



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, June 20, 2024; 2:30 p.m.

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 | |
| 5.1 | Investigative Support – Internet Child Exploitation Unit – D/Cst. Hugh Currie | |
| 6.0 | Approval of Minutes of the Open Meeting, May 16, 2024 | Decision |
| 7.0 | 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.

		Decision
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- | | | |
|-----|-----------------------------|-------------|
| 7.1 | Board Correspondence Report | Information |
| 7.2 | Member Appointments | Decision |
| 7.3 | 2025 Budget Calendar | Information |
| 7.4 | Promotions | Information |

PART 2 – DISCUSSION

- | | | |
|------|---|-------------|
| 7.5 | Human Resources Annual Report for 2023 | Information |
| 7.6 | 2023 Annual Report (document to follow) | Information |
| 7.7 | Chief’s Monthly Report (verbal) | Information |
| 8.0 | New Business | |
| 9.0 | Information Items | |
| | <ul style="list-style-type: none">• Next Open Meeting: Thursday, July 18, 2024, 2:30 p.m.,
via Teams meeting, Livestreamed on YouTube | |
| 10.0 | 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 – May 16, 2024

An Open meeting of the Guelph Police Services Board was held by teleconference call on May 16, 2024, 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	S. Gill, Deputy Chief of Police
A. Sharma, Member	J. Sidlofsky Stoffman, Legal Counsel
P. Allt, Member	A. Goody, Inspector
L. LaCelle, Executive Assistant	A. Ninacs, Inspector
	D. Howe, Sergeant
	S. Purton, Finance Manager
	J. Millson, Executive Assistant

Regrets: C. Guthrie, Member; D. Goetz, Deputy Chief of Police

1.0 Welcome and Introductions

Chair McSherry welcomed everyone to the May 16, 2024, Guelph Police Services Board meeting.

2.0 Meeting Called to Order and Territorial Acknowledgment

Chair McSherry called the meeting to order at 2:33 p.m. and gave the Territorial Acknowledgement.

3.0 Declaration of Conflict or Pecuniary Interest – None

4.0 Closed Session Resolutions

Moved by J. Armstrong

Seconded by A. Sharma

THAT the Guelph Police Services Board support the 2024 Michael House Golf Tournament in the amount of \$500.00, with funds to be paid from the Community Account.

- CARRIED -

Moved by P. Allt

Seconded by J. Armstrong

THAT the Guelph Police Services Board support the 2024 Shelldale Family Gateway Golf Tournament in the amount of \$1,500.00, with funds to be paid from the Community Account.

- CARRIED -

5.0 Presentations/Delegations

5.1 Downtown Support – Inspector Andrew Goody

Chief Cobey introduced Inspector Andrew Goody and asked him to provide the Board with an update regarding Downtown support.

Highlights include:

Currently there are two Members from every Platoon assigned to Zone 4, which is the general response to the greater Downtown area.

There is one officer per Platoon who is dedicated to Zone 9, which really focuses into the localized responses to Downtown initiatives.

There are two full time Downtown Community Response Officers, and one full time CMHA worker.

There could be up to five officers plus the CMHA worker working in the Downtown on any given day.

From January 1, 2024, to May 15, 2024, there have been 1,145 documented Community contacts in the City of Guelph. Of that number, 493 have occurred within the Downtown or Zone 4.

Since March 3, 2024, when the initiative of including the CMHA worker alongside the Community Response Officer began through to the end of April 2024, there have been approximately 325 total visits with known clients in the Downtown. This number includes calls for service that the officer and worker attend together that may be generated by Police, or other calls that the CMHA worker would perhaps make a connection with a client.

These initiatives are having a significant positive impact on the Downtown and with GPS Members.

Chief Cobey highlighted that the level of service being provided to the Downtown is not a preferential level of service, rather it is an essential level of service. He also noted that the Services wants to continue to enhance its ability

to have those proactive engagements with the rest of the city.

Chair McSherry thanked Inspector Goody for taking the time to provide the Board with this very important update.

