

message sent to Area 3 units would have impacted the circumstances surrounding this death in any way. The Hamilton Police Service has a policy that governs all-car broadcasts of C.P.I.C. Zone and Provincial Alerts in certain high-risk situations. The policy cannot outline every possible situation when an all-car broadcast by radio transmission will be required. An amendment to that policy was considered. Given what transpired at the Jolley Cut in the bus incident, the circumstances did not clearly dictate a voice broadcast Zone Alert / Provincial Alert. An MDT message to Area 3 units was appropriate, and the dispatcher maintains discretion based on further developing information to make a voice broadcast in such a scenario. It has been determined that the policy is appropriate and that it is not feasible to change the policy as recommended by the jury.

Response Code: 4 – Rejected

Recommendation #3:

We recommend that the Hamilton Police Service study the results of the current project being piloted by Toronto Police Services with respect to lapel cameras. If the results warrant, then we recommend the program be introduced to Hamilton Police Service.

Coroners Comments:

The jury heard testimony regarding the potential benefits of lapel-mounted cameras to capture the events of critical incidents, but the jury also heard about the limitations of and concerns with these cameras. The jury has taken a cautious approach in recommending that any local decisions be made prudently and be evidence-based.

Response:

The Hamilton Police Service has confirmed that the Toronto Police Service has initiated a Body Worn Camera project that commenced in January 2015. The Body Worn Camera Project is expected to run for a year; therefore the Hamilton Police Service would not have any results until completion of the Toronto Body Worn Camera Project in January 2016.

However, the Hamilton Police Service examined body-worn cameras and their use within law enforcement in the United Kingdom, United States of America and Canadian policing agencies. On November 17, 2014, the Hamilton Police Service presented the results of the research study to the Hamilton Police Services Board, with the following recommendations:

1. The Hamilton Police Service create a steering committee to liaise with the Toronto Police Service and other police agencies developing body-worn camera programs or conducting field tests of body-worn camera technology. The purpose of the committee would be to evaluate hardware, software, storage, operational and implementation of a body-worn camera program and associated costs.

2. The steering committee would report back to the Hamilton Police Services Board in one year with findings from external body-worn camera pilots. If in one year, it is determined by the Hamilton Police Services Board to conduct a pilot, the additional recommendations (below) should be considered.
3. A body-worn camera project team is developed so that they may conduct an appropriate body-worn camera pilot for a comprehensive evaluation.
4. The Hamilton Police Service work closely with the Office of the Information and Privacy Commissioner of Ontario to ensure the use of body-worn cameras is congruent with current legislation before supporting or adopting body-worn camera technology.
5. Engage community partners and stakeholders and have on-going consultations for body-worn camera use by the Hamilton Police Service. These partners and stakeholders are, but not limited to:
 - a. Ministry of the Attorney General
 - b. Public Prosecution Service of Canada
 - c. Special Investigations Unit
 - d. Office of the Independent Police Review Director
 - e. Court Administration
 - f. Police Associations
 - g. Civil Liberties and Community Consultation
6. The Hamilton Police Service develop a capital plan which addresses the substantial investment, commitment of resources and IT infrastructure required to support a body-worn camera program.
7. It is recommended that Hamilton Police Service seek project funding through federal and provincial government grants or subsidies.

The Hamilton Police Services Board agreed to proceed with the Hamilton Police Service's first recommendation (i.e. the creation of a steering committee to liaise with the Toronto Police Service and other police agencies developing body-worn camera programs or conducting field tests of body-worn camera technology).

Response Code 1A – Recommendation will be implemented

Yours truly,



Glenn De Caire
Chief of Police

GD

HAMILTON POLICE SERVICES BOARD

- INFORMATION -

DATE: 2015 February 26
REPORT TO: Chair and Members
Hamilton Police Services Board
FROM: Glenn De Caire
Chief of Police
SUBJECT: *Hamilton Police Service Safe Driving Program*
(PSB 15-010)

BACKGROUND:

In 2011, the Staff Sergeant assigned to the newly created role of Risk Management conducted an overview of areas that presented risk to the Hamilton Police Service (HPS). The *Occupational Health and Safety Act* and the *Workplace Safety and Insurance Act* legislate that employers take all reasonable precautions for the protection of their members, including education, prevention, enforcement and discipline.

