



## Hamilton Police Services Board

Thursday, May 10, 2018, 2:00 P.M.  
Council Chambers, Hamilton City Hall  
71 Main Street West

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Pages

### 1. Call to Order

#### 1.1 Changes to the Agenda

(Added Items, if applicable, will be noted with \*)

### 2. Presentations

#### 2.1 Members of the Month

#### 2.2 Crisis Response Unit - 2017 Year-End Report (PSB 18-065 Consent Item 4.4(a) below)

#### 2.3 Year-End Report: Crime Prevention Branch - CMD Volunteers - Auxiliary Unit - 2017 (PSB 18-071 Consent Item 4.4(d) below)

#### 2.4 Electronic Disclosure

### 3. General

#### 3.1 Declarations of Interest

### 4. Consent Items

#### 4.1 Approval of Consent Items

That the Board approve and receive the consent items as distributed.

4.2 Adoption of Minutes - April 19, 2018 4

That the minutes of the meeting held Thursday, April 19, 2018, be adopted as printed.

4.3 Auction Account Fund 9

Support / Upcoming Events

**RECOMMENDATION(S)**

That the Board provide support to the Hamilton Police Retirees Association Golf Tournament as a Hole Sponsor, in the amount of \$130, to be paid from the auction account.

4.4 For the information of the Board:

4.4.a Crisis Response Unit – 2017 Year-End Report (PSB 18-065) 10

4.4.b Budget Variance Report as at March 31, 2018 (PSB 18-066) 20

4.4.c Year-End Report: Communications - 2017 (PSB 18-067) 22

4.4.d Year-End Report: Crime Prevention Branch – CMD Volunteers – Auxiliary Unit – 2017 (PSB 18-071) 28

4.4.e Email from Mr. Shekar Chandrashekar with respect to Legal Opinion obtained 44

4.4.f Outstanding Issues as of May 10, 2018 58

**5. Discussion Items**

5.1 Request from Shekar Chandrashekar, to Provide a Deputation to the Board 59

That the request from Shekar Chandrashekar to provide a deputation to the Board with respect to the City of Hamilton Audit, Finance and Administration Committee report FCS 18030, be denied.

**6. New Business**

**7. Adjournment**

**THE POLICE SERVICES BOARD MAY ADJOURN THE PUBLIC PORTION OF THE MEETING AND RECONVENE IN CAMERA FOR CONSIDERATION OF PRIVATE AND CONFIDENTIAL MATTERS.**

**MINUTES OF THE HAMILTON  
POLICE SERVICES BOARD**

Thursday, April 19, 2018  
2:08pm  
Hamilton City Hall  
Council Chambers

The Police Services Board met.

There were present: Lloyd Ferguson, Chair  
Donald MacVicar, Vice Chair  
Fred Eisenberger  
Walt Juchniewicz  
Madeleine Levy

Absent with regrets: Patricia Mandy  
Terry Whitehead

Also Present: Chief Eric Girt  
Deputy Chief Dan Kinsella  
Acting Deputy Chief Jamie Anderson  
Superintendent Ryan Diodati  
Superintendent Nancy Goodes-Ritchie  
Superintendent Greg Huss  
Superintendent Mike Worster  
Acting Superintendent Marty Schulenberg  
Inspector Sean Blaj  
Inspector Greg Hamilton  
Inspector Dave Hennick  
Inspector Treena MacSween  
Inspector Wendy Vallesi  
Sergeant Jon Alsbergas, Youth Services Coordinator  
Marco Visentini, Legal Counsel  
Rosemarie Auld, Manager, Human Resources  
Peter Bailey, Manager, Records  
Jackie Penman, Corporate Communicator  
John Randazzo, Manager, Finance  
Lois Morin, Administrator

Chair Ferguson called the meeting to order.

- Additions/Changes to Agenda
  - CONSENT AGENDA 4.3 – That the Board purchase tickets to attend the Empowerment Squared, 10 Year Anniversary Gala, scheduled for Saturday, May 5, 2018, Liuna Station, at a cost of \$100 per ticket, to be paid from the auction account.
  - Hamilton Police Service New Organizational Structure

After discussion, the Board approved the following:

Moved by: Member Levy  
Seconded by: Member MacVicar

That the Agenda for the Hamilton Police Services Board Public meeting be adopted, as amended.

**Carried.**

## **Presentations**

### **2.1 Member of the Month**

Chair Ferguson and Chief Girt presented the Member of the Month Award for January 2018 to Constable Milan Pilipovic. Constable Pilipovic was commended for his professionalism and attention to detail while collecting crucial forensic evidence that assisted with a guilty plea.

### **2.2 Deputation Provided by Kojo Dampthey, Community Organizer and Scholar Practitioner**

Kojo Dampthey provided a deputation to the Board with respect to how to interact with members of the community as it pertains to issues of marginalization.

Moved by: Vice Chair MacVicar  
Seconded by: Member Juchniewicz

That the deputation from Kojo Dampthey be received, as provided.

**Carried.**

### **2.3 Year-End Report: Youth Crime - 2017 (PSB 18-062 Consent Item 4.5(d) below)**

Sergeant Jon Alsbergas provided a presentation to the Board with respect to the Year-End Report: Youth Crime - 2017.

Moved by: Vice Chair MacVicar  
Seconded by: Member Levy

That the presentation provided with respect to the Year-End Report: Youth Crime – 2017, be received, as provided.

**Carried Unanimously.**

## **General**

### **3.1 Declarations of Interest**

None

**Consent  
Agenda****4.1 Approval of Consent Items**

Moved by: Member Eisenberger  
Seconded by: Member Levy

That the Board approve and receive the consent items as amended.

**Carried**

**4.2 Adoption of Minutes – March 22, 2018**

The minutes of the meeting held Thursday, March 22, 2018, be adopted as printed.

**4.3 Correspondence from the Canadian Association of Police Governance with respect to the 2018 Conference.**

That Board Members be approved to attend the upcoming 2018 Canadian Association of Police Governance Conference.

**4.4 Auction Account Fund**

Support / Upcoming Events

**RECOMMENDATION(S)**

- That the Board provide support to the Ontario Women In Law Enforcement 30 Year Service Award in the amount of \$500, to be paid from the auction account.
- That the Board purchase tickets to attend Sippin' at The Dock of the Bay in support of John Howard, scheduled for Friday, June 1, 2018, Macassa Bay Yacht Club, at a cost of \$50 per ticket, to be paid from the auction account.
- That the Board purchase tickets to attend the Empowerment Squared, 10 Year Anniversary Gala, scheduled for Saturday, May 5, 2018, Liuna Station, at a cost of \$100 per ticket, to be paid from the auction account.

**4.5 For the Information of the Board:**

- a) Auction Account Expenditures – For Board Approval – February-March, 2018 (PSB 18-043)
- b) Year-End Report: Police Auction Revenue – 2017 (PSB 18-051)
- c) Year-End Report: 2017 Freedom of Information Branch Statistics (PSB 18-052)
- d) Year-End Report: Youth Crime - 2017 (PSB 18-062)
- e) Correspondence from Leslie Konkle thanking the Hamilton Police Service for the amazing job at the Around the Bay race.
- f) Outstanding Issues as of April 19, 2018

**Discussion  
Agenda**

**5.1 Correspondence from Susan Braithwaite, Executive Director, International Village, Vice-Chair Downtown Safe & Clean Task Force with respect to the lack of community policing in the downtown core.**

After discussion, the Board approved the following:

Moved by: Member Eisenberger  
Seconded by: Member Levy

That the Board receive the correspondence from Susan Braithwaite, Executive Director, International Village and refer it to Chief Girt for follow-up.