6.0 Approval of Minutes of the Open Meeting, March 21, 2024

Moved by J. Armstrong

Seconded by P. Allt

THAT the Guelph Police Services Board approve the Open Meeting Minutes of March 21, 2024.

- CARRIED -

7.0 Approval of the Agenda

Moved by P. Allt

Seconded by J. Armstrong

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

- CARRIED -

A. Sharma requested to extract item 7.2 2023 Annual Suspect Apprehension Pursuit (SAP) report from the Consent Agenda to the Discussion Agenda.

Moved by A. Sharma

Seconded by P. Allt

THAT item 7.2 2023 Annual Suspect Apprehension Pursuit (SAP) report be extracted from the Consent Agenda for discussion.

- CARRIED -

Part 1 – Consent Agenda

Moved by P. Allt

Seconded by J. Armstrong

THAT the Consent Agenda items be approved.

- CARRIED -

7.1 Board Correspondence Report

THAT the report titled "Open Meeting – May 16, 2024, Board Correspondence Report," and dated May 16, 2024, be received for information.

7.3 Sponsorship Request: Canadian Association of Police Governance Conference

THAT the Guelph Police Services Board sponsor the 2024 Annual Conference of the Canadian Association of Police Governance in the

amount of \$1,000.00, with funds to be paid from the tax supported operating budget.

- CARRIED -

7.4 Member Appointments

THAT Maeve Rooney be appointed as a temporary civilian member of this Service effective April 8, 2024;

FURTHER THAT Philip Liu be appointed as a temporary civilian member of this Service effective May 6, 2024;

AND THAT Matthew Trecroce be appointed as a full-time member of this Service effective May 13, 2024.

7.5 December 2023 Financial Variance Report

THAT the Guelph Police Services Board request that the 2023 year-end surplus in the amount of \$36,741 be transferred to the Police Operating Contingency Reserve;

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.

7.6 Property and Surplus Goods (Auction) Annual Report

THAT the report titled "Property and Surplus Goods (Auction) Annual Report," and dated May 16, 2024, be received for information.

7.7 New Board Policy BD-02-010 – Appointment of Special Constables

THAT the Guelph Police Services Board accept, review and approve policy BD-02-010, Appointment of Special Constables effective May 16, 2024.

7.8 Professional Standards First Quarter Report 2024

THAT the report titled "Professional Standards First Quarter Report 2024," and dated May 16, 2024, be received for information.

Part 2 – Discussion Agenda

Item 7.2 2023 Annual Suspect Apprehension Pursuit (SAP) Report was extracted from the Consent Agenda.

7.2 2023 Annual Suspect Apprehension Pursuit (SAP) Report

THAT the report titled "2023 Annual Suspect Apprehension Pursuit (SAP) Report," and dated May 16, 2024, be received for information.

Chief Cobey introduced Sergeant Dustin Howe and asked him to provide update to the Board.

Sgt. Howe spoke about the training provided to Members in relation to pursuits and the overall approach as an organization in relation to this very important discussion.

Highlights include:

Training is mandated under the requirements of the Community Safety and Policing Act and is also informed by the statistics that are included in the report provided to the Board.

Chair McSherry thanked Sgt. Howe for providing this helpful update to the Board.

7.9 Operating and Capital Budget Q1 Quarterly Variance Report

Chief Cobey indicated that all measurement areas in the report have a green status as of March 2023, which means that all measures are within budget, or a surplus is expected.

7.10 Chief's Monthly Report

Chief Cobey shared a video that was released publicly this week for the community as part of Police Week. Approximately 75 to 80 Members were involved in the development of the video. The goal of the video is to provide the community with insight into the services provided and the Members providing that service.

Chief Cobey thanked Scott Tracey, Media Relations Officer, who played an integral role in the development of the video.

Chief Cobey highlighted that this week is Police Week which is an important opportunity to recognize Members and thank them and their families, and to also recognize the community for the tremendous support they continue to provide.

Chair McSherry thanked the Chief and all Members of the Service. He mentioned that the video that has been created is a very powerful one.

8.0 New Business – None

9.0 Information Items

- Next Open Meeting: Thursday, June 20, 2024, 2:30 p.m., via Teams meeting, livestreamed on YouTube.