This risk assessment exercise identified that there were an increasing number of Red Light Camera Infractions, that member-involved Motor Vehicle Collisions (MVC's) were high and there needed to be a better system for reporting, tracking and assessing officer involved collisions.

As a result, the Risk Management Branch implemented the *Safe Driving Program*. The following outlines what has been implemented to date to address officer safety and reduce liability:

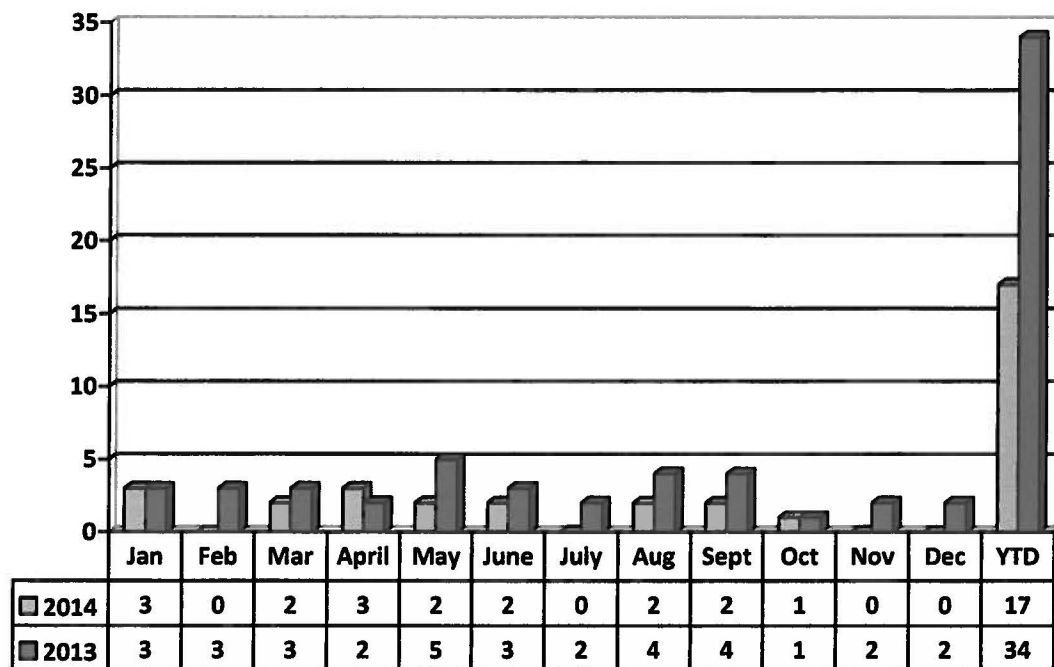
RED LIGHT CAMERA INFRACTIONS

Highway Traffic Act legislation does not allow officers to proceed through a red light without first coming to a complete stop, activating their roof lights and sirens and then proceeding when safe to do so. Guaranteed safe arrival is the critical first part of emergency response. It is an absolute liability on the officer to comply with the legislation. An educational presentation was delivered to all members of the HPS with a message of "*guarantee safe arrival*" as the critical first part of emergency response.

Since the implementation of this program, our Red Light Camera Infractions have drastically reduced.

A new, clearly defined discipline policy was crafted reflecting best practices in policing and incorporating consistent penalty guidelines. Members committing Red Light Camera Infractions were disciplined in accordance with the discipline policy guidelines.

Red Light Camera Infractions (# per month)



Canadian Police Knowledge Network (CPKN) On-Line Learning

In 2012, Risk Management and the Training Branch combined their efforts in a goal to decrease the incidents of officer-involved collisions. All officers participate in online learning offered by CKPN - "*Preventing Officer Involved Collisions*".

DRIVE FOR LIFE

As a supplement to the CKPN training, the "*Drive for Life*" (DFL) program was introduced. The program is an exercise that specifically leverages simulation technology to produce better driving decisions. The "*Drive for Life*" program is the only advanced driver training program that received recognition from several insurance companies for its training. The company conducted a review of our Service's current collision data to propose modifications to our training programs and follow up by providing training materials and support.

