



Guelph Police Services Board

PO Box 31038, Willow West Postal Outlet, Guelph, Ontario N1H 8K1
Telephone: (519) 824-1212 #7213 Email: board@guelphpolice.ca

Open Meeting Agenda

Thursday, October 19, 2023

Location: Electronic Meeting

[Click here to access meeting via YouTube](#)

Closed Session: 1:00 p.m.

Open Session: 2:30 p.m.

- | | | |
|-----|---|-------------|
| 1.0 | Welcome and Introductions | |
| 2.0 | Meeting Called to Order, Territorial Acknowledgment | |
| 3.0 | Declarations of Conflict or Pecuniary Interest under the Municipal Conflict of Interest Act | Information |
| 4.0 | Closed Session Resolutions (if any) | Decision |
| 5.0 | Presentations/Delegations – None | |
| 6.0 | Approval of Agenda | Decision |

PART 1 – CONSENT

Items on the Consent Agenda can be approved in one motion. Prior to the motion being voted on, a member of the Board may request that an item be moved to the Discussion Agenda.

- | | | |
|-----|--|-------------|
| 6.1 | Approval of the Open Meeting Minutes dated October 5, 2023 | Decision |
| 6.2 | Board Correspondence Report | Information |
| 6.3 | Professional Standards Quarterly Report | Information |

PART 2 – DISCUSSION

- | | | |
|-----|---------------------------------|-------------|
| 6.4 | 2023-2027 Operating Budget | Decision |
| 6.5 | Chief's Monthly Report (verbal) | Information |

6.6 New Business

7.0 Information Items

- Next Open Meeting: Thursday, November 16, 2023 via Teams meeting, Livestreamed on YouTube

8.0 Adjournment

Decision



PRIDE SERVICE TRUST

Guelph Police Services Board

PO Box 31038, Willow West Postal Outlet, Guelph, Ontario N1H 8K1

Telephone: (519) 824-1212 #7213 Email: board@guelphpolice.ca

Open Meeting

Minutes – October 5, 2023

An Open meeting of the Guelph Police Services Board was held by teleconference call on October 5, 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
A. Sharma, Member	S. Purton, Finance Manager
L. LaCelle, Executive Assistant	

Guests: B. Minett

Guelph Police Service: J. Robinson, Detective Staff Sergeant B. Bair, Inspector A. Goody

1.0 Welcome and Introductions

Chair McSherry welcomed everyone to the October 5, 2023, Guelph Police Services Board meeting.

Before calling the meeting to order, Chair McSherry asked everyone to observe a moment of silence in recognition of RCMP Constable Rick O'Brien, who was killed in September while executing a drug-related search warrant at a home in Coquitlam, BC.

2.0 Meeting Called to Order and Territorial Acknowledgment

Chair McSherry called the meeting to order at 2:41 p.m. by teleconference call between the attendees and gave the Territorial Acknowledgement.

3.0 Declaration of Conflict or Pecuniary Interest – None

4.0 Closed Session Resolutions – None

5.0 Presentations/Delegations

5.1 Ms. Barb Minett, The Bookshelf, re: Downtown

Chair McSherry introduced Ms. Barb Minett. Ms. Minett presented her concerns with respect to the Downtown to the Board.

Chair McSherry thanked Ms. Minett for her presentation.

6.0 Approval of the Agenda

Moved by P. Allt

Seconded by C. Guthrie

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

- CARRIED -

C. Guthrie requested to extract item 6.4 Calls for Service Semi-Annual Report (January to June 2022 to 2023) from the Consent Agenda to the Discussion Agenda.

Moved by C. Guthrie

Seconded by J. Armstrong

THAT item 6.4 Calls for Service Semi-Annual Report (January to June 2022 to 2023) be extracted from the Consent Agenda for discussion.

- CARRIED -

Part 1 – Consent Agenda

Moved by C. Guthrie

Seconded by J. Armstrong

THAT the Consent Agenda items be approved.

- CARRIED -

6.1 Approval of the Open Meeting Minutes dated July 20, 2023

Moved by C. Guthrie

Seconded by P. Allt

THAT the Guelph Police Services Board approve the Open Meeting minutes of July 20, 2023.

- CARRIED -

6.2 Human Resources Report – Member Appointments

THAT Owen Cattigan be appointed as a full-time member of this Service, effective July 24, 2023.

FURTHER THAT Johanna Ashbourn be appointed as a part-time member of this Service, effective July 31, 2023.

FURTHER THAT Jill Crawford-Bourke, Michael Doehn, Anthony Hall, Ky-Mani Harvey, Louis Kittel, Anthoine Walker, Shane Wilson, and Brett Woodburn be appointed as full-time members of this Service, effective August 21, 2023.

FURTHER THAT Shahram Afshar be appointed as a temporary civilian member of this Service, effective September 5, 2023.

FURTHER THAT Julie McCrae be appointed as a full-time member of this Service, effective September 18, 2023.

FURTHER THAT Kristen Little be appointed as a full-time member of this Service, effective September 25, 2023.

6.3 Board Correspondence Report

THAT the report titled "Open Meeting – October 5, 2023 Board Correspondence Report," and dated October 5, 2023, be received for information.

6.5 Budget (Capital & Operating) Q2 Report

THAT the report titled "June 2023 Financial Variance Report," and dated October 5, 2023, be received for information.

Part 2 – Discussion Agenda

Item 6.4 Calls for Service Semi-Annual Report (January to June 2022 to 2023) was extracted from the Consent Agenda.

6.4 Calls for Service Semi-Annual Report (January to June 2022 and 2023)

THAT the report titled "Calls for Service Semi-Annual Report (January to June 2022 and 2023)," and dated October 5, 2023, be received for information.

C. Guthrie asked staff to provide perspective on the amount of calls that have to do with mental health. Chief Cobey outlined that often many calls originate as a certain type of call but the root cause of the call is a wellness related issue. As such, the suspicion is that 30% of the calls received are wellness related.