10.0 Adjournment

Moved by J. Armstrong

Seconded by A. Sharma

THAT the Open meeting of the Guelph Police Services Board be adjourned at 3:19 p.m.

- CARRIED -

P. McSherry, Vice-Chair

L. LaCelle, Executive Assistant



Guelph Police Services Board

Open Meeting – June 20, 2024 **Board Correspondence Report**

Incoming Correspondence

June 10, 2024

- Correspondence from Michael House re: thank you for Board's support of annual golf tournament (attached).

Outgoing Correspondence

May 16, 2024

- Correspondence to City of Guelph re: 2023 year-end budget surplus (attached).



Michael House Pregnancy and Parenting Support Services
A Safe Haven For Life

June 10, 2024

Leslie LaCelle
Executive Assistant
Guelph Police Services Board
PO Box 31038, Willow West Postal Outlet
Guelph, ON N1H 8K1

Dear Members of the Board,

Thank you so much for your ongoing support of our annual Golf Tournament. 2024 marks our 15th year for this annual fun-filled event, and we are excited to welcome back our sponsors, golfers, and participants to enjoy a great day together!

For over 20 years, Michael House has provided ongoing support, housing, and resources to pregnant and parenting young women and their children. We have been blessed to witness growth and change and celebrate the success stories for our families! Our families are resilient and strong, and we work to empower them to overcome barriers for themselves and their children.

We so appreciate the many businesses and friends that support the golf tournament and are so grateful for your \$500 sponsorship. Please find attached the Paid sponsorship invoice for your records.

Please do not hesitate to reach out if you have any questions. I can be reached by email at Karen@michaelhouse.ca or by calling the office at 519-766-7675, ext. 105.

With Gratitude,

Karen Kamphuis
Executive Director





Guelph Police Service Services Board

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

(519) 824-1212, extension 7213

TTY 1-866-513-8062

Email: board@guelphpolice.ca

May 16, 2024

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

Your Worship,

At its meeting on May 16, 2024, the Guelph Police Services Board was advised that there is an anticipated year-end surplus in the Guelph Police Service 2023 operating budget. The Board passed the following motion:

THAT the Guelph Police Services Board request that the 2023 year-end surplus in the amount of \$36,741.00 be transferred to the Police Operating Contingency Reserve.

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.

The Guelph Police Services Board respectfully requests consideration of the aforementioned recommendations by Guelph City Council.

I look forward to hearing from you.

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
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, June 20, 2024

SUBJECT: MEMBER APPOINTMENTS

PREPARED BY: Kelley McKeown, HR and Occupational Health, Safety & Wellness Manager

APPROVED BY: Daryl Goetz, Deputy Chief of Administration

RECOMMENDATION

THAT the Guelph Police Services Board review and approve member appointments as reported.

SUMMARY

A proposal for staff appointments is presented to the Guelph Police Services Board for review and approval.

REPORT

A board motion is required to appoint **Karson Massey** as a full-time member of this Service effective June 3, 2024. Karson has accepted a Cadet in Training position and will be attending the Basic Constable Training Program at the Ontario Police College commencing June 5, 2024.

Karson is a graduate of Carleton University with a degree in Criminology and was previously employed at Snipe Hockey Academy in Cambridge where he worked as a coach and instructor.

MOVED THAT

Karson Massey be appointed as a full-time member of this Service effective June 3, 2024.

FURTHER THAT

A board motion is required to appoint **Tegan McManus** as a Case File Coordinator with this Service effective June 10, 2024.

Tegan has a Bachelor of Science Degree in Criminal Justice and Psychology from the University of Detroit Mercy and was previously employed by the Waterloo Regional Police Service as an Information Management Specialist. Tegan's former work experience also includes employment with the Ministry of the Attorney General as a Court and Client Representative.

Moved That

Tegan McManus be appointed as a full-time member of this Service effective June 10, 2024.

CORPORATE BUSINESS PLAN

Guelph Police Service is committed to attracting, recruiting, developing, and retaining members in a manner that will support a workplace that is reflective of our community. By doing so, the Service will achieve excellence in our service delivery and provide quality and innovative services that are valued by our stakeholders.