Since 2012, all Recruits receive this specialized Drive for Life Training. This 8-hour training session is a combination of theory followed by practical exercises designed to reinforce and ingrain appropriate driving decision making. The training allows the recruit to experience specific driver training scenarios and is designed to build the experience base for drivers among a range of policing conditions. It helps to address driving issues at all levels of performance and is applicable to patrol driving, emergency driving and pursuits.

Since the inception of the training program, eighty-four HPS Recruit Constables have completed the training. The Training Branch continually receives very positive feedback from our newest officers on the program. The skills learned at *Drive for Life* help to build on the practical driving skills learned by the Recruits at the Ontario Police College.

BLOCK

Following the success of the Recruit "*Drive for Life*" training program, the Training Branch seized the opportunity to introduce "*Drive for Life*" training to all sworn members during the 2013-14 Block Training sessions. A 3-hour innovative training session was created specifically for our Service by the *Drive for Life* company. The training incorporated the use of driving simulation technology via the use of hand-held tablets, increasing practical application at a minimal cost. Training involved in-class theory in conjunction with driving scenarios. The training model encouraged Officers to use decision making processes in order to "re-train" the brain and correct bad driving habits, thereby reducing collisions and improving driver proficiency.

REMEDIAL DFL TRAINING

There are two (2) qualified Driver Trainers within the HPS. When an officer is identified as requiring remedial training, the officer will spend a session with a trainer in an attempt improve their driving skills and build confidence.

In December 2014, DFL offered remedial driver training as part of a prevention learning model for HPS officers involved in multiple collisions. MVC's were reviewed from 2011 to 2014, identifying officers who were involved in more than three (3) collisions. The three (3) identified officers were given the opportunity to attend the remedial training. Involved officers felt that the training assisted them in correcting poor driving habits, and believed the HPS had made an 'investment in them' by offering this program.

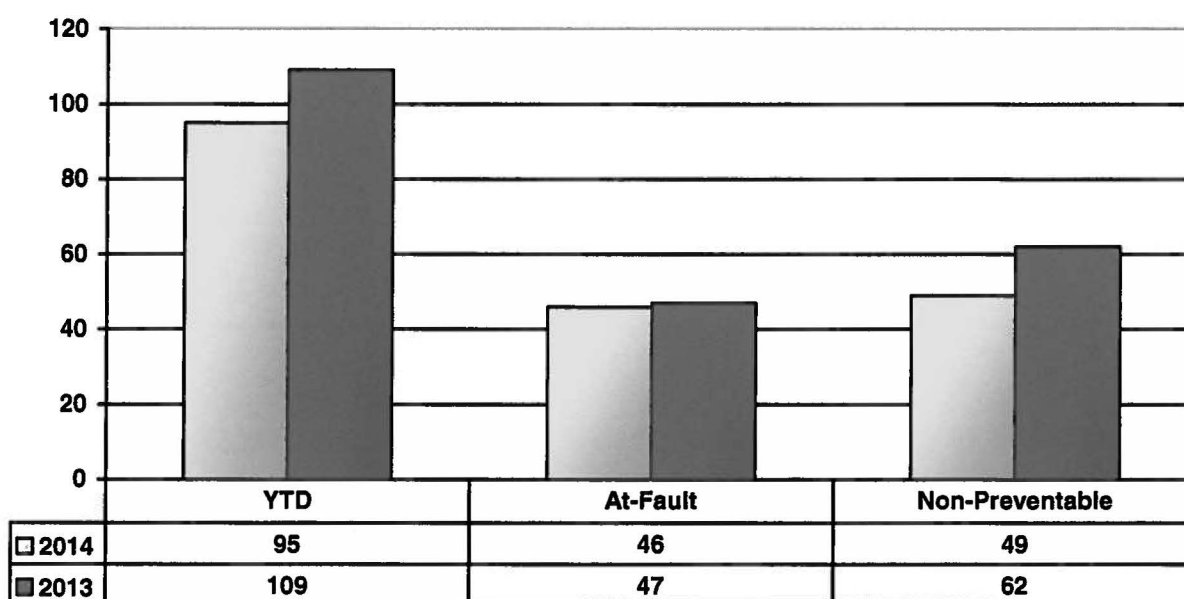
As a result, all future departmental collisions will be debriefed with the Risk Manager following any disciplinary application. While there has always been an assumption that 'everyone knows how to drive and how to avoid the collisions', the Service realizes

the need for this 'change in culture'. Investing in our officers' driving skills is paramount in keeping our members and our citizens safe.

