

Overall, these activities have helped our members connect with a diversity of youth and community members. This has increased community safety, fostered positive community relations and provided support for those challenged individuals and youth so that they may reach their full potential.

## **Goal 2.2 Collaborate with communities to help them implement solutions and manage public safety needs**

### ***“Working with the Public to Share Responsibilities for Community Safety”***

ACTION Teams conducted a total of three Problem Oriented Policing (POP) Projects, targeting identified problems or complaints within deployment areas, provided support to six other Pop Projects (along with other units within HPS), participated in two city-wide crime projects; and assisted with numerous directed special attentions.

Within the Downtown Core and Entertainment District, ACTION Teams conducted two POP Projects focused on the following identified problems or complaints: i) chronic and problematic loitering, panhandling and scalpers attending sporting events in the area of the First Ontario Centre (Project Bulldog 3.0); and ii) Provincial Offences and disorderly behaviour on the property in the vicinity of the Wesley Centre at 185 Ferguson Ave (Project Wesley). These projects were continuations from similar projects initiated in 2016 and witnessed continued enforcement by the ACTION Team and collaboration between ACTION Team members, CORE Entertainment, the Hamilton Bulldogs Organization and the City of Hamilton; along with Action Team members and Wesley Urban Ministry staff respectively. A third Pop Project conducted by Action Teams focused on outstanding wanted persons living in and around the City of Hamilton (Project Evade). This POP Project resulted in a total of 49 arrests and 53 outstanding warrants being executed within a 90 day period.

Problem Oriented Policing (POP) Projects involving the ACTION Team and other Divisions and their Divisional Crime Managers included: “Notre Dame” (dealing with ongoing issues of disorderly youth loitering around the property at 14 Cannon St E in Division 1), “Trifecta” (proactive work and enforcement conducted along the James St N and York Blvd corridors which encompasses three locations within Division 1 where there are numerous complaints / i.e., Jackson Square Mall, 94 York Blvd, and First Ontario Centre), “Golden Arches Cleanup 2017” (an increase in disturbances, fights and swarming type robberies caused by youths in the area of 999 and 970 Upper Wentworth St. within Division 3 (the Limeridge Mall bus terminal and the McDonald’s parking lot) , “Pedal” (cyclist safety and proactive enforcement involving bicycles within Division 1), “All In” (proactive work and enforcement

done in and around Division 1 schools) , and “Bobby” (a Division 3 Central Mountain Robbery Project and Special Attention).

Augmenting the Problem-Oriented Policing (POP) model, the ACTION Teams participated in two city-wide crime projects (Project Morgan – a robbery initiative started in the fall of 2016 and continued into 2017, and Project 348 - a break and enter initiative); and assisted with numerous directed special attentions. Some of the directed special attentions included: panhandler enforcement within the Downtown Core and Division One areas; disorderly behaviour and open drug use near the Delta Nine Marihuana Dispensary subsequent to a robbery involving a firearm; drug trafficking and unruly behaviour at the Downtown YMCA; an increase in robberies , B &E’s, and Mischiefs in the Concession St area; an increase in problems involving youth after dark in the Waterdown Memorial Park Skateboard area; an increase in B&E’s and thefts in the Binbrook area; and an increase in the number of erected “tent cities” within the Downtown core and Division One Patrol area.

Many of these projects and directed special attentions involved collaboration with the public, business partners and HPS Divisional Crime Managers. Each achieved success and positively affected the quality of living for area residents and businesses as measured by eliminating or reducing the original problem (evidenced by crime reduction, favourable public perception or a reduction in the number of complaints received); or the quantitative performance measures achieved (i.e., arrests, charges, provincial offence notices or by-law tickets issued).