FINANCIAL IMPLICATIONS

The compensation and benefit costs for these positions will be contained within the overall budget.

ATTACHMENTS

Nil



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, June 20, 2024

SUBJECT: 2025 BUDGET CALENDAR

PREPARED BY: Sarah Purton, Manager, Financial Services

APPROVED BY: Daryl Goetz, Deputy Chief of Administration

RECOMMENDATION

For information.

SUMMARY

To provide information and seek input on the 2025 Operating and Capital budget process.

BACKGROUND

The City of Guelph's 2025 budget confirmation guideline was received on March 28, 2024. As highlighted in the letter, the budget confirmation process is an annual "pulse check" completed in each subsequent year following the adoption of the multi-year budget. The letter also highlights Mayoral Direction that was released on February 28, 2024, directing City staff to prepare an updated 2025 budget with a property tax impact of no more than 4% with the increases to be split proportionately between City departments and local boards and shared services. The guideline provided by staff to GPS would reflect an approximate \$1.83 million reduction to the Service's 2025 adopted budget. This letter was included in the May 2024 Board package under the Board Correspondence Report.

As per the Community Safety and Policing Act, 2019 Section 49, the Board shall submit operating and capital estimates to municipal council in the format, period that the budget covers and timeline as determined by City Council. The Board will show separately the amounts required to:

- (a) comply with this Act and the regulations, including the amounts required to provide the police service with required equipment and facilities, having regard for the various ways that the board can discharge this obligation; and
- (b) pay the expenses of the board's operation, other than the remuneration of board members.

Council shall review and establish a budget but cannot approve or disapprove specific items in the budget. Municipal council is not bound by the estimates that the Board has submitted.

CALENDAR

Key dates related to the 2025 budget confirmation process impacting the Guelph Police Service's Board, including invitation to members of the public to delegate specifically on the Service's operating and capital budgets are:

GPS Board Capital Presentation & Public Delegations	September 19, 2024
GPS Board Capital Approval	October 17, 2024
GPS Board Operating Presentation & Public Delegations	October 17, 2024
GPS Board Operating Approval	November 21, 2024

Per the March 28, 2024, letter, local Boards and Shared Services budgets are scheduled to be approved by Guelph City Council in January 2025 following confirmation of the City's budget.

No decisions are being requested at this time; however, the Board is welcome to provide any feedback or direction regarding the budget process.

STRATEGIC PLAN 2019 – 2023

Priority 2: The need to review police resources and how they are deployed to better meet the needs of the community and members.

FINANCIAL IMPLICATIONS AND/OR RISKS

The Guelph Police Service is required to submit budget estimates annually to the City of Guelph.

ATTACHMENTS

None



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, June 20, 2024

SUBJECT: **Guelph Police Service Promotions**

PREPARED BY: Jaclyn Millson, Executive Assistant

APPROVED BY: Chief of Police Gord Cobey

RECOMMENDATION:

For information only.

REPORT:

The following promotions have come into effect since the last update to the Board in March 2024. We would like to congratulate each of these members and thank them for their many contributions and choosing to take on these important leadership roles in our Service.

The following promotions came into effect March 24, 2024:

Tanya Hartman, Data Services Supervisor

Sergeant Daniel McTaggart

FINANCIAL IMPLICATIONS:

The salary and benefit costs associated with promotional increases are included in the 2024 Operating budget.

ATTACHMENTS:

Nil



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, June 20, 2024

SUBJECT: Human Resources Annual Report for 2023

PREPARED BY: Kelley McKeown, HR & Occ. Health, Safety and Wellness Manager
Tracy Dupuis, Wellness Coordinator
Cheryl Lawrence, Administrative Services Assistant
Staff Sergeant Kevin King, Sergeant Dustan Howe and Cassidy Kurtz, Professional Development and Recruiting Unit

APPROVED BY: Daryl Goetz, Deputy Chief of Administration

RECOMMENDATION

For information only.