MOTOR VEHICLE COLLISIONS

Departmental MVC's are individually assessed. Officers involved in collisions deemed preventable are held accountable through the discipline policy. Through education, training and monitoring of collisions, a decrease in departmental MVC's has resulted.

Motor Vehicle Collisions - Year to Date Comparisons Nov 2013 – Nov 2014



IAPRO

During 2011, the HPS incorporated the use of IAPro software, which is part of an early intervention program. MVCs, Red Light Infractions, Pursuits, and Discipline are examples of what statistical information is captured in IAPro. Alerts are set for thresholds and reviewed daily by the Risk Manager. When a set threshold is exceeded, a process is activated to check on the status and wellbeing of the officer.

JUST GO HOME

Our commitment to the 'Arrive – Alive' program is dedicated to the memory of Constable Artem 'James' Ochakovsky of the Peel Regional Police Service. Each of our Divisions has a print that is posted by the exit doors used by officers that is entitled '*Just Go Home*', the words of his father-in-law, spoken at his funeral. This is a reminder to all officers to drive safely and take all precautions to go home at the end of the day.

"UNDER 100" PROGRAM

This is an American program committed to reduce the number of officer deaths to below 100. Our Service has taken the concept and adopted our own program. Emotional messaging and videos of deceased's family members telling their stories are shown to officers. These training tools were utilized in the 2014-2015 BLOCK Training.

DIVISIONAL AWARD

The *Jim Elliott Award* is presented at the Police Services Awards night to the Division with the least amount of MVCs. It is an honour to be the Division with the best driving record.

ARRIVE ALIVE POSTERS

The *Arrive Alive Program* emphasizes: "Wear your vest, wear your belt, watch your speed, complacency kills". In 2014, the Risk Manager, working with Training and Graphics, created posters to strategically place throughout the organization. The posters emphasized that proper behaviours and habits are essential for officers to arrive alive.

TIP OF THE WEEK

Weekly training tips are distributed by the Risk Manager in an email format on topics such as Suspect Apprehension Pursuit, Seat Belts, Winter Driving Tips, and Braking and Skid Control. These are reviewed on e-parades to create discussion on topical issues.

GPS AUDITING

Professional Standards conducted an audit using cruiser Global Positioning System data (GPS) to identify HPS vehicles exceeding 130 km/h. The audit revealed excessive speeds by some officers that were not justifiable. The first step was to educate the identified individuals on the dangers of driving at excessive speeds. Further audits will result in discipline to correct inappropriate behaviours.

2014 DRIVING POLICE VEHICLES LETTER

The Chief sent a letter to every member's home addressing the critical issue of safety in police vehicle operations. The letter explained that the Service was committed to improving individual driving through education, training, discipline and supervision, and requested the information be shared with family members. Members were asked to commit to their personal safety, and to commit to "*Arrive Alive*" and to "*Just Go Home*".

Summary

The HPS has surpassed its goal of reducing departmental collisions by 15%. Red Light Camera Infractions have been reduced by 50%. The culmination of all the outlined programs, training and auditing have had significant impact on the organization. Reducing collisions protects our members and our community, lowers vehicle repair costs and builds public trust. The HPS will continue to make safe driving a priority and ensure public safety.

A handwritten signature in black ink, appearing to read 'Glenn De Caire', written over a horizontal line.

Glenn De Caire
Chief of Police

GD/D. Clark

Attachment: *2014 Driving Police Vehicles Letter*

cc: Deputy Chief Ken Weatherill, Field Support
Superintendent Deb Clark, Professional Development



TO BE THE BEST

VISION

To be the best,
progressive police service.

VISION SUMMARY

"To be the best"

MISSION

To serve and protect
in partnership with
our communities.

VALUES & ETHICS

In pursuit of our mission,
we believe in:

Relentless pursuit of offenders

Education and innovation

Sensitivity to victims of crime

Performing with integrity

Equitable treatment

Commitment to quality service

Teamwork

GLENN DE CAIRE
CHIEF OF POLICE

KENNETH LEENDERTSE
DEPUTY CHIEF OF POLICE

ERIC GIRT
DEPUTY CHIEF OF POLICE

HAMILTON POLICE SERVICE

July 8, 2014

Insert Name

Insert Address

Dear

The Hamilton Police Service takes great pride in our work and your individual contribution to excellence in policing is what makes us successful. Everyone needs to contribute to our Mission, Vision and Values through dedicated professional work as we cannot succeed without each other. In our work, we rely on each other and sometimes, for our very lives. There continues to be an issue of great importance to our safety as members. I need your help to make our workplace a safer place for everyone.

