



HAMILTON POLICE SERVICES BOARD

NOTICE OF MEETING PUBLIC AGENDA

Monday, October 20, 2008
4:00 o'clock p.m.
3rd Floor Board Room
Hamilton Central Station

Lois Morin
Administrator

AGENDA

- 1. Call to Order**
- 2. Presentation**
 - a) Member of the Month for August 2008
 - b) Presentation – The Journey (Aboriginal Canoe Trip)
- 3. Declarations of Interest**
- 4. Adoption of Minutes – September 15, 2008**
- 5. Pre-Budget Approval Vehicle Purchases (PSB 08-100; see also PSB 02-052)**
- 6. Vehicle Wash Services for Police Service Vehicles Tender Award (PSB 08-101)**
- 7. Respirator Use Protocol and Purchase (PSB 08-104)**
- 8. Purchase of Additional / Replacement Radios for Assignment to the Patrol Divisions (PSB 08-109; see also PSB 05-074 and PSB 06-067)**
- 9. Police Services Board Policy – Use of Force (PSB 04-088b)**
- 10. Information Items**
 - (a) Budget Variance Report as at August 31, 2008 (PSB 08-095)
 - (b) Use of Force Annual Report (PSB 08-107)
 - (c) Correspondence from Paul Johnson, Executive Director, Wesley Urban Ministries thanking the Hamilton Police Service for support of Wesley Urban Ministries.
 - (d) Correspondence from Victor Satzewich and William Shaffn, McMaster University, Department of Sociology with respect to the Hamilton Police Services Graffiti Prevention Strategy.

- (e) Correspondence from Jennifer Lanzon, Executive Director, Canadian Association of Police Boards with respect to the Executive Governance Workshop scheduled for November 12 to 14, 2008.
- (f) Hamilton Spectator Article – September 28, 2008 – “Spray can vandals”
- (g) Hamilton Spectator Article – October 9, 2008 – “Police prove they do care”

11. Other Business

12. Adjournment

THE POLICE SERVICES BOARD WILL 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**

4.

Monday, September 15, 2008
4:01pm
Board Room
Hamilton Central Station

The Police Services Board met.

There were present: Bernie Morelli, Chairman
Mark Nimigan, Vice Chairman
Nancy Di Gregorio
Fred Eisenberger
Bruce Pearson
Terry Whitehead

Absent with regrets: Karen Cimba

Also Present: Chief Brian Mullan
Deputy Chief Ken Leendertse
Deputy Chief Eric Girt
Superintendent Debbie Clark
Inspector Vince DeMascio
Inspector Warren Korol
Inspector Scott Rastin
Inspector Ken Weatherill
Acting Inspector Dave Doel
Marco Visentini, Legal Counsel
Rosemarie Auld, Manager Human Resources
Sergeant Terri-Lynn Collings, Media Relations
Dan Bowman, Manager Fleet & Facilities
Rita Lee Irvine, Manager Research and Planning
Catherine Martin, Corporate Communicator
Lois Morin, Administrator

Chairman Morelli called the meeting to order.

Presentations

a) Member of the Month for June 2008

Chairman Morelli and Chief Mullan presented Constable John Heide Member of the Month for June 2008. Constable Heide was recognized for displaying a commitment to the prevention, detection, and suppression of crime and the relentless pursuit of offenders which led to an arrest.

b) Member of the Month for July 2008

Chairman Morelli and Chief Mullan presented Constable Peter Foulds and Constable Steve Whelton Member of the Month for July 2008. Constables Foulds and Whelton were recognized for their display of great dedication by becoming involved in rendering assistance in a dangerous situation.

c) 2008 First Half Crime Statistics (PSB 08-086)

Deputy Chief Ken Leendertse provided a presentation to the Board with respect to the 2008 First Half Crime Statistics.

After discussion the Board approved the following:

Moved by: Member Whitehead
Seconded by: Member Eisenberger

That PSB 08-086 – 2008 First Half Crime Statistics be received as circulated.

Carried

(Item 2)

Declarations of Interest

None

(Item 3)

Adoption of Minutes – July 28, 2008

Moved by: Member Whitehead
Seconded by: Member Di Gregorio

The minutes of the meeting held Monday, July 28, were adopted as printed.

Carried.

(Item 4)

Secondment Agreement – Community Corrections Liaison Officer (CCLO)

PSB 06-033b

As recommended by Chief Brian J. Mullan in Report PSB 06-033b dated August 26, 2008, the Board approved the following:

Moved by: Member Eisenberger
Seconded by: Member Pearson

- a) That the Board enter into an Agreement Extension with the *Correctional Service of Canada*, by which one (1) officer will continue to be seconded to Correctional Service of Canada for the purpose of acting as a Community Corrections Liaison Officer for the Hamilton Community Correctional Centre.
- b) That the Chair of the Board be authorized and directed to enter into said Agreement, in a form satisfactory to Legal Counsel, for the Police Service.

Carried.

(Item 5)

**CCTV Camera Program
Expansion**

After discussion, the Board approved the following:

Moved by: Member Whitehead
Seconded by: Member Eisenberger

PSB 02-033f

That PSB 02-033f – CCTV Camera Program Expansion be received as circulated, and forwarded to Members of Council for the City of Hamilton for information.

Carried.

(Item 6)

**Hamilton Police Service
Graffiti Initiatives**

Chief Mullan announced that one of the 2009 strategic priorities for the Hamilton Police Service was to "work with our communities to arrest and hold accountable those individuals responsible for the incidence of graffiti across our city".

PSB 08-091

Member Eisenberger will report this issue to City Council and discuss the future direction of the City and all involved partners with respect to the issues surrounding graffiti, after which a report will be provided to the Board.

After discussion, the Board approved the following:

Moved by: Member Pearson
Seconded by: Member Eisenberger

That PSB 08-091 – Hamilton Police Service Graffiti Initiatives be received as circulated.

Carried.

(Item 7)

Correspondence from Fay Patey, Manager, Police Quality Assurance Unit, Ministry of Community Safety and Correctional Services with respect to the upcoming inspection of the Hamilton Police Services focusing on Business Planning, Prisoner Care and Control, Traffic Manager, Traffic Law Enforcement and Road Safety and Use of Force.

After discussion, the Board approved the following:

Moved by: Vice Chairman Nimigan
Seconded by: Member Whitehead

That the correspondence from Fay Patey, Manager, Police Quality Assurance Unit, Ministry of Community Safety and Correctional Services be received as circulated.

Carried.

(Item 8)

Information Items

The Board approved the following recommendation:

Moved by: Member Whitehead

Seconded by: Vice Chairman Nimigan

The Board receive the reports / correspondence as circulated.