### **Goal 3.2 Implement and communicate formalized succession and mentoring strategies and tactics for all members that facilitate the transfer of knowledge and reflect the demographics of our communities.**

#### ***“Facilitating Mentoring Opportunities”***

In 2017, ACTION Team members continued to job shadow and receive experiential training and knowledge in other specialized units of the Hamilton Police Service which were of interest to them. A total of 9 ACTION Team members received job shadow opportunities (each being approximately two weeks in length), within such diverse areas as the Crisis Response Unit, C.I.D. (Criminal Investigations Division - Division One), E.R.U. (Emergency Response Unit), Vice and Drugs (Investigative Services Division), Division Two School Liaison Officer, the Marine Unit, the Social Navigator Program, the Bail Compliance Unit, and I.C.E. (the Internet Child Exploitation Unit). This program has continued to afford all participants with the opportunity to obtain valuable “on the job” training, as well as providing exposure to those areas for future career development opportunities.



### **Goal 3.4 Increase training to achieve our vision by sharing knowledge and resources in our communities, freeing up time for training and expanding the training budget.**

#### ***“Increasing Training”***

The ACTION Team continued to develop their knowledge base by attending a number of courses, training seminars, and conferences in 2017.

Training courses completed by members included: the initial ACTION Annual Training Week (incorporating Beginner and Advanced Bike Training); the Annual Public Order Unit (POU) Basic Training course and exercise; the Ground Search and Rescue (GSAR) training course and exercise; the Labour Relations Officer (LOR) training course; the Domestic Violence Officers (DVOR) course; the Search Warrant course; the HPS Annual BLOC Training Week (including Firearms, CEW, CPR & First Aid requalification); the Critical Incident Training (CIT) course; the General Investigative Techniques (GIT) course; the Shotgun Requalification course; a Peer Support Training course; and an ECI Backgrounder Course (Human Resources). HPS and CPKN on-line courses included: Collection of Identifying Information (COII) training course; the Frontline Management of Public Demonstrations course (related to the Line 9/10 Protest); and the Workplace Hazardous Materials Information System (WHMIS) course. Finally, training seminars, workshops and conferences included the following experiential learning: a Fentanyl and Carfentanyl information seminar; an Internet Training seminar; an Interview and Interrogation seminar; a Source Development training seminar; a Counter Terrorist Information workshop; an Advanced Power Point workshop; and the Outlaw Motorcycle Gang (OMG) Biker Enforcement Training Conference.

### **Goal 4.1 Keep pace with technology**

#### ***“Exploring New Technologies”***

The ACTION Team Analyst utilized the Bair Analytics ATACRAIDS Dashboard (a new crime mapping tool), to assist with identifying geographical violent crime “hot spots” for deployment purposes and trend analysis within the deployment quadrants and other areas of the City. The use of this new mapping tool is still in the initial stages; however, it is hoped to assist with a shift towards “real time” crime data and analysis, instead of historical information. This same crime mapping tool will eventually be rolled out and available for all front-line officers to utilize with their own beat / sector management.

**Goal 4.2 Identify, implement and improve methods to retrieve data from our corporate systems and support internal user groups including: Technology Crime Unit; Crime Information and Analysis Unit; Corporate Planning Branch; and Professional Development Division.**

***“Collaborating with the Crime Information Analysis Unit in Order to Improve Data Retrieval”***

In 2017, the ACTION Team Analyst collaborated with the Crime Information Analysis Unit (CIAU) and explored streamlining the multi-stepped and labour intensive data retrieval method that had been previously employed in order to extract violent crime data from the Niche Database. A new violent crime query was developed and implemented for use in data analysis with the assistance of the CIAU and Computer Services Programmer.

**Goal 2.1 Reach out to share information and to build relationships and partnerships by interacting with all communities including: children and youth, newcomers, people in crisis, seniors and diverse groups.**



***“Maintaining Partnerships with Neighbourhood Groups and BIA’s”***

The MPU continued to focus a great deal of attention on operational enforcement and crime prevention through high visibility patrols across the City of Hamilton in 2017. This included a significant amount of patrol time to Business Improvement Areas (BIA’s) throughout the City of Hamilton. These BIA’s included Dundas, Waterdown, Ancaster, Stoney Creek, Concession Street, Ottawa Street, Barton Street, Waterdown, Westdale, King St W, Locke Street, International Village and Downtown. In total, MPU made 477 BIA visits in 2017 to the 13 BIA areas. Each BIA was visited at least once per month.