The Chief noted that the comparisons of the numbers incorporate the same time period, in this case January to June 2022 vs. January to June 2023.

In terms of call clearance, mental illness and drug calls often go together, so it can be challenging to have a concise clearing for each of those calls. As such, there could be more calls, or a higher rate of calls, in terms of wellness and mental health.

C. Guthrie asked if there was an overlay on the calls data from the IMPACT team. Chief Cobey responded that this information would come directly from CMHA as they keep those statistics. The Chief indicated that IMPACT attends as often as possible. The reality is that they do not work seven days a week, 24 hours a day, so an estimate is approximately 30% of the time they are available to accompany on calls.

C. Guthrie requested that if in the next cycle of this report, the IMPACT data was included to provide a more fulsome view of calls serviced. Request – for next cycle, if the Impact data was included to get a more fulsome view of calls that they accompany.

Moved by C. Guthrie

Seconded by P. Allt

THAT item 6.4 Calls for Service Semi-Annual Report (January to June 2022 to 2023) be received for information.

- CARRIED -

6.6 Downtown Supplemental Staffing – Special Initiative

The report titled "Downtown Supplemental Staffing – Special Initiative," and dated October 5, 2023, was received for information.

Chief Cobey provided the Board with highlights from the report, including:

- The initiative was 151 days in length. Supplementary officers were dedicated to the Downtown area 136 days of the 151 day initiative.
- Comparing the number of Community Contact/Direct Patrol Occurrences in the Downtown from April 3 to August 31 between 2022 and 2023, there were 356 compared to 894.

Chief Cobey indicated that in his time with the Service, there has never been an initiative that he's received more positive feedback on. Members really enjoyed the opportunity to participate.

Chief Cobey shared the results of the survey that was distributed to the Downtown Guelph Business Association and to random citizens in the Downtown to gather feedback and assess satisfaction and the efficacy of the initiative. Approximately 231 responses were received.

Respondents were asked to share feedback in relation to three areas, the results were:

- 76.7% of respondents noticed an increased police presence in the Downtown
- 42.4% of respondents felt an increased perception of safety in the Downtown
- 70.7% of respondents supported funding for an increased police presence in the Downtown

It's important to know that it is not financially viable to run this initiative in the long term on Overtime. In addition, it is not viable to ask Members to commit to working on their days off indefinitely. Part of the plan for next year's resource allocation is to provide immediate relief to provide additional support to Frontline Patrol and to Communications.

Increases in patrols tripled from the year before.

It's important to remember that in addition to the active patrols, the Downtown remains a very busy area operationally, and there is still a lot of traditional police enforcement that happens there.

Chief Cobey provided a summary of the various calls for service officers have attending in the Downtown so far in 2023:

- Unwanted Person/Trespassing – 542
- Vehicle Stops – 529
- Assist Citizen – 332
- Theft – 194
- Mental Health Calls – 79

The following enforcement efforts have been undertaken in the Downtown thus far in 2023:

- Arrests – 248

- Criminal Code Charges – 483
- Controlled Drugs and Substances – 39
- Provincial Offences - 190

C. Guthrie asked if it was possible to drill down on the numbers provided in the Summary Codes for enforcement, and whether or not there is a total to compare to 2022. Chief Cobey indicated that staff could obtain that total and provide to the Board.

It was noted that it is important to have a comparison from 2022 to 2023 to determine the benefits of the program for the long term.

Chief Cobey indicated that the goal is to have properly resourced platoons so that every day, 24/7, one person is dedicated to the Downtown. This would provide a more proactive approach.

C. Guthrie also asked whether or not there was commentary regarding the repeat offender issue during the interactions that happened. Chief Cobey indicated that the data can be compiled, but that this theme does continue. Deputy Chief Gill indicated that there are likely several repeat offenders.

C. Guthrie asked if a presence in the Downtown were to remain, what the numbers would be to see that through, Chief Cobey indicated that this is being built into the budget which will be discussed shortly.

C. Guthrie asked if there were any partnerships that started to grow between the officers and the Welcoming Streets initiative and/or IMPACT. Chief Cobey indicated that there is already a strong relationship with IMPACT in place. Chief Cobey will follow up with Inspector Grover, who led the initiative, but feels that there is no doubt that the more officers are in the Downtown, the more relationships with stakeholders are improved.

C. Guthrie asked if these interactions ended up being 'non police' issues, but were mental health and addiction issues, how often were officers calling for some type of partnership connection with Welcoming Streets or IMPACT to attend, and was there any reason why IMPACT staff weren't on patrol with officers. Chief Cobey responded that officers call IMPACT whenever they can, and whenever IMPACT staff are available, officers look forward to using them. The Chief was unsure whether or not IMPACT was available to participate in the same pilot project.

A. Sharma asked why the timing of the initiative was in the 10am to 6pm window. Chief Cobey responded that the feedback received was that

having the presence in the downtown during the daytime business hours was extremely important. The eight hour time frame was based on volumes of persons in the Downtown as well as the Calls for Service numbers.

P. Allt asked if looking at issues associated with overdose deaths, violence, and crime of a significant manner, is it fair to say that this is happening disproportionately in the Downtown relative to other areas of the City, and would like to know how the Service is responding elsewhere relative to this. Chief Cobey responded that there is no part of our community that receives more police presence or resources than the Downtown.

6.7 2023-2033 Capital Budget Forecast & 2023 Budget Additions

Chief Cobey provided a brief summary and then introduced Sarah Purton, Finance Manager, and asked her to provide an update to the Board regarding the report.

Following the presentation, there were questions from the Board.

C. Guthrie asked whether or not it is known if there will be any Operating Budget impact from the CCTV funding. S. Purton indicated that for CCTV in the 2024 Budget there is a request for a pro-rated licensing fee amount of \$23,000, and the annualized amount is estimated at \$140,000.