**Carried.**

**New Business**

**6.1 Hamilton Police Service Organization Chart**

Chair Ferguson noted that the Board approved the NEW Hamilton Police Service Organizational Chart at the in camera session and is providing it in the public session for information.

Chief Girt provided comments on the NEW Hamilton Police Service Organizational Chart.

After discussion, the Board approved the following:

Moved by: Member Levy  
Seconded by: Vice Chair Macvicar

That the Board receive the NEW Hamilton Police Service Organizational Chart, as provided.

**Carried.**

**New Regulations**

Chief Girt provided comments on the new Bill 175 noting that the Service is still waiting for further information with respect to the regulations.

**Pink Shirt Day**

Member Levy thanked and complimented those officers who attended and were involved in the Day of Pink at Dundas Valley Secondary School.

**Chair Ferguson made the following comments:**

- This month we celebrated International Emergency Communicators week. On behalf of the Board I would like to highlight the great job of our communications department. I recently read about the communicator who relayed information from ambulance personnel to a citizen on providing CPR. I am sure that our communicators do many things to assist the community each and every day. On behalf of the Board congratulations and thank you!!
- We also celebrated National Volunteer Week and on behalf of the Board I want to thank our volunteers who assist in the Victim Services Branch, Community Policing Centres, Crime Prevention Branch and our Auxiliary Unit. Thank you, we applaud you for the hours that you give!! We couldn't do it without you!!
- I would like to commend the Hamilton Police Service in collaboration with the Ontario Provincial Police on the 4<sup>th</sup> Gun Amnesty Program. I look forward to hearing the outcome of the program. Thank you and Congratulations!!
- On behalf of the Board I would like to acknowledge our newest mounted unit riders. Congratulations on your graduation and good luck in your new assignments.
- And finally, I would like to congratulate two of our constables – Constable Kapitanchuk and Constable Kwok, who saved a young girl involved in a train accident. I am sure that we will see them in the near future at one of our meetings. On behalf of the Board and the community I would like to thank them for their service.

**Next Meeting of the Board**

Chair Ferguson announced that the next meeting of the Board is scheduled for Thursday, May 10, 2018, 2:00pm, at Hamilton City Hall, Council Chambers.

**Adjournment**

Moved by: Vice Chair MacVicar  
Seconded by: Member Levy

There being no further business, the public portion of the meeting then adjourned at 3:17pm.

**Carried.**

\* \* \* \* \*

The Board then met in camera to discuss matters of a private and confidential nature.

Taken as read and approved

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Lois Morin  
Administrator

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Lloyd Ferguson, Chair  
Police Services Board

April 19, 2018  
lem:



## 4.3

### **Auction Account Fund**

Support / Upcoming Events

### **RECOMMENDATION(S)**

- That the Board provide support to the Hamilton Police Retirees Association Golf Tournament as a Hole Sponsor, in the amount of \$130, to be paid from the auction account.

# 4.4(a)

## HAMILTON POLICE SERVICES BOARD

### - INFORMATION -

**DATE:** 2018 May 10

**REPORT TO:** Chair and Members  
Hamilton Police Services Board

**FROM:** Eric Girt  
Chief of Police

**SUBJECT:** *Crisis Response Unit – 2017 Year-End Report*  
*PSB 18-065*

### BACKGROUND:

The Hamilton Police Service, in collaboration with St. Joseph's Healthcare, piloted and developed programs to create a coordinated strategy to assist vulnerable individuals and persons experiencing a mental health crisis. Meaningful, effective partnerships have allowed the Police Service and our partners to effectively assist individuals with mental health concerns in a timely manner.

The Crisis Response Unit combines Police Officers, Paramedics and Mental Health workers responding to 9-1-1 first responses and secondary responses to persons experiencing a mental health crisis in the City of Hamilton. The program has proven to dramatically decrease the number of persons being brought to hospital emergency departments by police officers and provides persons in crisis the right response at the right time. Implementation of these programs has led to reduced wait times in hospital emergency departments, substantially lower apprehension rates, more consistent care for clients, and less reliance on the judicial system. These deliverables result in financial savings to both the police service and the health care facilities.

The attached report will highlight the three (3) combined teams which make up the Crisis Response Unit and their associated outcomes and successes.



Eric Girt  
Chief of Police

EG/G. Huss

Attachment: *Crisis Response Unit Annual Report - 2017*

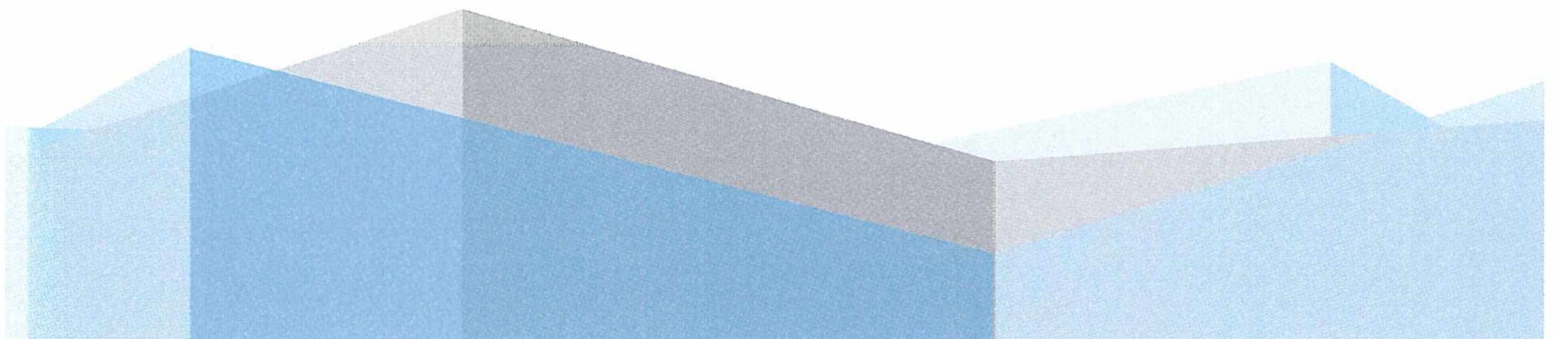
cc: Frank Bergen, Deputy Chief – Support  
Greg Huss, Superintendent – Community Mobilization Division



# Hamilton Police Service

## Crisis Response Unit Community Mobilization Division 2017 Annual Report

Submitted by  
A/Sergeant Steve Holmes



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## **Executive Summary**

The Hamilton Police Service, in collaboration with St. Joseph's Healthcare, has piloted and developed programs to assist vulnerable individuals and persons experiencing a mental health crisis. Meaningful partnerships have allowed the Police Service and our community partners to effectively assist individuals with mental health concerns in a timely manner.

In April 2015, on a pilot basis, the Hamilton Police Service created the Crisis Response Unit (CRU) by combining the following three programs:

- Crisis Outreach and Support Team (COAST)
- Mobile Crisis Rapid Response Team (MCRRT)
- Social Navigator Program (SNP)

The Crisis Response Unit reports to the Superintendent of the Community Mobilization Division. The unit allows the Hamilton Police Service and its community partners to identify and respond to complex mental health issues, and deliver the highest quality of service under one unified command.