SUMMARY

The Human Resources Annual Report is provided to the Guelph Police Services Board for information and to ensure community transparency of adequate and effective staffing and support services for the delivery of policing in the City of Guelph. The Human Resources goals are aligned to the Strategic Plan to ensure processes and programs support future skill requirements and staffing demands.

REPORT

The Human Resources Annual Report highlights the six (6) key performance indicators reported annually. The Human Resources & Occupational Health, Safety and Wellness and the Professional Development and Recruiting (PDRU) units have made progress over the past year in each of the areas highlighted below. In addition, current staffing, accommodations, and leaves are included in this report.

Employment Overview

In 2023, the authorized complement at Guelph Police Service increased by 5.0 FTE from the year prior, to 342.4 FTE employees (223.5 Police/118.9 Civilian), across multiple employee groups and 4-collective agreements.

In 2023, we celebrated and recognized long service as follows:

- 12 employees were recognized for completing 10-years of service
- 11 employees were recognized for completing 15-years of service
- 12 employees were recognized for completing 20-years of service
- 4 employees were recognized for completing 25-years of service
- 2 employees were recognized for completing 30-years of service
- 1 employee was recognized for completing 35-years of service

In addition, 16 individual employees or Guelph Police Service teams received internal awards of recognition in 2023 and 4 employees were recognized with awards from external agencies.

Recruitment, Selection and Outreach Initiatives

The Guelph Police Service continues to provide rewarding career opportunities for both civilian and police members. Recruitment continues to be a key focus primarily due to the number of retirement/resignations, growth positions, and internal transfers. In 2023, there were 5 police vacancies due to resignations, growth and retirement and civilian recruitment was busy with 31 civilian job postings (31.7 FTE) due to temporary, part-time and full-time vacancies as well as growth positions.

During this same period, there were 8 police maternity/parental leaves, and these positions were left vacant, as the Service is not able to temporarily backfill for these police vacancies.

Currently, there are 18 internal members trained to conduct the Essential Competency Interviews for the selection process (one step in an eleven-step process for hiring of a police constable). These members have completed the Ontario Police College, Essential Competency Interviewing and Background course. For each Essential Competency Interview, 2 members must participate in the interview according to the standards set out by the Constable Selection System.

Each year, there is a plan for advertising and outreach initiatives and police applications received are tracked (refer to **Appendix A**). In 2023, we received 147 police cadet applications and 11 applications from experienced police constables.

Examples of 2023 Recruitment and Outreach Initiatives included:

- Conestoga College Advanced Police Studies networking event;
- Co-op placements;
- Social media platforms were utilized to promote employment at Guelph Police Service;
- Behind the Badge series posted on our website, to introduce GPS members and their backgrounds to the public;
- PDRU connections with the Guelph Police Service Diversity, Equity and Inclusion Committee;
- Attendance at Multicultural festival in Guelph;
- Canadian Arab Women's Association Job Fair;
- Attendance at UGDSB and WCDSB high school job fairs;
- Attendance at various post-secondary recruiting and outreach events, including University of Guelph, Wilfrid Laurier University and Conestoga College;
- GPS Women in Policing Symposium (30 participants); and
- Attendance at various general recruiting events throughout the GTA and surrounding area.

In 2024, PDRU has commenced and has continued plans for outreach initiatives at job fairs that are focused on diversity, attendance at festivals and presentations to community groups, etc.

Career Development Transfer Opportunities

Internal movement at the Service is considered to be a positive contributor to employee development, where employees are either moving upward into positions of greater responsibility or moving laterally to gain additional knowledge, skills and experience. In 2023, there was significant movement internally in police operations with 47 transfer opportunities, which included secondments, mentoring and training assignments, and acting assignments. The rate of internal movement by employee as a percentage of headcount was 21.3% (refer to **Appendix B**). The Senior Leadership Team continues to focus on its commitment to succession planning and creating a learning environment.

In 2023, the Service concluded a promotional process for Constable to Sergeant, Sergeant to Staff Sergeant and Staff Sergeant to Inspector promotional ranks. Approximately 15% of the police complement applied to participate in the process with 23 members successfully achieving a position within the promotional bank. In 2023, there were a total of eight (8) police promotions in the calendar year as a result of vacancies due to expansions and retirements.