Additional areas within the city were strategically identified and benefitted from an increased police presence in response to recent crime trends (as identified by beat Crime Managers from all three Divisions, Divisional Analysts, and the Action Analyst). A few of these areas attended by MPU in 2017 included: i) Concession St in Division Three (where there had been an increase in area Robberies, B&E’s and Mischiefs); ii) Central Mountain in Division Three (where there had been an increase in robberies, resulting in Project Bobby); iii) Waterdown Memorial Park in Division Three (a skateboard area where

there had been an increase in problems with youth after dark); and iv) Binbrook in Division Three (where there had been an increase in B&E's & Thefts).

MPU spent 58% of their directed patrol time for 2017 within Division One. Most of this time was spent within the Downtown Core, Entertainment District and nearby BIA's. As well, MPU spent 12% of their directed patrol time within Division Two, and 30% of their directed patrol time within Division Three. The deployment strategy provided high visibility for businesses during weekdays and entertainment facilities on weekends and at night. In 2017, patrol time decreased within Division Two by 1% and increased in Division Three by approximately 6% from 2016. Furthermore, the percentage of Patrol Time for the HPS MPU ranged from 55% to 79% during 2017, and averaged 62% throughout the year.

The Mounted Patrol Unit is also a significant component of the Public Order Unit (POU) and is regularly deployed throughout the city at various protests and demonstrations. They work closely with the ACTION Team, when not operating in a POU capacity.

### ***"Engaging with the Public"***

The Mounted Patrol Unit engaged with the public both during directed patrol and while attending 86 community events in 2017.

### ***"Developing and Fostering Relationships with Children and Youth in Area Schools"***

Between January and December of 2017, the Mounted Patrol Unit continued to develop and foster relationships with children and youth in area schools through scheduled visits and presentations, as well as interactions during directed patrols. Area elementary and secondary schools, college and university campuses were visited on 75 occasions during this time period. MPU also developed partnerships with two local universities with respect to several of their research projects (i.e., the University of Guelph with studies related to horse training, and stall flooring; and McMaster University with a study related to working with people in crisis and the impact of working with horses during patrol in policing scenarios).

### ***"Working with Diverse Groups within the Community"***

In continuing to explore working with diverse groups within the community, the Mounted Patrol Unit has initiated a partnership with the Metis Women's Circle in a project entitled "Tashunke: Youth Resilience through the Horse-Human Bond". "Tashunke" is a unique concept which combines "diverse



methods of horse-human interaction with diverse cultural populations of youth in a program of hand-on intercultural learning and reconciliation between indigenous and mainstream youth in Canada”.

“Horses can teach us to motivate, focus and respect others”.

Although the actual program will not start until 2018, the project proposal has been submitted for funding. Youth participants in the project will attend and tour the MPU barn once during the proposed 24 week program. MPU may be invited to other events and will be invited along with the Chief to the graduation ceremony /dinner at the project conclusion.

### **Goal 2.3 Engage the community with meaningful and varied volunteer experiences.**

#### ***“Providing the Community with Meaningful and Varied Volunteer Experiences”***

The Mounted Patrol Unit was able to provide a number of meaningful and varied volunteer opportunities to various segments of the community in 2017. Volunteers were utilized by the unit whom had an interest in horses with respect to clean up, and tac in the barn area; grooming of the horses; and in providing assistance with ground support at special events. Additional volunteer opportunity included assistance on Mounted Patrol Unit training days as “actors” in crowd scenario’s. These latter volunteer positions were filled by McMaster Co-op Students whom were extremely helpful every Wednesday, during both morning and afternoon training sessions throughout the year. These training scenarios often involved as many as nine co-op student volunteers at a time, making them invaluable as realistic crowd situations.