The Crisis Response Unit combines Police Officers, Paramedics and Mental Health Workers. The unit responds to persons experiencing immediate and secondary mental health crisis in the City of Hamilton. The program has dramatically decreased the number of persons being brought to Hospital Emergency Departments and increased the number of individuals referred to social agencies. These programs have resulted in reduced wait times in Hospital Emergency Departments, substantially lower apprehension rates, more consistent care for clients, and less reliance on the Judicial System. These deliverables result in financial savings to both the Police Service and Health Care Facilities.

The creation of the MCRRT/ COAST/ SNP as a coordinated unit is unique. The positive program outcomes have led to numerous inquiries from other Police Services, with many Services adopting the Hamilton Police Service model as a best practice.

This report will highlight the three combined teams which make up the Crisis Response Unit and their associated outcomes and successes.



## **Mobile Crisis Rapid Response Teams (MCRRT)**



MCRRT began as a pilot project from November 2013 to April 2015. The Local Health Integration Network (LHIN) provided funding for five Mental Health Clinicians to work in conjunction with police officers in a first response capacity. Initial results were encouraging and evidenced by lower apprehension rates of persons in crisis and decreased wait times for police officers and clients in Emergency Departments. As a result of these dramatic savings and efficiencies, a decision was made to create a full time partnered response.

On April 12, 2015, a full time MCRRT response was officially launched and now operates with two teams per day consisting of a Mental Health Clinician and a Crisis Intervention Trained (CIT) uniformed police officer. Currently there are four full-time Mental Health Clinicians and five full-time police officers dedicated to the program. The first team provides coverage from 10:00 am to 10:00 pm and the second team provides overlap and coverage between 1:00 pm and 1:00 am. Staffing for the police officers was approved by the Hamilton Police Service Board through the 2015 budget, and funding for the Mental Health Workers is provided by St Joseph's Healthcare and the LHIN.

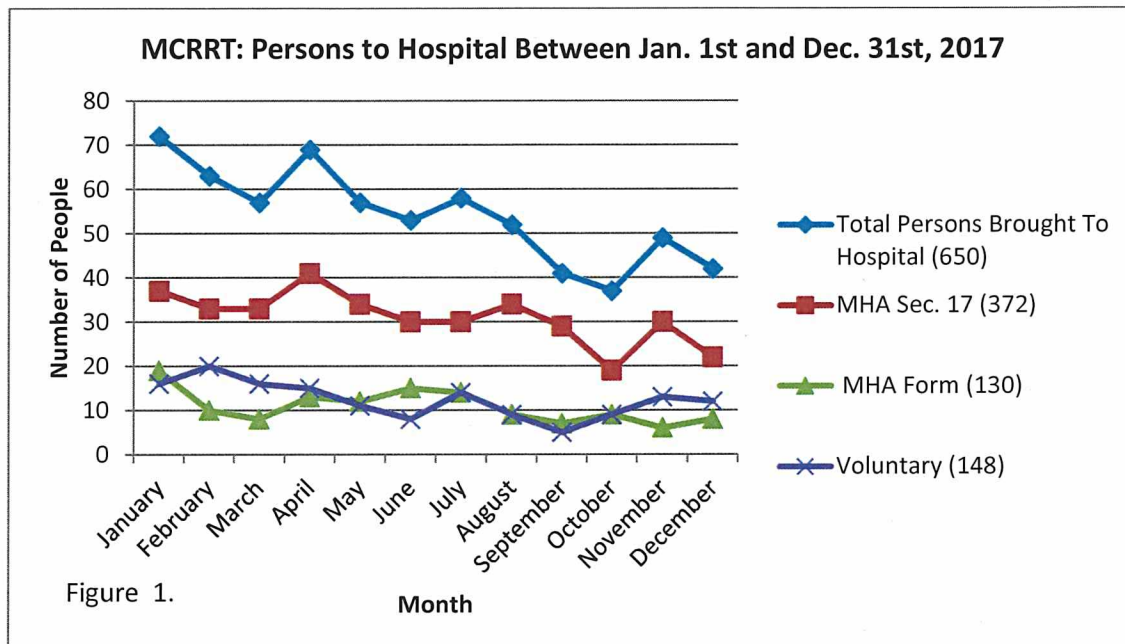
Between January 1, 2017 and December 31, 2017, MCRRT was mobile for 365 days and responded to 3,076 individuals in crisis. Of the 3,076 individuals seen, 650 were brought to hospital. Of the 650, 372 were apprehended under Section 17 of the Mental Health Act for assessment at hospital and 130 individuals were apprehended on the strength of Mental Health Act Forms.

Prior to the deployment of MCRRT, the apprehension rate with two uniformed officers was 75.4%. With the MCRRT response, the rate of apprehension is 12% (average). The reduction in apprehension rates by the MCRRT teams is a direct result of better training and having qualified personnel make informed decisions about the nature of the incident and client assessment at first response. The persons most in need are being taken to hospital for assessment at the right time, while those who require treatment in the community are not admitted to hospital.

Historically, uniformed officers with clients spent an average of 80 minutes in Hospital Emergency Departments waiting for care. With the MCRRT response, police officers and clients now spend an average of 60 minutes in hospital waiting for care.

Upon review of the data from January 1, 2017, to December 31, 2017, and using a 75.4% apprehension rate with an average 80 minute wait time, it can be estimated that 2,319 of the 3,076 individuals seen would have been taken to hospital by patrol officers if the MCRRT response was not available. Police officers would have spent approximately 6,184 hours in hospital Emergency Departments. Using the MCRRT response with the improved 60 minute wait time and lower apprehension rate, the combined savings for the one year period are dramatic. The MCRRT response showed a saving of approximately 5,812 hours of police officer time associated with and compared to the historic two officer response. The savings in hours equates to approximately two full time police officer positions.

The new response provides efficiencies by reducing the time spent by police in the hospitals and it reduces the impact on services provided by hospitals particularly in Emergency Departments, but most importantly, it provides a better quality care to persons in crisis in a timely manner.