J. Armstrong asked for clarification with respect to the funding for the CCTV program as part of the funding is coming from other projects in the Capital Budget and whether those are overages that won't be needed. S. Purton responded that there are three projects identified, two of them will need to be repaid in 2024 so surpluses are anticipated for fiscal 2023, predominantly due to supply chain issues. The amount from the PRIDE Capital project is a true reallocation.

Following discussion, the Board passed the following motions:

Moved by C. Guthrie
Seconded by J. Armstrong

THAT the Guelph Police Services Board approve the Guelph Police Service 2024 to 2027 Capital Budget in the amount of \$6,584,900 in 2024, \$3,266,600 in 2025, \$4,448,600 in 2026, and \$6,551,700 in 2027; and

THAT the Guelph Police Services Board receives the Guelph Police Service 2028 to 2033 Capital Forecast in the amount of \$5,117,100 in

2028, \$4,378,800 in 2029, \$5,711,700 in 2030, \$4,037,700 in 2031, \$4,918,700 in 2032, and \$7,449,300 in 2033 for information and planning purposes; and

THAT the Board forward this information to the City of Guelph Council;
- CARRIED -

Moved by: C. Guthrie
Seconded by: A. Sharma

THAT the Guelph Police Services Board approve the addition of capital project PS0111 CCTV in the amount of \$495,000 to the 2023 capital budget funded from:

- \$200,000 in grant revenue from the Province of Ontario;
- \$130,000 reallocated from PS0067 Growth Vehicle;
- \$123,800 reallocated from PS0087 PRIDE Capital;
- \$41,200 reallocated from PS0083 Executive/Administrative Equipment; and

THAT signing authority for this project as outlined in Appendix A be received for information; and

THAT the Guelph Police Services Board approve the addition of \$1,400,000 to approved capital project PS0089 NG911 to the 2023 capital budget funded from Province of Ontario grants.

- CARRIED -

6.8 2024-2027 Operating Budget

The report titled "2024-2027 Operating Budget," and dated October 5, 2023, was received for information.

Chief Cobey thanked the Board for their support over the past year, and provided the Board with a presentation of the Operating Budget.

Following the presentation, Board members were invited to ask questions.

P. Allt asked Chief Cobey to define the term Crime Severity Index. Chief Cobey responded that the Crime Severity Index provides a measure of our overall crime severity as well as our violent crime and non-violent crime. The overall Severity Index is a weighted average of the violent and non-violent crimes.

P. Allt asked how much can we identify that more spending will make us safer. Chief Cobey indicated that while it's not possible to guarantee how much would have to be spent to get back to number one or number two on the rankings, however, he can outline what will happen if things stay where they are right now.

C. Guthrie confirmed that the Board is here to receive the Operating Budget, not to approve. Chair McSherry confirmed that the Board will be asked to approve the Operating Budget at its October 19, 2023 meeting.

The following motion was moved:

Moved by: C. Guthrie
Seconded by: A. Sharma

THAT the report titled "2024-2027 Operating Budget," and dated October 5, 2023, be received for information.
- CARRIED -

Further, the following motion was moved:

Moved by: C. Guthrie
Seconded by: P. Allt

THAT the Guelph Police Services Board direct Staff to examine opportunities for funding the IMPACT program to the amount of \$750,000.00, and

THAT for those funding opportunities to be presented back to the Board at the October 19, 2023 meeting.
- CARRIED -

There was some discussion with respect to this motion.

A. Sharma asked whether or not there were numbers on how many mental health calls become violent and police resources are needed. Chief Cobey indicated that research would have to be done to access those numbers, however, the Service's model sees Members always attend calls with IMPACT, and if a situation is deemed appropriate, Members can actually disengage and leave a CMHA worker in the situation.

J. Armstrong suggested that if there was an opportunity to fund the IMPACT program as the motion suggests, it is important to have a sense of whether or not there are the resources available to support the program.

Chair McSherry indicated that his sense is that the staffing would be handled by the CMHA, so this would be an agreement with them to make this happen, so would rely on cooperation.

The motion was carried.

J. Armstrong suggested that going forward, when the Board is receiving stats as to how we're doing from an Operations standpoint, it would be helpful to measure the effectiveness of the proposed increases to the FTE's. While it's not possible to guarantee the standing in terms of the crime stats, it would be helpful to have a sense of the overtime budget, number of absences, and the closure rate. There are a whole series of measures that the Board could hear about that might be helpful moving forward.

6.9 Chief's Monthly Report

Chief Cobey asked Deputy Chief Gill to provide brief update on Homecoming weekend.

Deputy Chief Gill shared that the Service once again partnered with the City of Guelph Bylaw Department, Public Works Department, Paramedic Services, Guelph Fire Department, the University of Guelph, and Richmond properties to coordinate the approach to what was a significant gathering at Chancellor's Way. There were approximately 5,000 people in attendance that day and evening. Overall, things went fairly smoothly compared to previous years. The Emergency Operations Centre at Police headquarters allowed all of the partners to come together and work in a coordinated fashion. Overall, there were no significant incidents.

6.10 New Business – None

7.0 Information Items

- Next Open Meeting: Thursday, October 19, 2023, 2:30 p.m., via Teams meeting, livestreamed on YouTube.

8.0 Adjournment

Moved by A. Sharma

Seconded by C. Guthrie

THAT the Open meeting of the Guelph Police Services Board rise and recess at 4:25 p.m.

- CARRIED -

P. McSherry, Vice-Chair

L. LaCelle, Executive Assistant



Guelph Police Services Board

Open Meeting – October 19, 2023 Board Correspondence Report

Incoming Correspondence

October 3, 2023

- Correspondence from Alex Smith re: Downtown Supplemental Staffing – Special Initiative

Outgoing Correspondence

October 5, 2023

- Correspondence to Mayor Guthrie re: Guelph Police Service 2024 to 2027 Capital Budget and 2028 to 2033 Capital Forecast (attached).