- (a) Segway Pilot Project – Conclusion (PSB 07-108a)
- (b) Additional Vehicle Purchases (PSB 08-028b; see also PSB 08-028a and PSB 02-052 Used Vehicle Purchases)
- (c) Correspondence from Kevin Lee, Executive Director, Scadding Court Community Centre, Vice-Chair, Steering Committee of the Ontario Summit focusing on development of regulations for Ontario's new provincial police complaints system notifying the Board of the upcoming Bill 103 – Summit.
- (d) Correspondence from Andrzej (Andj) Dominski, Director, Sector Compliance Branch, Ministry of the Environment thanking the Hamilton Police Services for the participation of staff in on-road environmental enforcement activities in Hamilton.
- (e) Correspondence from Domenic Murdaca, Business Representative, International Brotherhood of Electrical Workers to express their appreciation for patience and understanding during their recent labour dispute.
- (f) E-mail from Connie Phillipson, Executive Director, Regional Municipality of York Police Services Board with respect to an invitation to the York Regional Police Services Board Meeting scheduled for Wednesday, September 24, 2008.
- (g) E-mail from Jennifer Lanzon, Executive Director, Canadian Association of Police Boards (CAPB) with respect to Bulletin 102 – Preliminary Conference Report.
- (h) E-mail from Jennifer Lanzon, Executive Director, Canadian Association of Police Board (CAPB) with respect to Request for Proposals CAPB 2010.
- (i) E-mail from Jennifer Lanzon, Executive Director, Canadian Association of Police Boards (CAPB) with respect to Bulletin 103 – highlights from the most recent FTP Justice / Public Safety meetings.
- (j) E-mail from Miekela Singh, Canadian Centre for Teaching Peace Conference Coordinator inviting the Hamilton Police Services to participate in this year's conference with the theme "What Can I Do for Peace? Engaged Citizenship for the Sustainable Future".

(k) News Release dated September 10, 2008 – SIU
Concludes Investigation into Collision in Hamilton.

Carried.

(Item 9)

Other Business

Opening of Schools

Member Whitehead extended thanks for the cooperation between the Police Service, By Law Office and the Student Association for the successful start to a new school year stating "it has set the tone for the rest of the year".

Upcoming Events

Chairman Morelli announced to the Board the upcoming Recruitment Information Night scheduled for Tuesday, September 30, 7:00pm, Sir John A. MacDonald Secondary School.

2009 Budget Planning

Chief Mullan highlighted the 2009 Hamilton Police Service Budget Planning including the 2009 Strategic Objectives.

(Item 10)

Adjournment

Moved by: Member Pearson
Seconded by: Member Di Gregorio

There being no further business, the public portion of the meeting then adjourned at 5:40pm.

Carried.

(Item 11)

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

Taken as read and approved

Lois Morin
Administrator

Bernie Morelli, Chairman
Police Services Board

HAMILTON POLICE SERVICES BOARD

- RECOMMENDATION -

DATE: 2008 October 20

REPORT TO: Chairman and Members
Hamilton Police Services Board

FROM: Brian J. Mullan
Chief of Police

SUBJECT: *Pre-Budget Approval: 2008 Vehicle Purchases
(PSB 08-100; see also PSB 02-052)*

RECOMMENDATIONS:

- a) That the Board pre-approve the expenditure of \$630,000.00 for the purchase of 18 2009 police cruisers.
- b) That the Board pre-approve the expenditure of \$135,000.00 for the purchase of three (3) 2009 4x4 police cruisers.
- c) That the Board pre-approve the expenditure of \$505,000.00 for the purchase of 25 used plain door vehicles.
- d) That the Board pre-approve the expenditure of \$35,000.00 for the purchase of one (1) 2009 full size Patrol Wagon.
- e) That the Board pre-approve the expenditure of \$20,400.00 for the purchase of 12 replacement bicycles, for use and distribution in all three (3) Divisions.
- f) That Fleet staff be authorized to participate in the Provincial Co-Operative Purchasing for the above-mentioned cruisers.
- g) That Fleet staff be authorized to purchase used plain door vehicles, as outlined in *PSB 02-052 - Used Vehicle Purchases*.
- h) That the Board pre-approve the expenditure of \$237,500.00 for the upfitting of the above-referenced vehicles.
- i) That the funds for the acquisition of the new vehicles be taken from the Vehicle Replacement Account #53415 and funds for the upfitting of the equipment be taken from Fleet Supplies Account #53039.



Brian J. Mullan
Chief of Police

FINANCIAL / STAFFING / LEGAL IMPLICATIONS:

FINANCIAL – The total cost of procuring the above-noted vehicles is estimated to be \$1,325,400.00. Revenue, of approximately \$75,000.00, will be realized when replaced vehicles are disposed of, during 2009. The request for these replacement vehicles has been included in the 2009 Budget Submissions for the Fleet Branch.

STAFFING – n/a

LEGAL – n/a

BACKGROUND:

Command staff, within Corporate Services, are requesting the pre-approval of these funds to allow ordering of replacement vehicles and equipment in the fall of 2008, to allow for early delivery and deployment in 2009.

Many of the used vehicles will be purchased during December and January, when resale prices are at their lowest. This maximizes the purchasing power of the available funding.

New police package units will be purchased through the Provincial Police Co-operative Purchasing Group (PCPG). All major participants in the PCPG have been asked for their projected numbers, as well as a commitment to purchase the police cruisers in the fall, with delivery early in the new year. The calling agency, for the Police Co-Operative Purchasing Group for 2009, was the Ministry of Government Services - Ontario Shared Services Vehicle Acquisition Program.

The balance of the vehicles being recommended for pre-budget approval will be procured using the guidelines set forth in *PSB 02-052* for the purchase of used vehicles.

Vehicle manufactures have consistently been pushing the build out dates earlier and earlier and it is necessary to order most vehicles in the fall to meet build out dates.

BJM/D. Bowman

cc: Superintendent Michael Shea, Corporate Services
Ted Mason, Chief Accountant
Nadine Kelly, Purchasing Agent, City of Hamilton

HAMILTON POLICE SERVICES BOARD

- RECOMMENDATION -

DATE: 2008 October 20

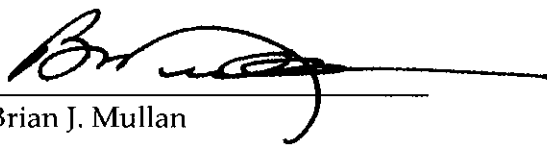
REPORT TO: Chairman and Members
Hamilton Police Services Board

FROM: Brian J. Mullan
Chief of Police

SUBJECT: *Vehicle Wash Services for Police Service Vehicles
Tender Award
(PSB 08-101)*

RECOMMENDATIONS:

- a) That the Board approve the award of Tender of C9-02-08 for Vehicle Wash Services for Police Service vehicles, for a period of five (5) years.
- b) That the Chairman and Administrator of the Board be authorized and directed to execute the necessary purchase agreements with West End Car Wash, King Car Wash, Barton Car Wash, Main East Car Wash and Mohawk Car Wash, in a form satisfactory to Legal Counsel, for the Police Service.
- c) That the funds for the acquisition of these services, in the estimated amount of \$80,000.00, per annum, be taken from the Vehicle Repairs-Tow/Washes Account 376622-54720.



Brian J. Mullan
Chief of Police

FINANCIAL / STAFFING / LEGAL IMPLICATIONS:

FINANCIAL – The estimated value of this contract, over the next five (5) years, is \$400,000.00. The lowest bids in each geographic area (Division) offered by West End Car Wash, King Car Wash, Barton Car Wash, Main East Car Wash and Mohawk Car Wash, have been recommended. Funding for this service is included in the 2009 Fleet Budget, Account 376622-54720. Estimates for annual usage were based on previous year actual amounts.

STAFFING – n/a

LEGAL – n/a

BACKGROUND:

Tender C9-02-08 closed in August 2008. This tender outlined the requirements for the supply and delivery of vehicle wash services for police service vehicles. A total of five (5) bids were received.