## **Crisis Outreach and Support Team (COAST)**

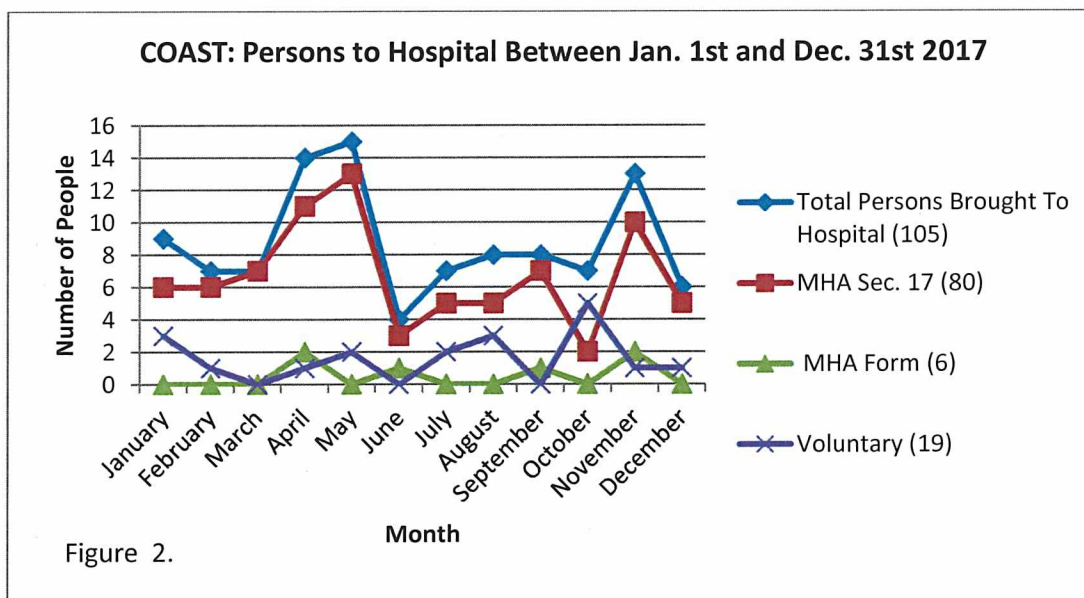


The partnership between the Hamilton Police Service and St. Joseph's Health Care was established in 1997 with the introduction of the COAST program, which was a direct result of the Zachary Antidormi Inquest. COAST is designed to enable individuals in mental health crisis, who lack necessary supports, to remain within their own environment by providing a range of accessible social services that include outreach assessments, supports and interventions.

COAST provides a 24 hour telephone crisis line, outreach support, and facilitates linkage to community resources. COAST strives to enhance client and family knowledge about resources in the community and educate health agencies regarding the COAST program. COAST also assists in planning and the evaluation of client programs, providing peer support, and facilitating education and staff training.

Currently, the team consists of four full time police officers and a compliment of Mental Health Clinicians working together to attend to the needs of Persons in Crisis. The team conducts scheduled mobile visits to clients in need. COAST operates 7 days a week with police officers working either 8:00 am to 8:00 pm or 12:00 pm to 12:00 am. After-hours support is provided by the 24 hour telephone crisis line.

Between January 1 and December 31, 2017, COAST conducted 2,410 mobile visits. A primary goal of COAST is to provide care to persons in crisis in their own environment. Despite this, COAST still spent 163 hours in hospital between January and December 2017.





## **Social Navigator Program (SNP)**



In July 2011, Hamilton Police Service partnered with the City of Hamilton Neighborhood Renewal, the City of Hamilton Economic Development Committee, and Emergency Medical Services (EMS), to create the Social Navigator Program (SNP). Originally the Social Navigator Program fell under the ACTION strategy, however, in 2017 it was repositioned within the Division and a full time HPS Coordinator was implemented.

The mandate of the program is to connect and support individuals through a referral process, by engaging social and healthcare agencies in the City of Hamilton. The goal is to reduce reliance on the judicial and healthcare systems by navigating clients toward the appropriate agency to improve the health, safety and quality of life for all citizens. The team is currently made up of three members that include the Social Navigator Paramedic, the Social Navigator Police Officer and the Social Navigator Case Coordinator.

The combination of diverse skillsets, medical knowledge, and enforcement allows for flexible and tailored interventions in a community setting for at-risk individuals. The SNP is a tool for officers to seamlessly identify, connect, and follow up with at-risk individuals in the community and support the work of individual police officers. Since implementation, the program has evolved and now accepts court mandated clients and receives referrals from community partners such as shelters, hospitals, and the detention centre.

### **Outcomes for 2017**

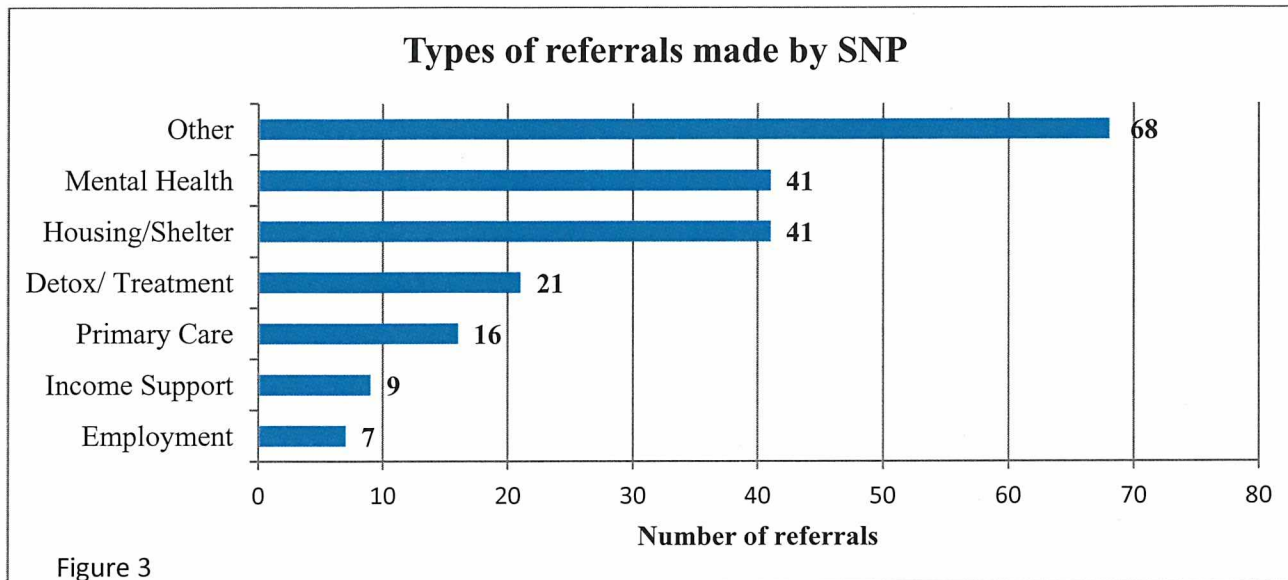
In 2017, 244 people were referred to the SNP. Referrals came from several sources:

- 33.6% from community partners
- 23.7% from ACTION
- 19.3% from Division One Patrol
- 9.8% from SNP
- 9% from EMS
- 3.3% from Division Three Patrol
- 0.8% from MCRRT
- 0.4% from Division Two Patrol

Community partner referrals came from several sectors – justice system providers, social services, hospitals, healthcare providers and local businesses.

From the referrals, the SNP had 96 active clients in 2017, which was an increase from 93 clients in 2016. Of the 96 active clients only 9.4% (9) were clients that had past SNP involvement. The remaining clients were all new to the program. Of the 96 clients, 25 were court mandated.

The SNP made 203 client referrals for various services (Figure 3). There are seven standard categories that SNP refers to as well as “other” services that don’t fit in the traditional classifications. Other services/referrals compose 33.5% of all referrals. These include less common referrals and tasks such as medical appointments, assisting with court matters, etc. The remaining referrals were for mental health (20.2%), housing and shelter (20.2%), detox and treatment (10.3%), primary care (7.9%), income support (4.4%), and employment support (3.4%).