Guelph Police Services Board

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Telephone: (519) 824-1212 # 7213 Fax: (519) 824-8360

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October 5, 2023

Mayor Cam Guthrie
Guelph City Hall
1 Carden Street
Guelph, ON N1H 3X1

Your Worship,

The Guelph Police Service's 2024 to 2027 Capital Budget and 2028 to 2033 Capital Forecast were approved by the Guelph Police Services Board at the Open meeting held on Thursday, October 5, 2023. The following motions were made and unanimously carried by the Guelph Police Services Board:

THAT the Guelph Police Services Board approve the Guelph Police Service 2024 to 2027 Capital Budget in the amount of \$6,584,900 in 2024, \$3,266,600 in 2025, \$4,448,600 in 2026, and \$6,551,700 in 2027; and

THAT the Guelph Police Services Board receives the Guelph Police Service 2028 to 2033 Capital Forecast in the amount of \$5,117,100 in 2028, \$4,378,800 in 2029, \$5,711,700 in 2030, \$4,037,700 in 2031, \$4,918,700 in 2032, and \$7,449,300 in 2033 for information and planning purposes; and

THAT the Board forward this information to the City of Guelph Council.

- CARRIED UNANIMOUSLY -

Kindly distribute this information to members of City Council.

Sincerely,

A handwritten signature in blue ink, appearing to read "Peter McSherry".

Peter McSherry, Chair
Guelph Police Services Board

cc. Scott Stewart, CAO, City of Guelph
Trevor Lee, DCAO, Corporate Services, City of Guelph
Tara Baker, General Manager/City Treasurer, City of Guelph
Gordon Cobey, Chief of Police, Guelph Police Service
Sarah Purton, Finance Manager, Guelph Police Service



GUELPH POLICE SERVICES BOARD
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OFFICE OF THE CHIEF OF POLICE

TO: Chair Peter McSherry and Members of the Guelph Police Services Board

DATE: Thursday, October 19, 2023

SUBJECT: Professional Standards Third Quarter Report 2023

PREPARED BY: Lester Tang, Sergeant, Professional Standards

APPROVED BY: Andrea Ninacs, Inspector, Executive Services
Daryl Goetz, Deputy Chief

RECOMMENDATION:

Information only.

SUMMARY:

The following statistics encompass complaints and investigations that have been undertaken during the period from July 1st to September 30th, 2023.

REPORT - THIRD QUARTER:

PUBLIC COMPLAINTS - O.I.P.R.D. UPDATE:

In the third quarter of 2023 the Guelph Police Service received 15 new public complaints through the Office of the Independent Police Review Director (O.I.P.R.D.). 10 complaints were screened-out and 5 were referred to Professional Standards for investigation. 3 of these matters are ongoing, and 2 matters were concluded this quarter. 7 public complaints carried in from previous quarters were concluded in this quarter.

S.I.U. UPDATE:

There has been 1 new Special Investigations Unit (S.I.U.) investigation initiated in the third quarter of 2023 which remains ongoing. There were no outstanding S.I.U. matters carried into this quarter.

OPEN REPORT

INTERNAL UPDATE:

There have been 0 internal investigation(s) initiated in the third quarter of 2023. In this quarter, the Ontario Civilian Police Commission issued a decision with respect to a Chief's Complaint commenced in the first quarter of 2018 ordering a new penalty hearing to take place before a different Hearing Officer.

LOCAL INQUIRIES:

In the third quarter of 2023, the Guelph Police Service Professional Standards Branch received 16 Local Inquiries. These Local Inquiries are in addition to the public complaints received through the O.I.P.R.D. and may be resolved at an early juncture without the matter becoming a formal public complaint filed with the O.I.P.R.D.

REQUEST FOR REVIEW:

There were 0 requests for the O.I.P.R.D. to review incident(s) investigated by Professional Standards received in this quarter.

FINANCIAL IMPLICATIONS:

At the present time, the costs are contained within the 2023 Guelph Police operating budget.



GUELPH POLICE SERVICES BOARD
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FINANCIAL SERVICES DIVISION

TO: Chair Peter McSherry and Members of the Guelph Police Services Board

DATE: Thursday, October 19, 2023

SUBJECT: 2024-2027 OPERATING BUDGET

PREPARED BY: Sarah Purton, Manager, Financial Services

APPROVED BY: Daryl Goetz, Deputy Chief of Administration

RECOMMENDATION:

WHEREAS the Guelph Police Services Board has reviewed the proposed 2024-2027 Operating Budget; and

WHEREAS the Guelph Police Services Board presented its operating budget to the public on October 5, 2023 and provided an opportunity for feedback; therefore,

BE IT RESOLVED that the Guelph Police Services Board approve the Guelph Police Service 2024-2027 Operating Budget in the amounts of \$61,399,520 in 2024, \$66,366,000 in 2025, \$70,863,550 in 2026 and \$75,403,900 in 2027; and,

THAT the Guelph Police Services Board approve the Service's updated user fees as outlined in Appendix B effective January 1, 2024; and,

THAT the Guelph Police Services Board recommend transfers from the Police Operating Contingency Reserve (#115) in the amounts of \$330,400 in 2024, \$279,900 in 2025, \$114,400 in 2026 and \$116,400 in 2027; and,

THAT the Guelph Police Services Board recommend transfers to the Police Capital Reserve Fund (#158) in the amounts of \$4,248,000 in 2024, \$4,421,000 in 2025, \$4,805,000 in 2026 and \$4,982,000 in 2027; and,

THAT the Board forwards this information to the City of Guelph Council.