The issue of driving is paramount in our response to citizens calls for help and equally as important when we call for help from each other. We need to drive safely, not only our day-to-day destination driving which sets examples in our community for our citizens, but also in our emergency response driving situations. While predominantly a Sworn member issue, the need to focus on driving applies equally to any Civilian member that operates a Service vehicle.

We have invested heavily in your driver training right from the beginning of your career at the Ontario Police College. In 2012, we focused proactively on Suspect Apprehension Pursuit, Seat Belts, Winter Driving Tips, Braking and Skid Control. The training to keep you safe continued to grow and evolve with the two (2) most recent additions to our comprehensive list. The most recent 'Preventing Officer Involved Collisions' e-learning course offered by the Canadian Police Knowledge Network was completed by 780 members, of which 76 were our Civilian members. We also had members complete the 'Drive For Life' component for Sworn members at the annual Block Training.

Despite our ongoing training we continue to see some disturbing incidents. A recent audit of our Global Positioning System was conducted to identify Service vehicles exceeding 130 km/h. The audit revealed excessive speeds which are not justifiable, not required and are out and out dangerous. This has to stop and I need your help.

The focus on safe driving includes wearing the seatbelt which is the very law that we enforce and yet quite often willfully disregard. A recent review of officers killed in the line of duty in collisions showed that 80% of officers that died were not wearing their seatbelt. Disturbing. If not for yourself, then buckle up for those waiting for you to come home.

In addition, I cannot stress enough the importance of compliance with the distracted driving law also and our policy to not operate a Service vehicle while operating a cellphone.

All of our initiatives are aimed at one thing – keeping you safe. It is you that has the most direct impact on your own safety.

Our Hamilton 'Wall of Honour' helps us to remember that two (2) of our officers killed in the line of duty, died as a result of motor vehicle collisions. Our commitment to the 'Arrive – Alive' program is dedicated to the memory of Constable Ochakovsky, of the Peel Regional Police Service. Each of our divisions has a print that is posted in the unit entitled, 'Just Go Home', the words of his father-in-law, spoken at his funeral.

I would invite you to share this personal letter with your spouse, partner, loved ones and ask them for their input and opinion. They have a vested interest in your safety. Make a commitment to them that you will buckle up and slow down.

I need your help to address the critical issue of safety in police vehicle operations but your family and loved ones need you more.

Commit yourself to safety. Commit yourself to safe driving. Commit yourself to 'Arrive Alive' during your shift and to 'Just Go Home' at the end.

Stay Safe,

Glenn De Caire
Chief of Police

GD/

HAMILTON POLICE SERVICES BOARD

- INFORMATION -

DATE: 2015 February 26

REPORT TO: Chair and Members
Hamilton Police Services Board

FROM: Glenn De Caire
Chief of Police

SUBJECT: *Year-End Report: Hamilton Police Retirees' Activities – 2014*
(PSB 15-014)

BACKGROUND:

The Hamilton Police Retirees Association ("HPRA") remains an active extension of the Hamilton Police Service. With a complement of over 800 members, it is comprised of sworn and civilian members and their spouses. These men and women remain engaged in a broad variety of police and community volunteering initiatives, and continue service to the communities they once served.

In 2014, Retirees volunteered over 350 hours operating the Tuck Shops, and at numerous events such as the Police Picnic, Golf Tournament, and various HPA functions. They participated at the Toronto Police Memorial, Ottawa Police Memorial and Veteran Parades, which were held throughout Hamilton. On Remembrance Day, there were 33 Retirees in attendance with the Hamilton Police Service contingent.

The annual Spring Luncheon filled the venue at Michelangelo's Banquet Centre. This annual event is sponsored by the Hamilton Police Service Board, the Chief's Office and the Hamilton Police Association. This successful event is due to the presence of members of the Hamilton Police Services Board, the Chief and the Deputy Chiefs. The Retirees enjoy the continuing feeling that they belong to the overall "Family" that is the Hamilton Police Service. This support continued with an annual Tribute Dinner for surviving spouses in the fall.