### **SNP Trends**

**Table 1 summarizes trends since implementation**

	July 2011- 2012 (1.5yrs)	2013	2014	2015	2016	2017
<b>Number of referrals</b>	unknown	91	108	148	208	244
<b>Number of active clients</b>	74	46	52	81	93	97
<b>Number of new court mandated clients</b>	3	8	8	13	17	12
<b>Number of court mandated clients</b>	3	10	13	15	27	25
<b>Repeat clients</b>	unknown	unknown	25% (13)	11% (9)	14% (13)	9.4% (9)
<b>Number of clients already connected (no intervention required)</b>	U/K	28	26	10	25	21
<b>Number of clients that declined service</b>	U/K	11	14	13	10	22
<b>Number of referrals made by SNP</b>	unknown	142	111	156	231	203



### **Key Differences Between Programs**

**Table 2 summarizes key components and differences between MCRRT, COAST, and SNP**

	Mobile Crisis Rapid Response Team (MCRRT)	Crisis Outreach and Support Team (COAST)	Social Navigation Program (SNP)
<b>Team</b>	<ul style="list-style-type: none"> <li>Mental Health Clinician &amp; uniformed Officer (marked patrol vehicle)</li> </ul>	<ul style="list-style-type: none"> <li>Mental Health Clinician &amp; plain clothes Officer (unmarked patrol vehicle)</li> </ul>	<ul style="list-style-type: none"> <li>Paramedic, Police Officer, Program Coordinator (EMS truck)</li> </ul>
<b>Hours of Operation</b>	<ul style="list-style-type: none"> <li>10:00 am - 1:00 am</li> <li>7 days/week</li> </ul>	<ul style="list-style-type: none"> <li>24 hour crisis line</li> <li>Officers work between 8:00 am and 12:00 am</li> <li>7 days/week for mobile visits</li> </ul>	<ul style="list-style-type: none"> <li>8:00 am - 4:00 pm</li> <li>Monday to Friday</li> </ul>
<b>Key Services Offered</b>	<ul style="list-style-type: none"> <li>Respond to urgent 911 calls</li> <li>Respond to actively suicidal individuals</li> <li>May assist Officers who are on a person in crisis call</li> <li>May relieve uniformed Officers from hospital</li> </ul>	<ul style="list-style-type: none"> <li>Support persons in crisis through telephone support or mobile visits</li> <li>Client receives support, follow-up, and referrals within 24 hours</li> </ul>	<ul style="list-style-type: none"> <li>Support clients who struggle with mental health, addiction, homelessness, and poverty (provides case management)</li> </ul>
<b>Focus</b>	<ul style="list-style-type: none"> <li>People experiencing immediate/urgent crisis</li> </ul>	<ul style="list-style-type: none"> <li>People experiencing non-urgent mental health crisis</li> </ul>	<ul style="list-style-type: none"> <li>People who have high police involvement and individuals that fall through the cracks</li> </ul>
<b>What Teams Do Not Do</b>	<ul style="list-style-type: none"> <li>Does not act in the role of crisis negotiator</li> <li>Does not offer follow up or case management</li> <li>Does not actively look for missing "PIC" or persons placed on a "MHA form" when their location is unknown</li> </ul>	<ul style="list-style-type: none"> <li>Does not respond to 911</li> <li>Does not respond to barricaded situations</li> <li>Does not respond to calls involving weapons</li> <li>Does not respond to calls involving actively suicidal persons</li> <li>Does not execute mental health related forms</li> </ul>	<ul style="list-style-type: none"> <li>Is not dispatched to 911 calls</li> <li>Does not conduct mental health assessments</li> </ul>

### **Conclusion**

The Crisis Response Unit has improved how the Hamilton Police Service and its Health Care Partners respond to persons in crisis. Vulnerable individuals are receiving quality, timely and coordinated service to address their mental health needs. Persons experiencing a mental health issue or crisis are receiving the right care at the right time and receiving appropriate follow up support.

Moving forward, the members of the Crisis Response Unit strive to educate members of the Community and their own members on the merits of the three combined programs. Education will create an awareness of Mental Health issues and assist in reducing the stigma of those afflicted by Mental Health afflictions.

## HAMILTON POLICE SERVICES BOARD

### - INFORMATION -

**DATE:** May 10, 2018  
**REPORT TO:** Chair and Members  
Hamilton Police Services Board  
**FROM:** Eric Girt  
Chief of Police  
**SUBJECT:** *Budget Variance Report as at March 31, 2018*  
*PSB 18-066*

#### **BACKGROUND:**

As at March 31, 2018, net expenditures are \$38,693,695 or 24.01% of the 2018 Operating budget of \$161,187,106. The budget variance summary is provided in the attached Appendix. Overall, revenues and expenditures are on budget.



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Eric Girt  
Chief of Police

EG/J. Randazzo

Attachment: *Appendix A*

cc: Dan Kinsella, Deputy Chief – Operations  
Frank Bergen, Deputy Chief – Support  
Anna Filice, CAO  
John Randazzo, Chief Accountant – Finance

**Hamilton Police Service**  
 Budget Variance Report  
 Period Ended March 31, 2018

**Appendix A**

**YTD Budget % :** 25.00%

	<b>Annual Budget</b>	<b>YTD Budget</b>	<b>YTD Actual</b>	<b>Available Balance</b>	<b>% Spent</b>	<b>Comments</b>
<b>Revenues</b>						
Grants and subsidies	\$ 8,212,529	\$ 2,053,132	\$ 2,070,815	\$ 6,141,714	25.22%	In line with budget.
Fees and general revenues	2,667,344	666,836	627,153	2,040,191	23.51%	Revenues is less than anticipated due to cyclical demand as well as timing of collection in Gen Occur/Photo ID Sales, Tow Fees, Special Duty, Police Clearances and False Alarm Fees. This is offset by increase in Police Fees revenues and ProAction Cop and Kids event.
Reserves/Capital recoveries	1,985,700	496,425	496,425	1,489,275	25.00%	In line with budget.
<b>Total revenues</b>	<b>12,865,573</b>	<b>3,216,393</b>	<b>3,194,394</b>	<b>9,671,179</b>	<b>24.83%</b>	
<b>Expenses</b>						
Employee Related Costs	154,485,717	38,621,429	38,189,377	116,296,340	24.72%	The YTD Budget includes a potential Collective Agreement budgeted % increase as the current Collective Agreement has expired and bargaining has yet to occur.
Materials and supplies	7,050,222	1,762,556	963,067	6,087,155	13.66%	Some expenditures are less than YTD Budget. Though they are expected to be incurred over remaining months, they are anticipated to be within Budget.
Vehicle expenses	1,977,000	494,250	416,413	1,560,587	21.06%	
Buildings and grounds	2,661,883	665,471	463,252	2,198,631	17.40%	
Consulting expenses	58,600	14,650	1,334	57,266	2.28%	
Contractual expenses	783,790	195,948	116,910	666,880	14.92%	
Agencies and support payments	42,300	10,575	10,575	31,725	25.00%	
Reserves/Recoveries	5,012,812	1,253,203	1,253,253	3,759,559	25.00%	
Cost allocation	660,250	165,063	165,063	495,188	25.00%	
Capital Financing	1,027,200	256,800	256,800	770,400	25.00%	
Financial/Legal Charges	292,905	73,226	52,044	240,861	17.77%	
<b>Total expenses</b>	<b>174,052,679</b>	<b>43,513,170</b>	<b>41,888,088</b>	<b>132,164,591</b>	<b>24.07%</b>	<b>Overall, expenditures are within Budget.</b>
<b>Total Net Expenditure</b>	<b>\$ 161,187,106</b>	<b>\$ 40,296,777</b>	<b>\$ 38,693,695</b>	<b>\$ 122,493,411</b>	<b>24.01%</b>	<b>Net Budget is on target for the year.</b>

# 4.4(c)

## HAMILTON POLICE SERVICES BOARD - INFORMATION -

**DATE:** 2018 May 10

**REPORT TO:** Chair and Members  
Hamilton Police Services Board

**FROM:** Eric Girt  
Chief of Police

**SUBJECT:** *Year-End Report: Communications - 2017*  
*PSB 18-067*

### BACKGROUND:

The Hamilton Police Communications Section consists of the Communications Centre and switchboard. It is the Public Safety Answer Point (PSAP) of all 911 calls from residents of the City of Hamilton, and non-residents and motorists passing through the City on the Queen Elizabeth Way (QEW), The Lincoln M. Alexander Parkway / Red Hill Valley Parkway, Highways 403 and 401.