SUMMARY:

At the October 5, 2023 Guelph Police Services Board meeting, the 2024-2027 operating budget was presented to members of the Board and public. As outlined at that meeting, the budget was developed considering several factors including:

- Alignment with the Service's Strategic Plan.
- Continued implementation of the recently completed KPMG Staffing & Service Delivery study recommendations which are critical in guiding the Service's ability to provide efficient and effective staffing and service delivery to meet the needs of our rapidly growing community now and into the future.
- Completion of the implementation of our urgently required supportive staffing program to support our members and our community.
- Meeting the Service's legislated responsibilities and contractual / collective bargaining obligations.
- Funding of the services assets through appropriate preventative maintenance budgets and contributions to the Service's capital reserve.

At the October 5, 2023 meeting, the following motion was passed by members of the Board:

THAT the Guelph Police Services Board direct Staff to examine opportunities for funding the IMPACT program to the amount of \$750,000.00, and

THAT for those funding opportunities to be presented back to the Board at the October 19, 2023 meeting.

Considerations with respect to this motion and proposed funding availability are discussed in the body of the report.

As outlined previously, section 39 of the Police Services Act requires that a municipality that maintains a municipal board shall provide the board with sufficient funding to provide adequate and effective policing in the municipality. The Act also requires that a municipal Police Services Board submit operating and capital estimates to the municipal council that will show amounts required to maintain the police service and provide it with the infrastructure and administration necessary to provide policing services. Staff presented these estimates to the Board and public on October 5, 2023 and are seeking approval of the 2024-2027 operating budget.

2024-2027 GUELPH POLICE SERVICE OPERATING BUDGET

TIMELINE & PROCESS:

In correspondence dated May 11, 2023, the Guelph Police Services Board received direction from the City Treasurer outlining budget development guidelines for the 2024-2027 Operating and 2024-2033 Capital budgets. The following schedule was supplied for the current year budget process:

	Date	Item	Start time
1	Thursday, October 26, 2023	Budget Document Released & Budget Message Board Opens	
2	Tuesday, November 7, 2023	Special Council: Budget presentation	9:00 a.m.
3	Thursday, November 9, 2023	Special Council: Budget deliberations	9:00 a.m.
4	Wednesday, November 15, 2023	Council budget public delegations	6:00 p.m.
5	Wednesday, December 6, 2023	Council budget approval	9:00 a.m.

Also included in this communication was that city staff will present Council with a complete four-year budget for approval (2024-2027).

The 2024-2027 budget has been prepared by staff and guided by staff input, contractual and legislated obligations, and strategic themes and priorities as identified by external partners and internal requirements. Contractual requirements (collective agreement), economic reality, and workload implications were identified to ensure that a fiscally responsible budget was put forth. The Guelph Police Service (GPS) Finance team requested all Business Unit Managers complete a thorough review of their operating expenses over the last 4 years while compiling their 2024-2027 operating budget.

2024-2027 OPERATING BUDGET OVERVIEW:

The proposed 2024-2027 budget reflects the resources required to provide adequate and effective policing for our rapidly growing city. The budget has been developed while balancing competing variables of risk, community expectations, efficacy of service, and affordability. As indicated in the KPMG report attached, immediate resource enhancements are required as the GPS continues to have lower staffing levels than other similarly sized police services in Ontario. This deficit is negatively affecting service delivery and member wellness. In an effort to mitigate the associated costs, the 2024-2027 budget has phased in these required enhancements. While this strategy serves to lessen the cost impacts, it must be noted that there are risks associated with the staffing shortage, albeit reduced, that we will continue to experience relative to similar sized communities. Potential risks include impacts on response times, service delivery levels, clearance rates, overtime, and member off duty sick time, among others.

The below table highlights the budget impacts by year and details of these impacts were provided in the October 5, 2023 report:

	Proposed							
	2024		2025		2026		2027	
	Budget Change (\$)	Net Tax Levy Impact (%)	Budget Change (\$)	Net Tax Levy Impact (%)	Budget Change (\$)	Net Tax Levy Impact (%)	Budget Change (\$)	Net Tax Levy Impact (%)
A. Base Budget Changes								
Increases for Salaries & Benefits	1,747,900	3.05%	2,715,300	4.42%	2,812,700	4.24%	2,759,000	3.89%
Annualization of Prior Year Additional Staff	330,000	0.58%	498,600	0.81%	114,000	0.17%	153,000	0.22%
Increase to Operating Expenses	370,750	0.65%	247,080	0.40%	159,350	0.24%	267,950	0.38%
Partner & Legislative Obligations	151,300	0.26%	127,200	0.21%	34,600	0.05%	35,700	0.05%
Capital Financing	173,000	0.30%	173,000	0.28%	384,000	0.58%	177,000	0.25%
B. Impacts from Capital	81,700	0.14%	60,100	0.10%	61,900	0.09%	63,800	0.09%
C. New Operating Requests								
Requests with No FTE Impact	169,000	0.30%	10,900	0.02%	-	0.00%	-	0.00%
Requests for Additional Staff	374,300	0.65%	823,100	1.34%	854,100	1.29%	886,500	1.25%
Support for IMPACT	-	0.00%	-	0.00%	-	0.00%	-	0.00%
D. Supportive Staffing Requirements	732,400	1.28%	311,200	0.51%	76,900	0.12%	197,400	0.28%
Subtotal	4,130,350	7.21%	4,966,480	8.09%	4,497,550	6.78%	4,540,350	6.41%
E. Assessment Growth Allocation	(659,000)	-1.15%	(672,000)	-1.09%	(689,000)	-1.04%	(699,000)	-0.99%
Total	3,471,350	6.06%	4,294,480	6.99%	3,808,550	5.74%	3,841,350	5.42%

Refer to Appendix A for comparative year over year statements.

Attached as Appendix B are the Service's user fees which were updated in conjunction with budget development. User fees are established by looking at the actual cost of providing the service as well as what other Services are charging for equivalent services. Staff are requesting Board approval of the updated user fees to be effective January 1, 2024.

MOTION FOR IMPACT FUNDING:

At the October 5, 2023 meeting of the Guelph Police Service's Board, the following motion was passed:

THAT the Guelph Police Services Board direct Staff to examine opportunities for funding the IMPACT program to the amount of \$750,000.00, and

THAT for those funding opportunities to be presented back to the Board at the October 19, 2023 meeting.