As in years past, the 1966 Studebaker Cruiser and the Bomb Truck were on display at various fairs, festivals and car shows, and the Studebaker stood proud among the old cruisers from across North America in Brantford. One highlight of note - a wedding took place inside of the cruiser at the Binbrook Fair.

A major event for 2014 was the unveiling of the Hamilton Police Service Mobile Police Museum in May. Many hours of work has resulted in capturing over 20,000 negatives and photos scanned at the museum in the ongoing effort to capture and identify every officer who has served for future retrieval. The Museum was at various venues during the year, which included the Fairs and Festivals in Ancaster, Binbrook, Mt. Hope, and Gore Park. Over 10,000 people experienced the Museum and were exposed to the rich heritage that is the Hamilton Police Service.

This year, a second Tuck Shop was implemented, offering two (2) active Tuck Shops including new items with the Hamilton Police logos. The original Tuck Shop is open at Central Station on Tuesday and Thursday afternoons and the newest Tuck Shop is located at the Ancaster Police Museum site on Friday afternoons and Saturday mornings.

Retiree member's family are very grateful for the continued support and uniform presence at memorial and funeral services. One of the most significant has been the In Memoriam Service held for families of those departed the year before, offering a very moving, emotional and respectful ceremony.

In 2015, the Retirees have set a goal to attend the archive section of the Hamilton Library to copy, scan, and photograph all inventory related to the Hamilton Police Service. They will continue to serve as ambassadors to the community and display the rich history and heritage of the great Police Service they once served as working members.

A handwritten signature in black ink, appearing to read 'Glenn De Caire', written over a horizontal line.

Glenn De Caire
Chief of Police

GD/M. Schoen

Morin, Lois

From: Wallace, Kathy <Kathy.Wallace@oapsb.ca>
Sent: February-17-15 12:03 PM
To: Wallace, Kathy
Subject: 2015 Membership in the Ontario Association of Police Services Boards
Attachments: benefits_of_membership_in_oapsb.pdf

Greeting fellow Police Services Board Members!

This letter serves as a reminder for boards to renew membership in the Ontario Association of Police Services Boards (OAPSB), and to answer a few questions we have recently received. If you have yet to renew your annual board membership, please visit <http://www.oapsb.ca/membership/>. If you are contemplating becoming a new member board, or reconsidering your membership, please refer to the attached description of the benefits of membership in the OAPSB.

We expect that, over the next two years or so, there will be dramatic changes to policing in general in the Province and, with it, changes to the Police Services Act. These changes will likely also alter how police in the province are governed including the number and composition of police services boards. We speculate that many of the smaller police services boards will be consolidated into single boards representing multiple municipalities.

Accordingly, the OAPSB is investing significant effort in working with the government and its members to influence the changes and ensure that our members voices are heard in the process. We understand that municipalities are very concerned about costs and may see their OAPSB membership fees as an opportunity to save some money. We suggest, however, that this is a time of great change and police services boards need to be at the table to be part of and influence that change.

Membership in the OAPSB keeps police services boards at the table and keeps them informed. We therefore strongly encourage all boards to renew membership and ensure they are part of these discussions.

Currently our by-law provides for board memberships (with voting privileges) and associate memberships (without voting memberships). We will be proposing voting membership for Community Police Advisory Committees (CPACs) at this year's Annual General Meeting on May 29th.

Our by-law does not provide for "group" memberships for multiple boards (a member question). If a member board wants to change the constitution to provide for group memberships, they would have to submit a resolution to the AGM to provide for that change.

As the OAPSB receives information of the direction that government intends to follow with respect to the future of policing and police governance, we will ensure that members are kept up to date. We will consider any corresponding needs to alter our membership structure, including group membership and consolidation, as appropriate.