### **Goal 3.2 Implement and communicate formalized succession and mentoring strategies and tactics for all our members that facilitate the transfer of knowledge and reflect the demographics of our communities.**

#### ***“Utilizing the SPARE Program for Backfilling”***

The Mounted Patrol Unit continued to implement the SPARE program with respect to backfilling for full-time members when they were away on holiday, days off, court-time, or sick. In 2017, there were two ACTION Team members whom were fully trained Mounted Patrol Unit Spare Officers that participated in backfilling for any missing full-time Mounted Unit Patrol Officers. These designated Mounted Patrol Unit SPARE officers participated in all regular training exercises, numerous special events and ceremonies, as well as the NAPEC Training Conference and Competition.

**Goal 3.4 Increase training to achieve our vision by sharing knowledge and resources in our communities, freeing up time for training and expanding the training budget.**

***“Continuing to Implement an Officer Fitness Program, and Utilizing Equine Professionals to Successfully Compete at NAPEC, and Assist with Basic Training and Problem Solving with the Horses”***

The Mounted Patrol Unit continued to implement a rider fitness program which took place on a weekly basis during the MPU troop training day. An equine chiropractor was consulted and the service of an OEF (Ontario Equestrian Federation) trainer was also utilized to assist with regular basic training and problem solving with the horses. During the week of October 12th 2017, the members and mounts of the HPS MPU attended the NAPEC training conference and competition in Philadelphia, Pennsylvania. Training for this competition started in January 2017 and peaked in September. This year the NAPEC board decided to run a Novice and Expert Equitation Class. The Novice Class was for competitors and horses that have not placed in the ribbons at any previous NAPEC event. The Expert Class was for competitors and horses that have competed in NAPEC in the past and have received ribbons.

One MPU member and mount competed in the Novice Division and finished 3<sup>rd</sup> for Equitation and 3<sup>rd</sup> in combined scores for Novice overall. There were a total of 17 competitors in that category.

Two other MPU members and mounts competed in the Expert Equitation class (as both had competed in NAPEC in the past and had received ribbons). One of these riders and mounts scored 4th in Equitation; but, did not place in the obstacles despite excellent scores. In combined scores that same rider and mount came in 8th overall. There were a total of 50 competitors in that category. The second rider and mount did not place in the Equitation class or in the obstacle division; but, performed very well in Equitation and received high scores in a number of areas. This second mount experienced some sensory challenges and separation anxiety when a team mount left the ring; but, worked through the challenges and finished well overall.

All mounts and riders showed improvement over the year. The new training program initiated in 2016, and continued in 2017 was instrumental in the successful performance at NAPEC.

***“Implementing New Training”***

2017 also witnessed additional new training for members of the Mounted Patrol Unit, which included mounted shooting, a biting clinic, and large animal rescue training.



Early in 2017, Sgt. Denise Leonard attended the North American Mounted Unit Commanders Conference where one of the topics covered was Mounted Shooting and its importance. Upon her return, the MPU worked with the HPS Use of Force Section to implement a rider shooting program. The HPS Program was designed after a similar one utilized by the Minneapolis Mounted Unit. That program incorporated a course designed by a Use of Force Instructor whom was also a Mounted Unit Officer for the Minneapolis Police Department. In the initial part of the HPS Program, the MPU officers were put through a training program designed for one handed shooting and clearing stoppages; as well as shooting from a side angle. This was completed on a wooden structure which simulated the height the officer sits on horseback.

The end goal of the HPS Program was to desensitize the horses to gunfire; thus allowing greater accuracy in shooting from horseback. The subsequent horse training portion was the responsibility of the Mounted Patrol Unit Sergeant. No live fire from horseback was implemented during this Mounted Unit Shooting program.