This Annual Report provides both narrative and statistical summaries of significant activities of this Section, during 2017.

<b>TELEPHONE:</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
911 calls answered	193,565	194,784	183,793
911 calls abandoned called back	4,501	4,576	4,022
Administrative calls answered	169,659	184,710	179,582
<b>Total calls answered in Communications</b>	<b>367,725</b>	<b>384,070</b>	<b>367,397</b>

<b>CAD:</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Events created by Call Takers	236,689	220,863	211,272
Events created by Dispatchers	26,469	26,054	23,933
Events generated by mobile officers	30,822	33,299	32,177
CAD events to Telephone Reporting Unit (TRU)	9,468	10,477	11,693
CAD Events created by Station Duty & Specialty Units	15,301	11,067	9,317
<b>Total CAD events created by HPS</b>	<b>318,749</b>	<b>301,760</b>	<b>288,392</b>

<b>ADVISED EVENTS:</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Ambulance Advised Events	48,493	45,687	42,023
Fire Advised Events	3,338	3,150	3,453
911 Advised Events	52,901	50,134	48,846
OPP Advised Events	5,265	4,798	4,184
Cellular Advised Events	52,640	56,976	50,220
<b>Total Advised Events</b>	<b>162,637</b>	<b>160,745</b>	<b>148,726</b>

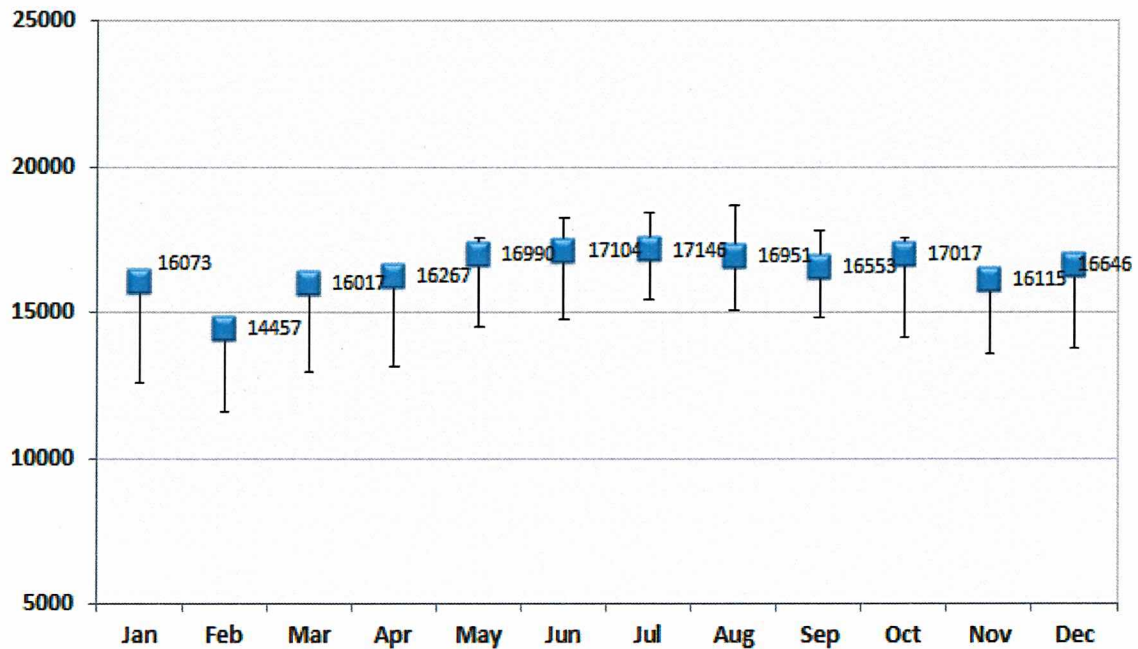
The above tables illustrate telephone call volume and Computer Aided Dispatch (CAD) events created during 2017. A comparison with the two (2) preceding years is also provided.

- Communications received 367,725 telephone calls in 2017, resulting in 318,749 CAD events
- The total telephone calls to Communications decreased by 4.3% (16,345) in 2017 from 2016
- The total CAD events increased by 5.6% (16,989) when compared to 2016 figures
- The number of 911 calls decreased by 0.6% (1,219) when compared to 2016 figures
- The number of abandoned calls decreased by 1.6% (75) when compared to 2016
- Administrative calls decreased by 8.1% (15,051) in 2017 from 2016
- Some events were diverted to other agencies: Fire (3,338), Ambulance (48,493), OPP (5,265), and a number were dealt with through our Telephone Reporting Unit (TRU) (9,468)
- The number of calls processed by TRU decreased by 9.6% (1,009) in 2017 from 2016

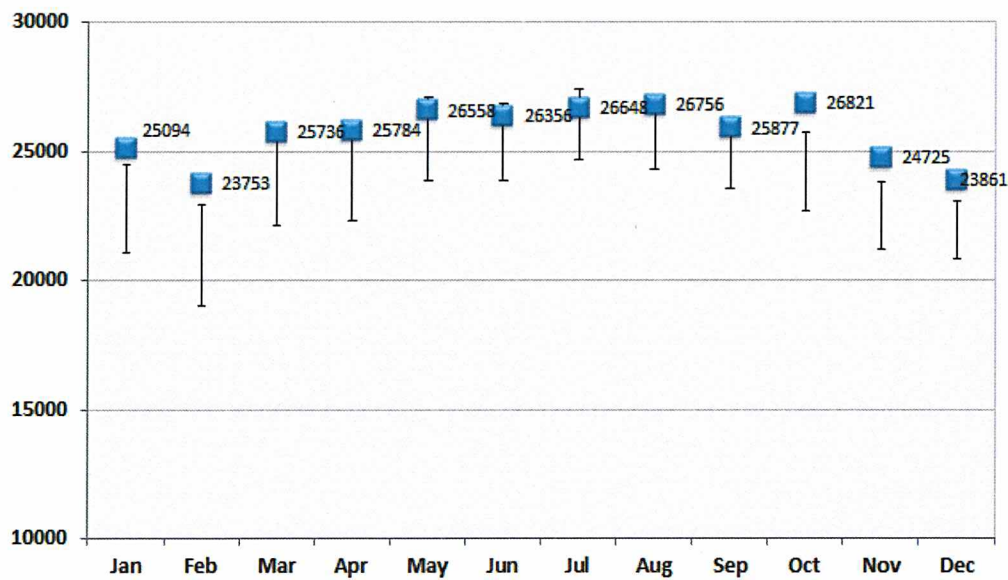
The following two charts display the number of 911 calls and the number of CAD events the Hamilton Police Service (HPS) received each month. The capped bars identify expected monthly trends on historical CAD data and do represent actual highest and lowest points. The bars are based on the average and standard deviation for each month giving us a normal range of expected values. The number of CAD events is higher than the number of 911 calls as not all CAD events are created by a 911 call. CAD events are also generated by administrative calls, self-initiated proactive stops by officers, station duty and specialty units self-generated events which account for the difference.