This tender is a five-year tender and is based on unit pricing. The tender is awarded by geographic location (Patrol Divisions). The lowest two (2) vendors in Divisions #1 and #2 have been chosen. Only one (1) bid was received in Division #3. The splitting of this award, by geographic location, is necessary to ensure officers do not have to travel too far from their beat in order to obtain vehicle wash services.

As part of this process, each vendor bid as if they were being awarded the tender for the entire Division, in which their car wash was located. A detailed summary of each service provided by vendor is attached to this report.

The vendor summary is as follows:

**TABLE ONE
SUMMARY UNIT COST**

FACILITY	2009 (YEARLY)	2010 (YEARLY)	2011 (YEARLY)	2012 (YEARLY)	2013 (YEARLY)	TOTAL 5-YEAR
West End Car Wash Division 1	\$30,100.00	\$31,800.00	\$33,500.00	\$35,200.00	\$36,900.00	\$167,500.00
King East Car Wash Division 1	\$20,200.00	\$20,200.00	\$20,200.00	\$21,800.00	\$21,800.00	\$104,200.00
Barton Car Wash Division 2	\$23,350.00	\$24,650.00	\$25,950.00	\$27,250.00	\$28,550.00	\$129,750.00
Main East Car Wash Division 2	\$18,362.50	\$19,548.50	\$20,737.50	\$21,925.50	\$23,123.00	\$103,697.00
Mohawk Car Wash Division 3	\$31,699.00	\$33,399.00	\$35,099.00	\$36,700.00	\$38,400.00	\$175,297.00

BJM/D. Bowman

cc: Superintendent Mike Shea, Corporate Services
Nadine Kelly, Purchasing, City of Hamilton
Shawn Kubas, Fleet Supervisor
Ted Mason, Chief Accountant

HAMILTON POLICE SERVICES BOARD**- RECOMMENDATION -**

DATE: 2008 October 20
REPORT TO: Chairman and Members
Hamilton Police Services Board
FROM: Brian J. Mullan
Chief of Police
SUBJECT: *Respirator Use Protocol and Purchase*
(PSB 08-104)

RECOMMENDATIONS:

- a) That the Hamilton Police Services Board approve the purchase and issuance of Personal Protective Equipment (PPE) Respirators for officers responding to environmentally compromised situations.
- b) That funding in the amount of \$25,176.37 be approved for this one time purchase. Funding will be taken from OMERS Type 3 Surplus, Account #22218-000100.



Brian J. Mullan
Chief of Police

FINANCIAL / STAFFING / LEGAL IMPLICATIONS:

FINANCIAL – The one time cost of this program is \$25,176.37 which will be taken from the OMERS Type 3 Surplus, Account #22218-000100.

STAFFING – n/a

LEGAL – n/a

BACKGROUND:

In September of 1997, the Plastimet recycling facility caught fire and first responders from police and fire and were on scene to deal with this crisis. In addition, representatives from the Ministries of Labour (MOL) and Environment (MOE) were also on scene, as well as members of the Hamilton Police Joint Health and Safety Committee. Collectively, to assist officers placed in areas where environmental hazards might change and compromise their safety, they ensured members were provided with specialized respirators, and were trained how to use them. Many police officers who were required to aid in the evacuation of the surrounding neighbourhood and maintain the cordon around the fire scene, were issued 1/2 mask respirators as prescribed by an Occupational Hygienist, with the Ministry of Labour.

One of the debriefing recommendations from the Plastimet incident was that the Hamilton Police Service make available, on an ongoing basis, the 1/2 mask respirator to protect officers from airborne contaminants at fire and chemical spill scenes. A supply of 1/2 mask respirators has been maintained at all Divisional Headquarters, as well as in Patrol Staff Sergeant vehicles to assist police officers as first responders.

Since Plastimet, there have been other instances that officers have been directed to use the 1/2 mask respirators, because of environmental concerns. These include car fires, structural fires and other situations where members must control a perimeter for the safety of the public, while in the presence of smoke, vapour, gas, fumes or dust that may be hazardous. The use of masks has become common for officers responding to car fires because of the many toxins associated with burning plastics and coatings. Officers also donned masks while involved with the building collapse/demolition on King William and James Streets this spring. Airborne particulates were thought to contain asbestos and fecal matter from animal scat and pigeon droppings. The most recent deployment was at the HOTZ chemical fire this summer where officers wore masks to evacuate residents and maintain a perimeter.

In the summer of 2007, police officers were involved in a fire scene on Lottridge Avenue involving computer parts and melting plastic. The MOL and MOE were on scene due to environmental concerns. Officers were wearing the 1/2 mask respirators, as required under the circumstances. Directly after this incident, the MOL requested a meeting with the Hamilton Police Service to review our Respiratory Protection Program. Although the MOL was impressed to see members of a police agency wearing this form of personal protective equipment, they wanted to ensure that a formal training and fit-testing procedure was in place to meet their requirements. The MOL wanted to ensure that members were not only provided with equipment, but were annually fit-tested and trained to ensure that they used this equipment properly and in the correct

environments. This ensures that the equipment worked properly in potentially hazardous environments. This program, although the first in Ontario, is not unique. Vancouver and Edmonton have Respiratory Protection Programs in place and other cities across Canada are in the process of following their lead.

The Joint Health and Safety Committee developed a Respiratory Protection Policy and plans to train and fit-test officers. Fit test training is now ongoing for all front-line responders. Best practice involves issuing a 1/2 mask respirator to each front-line officer. This is recommended to ensure that the risk of exposure to airborne contaminants is minimized and that each officer has a correctly sized personalized respirator immediately available to them while on patrol.

The cost of the implementation includes the following:

- | | |
|--|-------------|
| 1) 450 North ½ mask respirators (with 2 cartridges)
<i>(including taxes)</i> | \$24,878.34 |
| 2) Fit testing equipment <i>(including taxes)</i> : | \$ 298.03 |
| 3) Fit testing: done internally – no additional cost. | |
| 4) Annual maintenance of program - replacement of
respirator canisters which have a 1-year shelf life –
\$1,200.00 - already budgeted. | |

Total Cost (Including Taxes): **\$25,176.37**

The immediate availability and use of masks will result in reduced health risks and reduce the potential for WSIB claims and lost time.

BJM/gg.db.eg

cc: Deputy Chief Eric Girt, Field Support

Superintendent Michael Shea, Corporate Services

Rosemarie Auld, Manager, Human Resources

Dan Bowman, Manager, Fleet, Facilities and Graphics

Gary Goguen, Coordinator of Health and Safety

Paul Lahaie, Worker Co-Chair, Joint Occupational Health and Safety Committee

HAMILTON POLICE SERVICES BOARD

- RECOMMENDATION -

DATE: 2008 October 20

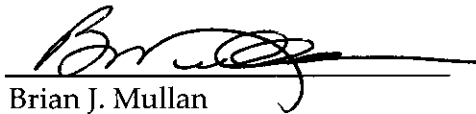
REPORT TO: Chairman and Members
Hamilton Police Services Board

FROM: Brian J. Mullan
Chief of Police

SUBJECT: *Purchase of Additional/Replacement Radios for Assignment to the Patrol Divisions*
(PSB 08-109; see also PSB 05-074 and PSB 06-067)

RECOMMENDATIONS:

- a) That the Board approve the purchase of 50 new portable radios for deployment, within the Support Services Division.
- b) That the Board approve sole-sourcing of the contract to Motorola, our current service and equipment provider.
- c) That the funds come from the designated Capital Account (#53415).