On June 12<sup>th</sup>, MPU members organized, hosted and participated in a one-day in house biting clinic presented by Dale Myler of the Myler Bit Company. The clinic was opened up to neighboring Police Mounted Units and involved a 3 hour classroom portion as well as a 4 hour practical period at the barn, working with the horses and testing bits. The end result was the selection of a new bit system which is more effective during the communication between horse and rider.

Finally, between November 17<sup>th</sup> and 19<sup>th</sup>, MPU members attended and completed a three day training session on Large Animal Rescue Training (LAR-Course); hosted by Equine Guelph (University of Guelph), at the Meaford Fire Department Training Centre. This training provided knowledge and practical skills using real life scenarios in the event that our own or other large animals within the community develop or suffer an injury, and require removal and care.

## **Awards and Recognition**

### ***“HPS MPU Members Recipients of Multiple Awards at Prestigious NAPEC Conference & Competition”***

During the week of October 12th 2017, the members and mounts of the HPS MPU attended the NAPEC training conference and competition in Philadelphia, Pennsylvania. The competition was a culmination of the HPS rider fitness training program incorporating nine months of intensive training for both riders and mounts, under the consultation of an equine chiropractor and engaging the services of an OEF



(Ontario Equestrian Federation) trainer. Participants were judged on performance in both a Novice and Expert Equitation Class. The unit was extremely successful, finishing 3<sup>rd</sup> in the Equitation and 3<sup>rd</sup> overall in the combined scores for the Novice Division; and 4<sup>th</sup> in Equitation and 8<sup>th</sup> overall in the combined scores for the Expert Division. The NAPEC 2017 competition was a huge success, which reflected a great team effort, and training experience for the horses.

### **Bail Compliance Unit**



The Bail Compliance Unit (BCU) is a visible uniform response, supportive to the ACTION Strategy (“Addressing Crime Trends in our Neighbourhoods”). The mandate of the Bail Compliance Unit (BCU) is to promote public safety and reduce the fear of crime by implementing a Bail Compliance Program. This program is a service-wide crime prevention initiative intended to identify and manage violent offenders through education and bail compliance investigations. The BCU visits the offenders and sureties following release and provides education concerning the Bail Compliance Program. This includes the consequences of non-compliance by the offender as it applies to both the offenders and the surety.

The strategy holds offenders and sureties accountable. The BCU actively monitors the offender to ensure that they are adhering to the conditions imposed upon them by the courts. The BCU actively searches for and arrests any offenders found breaching court imposed conditions. The HPS remain committed to monitoring violent offenders and strictly enforcing conditions to help prevent future offences. Monitoring and enforcement is done through bail compliance checks, which results in some offenders being arrested and charged. For 2017, the BCU was comprised of two full time Constables and an accommodated Constable to assist with administrative duties.

### **Bail Compliance Unit Performance Measures and Related Statistics**

In 2017, the Bail Compliance Unit (BCU) conducted 1124 compliance checks, and 545 surety checks. This compared to 2355 compliance checks and 744 surety checks in 2016. The Bail Compliance Unit conducted 41 arrests involving bail compliance offenders and 26 arrests were made regarding non-bail compliance offenders. The BCU also issued 42 arrest warrants as a result of their investigations. As well, 53 arrests were conducted by other members of the organization involving Bail Compliance Offenders for a total of 120 arrests in 2017. Additionally, the Bail Compliance Unit conducted 9 arrests involving members of the HDTC, while 17 arrests were made by other members of the organization, for

a total of 26 arrests involving the HDTC. This compared to a total of 90 Bail Compliance Offenders and 13 HDTC program members arrested in 2016.

It is believed that the decrease in the number of compliance and surety checks in 2017 was a reflection of more extensive checks and investigations having been conducted on the offenders. Despite having a lower number of compliance checks (52%) and surety checks (27%) in 2017 vs. 2016; the BCU recorded the highest number of arrests and surety revocations since the implementation of the Bail Compliance Unit in 2012 (i.e., 120 arrests and 25 surety revocations, a 33% and 108% increase respectively).