### 911 CALLS BY MONTH (2017)



### CAD EVENTS CREATED BY MONTH (2017)

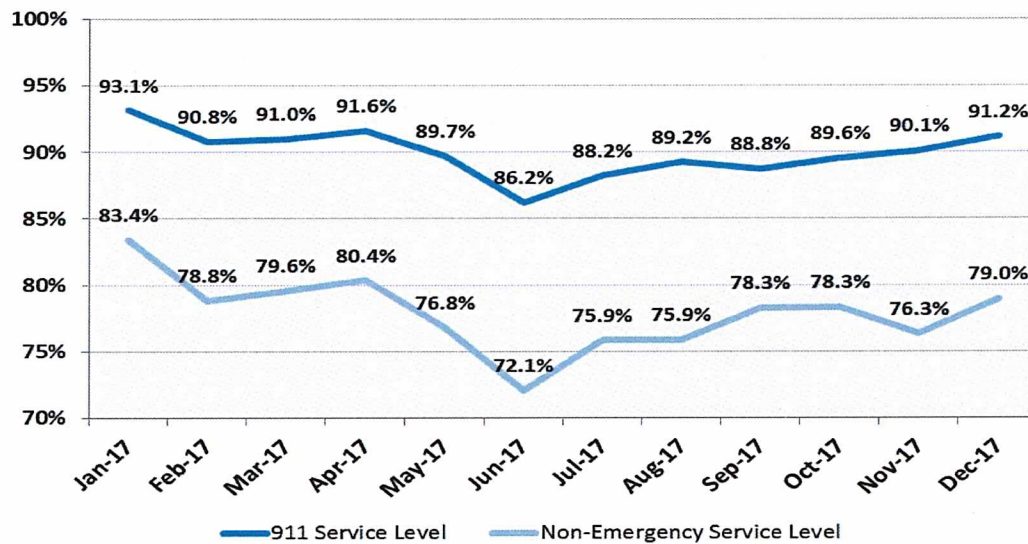


The Avaya telephone software continues to distribute calls efficiently. With the “forced answer” feature, calls are answered as soon as a Call Taker’s telephone is available. Service levels have improved to meet our 90.0% target. The annual service levels have increased



from an average of 72.0% before Avaya (previously Call Center 7 / Symposium) to an average of 90.1% in 2017 (see chart below for monthly service percentage levels). Communication's efficiency in administering service requests are measured at two critical points. First, the ability to answer telephone calls and second, monitoring the manner in which each call is processed. Telephone answering performance is measured through Service Levels - the percentage of 911 calls answered within two (2) rings and non-emergency calls answered within three (3) rings.

**SERVICE PERCENTAGE LEVELS (2017)**



### Staffing and Training

- There were five (5) full time vacancies in 2017 which were filled by 4 part time Communication members and one was filled by an employee within the Service, but outside Communications
- A Communications Training Coordinator position was posted and a successful candidate was selected
- A Communications Training Operator (CTO) position was posted and nine candidates were successful

### Additional Training

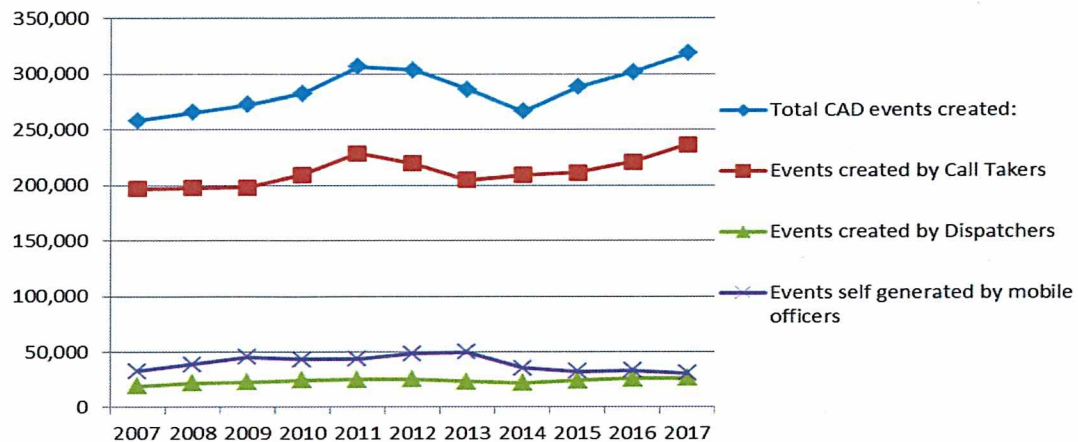
- Block Training for all members
- Two Members successfully completed the Front Line Supervisors Course at OPC
- The Association of Public Safety Communications Officials (APCO) conference in Windsor was attended by three members (One additional member attended as a representative of APCO)

- The National Emergency Number Association (NENA) conference in Mississauga was attended by two members and the Staff Sergeant of Communications
- One member attended the Coach Officer Course offered by the HPS Training Branch
- Four members attended the Crisis Intervention Training (CIT); 27 Dispatchers in total are now trained in CIT

### **Current and Future Challenges**

- **911 Disclosure Obligations**
  - A recent Court of Appeal decision requires that *all* 911 calls be disclosed in a timely matter. This is currently done by request only. (Ref. R. vs M.G.T. 2017 Ontario Court of Appeal.
  - Presently one communication dispatcher is tasked to process the requests for 911 tapes, and processes 2,400 requests per year on a part time basis.
  - Approximately 8,000 HPS criminal cases are brought before the courts annually. It is anticipated that compliance with this disclosure will increase the workload demand equivalency of one full time employee.
- **911 Call Answer Response Times**
  - The 10 year CAD call volume data shows an increase of 60,000 calls – a 23% increase from 2007 - 2017. PSAP staffing levels have not changed since 2007.
  - VOIP 911 calls may take longer at the onset due to their required preamble and verification process before the call gets accepted.
  - 2016 statistics show 8,103 persons-in-crisis calls being processed. Many of these calls now require call-takers to work with cell phone service providers to assist in locating despondent persons in order to facilitate treatment by emergency responders. This can occupy phone lines and, by association, increase the available answer time for other incoming 911 calls.
  - Due to the improvement of technology, the HPS PSAP now has the ability to capture all subscribed 911 calls that are dropped prior to a ring. This entails a call back duty from call-takers in order to check on 911-caller well-being. The result is an improvement to public safety, and an increased workload for communicators.

## CAD (2007-2017)



- **CRTC – E-9-1-1 Text and Video Calls (Ref PSB 13-096)**
  - The CRTC is mandating all Telephone Service Providers to update their systems to facilitate next generation Text to 911, by December 31, 2020
  - Beyond this date it is anticipated that service providers will have technology that enables them to stream real time texts, photos and videos to PSAPs
  - This enhancement to emergency service reporting will significantly impact both technology and staffing levels in PSAP

Eric Girt  
Chief of Police

EG/M. Schulenberg

cc: Frank Bergen, Deputy Chief – Support  
 Jamie Anderson, Superintendent – Support Services  
 Marty Schulenberg, Inspector – Support Services

# 4.4(d)

## HAMILTON POLICE SERVICES BOARD

### - INFORMATION -

**DATE:** 2018 May 10

**REPORT TO:** Chair and Members  
Hamilton Police Services Board

**FROM:** Eric Girt  
Chief of Police

**SUBJECT:** *Year-End Report: Crime Prevention Branch – CMD Volunteers - Auxiliary Unit – 2017*  
*PSB 18-071*

#### **BACKGROUND:**

The Crime Prevention Branch, Community Mobilization Division (CMD) Volunteers, and the Auxiliary Unit are closely affiliated and together they foster a strong partnership which results in meaningful work for Hamilton Police Service volunteers and enhanced programming for the community.