Brian J. Mullan
Chief of Police

FINANCIAL / STAFFING / LEGAL IMPLICATIONS:

FINANCIAL – The total cost of approximately \$189,578.00 forms part of a Capital Account approved by City Council, in the 2004 Budget process (Project #37604-57100 – Equipment Account #53415), specifically intended for this use – radio replacement and upgrades.

STAFFING – n/a

BACKGROUND:

The Hamilton Police Service (HPS) shares use of the City of Hamilton's communications infrastructure. Motorola is the current service provider for the City and the entire police, fire, and EMS communication network operates on this system. The City is currently examining a replacement strategy for the communication system—an upgrade to digital from analog.

The HPS, in preparation for the system replacement, has budgeted for the associated policing costs. The Capital project was approved by City Council, in the 2004 Budget process. There is currently \$3.178 million in the Communication System Replacement Capital Fund.

In the interim, it is necessary for the Hamilton Police Service to maintain sufficient radios to allow for the adequate and effective provision of police services. The majority of radios currently in use have outlived their projected life expectancy by several years (*some are more than 10 years old*). Repairing these old radios is counterproductive - there is difficulty finding parts, it is time consuming, and it causes shortages of radios for the Patrol Divisions, creating frustration and inefficiencies. We have examined alternative approaches, such as purchasing used equipment, but as we progress toward a new trunked radio system that is digital, the equipment we invest in must have the capacity for both analog and digital applications. Less costly models have already been purchased in applications, other than the front-line, but there is a requirement for more robust units for front-line use.

As noted, standard replacement schedules have been deferred while awaiting the evolution of these systems. In addition, recent increases in staffing levels within the HPS, the continued increase in demand for Special Duty assignments and requests for deployment of our Crowd Management Unit, require us to increase the number of portable radios (*and replace those radios that are no longer functional*). This is necessary to address officer safety issues, as well as to improve organizational efficiencies and effectiveness.

In September 2005, the Board approved the purchase of 55 radios (*see PSB 05-074*) to replace radios being used in the Police Court Branch and allow redeployment of existing radios to the front-line. In 2006, the Board approved the purchase of 50 radios (*see PSB 06-067*) – to replace irreparable inventory. In 2008, we are again at a time when it is necessary to make additional purchases.

These radios are compatible with the current infrastructure and will continue to be functional, following the eventual migration to a digital platform. To maintain consistency with the current operating system, it is recommended that Motorola continue to be our equipment supplier.

It is recommended that the equipment be sole-sourced, due to the proprietary nature of the Motorola Software that is required to make the radios operable on the City's Radio System Infrastructure. Vendors wishing to bid on the process would have to purchase equipment from Motorola; we are purchasing directly from the supplier, resulting in a substantial cost savings.

BJM/eg:ms

cc: Deputy Chief Eric Girt, Field Support

Superintendent Michael P. Shea, Corporate Services Division

Ross Memmolo, Manager, Information Technology Services

HAMILTON POLICE SERVICES BOARD**- RECOMMENDATION -**

DATE: 20 October, 2008
REPORT TO: Chairman and Members
Hamilton Police Services Board
FROM: Lois Morin
Administrative Assistant
SUBJECT: *Police Services Board Policy – Use of Force*
(PSB 04-088b)

RECOMMENDATIONS:

- a) That the Board approve the attached Police Services Board Policy AI-012, Use of Force attached hereto as Appendix "A" as amended.



Lois Morin
Administrative Assistant

FINANCIAL / STAFFING / LEGAL IMPLICATIONS:

FINANCIAL – n\a

STAFFING – n\a

LEGAL – n\a

BACKGROUND

On December 18, 2000, the Hamilton Police Services Board approved fifty-eight (58) policies, prepared in accordance with the Regulation on the Adequacy and Effectiveness of Police Services, of the *Police Services Act*. In the fall of 2001, 2004 and 2008 the Ministry released an additional seventeen (18) policies which were approved by the Board.

Subsequent to the above-noted approvals, the Ministry of Community Safety and Correctional Services has begun inspection with respect to four areas including Use of Force. During their inspection it was found that the guideline contained references that did not accurately reflect the requirements of the Equipment and Use of Force Regulation. As a consequence, certain references in the sample board policy may be misleading if not read in conjunction with the Regulation. As a result the current Use of Force Policy has been amended to ensure that the requirements of the Regulation have been met.

Amendments to the Policy would be the addition of the word or in the third bullet of section c); and renumber d) through e) to read xi), xii), xiii).

Attachments (1)

/lem

cc. Chief Brian J. Mullan

It is the policy of the Hamilton Police Services Board with respect to use of force that:

- a) this Board, upon receiving a report on the investigation into an injury or death caused by the discharge of a member's firearm, will:
 - i) review the report and make further inquiries as necessary; and
 - ii) file a copy with the Solicitor General, including any additional inquiries of the Board;
- b) this Board, upon being notified that the Chief of Police has discharged a firearm in the performance of his/her duty, will cause an investigation into the circumstances and file a report on the investigation with the Solicitor General;
- c) the Chief of Police will:
 - i) ensure that members do not use a weapon other than a firearm unless:
 - that type of weapon has been approved for use by the Solicitor General;
 - the weapon conforms to technical standards established by the Solicitor General;
 - the weapon is used in accordance with standards established by the Solicitor General; **or**
 - the weapon, in the course of a training exercise, is used on another member in accordance with the police service's procedures;
 - ii) ensure that, at minimum, police officers are:
 - issued a handgun that meets the technical specifications set out in the *Equipment and Use of Force Regulation*;
 - issued oleoresin capsicum aerosol spray;
 - issued a baton; and
 - trained in officer safety, communication, handcuffing and physical control techniques;
 - iii) ensure that members do not:
 - use force on another person unless they have successfully completed a training course on the use of force; and
 - carry a firearm unless, they have successfully completed a training course on the use of firearms, and is competent in the use of the firearm;
 - iv) ensure that, at least once every 12 months, members:
 - who may be required to use force on other persons receives a training course on the use of force; and
 - authorized to carry a firearm, receives a training course on the use of firearms;
 - v) permit the use of reasonable weapons of opportunity by police officers, when none of the approved options is available or appropriate to defend themselves or members of the public;
 - vi) establish procedures consistent with the requirements of the *Equipment and Use of Force Regulation 926*;

- vii) immediately cause an investigation to be made where a member unintentionally or intentionally discharges his or her firearm, except on a target range or in the course of weapon maintenance;
- viii) immediately cause an investigation and file a report to this Board where a member, by the discharge of a firearm in the performance of his or her duty, kills or injures another person;
- ix) where the Chief discharges a firearm in the performance of the Chief's duties, promptly report the matter to this Board;
- x) ensure that a written record is maintained of the training courses taken by the members of the police service on the use of force and the use of firearms;
- ⇒ xi) ensure the reporting of the use of force by members in accordance with the *Equipment and Use of Force Regulation 926*;
- ⇒ xii) ensure the ongoing review and evaluation of local use of force procedures, training and reporting; and
- ⇒ xiii) provide a copy of the police service's annual use of force study to this Board for review, and ensure the availability of the study to the community.