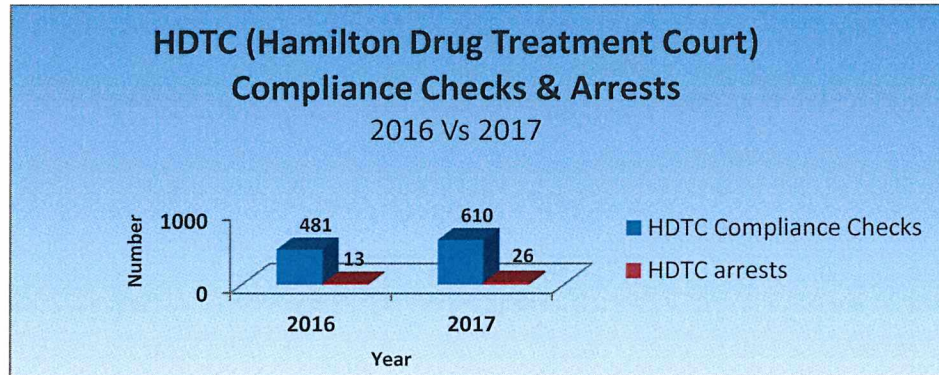
Of further significance in 2017 was the number of PON's issued, and the number of criminal intelligence (CI) reports submitted by BCU members. The total number of PON's issued between January and December by BCU members was 102 (113% increase from 2016); while the number of CI reports submitted by BCU members was 34 (183% increase from 2016).

### **Hamilton Drug Treatment Court**

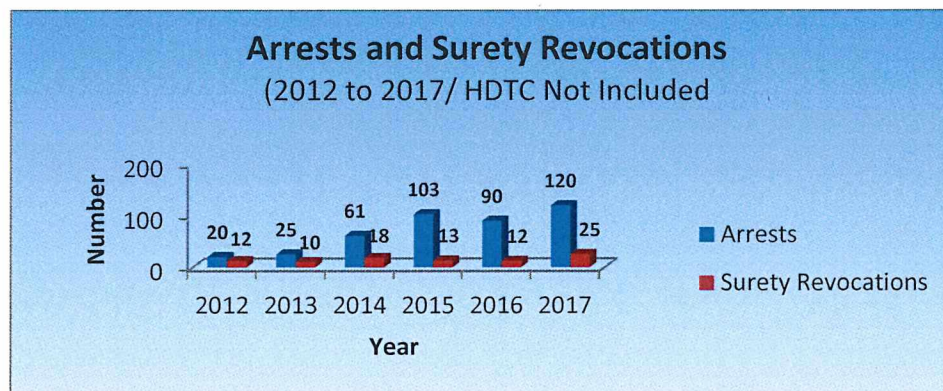
The Hamilton Drug Treatment Court (HDTC), in cooperation with the Hamilton Police Service, takes a comprehensive approach to reduce the number of crimes committed by a drug dependent offender. The program incorporates judicial supervision, comprehensive substance abuse treatment, random and frequent drug tests, incentives and sanctions, clinical case management, social services support, and bail compliance checks. The approach is aimed at reducing the harm people cause to themselves and to others through their drug use, as well as reducing the risk that these individuals will continue to use drugs and thereby come into conflict with the law. The HDTC began in 2014 with the first offender released into the program on January 29th.

Drug Treatment Courts focus on facilitating treatment for drug-motivated offenders who meet specified criteria. They provide an alternative to incarceration by offering an opportunity to complete a drug treatment program. In 2017, the number of offenders that participated in the Hamilton Drug Treatment Court ranged from 3 to 11. Throughout the year some offenders were expelled from the program, new ones joined, and still others continued on to success and sobriety.