As part of this discussion, it was indicated that reserves would be an appropriate funding source to support this motion and as the proposed budget was developed in order to fund current operations, support future community growth and provide supportive staffing funding for members on leave, a reduction to the existing budget request was not considered. Staff did reach out to City Finance to explore whether there were opportunities to leverage existing reserves, however, were advised that through development of the 2024-2027 budgets, reserves were already being heavily relied on and there were no other sources of funding. However, they were supportive of using the Police Contingency reserve for these

costs. As a result, to support this request, staff are recommending that funding in the following amounts be transferred from the Police Operating Contingency Reserve to support one full-time mental health worker who would be employed by the Canadian Mental Health Association Waterloo Wellington:

2024: \$112,700

2025: \$112,200

2026: \$114,400

2027: \$116,400

Total: \$455,700

This amount reflects what staff believe is an acceptable commitment against the contingency reserve while leaving adequate amounts available to fund other one-time or unforeseen costs. Of note, the reserve is not a sustainable funding source, so this contribution would be discontinued as of December 31, 2027 and staff would look for the Board's direction as to whether this should be included in the Service's budget going forward into the next multi-year budget process.

These amounts would be in addition to the financial contribution (\$20K) already included in the Service's base budget as well as existing in-kind contributions and grants that GPS applies for on behalf of IMPACT.

FULL TIME EQUIVALENTS (FTE) SUMMARY:

This budget includes the addition of 6 Uniform and 2 Civilian FTE's each year. The 8.0 new FTEs have been annualized throughout each year to reflect what staff feel is a balanced approach to address population growth and affordability.

The approved 2023 and requested FTE complement for 2024 to 2027 is below:

Year	2023	2024	2025	2026	2027
Total FTE	342.95	350.95	358.95	366.95	374.95
Police	223.50	229.50	235.50	241.50	247.50
Civilian	119.45	121.45	123.45	125.45	127.45

RESERVE TRANSFERS:

The 2024-2027 budget continues to include transfers from the Police Sick Leave Reserve (\$400K) to fund payments to members and from the Police Contingency Reserve to offset one-time costs related to the EV Consultant (2024- \$50K) and APHIS project (\$167.7K per year in 2024 & 2025). After the October 5, 2023 meeting, staff are also recommending funding 1 mental health FTE from the Police Contingency Reserve over the 4-year period. Total transfers from the Police Contingency Reserve (#115) are as follows:

2024: \$330,400

2025: \$279,900

2026: \$114,400

2027: \$116,400

The operating budget also includes budgeted transfers to our Police Capital Reserve to fund our capital budget requests as well as debt servicing cost.

CONCLUSION:

In summary, the 2024-2027 operating budget estimate is \$61,399,520 in 2024, \$66,366,000 in 2025, \$70,863,550 in 2026 and \$75,403,900 in 2027. The 2024-2027 budget was created to ensure the provision of adequate and effective policing services in a context of fiscal restraint and affordability for our community.

STRATEGIC PLAN 2019-2023:

Priority 1: Community Policing with the need for higher visibility in the community.

Priority 2: Organizational Health and Service Effectiveness, with need to review police resources and how they are deployed to better meet the needs of the community and members.

Priority 3: Community Wellness with a continued focus on how the Service manages mental health-related calls for service.

Priority 4: Road Safety with proactive traffic enforcement.

Priority 5: Drugs and Property Crime with increased efforts to offset the increase in these types of crimes.

Priority 6: Downtown with increased police visibility to address safety concerns.

FINANCIAL IMPLICATIONS AND / OR RISKS:

Risks to the 2024-2027 proposed budget include contractual agreements, benefit costs, Workplace Safety and Insurance Board (WSIB) costs, legislative impacts, technology changes, grant values and grant continuance and the actual impact of the new Headquarters building as it becomes operational. For this budget term inflationary impacts and forecasting the impact of inflation over the forecast period was challenging. Assumptions were made in the budget related to the grant revenue and rate of crime which could impact workload driven costs (i.e., overtime, project costs). Additionally, this budget relies on funding some key initiatives from the Police Operating Contingency Reserve over the 4-year period. This reserve is available to fund one-time or unforeseen costs. Historically, funds are transferred in via year end surplus as recommended by the Board and approved by City Council. There is no planned or ongoing funding source for this reserve.

ATTACHMENTS:

