

7.9 New Business – None

8.0 Information Items

- Next Open Meeting: Thursday, May 18, 2023, 2:30 p.m., via Teams meeting, livestreamed on YouTube.

9.0 Adjournment

Moved by J. Armstrong

Seconded by P. Allt

THAT the Open meeting of the Guelph Police Services Board rise and recess at 3:35 p.m.

- CARRIED -

"Peter McSherry"

P. McSherry, Vice-Chair

"Leslie LaCelle"

L. LaCelle, Executive Assistant