In 2023, there were 17 civilian transfer opportunities, to full-time, part-time and internal promotions. The rate of internal movement by civilian employees as a percentage of headcount is 14.03%. Annually, the Service continues to focus on informal learning, mentoring and one-on-one discussions through job shadow initiatives, and cross-functional training opportunities, for employee development and succession planning.

Professional Development and Training

The Senior Leadership Team continues to focus on planned training programs to ensure adequate and effective policing services to meet the needs of our community. The Professional Development and Recruitment Unit continues to review training processes to ensure that the Service is well aligned to meet our current and future responsibilities.

In 2023, there was an increase of offered in person conferences, since pre-pandemic. Members were also supported with opportunities for training at the Ontario Police College (OPC), Canadian Police College (CPC), e-learning, in-house training, and various satellite courses as follows:

- 162 different courses were completed through the Canadian Police Knowledge Network (CPKN*). Some courses included Introduction to Human Trafficking, 2SLGBTQ+ training, Crime Prevention through Environmental Design, Police Ethics and Accountability, Cultural Awareness and Humility, Uniform Crime Reporting, The Authentic Leader, Sleep and Shiftwork, Using a Trauma Informed Approach, and Basic Investigation Skills;
- 290 members attended (in person or virtually) courses, conferences, workshops, etc. either held at the Ontario Police College or a satellite location;
- Utilizing the post renovation onsite Emergency Operations and Training Centre, 8 courses were hosted "in-house" in 2023 including Coach Officer (5 attendees); Peer Support Course (13 attendees); IACP Leadership in a Police Organization (7 attendees); SARTOPO (12 attendees); CIF Course (6 attendees); Criminal Investigation Techniques (12 attendees); NROA IRD Course (2 attendees); and Scenes of Crime Officer Course (7 attendees);
- 4 members attended the Canadian Police College for a variety of courses;
- 1 civilian senior leader and two Staff Sergeants in the promotional bank completed the OACP Rotman's Police Leadership Program;

- A variety of courses and conferences were attended by civilian members in 2023 (20);
- 11 members were supported with tuition reimbursement for post-secondary education outside of work; and
- Diversity training continued and included all new members taking Gender Based Analysis training, Diversity and Inclusion training for all new Police Cadets, post OPC. In-Service Diversity and Inclusion training includes a post OPC cultural appreciation program. A Diversity Training Video was created together with community partners in 2020. This Service-wide training was delivered in 2021 across the organization and continues for all new Cadets and experienced hires to provide our members with further training and insight into the diversity of the community and how the members of GPS can best serve the community.

*CPKN: Canadian Police Knowledge Network; offers select courses to individuals who are registered to training programs for careers in the law enforcement sector, including policing, private security, and other related areas. These courses cover a range of topic areas that contribute to enhanced operational, public interaction and personal well-being skills for frontline personnel.

The Service continues to invest in employee and leadership development and continues to focus on building a pool of qualified candidates for critical positions at the Service to ensure the delivery of sustainable and quality police services for the City of Guelph. Other programs offered at the Service include the Skills Development and Learning Program, the annual transfer process, coach officer program, specialized skills training, promotional process, mentorship and leadership training to name a few.

Current Staffing including Accommodations and Leaves

The Guelph Police Service recognizes the value and contribution of all members in providing accommodated work placements in accordance with policies, the Community Safety and Policing Act, the Ontario Human Rights Code, the Adequacy and Effectiveness Regulation and the Accessibility for Ontarians with Disabilities Act. Within our staffing complement, the Human Resources unit would like to highlight current leaves and workplace accommodations:

- There are currently thirteen (13) police members who are supported with accommodation as a result of injury/illness including pregnancy. Workplace accommodations have been arranged in various units across the Service and through assignment to special projects, and bundling of tasks;
- Thirty-one (31) police members are currently supported with leaves as a result of injury/illness (26) or maternity/parental leave (5).
 - Of these leaves, eighteen (18) police positions have been backfilled;

- Four (4) civilian members have workplace restrictions that accommodation is provided for;
- Ten (10) civilian members are supported with medical leaves.
 - Of these leaves, five (5) civilian positions have been backfilled;
- All civilian positions that become vacant are reviewed in accordance with the salary gapping mandate and if it is determined that they will be posted, the position is temporarily backfilled for the time period of the injury/illness or leave so there is limited impact on staffing civilian positions at present.