Thank you for your continued involvement and support. I look forward to seeing many of you at the upcoming Spring Conference and Annual General Meeting in May. Please note that the preliminary program is posted on our website and notice of on-line registration will be sent out this week. (http://www.oapsb.ca/events/2015_spring_conference/)

Regards,

Ken East
President



Benefits of Membership in OAPSB

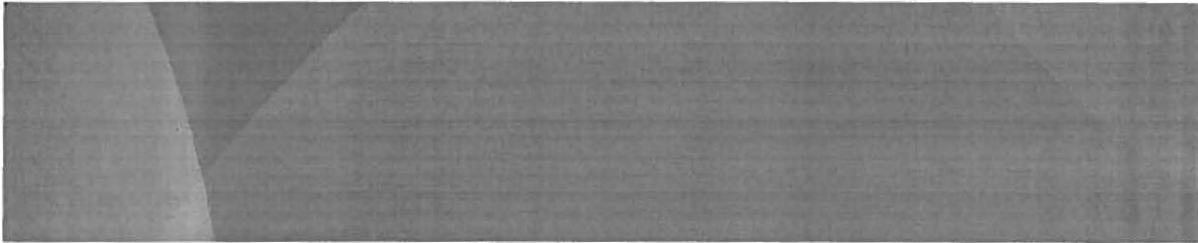
- Opportunities to meet public safety policy makers and program evaluators
- Opportunities to meet with law enforcement, police governance and other public safety budget decision-makers and purchasing agents
- Opportunities to influence public policy
- Advocating public safety concerns on your behalf
- Advocating public safety cost and funding concerns on your behalf
- Events featuring expert speakers on topical public safety and police governance issue, at reduced member rates
- Available On-line training regarding relevant legislation
- Available self-study guides regarding police governance
- Interactive classroom education opportunities in business planning, policy development, financial stewardship, secretarial duties, chief selection, monitoring & evaluating, etc.
- Networking opportunities at zone meetings, seminars and conferences
- Mentorship opportunities
- Access to advisory services
- On-line resources including tip-sheets
- News bulletins

Morin, Lois

From: Canadian Association of Police Governance
<communications=capg.ca@mail221.atl101.mcdlv.net> on behalf of Canadian Association of Police Governance <communications@capg.ca>
Sent: February-13-15 10:03 AM
To: Morin, Lois
Subject: Do you know someone committed to excellence in police governance?

Call for Nominations for the Emil Kolb Award 2015.

[View this email in your browser](#)



CALL FOR NOMINEES

2015 Emil Kolb Award for Excellence in Police Governance

Established in 2013 by the Canadian Association of Police Governance, the Emil Kolb Award for Excellence in Police Governance recognizes and highlights an individual for their significant contributions, commitment and leadership towards the enhancement of civilian police governance in Canada.

Find out more about Eligibility, Criteria, Submissions and Selection:



All nominations must be received by **April 30, 2015**. Nominations are to be submitted either by fax or email to:

Jennifer Malloy, Executive Director, CAPG

Email: jmalloy@capg.ca

Fax: 613.235.2275



EMIL KOLB AWARD: 2014 RECIPIENT

Ottawa Police Services Board chairman Eli El-Chantiry was the first recipient of the CAPG Emil Kolb Award for Excellence in Police Governance.

El-Chantiry has served on the Ottawa Police Services Board from January 2003 to the present. He has been the board's chairperson from October 2005 to December 2006, and from January 2009 to the present.

He is a past member of the board of directors of the Ontario Association of Police Services Boards. Eli is an outspoken advocate for change that would enhance police accountability and address fiscal challenges.



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City Clerk's Division
COUNCIL FOLLOW-UP NOTICE

TO: Hamilton Police services

DATE: January 26, 2015

FROM: Office of the City Clerk

RE: City Council Meeting – January 21, 2015

A. RESOLUTIONS:

Audit, Finance & Administration Committee Report 15-001, Item 11.

Please find attached item 11 and the report.

B. GENERAL NOTES:

Please take the necessary steps to execute the directions of Council with respect to the items contained in the attached Report.

Copy: Ann Pekaruk

11. Report 2014-15 - Review of Hamilton Police Service (HPS) Issues Identified by Mr. Chandrashekar (AUD15001) (City Wide) (Item 8.8)

- (a) That Report AUD15001, respecting Report 2014-15 Review of Hamilton Police Service (HPS) Issues Identified by Mr. Chandrashekar be received *and forwarded to the Police Services Board*;
- (b) That Report 2014-15 (attached as Appendix "A" to Report AUD15001) be referred to the Police Services Board for further consideration.