Appendix A: Detailed Operating Budget

Appendix B: Schedule of User Fees

Appendix A: Detailed Operating Budget Report

GUELPH POLICE SERVICE

	2023	2024			2025			2026			2027		
	Budget	Budget Estimate	Variance	Variance %	Budget Estimate	Variance	Variance %	Budget Estimate	Variance	Variance %	Budget Estimate	Variance	Variance %
Revenue													
User Fees & Service Charges	-588,100	-616,300	-28,200	4.8%	-635,600	-19,300	3.1%	-635,600	0	0.0%	-635,600	0	0.0%
Product Sales	-500	0	500	(100.0%)	0	0	0.0%	0	0	0.0%	0	0	0.0%
Licenses & Permits	0	0	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
External Recoveries	-43,500	-26,500	17,000	(39.1%)	-26,500	0	0.0%	-26,500	0	0.0%	-26,500	0	0.0%
Grants	-2,610,800	-2,610,400	400	(0.0%)	-2,610,400	0	0.0%	-2,610,400	0	0.0%	-2,610,400	0	0.0%
Total Revenue	-3,242,900	-3,253,200	-10,300	0.3%	-3,272,500	-19,300	0.6%	-3,272,500	0	0.0%	-3,272,500	0	0.0%
Expense													
Salary & Wages													
Permanent Salaries	37,284,614	38,272,200	987,586	2.6%	40,888,000	2,615,800	6.8%	43,281,300	2,393,300	5.9%	45,633,700	2,352,400	5.4%
Temporary Salaries	88,260	88,200	-60	(0.1%)	93,800	5,600	6.3%	99,400	5,600	6.0%	101,000	1,600	1.6%
Overtime	1,000,000	1,000,000	0	0.0%	1,000,000	0	0.0%	1,000,000	0	0.0%	1,000,000	0	0.0%
Special Duty	105,200	105,200	0	0.0%	105,200	0	0.0%	105,200	0	0.0%	105,200	0	0.0%
Total Salary & Wages	38,478,074	39,465,600	987,526	2.6%	42,087,000	2,621,400	6.6%	44,485,900	2,398,900	5.7%	46,839,900	2,354,000	5.3%
Employee Benefits	12,990,526	14,125,200	1,134,674	8.7%	15,540,800	1,415,600	10.0%	16,922,700	1,381,900	8.9%	18,367,200	1,444,500	8.5%
Other Compensation (Sick Leave Payout)	400,000	400,000	0	0.0%	400,000	0	0.0%	400,000	0	0.0%	400,000	0	0.0%
Total Salary, Wage & Benefits	51,868,600	53,990,800	2,122,200	4.1%	58,027,800	4,037,000	7.5%	61,808,600	3,780,800	6.5%	65,607,100	3,798,500	6.1%
Purchased Goods													
Administration & Office Expenses	75,700	73,300	-2,400	(3.2%)	70,400	-2,900	(4.0%)	73,600	3,200	4.5%	70,700	-2,900	(3.9%)
Fleet, Equipment & Vehicle	162,850	120,800	-42,050	(25.8%)	124,500	3,700	3.1%	127,800	3,300	2.7%	130,600	2,800	2.2%
Utilities & Taxes	302,000	322,600	20,600	6.8%	342,400	19,800	6.1%	363,800	21,400	6.3%	387,200	23,400	6.4%
Operating	284,025	284,500	475	0.2%	287,500	3,000	1.1%	292,200	4,700	1.6%	297,900	5,700	2.0%
Personnel Supplies	180,130	164,000	-16,130	(9.0%)	166,600	2,600	1.6%	195,400	28,800	17.3%	198,000	2,600	1.3%
Computer Software	2,200	92,500	90,300	4,104.5%	56,300	-36,200	(39.1%)	11,600	-44,700	(79.4%)	11,900	300	2.6%
Total Purchased Goods	1,006,905	1,057,700	50,795	5.0%	1,047,700	-10,000	(0.9%)	1,064,400	16,700	1.6%	1,096,300	31,900	3.0%
Purchased Services													
Repairs & Maintenance	1,251,950	1,422,500	170,550	13.6%	1,718,300	295,800	20.8%	1,858,400	140,100	8.2%	1,958,500	100,100	5.4%
Communications	584,350	709,900	125,550	21.5%	830,000	120,100	16.9%	857,700	27,700	3.3%	945,000	87,300	10.2%
Training/Travel	674,885	945,720	270,835	40.1%	944,900	-820	(0.1%)	970,800	25,900	2.7%	1,020,700	49,900	5.1%
Consulting & Professional Services	1,768,200	2,354,100	585,900	33.1%	2,370,500	16,400	0.7%	2,225,750	-144,750	(6.1%)	2,280,000	54,250	2.4%
Contracted Services	6,000	6,000	0	0.0%	6,000	0	0.0%	6,000	0	0.0%	6,000	0	0.0%
Rental/Leases	81,700	57,100	-24,600	(30.1%)	57,000	-100	(0.2%)	57,900	900	1.6%	58,900	1,000	1.7%
Permits / Approvals	39,200	81,700	42,500	108.4%	60,100	-21,600	(26.4%)	61,900	1,800	3.0%	63,800	1,900	3.1%
Total Purchased Services	4,406,285	5,577,020	1,170,735	26.6%	5,986,800	409,780	7.3%	6,038,450	51,650	0.9%	6,332,900	294,450	4.9%
Financial Expenses	9,300	19,300	10,000	107.5%	19,300	0	0.0%	19,300	0	0.0%	19,300	0	0.0%
Total Expense	57,291,090	60,644,820	3,353,730	5.9%	65,081,600	4,436,780	7.3%	68,930,750	3,849,150	5.9%	73,055,600	4,124,850	6.0%
Internal Charges													
Internal Charges	4,803,300	4,820,700	17,400	0.4%	5,030,100	209,400	4.3%	5,453,500	423,400	8.4%	5,673,600	220,100	4.0%
Internal Recoveries	-1,582,320	-1,875,200	-292,880	18.5%	-1,846,800	28,400	(1.5%)	-1,698,700	148,100	(8.0%)	-1,700,700	-2,000	0.1%
Total Internal Charges	3,220,980	2,945,500	-275,480	(8.6%)	3,183,300	237,800	8.1%	3,754,800	571,500	18.0%	3,972,900	218,100	5.8%
Net Budget	57,269,170	60,337,120	3,067,950	5.36%	64,992,400	4,655,280	7.72%	69,413,050	4,420,650	6.80%	73,756,000	4,342,950	6.26%
WSIB Obligations (Supportive Staffing)	0	1,062,400	1,062,400		1,373,600	311,200		1,450,500	76,900		1,647,900	197,400	
Net Budget before Assessment Growth	57,269,170	61,399,520	4,130,350	7.21%	66,366,000	4,966,480	8.09%	70,863,550	4,497,550	6.78%	75,403,900	4,540,350	6.41%
Assessment Growth Allocation			-659,000			-672,000			-689,000			-699,000	
Net budget After Assessment Growth			3,471,350	6.06%		4,294,480	6.99%		3,808,550	5.74%		3,841,350	5.42%