The average accommodations monthly for police in 2023 has increased by one (1) from the previous year and civilians have decreased by three (3).

Commitment to Member Safeguard Programs. Engagement and Wellness Initiatives

The Guelph Police Service focuses on workplace health and wellness by creating and maintaining a healthy workplace with a supportive culture that openly values members. Some of the supportive programs offered are highlighted below:

- Employee and Family Assistance Program (EFAP)
- Leadership Development and Training
- Critical Incident Stress Management Team/Peer Support Team (28-critical incidents, connections with 196-police members and 89-civilian members. 6 formal critical incident debriefs)
- Safeguarding Program (psychological assessments)
- Commitment to First Responders Legislation
- Promotion of psychological supports through employee benefits and broadening of eligible service providers
- Supports through IMPACT (Integrated Mobile Police and Crisis Team)
- WSIB presumptive legislation
- Third party disability management services
- Onsite fitness facility
- Dedicated Wellness Coordinator position to support employee wellness
- Dedicated Health and Safety Advisor position
- GPS Secure Family Webpage

To ensure a safe, healthy and vibrant police service, members are encouraged to be active and to take care of their personal well-being. Following, are some of the 2023 wellness initiatives that were offered to members last year (refer to **Appendix D**):

- Flu Clinic
- COVID-19 support
- Fitness Incentive Program
- Employee and Family Assistance Program (EFAP)
- Ergonomic assessments and purchase of equipment and assistive devices to provide support and prevention
- Purchase of small gym equipment and equipment maintenance
- Employee resources (wellness magazines, books and articles)
- Organizational Health Portal
- Mental Health Wellness Sessions (Data Services and other Civilian positions)
- Beyond Operational Stress Program
- Onsite Yoga Sessions
- Partnership with St John's Ambulance – Therapy Dog Visits
- Various wellness focused lunch and learns and webinars offered throughout the year
- Focused wellness initiatives/activities to promote wellness and employee engagement such as group gardening, summer photo challenge, etc.

Employees at Guelph Police Service are engaged with many volunteer activities and participation with various in-house committees. Some examples of internal committee work includes:

- Joint Health and Safety Committee;
- Women's Internal Support Network;
- Diversity, Equity and Inclusion Committee;
- Clothing and Equipment Committee;
- Wellness Committee;

- Peer Support Committee;
- Promotional and Shift Review Committees;
- Rewards and Recognition Committee; and
- Joint Job Evaluation Committee.

Attrition Rates and Retirement Projections for 2023-2027

Retirements and resignations have continued overall in 2023 with an increase of three (3) overall from the year prior, which results in Guelph Police Service losing talent and experience with both police and civilian positions. A continued challenge and pressure for the Service will be finding qualified and diverse applicants to fill these vacancies.

The annualized attrition rate is an important measurement. In 2023, the civilian attrition rate was 9.25% as a percentage of headcount. During this same period, the police attrition rate was slightly lower than the previous year at 2.24% as a percentage of headcount (refer to **Appendix E**).

Retirement projections require analysis of the employee demographics including average age and years of service at retirement. For police members, using the 10-year period of 2014-2023, the average age at retirement at Guelph Police Service remains unchanged from the previous year at 56. The second factor considered is years of service to project police retirements. According to police trends, the average years of service for retired police members is between 30 and 35 years of service consistent with previous years. For civilian retirements, the normal retirement age is assumed in accordance with the OMERS plan for projections.