Bernie Morelli
Chairman

**HAMILTON POLICE SERVICES BOARD
RECOMMENDATION**

10.

DATE: October 20, 2008
REPORT TO: Chairman and Members, Hamilton Police Services Board
FROM: Lois Morin, Administrator
SUBJECT: Information Items

RECOMMENDATION:

That the following reports / correspondence, be received:

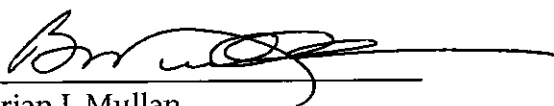
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- (d) Correspondence from Victor Satzewich and William Shaffn, McMaster University, Department of Sociology with respect to the Hamilton Police Services Graffiti Prevention Strategy.
- (e) Correspondence from Jennifer Lanzon, Executive Director, Canadian Association of Police Boards with respect to the Executive Governance Workshop scheduled for November 12 to 14, 2008.
- (f) Hamilton Spectator Article – September 28, 2008 – “Spray can vandals”
- (g) Hamilton Spectator Article – October 9, 2008 – “Police prove they do care”

HAMILTON POLICE SERVICES BOARD - INFORMATION -

DATE: 2008 October 20
REPORT TO: Chairman and Members
Hamilton Police Services Board
FROM: Brian J. Mullan
Chief of Police
SUBJECT: *Budget Variance Report as at August 31, 2008*
(PSB 08-095)

BACKGROUND:

As at August 31, 2008, net expenditures are \$75,873,333.00 or 65.36% of the 2008 Operating Budget of \$116,093,320. The Budget Variance Summary is provided in the attached Appendix. Overall, revenues and expenditures are on budget.



Brian J. Mullan
Chief of Police

BJM/T. Mason
Attachment: *Appendix*

HAMILTON POLICE SERVICE BUDGET VARIANCE REPORT AS AT AUGUST 31, 2008

	2008 Budget	Actual 31-Aug	Available Balance	% Spent	Explanation
EXPENDITURE					
Salaries	83,107,440	54,883,016	28,224,424	66.04%	Salaries and Wages are on budget CPP/EI benefit spending is higher earlier in the year before annual limits are met
Benefits	19,458,590	13,539,777	5,918,813	69.58%	
Court/Overtime	2,914,510	955,140	1,959,371	32.77%	
Sick Leave	892,930	483,629	409,301	54.16%	
Material/Services	12,775,450	8,447,704	4,327,746	66.12%	
Capital Financing	1,163,810	665,834	497,976	57.21%	
Chargebacks	2,339,830	1,596,975	742,855	68.25%	Overall expenditures are on target
TOTAL EXPENDITURES	122,652,560	80,572,074	42,080,486	65.69%	
REVENUE					
General	-3,295,440	-2,522,874	-772,566	76.56%	
Vehicle Reserve	-200,000	-133,333	-66,667	66.67%	
Capital Reserve	-253,220	-168,813	-84,407	66.67%	
Provincial Grant Revenue	-2,165,000	-1,443,333	-721,667	66.67%	
Police Tax Stabilization Reserve	-645,580	-430,387	-215,193	66.67%	Overall revenues are on target
TOTAL REVENUE	-6,559,240	-4,698,741	-1,860,499	71.64%	

NET BUDGET	116,093,320	75,873,333	40,219,987	65.36%
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Favorable or
(Unfavorable)

KNOWN BUDGET VARIANCES

No significant variances to report as at August 31, 2008

HAMILTON POLICE SERVICES BOARD**- INFORMATION -**

DATE: 2008 October 16
REPORT TO: Chairman and Members
Hamilton Police Services Board
FROM: Brian J. Mullan
Chief of Police
SUBJECT: *Use of Force Annual Report*
(PSB 08-107)

BACKGROUND:

Please find attached the annual Use of Force Reports for 2006 and 2007. This Report is completed to capture information forwarded to the Service Armourer / Use of Force Training Sergeant, by members who have completed a Use of Force Report.

As per the *Police Services Act* Regulation 926 Sec. 14.5(1) Reports on Use of Force: A member shall submit a report to the Chief of Police or Commissioner whenever the member,

- (a) draws a handgun in the presence of a member of the public, excluding a member of the police force while on duty, or discharges a firearm;
- (b) uses a weapon other than a firearm on another person; or
- (c) uses physical force on another person that results in an injury requiring medical attention.

P&P 1.02 *Use of Force* addresses the member requirements for submitting Use of Force Reports at the Hamilton Police Service.

Previously, this report was submitted with the Professional Standards Branch Year-End report. It is included in this format to meet the requirements of the Policing Standards Manual.



Brian J. Mullan
Chief of Police

BJM/R. Auld

Attachments: 1) *2006 Use of Force Statistical Reports*
2) *2007 Use of Force Statistical Reports*
3) *Chart 1 – Total Use of Force Incidents 2000 - 2007*

cc: Deputy Chief Eric Girt, Field Support

2006 Use of Force Statistical Report

Introduction

This report will provide a statistical summary and break down of reported Use of Force Incidents that occurred in 2006, where a particular Use of Force Option was applied upon a member of the public, by a member of the Hamilton Police Service. The report will also compare 2006 Use of Force data with data from 2000, 2001, 2002, 2003, 2004 and 2005. The majority of the data was provided by the Hamilton Police Service's Professional Standards Branch, with the original source material being officer submitted Use of Force Reports and/or Hamilton Police Service Taser Reports.

As per the Ontario *Police Services Act* Regulation 926 Sec. 14.5(1), Reports on Use of Force: A member shall submit a report to the Chief of Police or Commissioner whenever the member,

- (a) draws a handgun in the presence of a member of the public, excluding a member of the police force while on duty, or discharges a firearm;
- (b) uses a weapon other than a firearm on another person; or
- (c) uses physical force on another person that results in an injury requiring medical attention.

The Use of Force Options that are tracked by Use of Force Reports include the following:

- Firearm Discharged
- Firearm Pointed
- Handgun Drawn
- Aerosol Weapon [Oleo capsicum (OC) spray or foam]
- Impact Weapon Hard (ASP baton)
- Impact Weapon Soft (ASP baton)
- Empty Hands Hard
- Empty Hands Soft
- Other (K9 bites, weapons of opportunity)
- Taser (new in 2005)

Statistical Summary and Trends in Use of Force Options

In general, the total number of reported Use of Force incidents from 2000 – 2006 has remained fairly consistent, with a low of 229 incidents in 2002 and a high of 317 incidents in 2005 (*see Chart 1*). During the seven (7) year period covered from 2000 – 2006 the average number of incidents reported was 277.71 per year. Certain trends can be identified:

1. The number of times an Officer discharges a firearm has risen since 2003. This is directly attributable to the increase in which Officers are being called upon to euthanize injured animals.