Appendix B: Proposed User Fee Changes (effective January 1, 2024)						
Guelph Police Service Board Fees and Charges for Services						
Service	Document/Service	Existing Fee	Recommended Fee	Change	HST Status (T=Taxable; E=Exempt)	HST Included in Fee (Yes/No)
Alarms, pursuant to policy LE-001*						
False Alarm Attendance		\$160.00	\$190.00	\$30.00	T	No
Cancelled False Alarm	For calls in progress	\$85.00	\$125.00	\$40.00	T	No
Fingerprints						
Civilian	VISA requirement, adoption, pardons	\$35.00	\$35.00	\$0.00	E	No
Volunteers		\$0.00	\$0.00	\$0.00	E	No
*RCMP will charge a \$25 fee for Vulnerable Sector (VS) Fingerprints, volunteer organizations may be exempt as per RCMP determination						
Freedom of Information (FOI)**						
FOI Application		\$5.00	\$5.00	\$0.00	E	No
Photocopies and Computer printouts		\$0.20 per page	\$0.20 per page	\$0.00	E	No
Records provided on CD-ROMs		\$10.00 per CD-ROM	\$10.00 per CD-ROM	\$0.00	E	No
Manual Search for a record		\$7.50 per 15 minutes	\$7.50 per 15 minutes	\$0.00	E	No
Preparing a record for Disclosure	Severing a part of a record	\$7.50 per 15 minutes	\$7.50 per 15 minutes	\$0.00	E	No
Developing a computer program or another method of producing a record from machine readable record		\$15.00 per 15 minutes	\$15.00 per 15 minutes	\$0.00	E	No
Costs of locating, retrieving, processing and copying a record if the costs are specified on an invoice		as per invoice	as per invoice	\$0.00	E	No
Reports						
Property, Insurance	General Occurrence Report	\$50.00	\$50.00	\$0.00	T	Yes
Accident Reports		\$50.00	\$50.00	\$0.00	T	Yes
Witness Statements		\$50.00	\$50.00	\$0.00	T	Yes
Record Suspension		\$70.00	\$70.00	\$0.00	T	Yes
Local File Closure		\$40.00	\$60.00	\$20.00	T	Yes
Reconsideration Fee		\$10.00	\$10.00	\$0.00	T	Yes
Police Clearance - Employment & Student Placement	Police Criminal Record Check	\$40.00	\$45.00	\$5.00	E	No
	Police Information Check	\$40.00	\$45.00	\$5.00	E	No
	Police Vulnerable Sector Check	\$40.00	\$45.00	\$5.00	E	No
Police Clearance - Volunteer	Police Criminal Record Check	\$0.00	\$0.00	\$0.00	E	No
	Police Information Check	\$0.00	\$0.00	\$0.00	E	No
	Police Vulnerable Sector Check	\$35.00	\$25.00	-\$10.00	E	No
Notice of suspension of Driver's License		\$1.50	\$1.50	\$0.00	E	No
Collision Reconstruction Report						
CAD Scale Diagram		\$550.00	\$600.00	\$50.00	T	No
Field Sketch		\$250.00	\$300.00	\$50.00	T	No
Officers Technical Notes	Per Page (per page)	\$13.00	\$0.00	-\$13.00	T	No
	Per Report	\$75.00	\$300.00	\$225.00	T	No
Photographs	Per Photograph (REMOVE)	\$15.00	\$0.00	-\$15.00	T	No
	Per Occurance	\$75.00	\$100.00	\$25.00	T	No
Technical Data Report		\$550.00	\$600.00	\$50.00	T	No
Technical Interview with Collision Reconstruction Officer	First Hour	\$200.00	\$200.00	\$0.00	T	No
	Additional Hour	\$65.00	\$80.00	\$15.00	T	No
	minimum Fee	\$200.00	\$200.00	\$0.00	T	No
Vehicle Mechanical Inspection Report	per vehicle	\$200.00	\$300.00	\$100.00	T	No
Video or Audio of Scene	per occurrence	\$150.00	\$200.00	\$50.00	T	No
Complete Reconstruction Report		\$2,500.00	\$3,500.00	\$1,000.00	T	No

Service	Document/Service	Existing Fee	Recommended Fee	Change	HST Status (T=Taxable; E=Exempt)	HST Included in Fee (Yes/No)
Special Duty, pursuant to policy AI-006						
Administration Fee	per day	\$35.00	\$35.00	\$0.00	T	No
Late Notice Request Fee		\$100.00	\$150.00	\$50.00	T	No
Cruiser Fee	per hour	\$35.00	\$40.00	\$5.00	T	No
Officer Fee, minimum three hours						
Constable	Event not serving liquor	1.5 times the 1st Class constable wage/hr. under the collective agreement	1.5 times the 1st Class constable wage/hr. under the collective agreement	\$0.00	T	No
	Event serving liquor	1.5 times the 1st Class constable wage/hr. under the collective agreement, plus \$10.00 per hour	1.5 times the 1st Class constable wage/hr. under the collective agreement, plus \$10.00 per hour	\$0.00	T	
Supervisor	Event not serving liquor	1.5 times the 2nd level sergeant wage/hr. under the collective agreement	1.5 times the 2nd level sergeant wage/hr. under the collective agreement	\$0.00	T	
	Event serving liquor	1.5 times the 2nd level sergeant wage/hr. under the collective agreement, plus \$10.00 per hour	1.5 times the 2nd level sergeant wage/hr. under the collective agreement, plus \$10.00 per hour	\$0.00	T	
Short Notice Cancellation Fee - if less than 24 hours notice is provided		A minimum payment of three (3) hours per officer will be charged along with all associated fees and taxes. Fees for the use of police equipment will not be charged.	A minimum payment of three (3) hours per officer will be charged along with all associated fees and taxes. Fees for the use of police equipment will not be charged.	\$0.00	T	No

*Alarm fees billed directly to a property owner will be exempt from HST

**R.R.O., 1990, Reg. 823 as amended under the Municipal Freedom of Information and Protection of Privacy Act

**If the estimate from the FOI office is \$100 or more, a deposit of 50% will be required