*In 2017, there were a total of 610 HDTC compliance checks completed and 26 arrests made by the Bail Compliance Unit. This represented an increase of 27% in compliance checks from 2016 and an increase of 100% in arrests from 2016.*



*2017 witnessed the greatest number of arrests and surety revocations made by the Bail Compliance Unit since the inception of the unit in 2012. There were 120 bail compliance offenders arrested in 2017 (representing a 33% increase in the number of offenders arrested from 2016), and there were 25 surety revocations made in 2017 (representing a 108% increase in the number of surety revocations from 2016).*

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

#### ***“Addressing Violent Crime in the Community”***

The specific mandate of the Bail Compliance Unit is to monitor high risk offenders who have been released on bail for violent crimes. In 2017, the Bail Compliance Unit conducted 1124 compliance



checks. As a result of these compliance checks and maintaining a zero tolerance approach, 120 bail compliance offenders were found not to be compliant and were arrested.

An additional goal was set by BCU in 2017 of continuing the Bail Compliance Check Program for those participating in the Hamilton Drug Treatment Court (HDTC) Program. In 2017, the Bail Compliance Unit conducted a total of 610 compliance checks. As a result of these compliance checks and maintaining a zero tolerance approach, 26 participants in the HDTC Program were found not to be compliant and were arrested.

### **Goal 1.3 Provide knowledge to the public on how to prevent and report crime as well as safety, quality of life and traffic issues in our communities.**

#### ***“Providing Education and Support to Sureties along with Follow-Up Checks”***

In 2017, BCU continued to provide education and support to sureties with respect to the court process and their responsibilities while released on bail for violent crimes. Associated with this education and support was follow-up checks to ensure that members were abiding by their conditions. In total, BCU conducted 545 surety checks which resulted in 25 surety revocations. This was the highest number of surety revocations to date since the Bail Compliance Program began in 2012, and represented an increase of 108% in the number of surety revocations from 2016.

### **Conclusion**

The ACTION Strategy continued to experience success in 2017. Overall, there has been a reduction in violent crime and other crime categories since inception, as evidenced by multiple decreasing crime trends within the primary deployment areas.

The Action Team and Mounted Patrol Unit have continued to be an indispensable resource to the HPS for large community event planning, managing related street level disorder and major incident response. The Bail Compliance Unit has continued to develop and maintains a zero-tolerance approach to violent offenders who have failed to comply with their release conditions.

The ACTION Strategy will continue to focus on reducing violence and disorder in our neighbourhoods; in order to ensure that the City of Hamilton is safe and to improve the quality of life for all residents.

# 4.4(d)



ONTARIO ASSOCIATION OF POLICE SERVICE BOARDS

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## Seeking Your Help! – PSB Members

The Ontario Association of Police Service Boards' 2018 Labour Seminar is being held from September 20-21, 2018 at the Four Points Sheraton Hotel at the Toronto Airport.

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Respectfully,

Eli El-Chantiry  
Chair

Fred Kaustinen  
Executive Director

**HAMILTON POLICE SERVICES BOARD****OUTSTANDING ISSUES as of September 13, 2018**

ITEM	ORIGINAL DATE	ACTION REQUIRED	STATUS	EXPECTED COMPLETION DATE
1. Other Business	May 26, 2016	That Member Whitehead work with the Board Administrator to implement the use of Electronic devices for monthly agendas.	PSB 16-001 – Ongoing	2 <sup>nd</sup> Quarter 2018
2. Body-Worn Camera Steering Committee Second Year Report (PSB 16-127)	November 16, 2017	That the Board approve that continued investigation occur prior to accepting, rejecting or engaging in a Body Worn Camera pilot deployment program.	Ongoing	
3. Statistics on Sexual Assault Data Collection	February 9, 2017	The Hamilton Police Services to review all unfounded sexual assault cases dating back to 2010, and that Chief Girt be requested to report back to the Board as soon as possible on the findings	Ongoing	
4. Request from Shekar Chandrashekar, to Provide a Deputation to the Board	May 10, 2018	That the request from Mr. Shekar Chandrashekar be referred to the Police Services Board Budget Subcommittee.		3 <sup>rd</sup> Quarter 2018

**4.4(e)**