2. There is a continued low use and/or reported incidents of Impact Weapons-Hard and Soft, Empty Hands-Hard and Soft and Weapons of Opportunity/Other. It is clear that Officers very rarely use their Impact Weapons upon a subject and seemingly opt for OC spray or call for the Taser instead. With respect to Empty Hand techniques, there is no doubt they are used by Officers on a regular basis. However, unless the subject suffers an injury, as a result of their application, there is no obligation to submit a Use of Force Report and reported use will continue to be low.
3. The use of Aerosol Weapons has declined steadily in the last seven (7) years with a significant decline in 2005. The relative low use of OC weapons in 2005, when compared to other years, appears to have a direct correlation with the introduction of the Taser. However, despite this decline, OC use increased to 65 reported incidents in 2006, which is very similar to OC use in 2003 and 2004.
4. The introduction of the Taser has had a major impact on how Police Officers use force, but its use significantly declined by almost 31%, in 2006. Taser use in the Custody Area should be monitored to establish the possible development of any trends.
5. Uniform Patrol is the Branch of the Service most likely to encounter incidents requiring an application of Force and therefore submits the most Use of Force reports. As officers gain seniority and leave Patrol for other Branches, the incidents requiring Force decline.
6. Outside of the introduction of the Taser, the numbers show a consistent application of the other Use of Force options, over the last seven (7) years. There were 308 reported Use of Force incidents in 2006 for an average 25.66 incidents per month.

2007 Use of Force Statistical Report

Introduction

This report will provide a statistical summary of reported Use of Force Incidents that occurred in 2007; where a particular Use of Force Option was applied upon a member of the public by a member of the Hamilton Police Service. The report will also compare 2007 Use of Force data with data from the years 2000 to 2006. The report will also compare number of Use of Force incidents from 2005 - 2007. The majority of the data was provided by the Hamilton Police Service's Professional Standards Branch, with the original source material being Use of Force Reports and/or Hamilton Police Service Taser Reports submitted by the involved officer(s).

A redesigned Taser Report was re-implemented in November, 2007.

As per the Ontario Police Services Act Regulation 926 Sec. 14.5(1) Reports on Use of Force: A member shall submit a report to the Chief of Police or Commissioner whenever the member,

- (a) draws a handgun in the presence of a member of the public, excluding a member of the police force while on duty, or discharges a firearm;
- (b) uses a weapon other than a firearm on another person; or
- (c) uses physical force on another person that results in an injury requiring medical attention.

In addition, Hamilton Police Service Policy and Procedure 1.02 – Use of Force; dictates that a member shall submit a Use of Force Report whenever the member; “handles a Police Service Dog who inflicts a bite on a suspect as the result of the involvement of the K-9 unit.”

The Use of Force Options that are tracked by Use of Force Reports include the following:

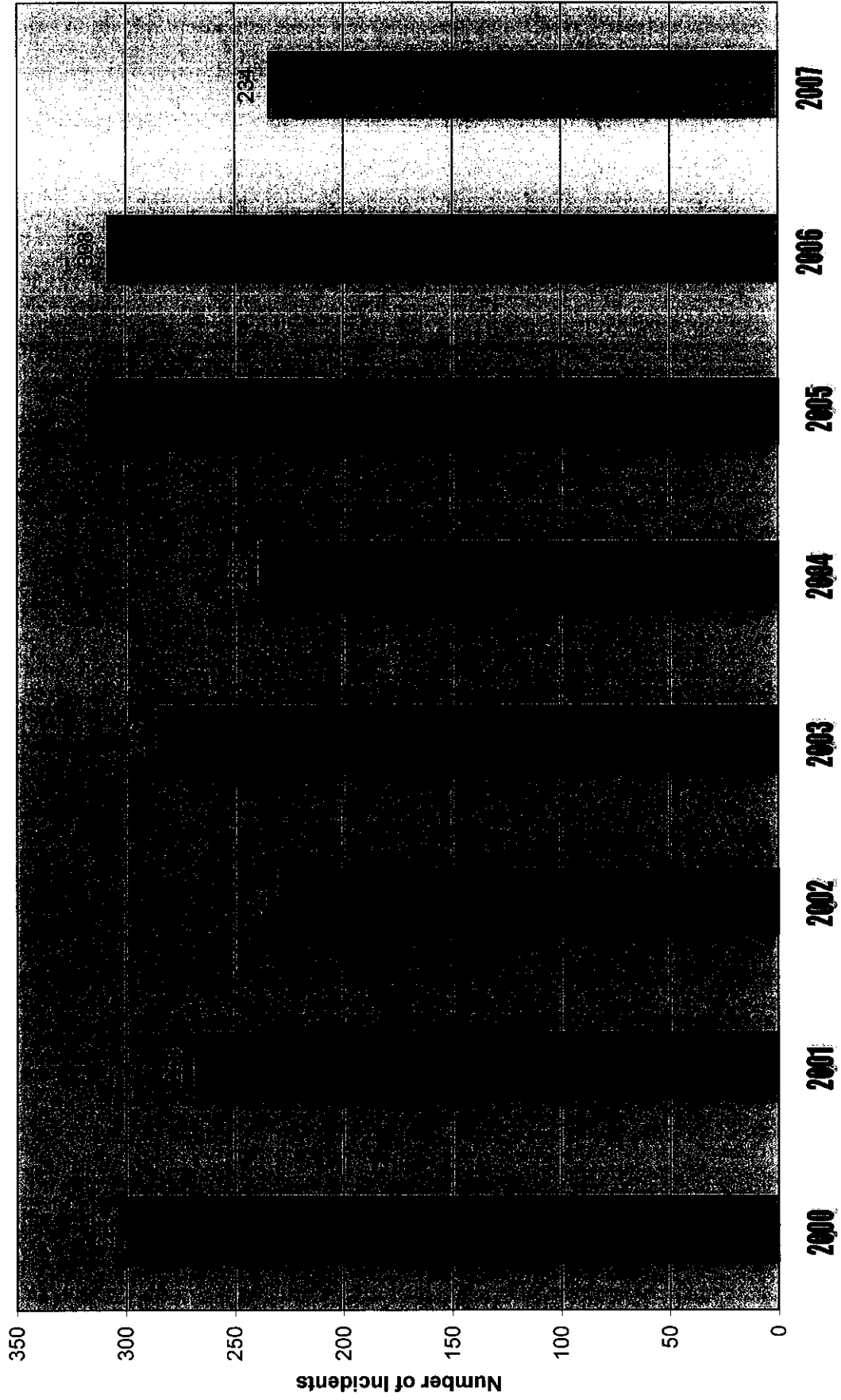
- Firearm Discharged
- Firearm Pointed
- Handgun Drawn
- Aerosol Weapon (Oleo capsicum (OC) spray or foam)
- Impact Weapon Hard (ASP baton)
- Impact Weapon Soft (Asp baton)
- Empty Hands Hard
- Empty Hands Soft
- Other (K9 bites, weapons of opportunity)
- Taser

Statistical Summary/ Trends in of Use of Force Options

During the eight (8) year period covered from 2000 – 2007, the average number of incidents reported was 272.25 per year, with a low of 229 incidents in 2002 and a high of 315 incidents in 2005 (*Chart I*). The total number of reported Use of Force incidents in 2007 is 234. This is the lowest number of reported incidents since 2002. As per *Chart I*, the relative low number of reported incidents in 2007 is directly attributable to a marked, reduction in Firearm Pointed incidents and Aerosol Weapon use. In addition to the aforementioned, several trends can be identified:

1. The number of times an Officer discharges a firearm has risen since 2003. This is directly attributable to the increase in which Officers are being called upon to euthanize injured animals.
2. There is a continued low use and/or low reported incidents of Impact Weapons-Hard and Soft, Empty Hands-Hard and Soft and Weapons of Opportunity/Other. It is clear that Officers very rarely use their Impact Weapons upon a subject and seemingly opt for OC spray or call for the Taser instead. With respect to Empty Hand techniques, there is no doubt they are used by Officers on a regular basis. However, unless the subject suffers an injury, as a result of their application, there is no obligation to submit a Use of Force Report and reported use will continue to be low.
3. The use of Aerosol Weapons has declined steadily in the last seven (7) years with significant declines in 2005 and 2007. The relative low use of OC weapons in 2005, when compared to other years, appears to have a direct correlation with the introduction of the Taser. However, the decline in OC weapons use in 2007 does not appear to be linked to increased Taser use, as Taser use is also declining.
4. The introduction of the Taser in late 2004, early 2005, had an immediate impact on how Police Officers use force, but its use significantly declined in 2006 and 2007. Given that the Taser has only been in use for just over three (3) years, there is not enough data to determine whether this decline will continue or will Taser use plateau.
5. Uniform Patrol is the Branch of the Service most likely to encounter incidents requiring an application of Force and therefore submits the most Use of Force reports. As officers gain seniority and leave Patrol for other Branches, the incidents requiring Force decline.
6. It is clear that Use of Force incidents from 2005 – 2007 spike in the months of March, June and November and decline in February, April, May, July, August and December. However, the causal relations for these spikes and declines are unknown. Again, as this is only the third year in which these statistics have been examined on a monthly basis, it is unknown if they are legitimate monthly trends or statistical anomalies.

Chart 1 -Total Use of Force Incidents 2000-2007





**WESLEY
URBAN MINISTRIES**

195 Ferguson Ave. North
Hamilton, Ontario L8L 8J1

T: 905 528.5629
F: 905 528.9977

10.(c)

RECEIVED

September 29, 2008

Brian Mullan
Hamilton Police Services
155 King William Street
Hamilton ON L8N 4C1

OCT 03 2008

CHIEF'S OFFICE
HAMILTON POLICE SERVICE

Dear Chief Mullan: *Brian*

Thank you and Hamilton Police Services for your support of Wesley Urban Ministries. Your gift of food has made a difference in someone's life. Here are some examples of how a few recent donations to Wesley have been put to good use and helped an adult or child in our community:

- | | |
|------------------------------------|--|
| Fresh Vegetables | Salad was served at our Wesley Centre noon meal |
| Knapsacks/School Supplies | Set aside until August to be given to children and youth who are enrolled in one of our programs and are preparing for school in September |
| Gently Used Towels | Available for Wesley Centre guests using the shower facilities |
| Gently Used Dishes/
Kitchenware | Given to a young person getting ready to live independently or an adult being housed through our Case Management Team |

All of these gifts and many others enhance our 14 different programs and provide dignity to low income people in Hamilton. By giving this donation you have helped Wesley Urban Ministries live out our values of compassion, respect and responsiveness.

Thank you for your support,

Paul Johnson
Executive Director

P. S. For over 18 years, our head cook Renata has been planning and serving nutritious meals at Wesley Centre. If you are one of our wonderful volunteers who helps serve Sunday Dinner or one of our other meals you have probably met Renata. Renata is famous for her liver dish. If you would like to try making this popular meal go to www.wesleyurbanministries.ca.

PSB info (Oct)

*Copy to P.S.B.
for me*



Department of
Sociology

1205 Main Street West
Hamilton, Ontario, Canada
L8S 4M1

Phone: 519 241-1111
Fax: 519 241-1111
Email: communications@mcmastru.ca
New Email: communications@mcmastru.ca

October 7, 2008

Mayor Fred Eisenberger,
Hamilton City Centre,
77 James Street North,
Hamilton, ON L8R 2K3

Dear Mayor Eisenberger:

Please allow us to introduce ourselves. We are faculty members in the Department of Sociology at McMaster University, and for the past three years have worked closely with the Hamilton Police Services GPS (Graffiti Prevention Strategy) teams.

As you know, the GPS program initiated by the police has ended, and we are in the midst of evaluating the final year of the program and, more generally, the overall effectiveness of this project. At this stage, you may be interested to know that the data clearly point to the makings of a solution to the graffiti problem that is based on quick removal. It is in this regard, we believe, that the City of Hamilton must assume responsibility for such removal and, by so doing, would undoubtedly generate very strong support from citizens in the larger community. The data collected over the years indicate that citizens in the city consistently spoke to GPS team members about the unfairness of assuming responsibility for the removal of graffiti from their private property as they were absolutely not responsible for its presence in the first place. Further, it is clear that successful anti-graffiti programs require a long-term commitment, and it is clear to us that the City of Hamilton, in partnership with other stakeholders in the community, is in an optimal position to provide leadership in this area.

We have worked closely during these three years with Deputy Chief Ken Leendertse who, we are sure, would be only too pleased to share with you our evaluation of the GPS program. We are, moreover, impressed with Deputy Chief Leendertse's sustained commitment to this issue.

Should you, or your staff, wish to meet with us, it would be our pleasure to do so.

Sincerely,

Victor Satzewich

William Smith

PSB Info. October 10, 2008

Morin, Lois

From: Jennifer Lanzon [jlanzon@capb.ca]
Sent: Tuesday, October 14, 2008 4:02 PM
To: CAPB Members
Subject: Executive Governance Workshop - deadline to register is October 23!

TO: CAPB Members
RE: Executive Governance Workshop

Do you have members on your board that could benefit from an excellent workshop on police governance? There is still time to register for "Finding Common Ground: Governance Management of Police Services" being offered at the Canadian Police College Police Executive Centre, November 12 to 14, 2008. A copy of the brochure is attached that includes more information and details on how to register. This workshop is for police executives and police board members who want to better understand and manage the relationships between their police organizations and police governance bodies.

The deadline to register is October 23, 2008.

Jennifer Lanzon, Executive Director
Canadian Association of Police Boards
P.O. Box 4670, Station E
Ottawa, ON K1S 5H8
Phone: 819.682.1440
Fax: 819.682.4569
Email: jlanzon@capb.ca
Website: www.capb.ca

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Police Executive Centre / Centre des cadres policiers

“Finding Common Ground: Governance Management of Police Services”

A Strategic Leadership Workshop for Police Executives

November 12th to 14th, 2008

(This workshop is offered in English)

The Canadian Police College Police Executive Centre is pleased to offer this workshop in cooperation with the Canadian Association of Police Boards (CAPB).

TARGET AUDIENCE

This workshop is for police executives and police service board or commission members who want to better understand and manage the relationships between their police organizations and police governance bodies.

THE CHALLENGE

Working together more effectively within police governance structures has become a top priority for police executives, police governance bodies and community leaders. This workshop is designed to help participants work through the challenges of finding the correct policy/operational interfaces so they can better the quality of their relationships and outcomes for the ultimate benefit of their community.