Some of the Volunteer programs coordinated through the Crime Prevention Branch are: Lock-It-Or-Lose-It; Speedwatch; Red Light Runner; Crime Alerts; CPTED and Safeguard Audits; and participation in numerous community events. Volunteers also engage with the community through support programs like, used clothing drives and elementary school 9-1-1 presentations.

The Crime Prevention Branch coordinates several large scale events every year including Police Week, Crime Prevention Week, Take Our Kids to Work Day, Citizens' Police College, March Break Cop Camp, and the School Safety Patroller Program.

The Auxiliary Unit currently consists of 76 volunteer members. In 2017, members of the Auxiliary Unit and CMD Volunteers performed a remarkable 29,838 hours of volunteer service.

The Auxiliary Members participate in various programs that are coordinated by the Auxiliary Coordinator through the use of an online scheduling system.

The Auxiliaries perform CPTED Audits, and participate in traffic events, RIDE lanes, Immediate Rapid Deployment training, and recruiting presentations, as well as regularly performing ride-a-longs within the three (3) Divisions. The Auxiliaries also provide a valuable resource when the Service is faced with staffing issues related to

large scale public and sporting events. Having a robust Auxiliary Unit has also assisted the Service in its recruiting efforts as ten (10) of the members have successfully been recruited as Police Constables.

Attached is the Crime Prevention Branch – CMD Volunteers - Auxiliary Unit 2017 Annual Report. All three Units continue to coordinate and operate the HPS volunteer programs. It is this partnership which provides an efficient, cost effective delivery of existing programs, while continuing to develop new solutions to address quality of life issues for the citizens of Hamilton.




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Eric Girt  
Chief of Police

EG/G. Huss

Attachment: *Crime Prevention Branch – CMD Volunteers - Auxiliary Unit 2017 Annual Report*

cc: Frank Bergen, Deputy Chief – Support  
Greg Huss, Superintendent – Community Mobilization Division



# Community Mobilization Division

## Crime Prevention Branch, Auxiliary Unit, CMD Volunteers and Co-Op Student Placements

### 2017 Annual Report

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## Summary

The Crime Prevention Branch is responsible for promoting and implementing community-based Crime Prevention initiatives. Crime Prevention facilitates numerous events for the Hamilton Police Service including large scale productions like Police Week, Crime Prevention Week, Cop Camp, School Safety Patroller Program, Citizens' Police College and Take Our Kids to Work Day. These events allow our Service to interact with the community, instruct citizens about the role of police and raise safety awareness. Crime Prevention Officers (CPOs) are our Service's experts on home, business and personal safety. CPOs routinely perform security audits at businesses, residences and places of worship. In addition, they provide presentations on a number of Crime Prevention initiatives to outside agencies and community groups upon request.

Historically, Crime Prevention Officers supervised our Crime Prevention Centre volunteers, but the Crime Prevention Branch relinquished these supervisory duties in early 2017. The Auxiliary Coordinator assumed responsibility for police volunteers and volunteer programs. This amalgamation placed CPC volunteers, Co-op students and Auxiliary Officers under one umbrella. Committed volunteers now benefit from the Auxiliary Unit's established supervision, deployment plan, training procedures and online scheduling.

The change enhanced the Co-op programming significantly. "The program is robust and the students are participating at an impressive rate; and they're happy" boasted Trent Jarvis, Mohawk College Co-op Coordinator. In addition, the Auxiliary Unit continues to provide opportunities to our Cadet Officers in order to give them operational experience as they pursue their aspirations to become Police Constables.

Our Police Service and the community benefitted from over 29,000 hours of volunteer service in 2017.

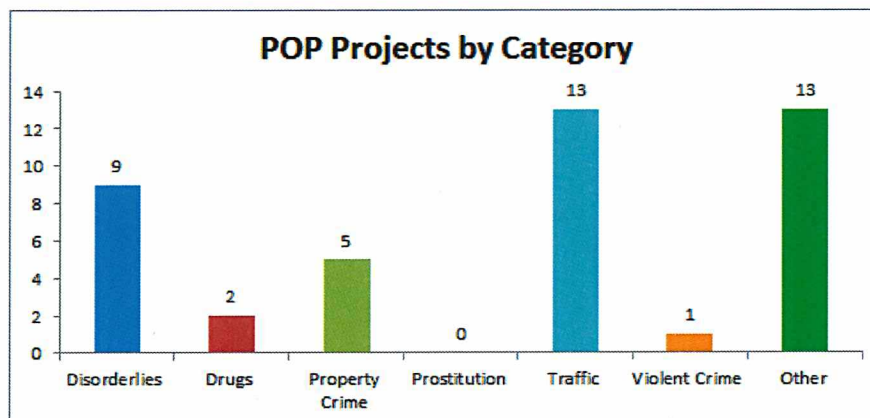


## Goal 1.1 Implement effective and innovative approaches for the Hamilton Police Service to respond to crime, safety and quality of life issues

### Problem Oriented Policing (POP) Projects

POP projects play an important role in reducing victimization. They use a variety of strategies, and police resources, to target identified community problems. These projects are an important tool to measure our efforts with respect to proactive prevention initiatives. In the past, individual patrol officers often authored their own projects resulting in a large number of smaller scale projects. Although most of these projects were successful, some lacked the cross-squad buy-in required to be effective. Experience has taught us that a coordinated, comprehensive approach allows us to address larger community problems successfully. This shift in strategy has left Divisional Crime Managers largely responsible for the creation and implementation of POP Projects within their sector. Crime Managers also have the ability to group similar community problems under one project title or directive. As a result, these projects are monitored closely and receive more consistent attention. For example, one drug-related project can include several different target locations within a division. This approach has reduced the total number of POP projects, but effectively increased the scope of some projects. Even though Crime Prevention does not directly manage active POP projects, the branch is responsible for maintaining a service-wide database of all POP projects and is required to report annually on POP initiatives and statistics.

**Performance Measures: 43 POP projects service-wide in 2017, (76 in 2016)**



## Goal 1.2 Implement effective and innovative approaches to improve traffic safety for the pedestrians, cyclists, drivers and passengers in our communities

### School Safety Patroller Training – October 2<sup>nd</sup> to 5<sup>th</sup>

The Hamilton Police Service offers this valuable CAA safety initiative to all elementary schools within the Hamilton Public and Catholic School Boards. We facilitate and host School Safety Patroller Training annually on behalf of the CAA. It provides an opportunity for our Service to interact with youth and gives youth a chance to develop leadership skills. The training requires them to perform duties which enhance the safety of their fellow students when travelling to and from school. Each patroller receives classroom training from our officers as well as practical training on an actual school bus. Forty-eight (48) local schools participated in half day training sessions with a total of 605 students attaining certification.

**Performance Measures: 605 students in 2017, (760 in 2016)**