Further analysis has been conducted for estimated attrition rates over a 5-year period from 2024-2028 using OMERS data (refer to **Appendix F**). After analyzing the demographics and considering the OMERS data provided, the Service is anticipating approximately 13 civilian members will retire within this 5-year period and approximately 36 police members will retire over the 5-year period (2024-2028). Based on this analysis, it is anticipated that approximately 14% of the current headcount will retire in this 5-year period. These projections have not changed significantly when compared to the last few years.

In summary, with upcoming retirements, anticipated vacancies for maternity and other authorized 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, ongoing 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.

CORPORATE STRATEGIC PLAN

Strategy 2, Organizational Health and Service Effectiveness.

FINANCIAL IMPLICATIONS AND/OR RISKS

Costs associated with compensation, benefits, training, and recruitment are monitored closely with the intent to contain costs within the overall annual budget.

ATTACHMENTS

Appendix A-F

Appendix A

Year	# of Police Cadet Applications	
2023	147	
2022	92	*
2021	483	
2020	534	
2019	154	
2018	274	
2017	377	
2016	384	
2015	602	
2014	647	

*Applications were not accepted between January – April 2022.

Appendix B

Rate of Internal Movement as a % of Headcount	Police	Civilian
2023	23.3%	14.03%
2022	22.0%	13.05%
2021	38.65%	7.26%
2020	62.47%	21.78%
2019	29.2%	17.6%
2018	35.0%	26.0%
2017	24.0%	30.0%
2016	15.0%	26.0%
2015	18.0%	38.0%
2014	25.0%	13.4%

Appendix C

Average Monthly Accommodations		
	Police	Civilian
2023	11	1
2022	10	4
2021	9	2
2020	9	1
2019	9	1
2018	7	2
*2017	8	3
2016	13	5
2015	14	5
2014	12	5

*Introduction of presumptive legislation (Ontario passed legislation that will create a presumption that post-traumatic stress disorder (PTSD) diagnosed in first responders is work-related), therefore, accommodations have decreased, and leaves have increased.

Appendix D

Wellness	Flu Clinic # members	Flu Clinic % of headcount	Fitness Incentive # members	Fitness Incentive % of headcount	EFAP utilization
2023	67.00	19.57%	94.00	27.45%	6.49%
2022	77.00	22.82%	93.00	27.56%	10.10%
2021	90.00	27.05%	90.00	27.05%	10.05%
2020	96.00	28.85%	80.00	24.07%	14.19%
2019	67.00	22.2%	91.00	30.1%	14.52%
2018	66.00	22.6%	75.00	25.3%	19.46%
2017	66.00	22.6%	74.00	25.3%	24.50%
2016	76.00	26.4%	85.00	29.6%	14.77%
2015	94.00	32.9%	86.00	30.1%	26.17%
2014	94.00	33.0%	50.00	17.6%	17.45%

Appendix E**Police**

Year	Retirement	Resignation- Other Service	Resignation- Other (i.e. relocation, career change)	Total
2023	2	2	1	5
2022	1	4	2	7
2021	11	2	0	13
2020	7	1	3	11
2019	7	0	1	8
2018	9	0	0	9
2017	7	1	2	10
2016	2	1	0	3
2015	6	1	1	8
2014	6	3	0	9

Civilian

Year	Retirement	Resignation- Other Service	Resignation- Other (i.e. relocation, career change)	Total
2023	6	0	5	11
2022	4	0	2	6
2021	1	1	3	5
2020	4	0	1	5
2019	6	0	2	8
2018	4	0	2	6
2017	5	0	0	5
2016	1	1	0	2
2015	4	3	2	9
2014	1	0	0	1

* numbers above DO NOT include terminations or death or termination of temporary employees, or termination of employees on backfilled long-term leaves.

Appendix F

Group	2024	2025	2026	2027	2028	Totals
Police Constable	2	1	4	6	2	15
Police Sergeant	1	0	1	1	5	8
Police Staff Sergeant	1	1	3	2	0	7
Police Inspector	2	1	1	0	0	4
Police Executive	1	1	0	0	0	2
GPA Civilian	4	1	0	3	3	11
SOA Civilian	1	1	0	0	0	2
Totals	12	6	9	12	10	49

* This information provides an estimate using the OMERS early unreduced pension provisions.