THE TASK AT HAND

In this highly interactive workshop, participants will examine:

1. The formal and legal role of independent civilian governance in Canadian policing;
2. Principles and standards of governance;
3. Challenges and dilemmas of governance;
4. Dynamics of relationships between police agencies, police executives, and police governing bodies;

5. Decision making factors and constraints;
6. How decision making processes can be improved.

FACILITATOR: ANDREW GRAHAM

Andrew Graham is an Adjunct Professor at Queens University's School of Policy Studies. He specializes in issue of public sector management. He has been actively involved in issues of police governance and oversight both in Canada and internationally for a number of years now. He has designed and taught this course several times. He has also worked with the Canadian Association of Police Boards on their work in establishing and implementing best practices. He has also worked with CPC, individual police services and CAPB on strategic issues such as risk management. He has also worked with the Ukrainian Ministry of the Interior on issues of policing in an emerging democratic state. In that context, he has researched this topic from a comparative international perspective.

Professor Graham has extensive experience in the criminal justice field, working in many operational and policy roles in federal corrections. He left the federal government after 14 years as an Assistant Deputy Minister and has been at Queens University for over 6 years.

LANGUAGE:

This workshop in being offered in English.

COURSE LOCATION:

This workshop will be offered at the Ottawa campus of the Canadian Police College (CPC). The CPC Police Executive Centre offers an intimate and thought-provoking environment, designed to meet the needs of senior police decision makers.

COURSE SCHEDULE:

The workshop will commence at *8:30 a.m. on Wednesday, November 12th, 2008* and will conclude on *Friday, November 14th, 2008* at 3:00 p.m. A dynamic guest speaker will join participants for one dinner and lead an informal evening discussion on topics related to Governance Management of Police Services.

REGISTRATION:

Register now to ensure you will be a part of this unique learning opportunity. Register by completing the CPC registration form on our website at www.cpc.gc.ca, and fax it to the College's Registrar's Office at (613) 993-9454.

The registration deadline is October 3rd, 2008.

TUITION:

(Please note that the tuition includes the one hosted dinner with a guest speaker.)

Tuition (including all meals & coffee breaks) = \$375/day x 3 days = \$1,125
On-site bedroom accommodation (if required) = \$65/night x 3 nights = \$195

FOR FURTHER INQUIRIES:

If you have questions or would like more information, please contact Inspector Randy Walsh, Director of the Police Executive Centre at (613) 998-0779 or via email at randy.walsh@rcmp-grc.gc.ca or Nicole Beaudoin, Course Administrator, at (613) 993-9693 or via e-mail at nicole.beaudoin@rcmp-grc.gc.ca

Please visit the CPC website at www.cpc.gc.ca regularly for upcoming announcements regarding this workshop and other programs offered at the CPC Police Executive Centre.

Thurs., Sept. 18/08

... After losing use of her legs when a heavy barn door fell on her at the age of 13, she fought back to become one of Canada's greatest athletes. When someone can do that, you know almost anything is possible.

Mark McNeil

Spray can vandals

Rudy Giuliani made a name for himself as mayor of New York by taking a hard stand on graffiti. He formed an anti-graffiti task force that cleaned up the subway system and city parks and was a key part of a larger plan that made the streets much safer in the Big Apple.

That's why the crackdown by Hamilton police of spray can vandals in this city deserves praise as well. At least four people have been charged over the past two weeks after police acted on tips from the public.

It shows that people in the community care about the appearance of our city and police will pursue these investigations.

The problem with graffiti is that once it takes hold in a neighbourhood, it sets the stage for an escalation of vandalism. If a building is defaced with spray paint, how much worse could it be to throw a brick through the window or do something even worse?

Our community faces a number of challenges and sometimes the response falls short. But when it comes to dealing with the growing graffiti problem in recent years, it is good to see that police and private citizens are coming together to produce positive results.

Mark McNeil

Editorials are written by members of the editorial board. They represent the position of the newspaper, not necessarily the individual author.

Other voices

Edited excerpts of international editorials on the global economic crisis:

Khaleej Times (Dubai): So where does the crisis go from here? There is little doubt events in the past few days are so seismic that a fundamental change in the architecture of the financial system is bound to take place.

In recent years, banks have increasingly engaged in risk to such a degree that it resembled a quest for financial alchemy. The definitive manifestation of that quest was the subprime mortgage – set to become the ultimate chain letter. There has been a clear dislocation in lending standards that allowed mortgages to be sold to people who could not afford them. The tab for such folly now lies with central banks and, finally, with taxpayers.

Greed has so enveloped the banking system that it made some individuals and institutions spectacularly rich from worthless paper. Yet its antithesis is the image of former Lehman Brothers employees leaving their offices with cardboard boxes and tears in their eyes.

The Independent (London): It may be hard to recall in present circumstances, but the flexibility that accompanied the globalization of the past 20 years fostered more that was good than bad. It facilitated growth that brought higher living standards almost everywhere, improving the lives of ordinary people from India and China to the

Israel needs

*Re: 'Israel practising medical e
Sept. 8)*

The writer again quotes select question the need for Gaza road is purely harassment.

A few years ago, I spoke to a martialled for letting an ambulance woman go through a road occupied territories without in vehicle was stopped later at and found to contain explosives attacks in Israel. Years after the man was still upset, not as much martial but more about the more should he have done? There are soldiers at smaller roadblocks a of the sensitivities of his search

Bad medicine

Re: 'A prescription for confidence' (Editorial, Sept. 13)

This editorial was read with interest, especially with reference to the "critical question: Has HHS fast-tracked this plan through the process or has there been sufficient – and effective – public consultation?"

My answer to that question is a resounding no, when witnessed by letters to the editor and past experience. The plan to close the emergency department at the McMaster site to adults should come as no surprise when you consider previous decisions. The demise of the Chedoke General Hospital and the renaming of the Nora Frances Henderson Hospital are but two examples from the past.

I conclude by posing another question: "Why does Hamilton city council not have a formal role in health-care restructuring in Hamilton?" Perhaps it's time they did, again as they did in the past.

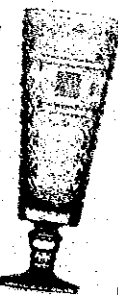
– Pat Saunders, Hamilton

Lots more questions

OPINION

THE HAMILTON SPECTATOR

Winner
2005 and 2007
Canadian Journalism
Foundation
Excellence
in Journalism Award



M Metroland
WEST MEDIA GROUP
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Vice-President, Production

Police prove they do care

Kudos are in order for the round of public forums the Hamilton Police Service is about to begin to hear concerns and gather ideas for its next business plan.

It's important for the police to hear from real people in real neighbourhoods, not just about problems but about potential solutions to those problems. It's particularly important in a city with the high level of diversity we enjoy in Hamilton.

As a community, we are quick to chastise publicly funded institutions when they disappoint or anger us. We feel justified in doing so because we are, after all, paying the bills through our taxes.

There's no doubt our police service has had its share of criticism for missteps and errors. Perhaps that's because it's the institution we count on to protect us from harm or rescue us when we are in harm's way.

But commending a publicly funded organization when it does something right is just as important as pointing out mistakes.

Police Chief Brian Mullan has continued and expanded on the community outreach approach established under former chief Ken Robertson. A diverse range of advisory groups have the ear of the chief and his division superintendents. Mullan has shown he's not one to duck when criticism flies. And he puts himself right out there on Police Watch, the Cable 14 call-in show.

It's clear our police service cares about what's on the minds of Hamiltonians. That's a commendable stance on the part of the police. Now it's up to citizens to make sure their voices are heard.

Lee Prokaska

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III
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