



HAMILTON POLICE SERVICES BOARD

**NOTICE OF MEETING
PUBLIC AGENDA**
Tuesday, May 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 April 2008
 - b) AVL / GPS Presentation
- 3. Declarations of Interest**
- 4. Adoption of Minutes – April 21, 2008**
- 5. Memorandum of Agreement: Provincial Victim Safety Project Grant (PSB 08-057)**
- 6. Police Auctions: Transition to Web-Based Bidding (PSB 08-048)**
- 7. Additional Vehicle Purchases (PSB 08-028a; see also PSB 08-028 and PSB 02-052)**
- 8. SURCH – The Made in Hamilton Approach to Dealing with Drug Related Crime (PSB 08-061)**
- 9. Information Items**
 - (a) Fear of Crime – Hamilton Core (PSB 08-053)
 - (b) March Break Cop Camp 2008 (PSB 08-058)
 - (c) Correspondence from Chief Brian Mullan inviting Members of the Board to attend and participate in the "Gathering" 2008 scheduled for Sunday, June 8, 2008.
 - (d) Letter of thanks from Mr. Phil Slack, President, Hamilton Police Retirees, thanking Chief Mullan and the Hamilton Police Services Board for their support of the Spring Luncheon.
 - (e) Letter of thanks from Mr. Robert J. Donelson, President, St. Joseph's Healthcare Hamilton Foundation, thanking Chief Mullan for so generously sharing his time and expertise as a member of the Foundation Board.

- (f) Letter of thanks from Ms. Carolyn A. Milne, President & CEO, Hamilton Community Foundation, expressing their gratitude for Chief Mullan's commitment as a volunteer with the organization.
- (g) Correspondence from the Coast Mental Health Worker / Hamilton Region CIT Coordinator, expressing his extreme gratitude to Inspector Dan Kinsella for his assistance with the first Crisis Intervention Team (CIT) Course.
- (h) Correspondence from Mr. Keith Madley, Director of Finance, Ministry of Community Safety and Correctional Services with respect to its Transfer Payment Accountability Directive.
- (i) E-mail from Wendy Fedec, Executive Director, Ottawa Police Services Board with respect to their new initiatives – Board Newsletter & Public Interest Meetings.

10. Other Business

11. 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, April 21, 2008
4:01pm
Board Room
Hamilton Central Station

The Police Services Board met.

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

Absent with regrets: None

Also Present: Chief Brian Mullan
Deputy Chief Ken Leendertse
Deputy Chief Eric Girt
Superintendent Debbie Clark
Superintendent Paul Morrison
Superintendent Bill Stewart
Inspector Jamie Anderson
Inspector Warren Korol
Inspector Ken Weatherill
Inspector Rick Wills
Acting Inspector Paul McGuire
Marco Visentini, Legal Counsel
Detective Chris Kiriakopoulos
Sergeant Terri-Lynn Collings, Media Relations
Catherine Martin, Corporate Communicator
Ted Mason, Chief Accountant
Lois Morin, Administrator

Vice Chairman Nimigan called the meeting to order.

Presentations

a) *Member of the Month for March 2008*

Chairman Morelli and Chief Mullan presented the Member of the Month Award for March 2008 to Sergeant Paul Johnston, Constable Cathy Lockley and Constable Paul Mallen. Sergeant Paul Johnson, Constable Lockely and Constable Mallen were recognized for their awareness, sensitivity and ultimate professionalism.

b) *Year-End Report: Hate Crime Statistics – 2007 (PSB 08-054)*

Deputy Chief Leendertse and Detective Chris Kiriakopoulos provided a presentation with respect to the 2007 Hate Crime Statistics.

(Item 2)

Declarations of Interest

None

(Item 3)**Adoption of Minutes –March 17, 2008**

Moved by: Member Whitehead
 Seconded by: Member Eisenberger

The minutes of the meeting held Monday, March 17, 2008 were adopted as printed.

Carried.

Member Whitehead apologized for using the term “transparency” outlining that this was not the intention of his statement, the intention was that the Board needed to improve public accountability.

(Item 4)**Funding Agreement: Safer Communities – 1,000 Officers Partnership Program (SCOPP)**

As recommended by Chief Brian J. Mullan in Report PSB 05-055h dated April 21, 2008, the Board approved the following:

Moved by: Member Pearson
 Seconded by: Member Whitehead

PSB 05-055h

- a) That the Board direct the Chair to execute *the Safer Communities – 1,000 Officers Partnership Program Agreement* between Her Majesty in Right of Ontario as represented by the Minister of Community Safety and Correctional Services, the City of Hamilton, and the Hamilton Police Services Board, in a form satisfactory to Legal Counsel, to the Police Service; and
- b) That the Board direct the Administrator for the Board to refer the Agreement, together with this Report, to the City of Hamilton, for execution of the Agreement, by the City of Hamilton.

Carried.**(Item 5)****Police Services Board Policy: Canine Units**

As recommended by Chief Brian J. Mullan in Report PSB 08-047 dated April 21, 2008, the Board approved the following:

Moved by: Member Eisenberger
 Seconded by: Member Whitehead

PSB 08-047

- a) That the Board approve the attached *draft Police Services Board Policy ER-010, Canine Units* attached hereto as Appendix “A”

Carried.**(Item 6)**

Purchase of FTR (For the Record) (Video Capture Hardware and Software)

As recommended by Chief Brian J. Mullan in Report PSB 08-014 dated April 21, 2008, the Board approved the following:

Moved by: Member Cimba
Seconded by: Member Di Gregorio

PSB 08-014

- a) That the Board authorize the purchase of F.T.R. (*For the Record*) hardware and software from Acrodex, Canada, a sole supplier.
- b) That the Board charges the \$55,392.65 for the purchase of FTR to the OMERS Type 3 account.

Carried.

(Item 7)

Correspondence from Ms. Tricia Hoban requesting the Police Services Board to provide financial sponsorship for the Provincial Crime Stoppers Conference

After discussion the Board approved the following:

Moved by: Member Eisenberger
Seconded by: Member Whitehead

That the Board receive the report as circulated and provide sponsorship in the amount of \$2,000.

Carried.

Note: Member Whitehead requested historical data for the Police Services Board support of Conferences.

(Item 8)

Information Items

The Board approved the following recommendation:

Moved by: Member Di Gregorio
Seconded by: Member Cimba

The Board receive the reports / correspondence as circulated.

- (a) 2007 Year-End Budget Variance Report (PSB 08-046)
- (b) Internet Crime - Update (PSB 08-049)
- (c) Year-End Report: Crimes Against Seniors Unit (CASU) – 2007 (PSB 08-050)
- (d) Downtown Core Safety Audit Summary (PSB 08-051)
- (e) E-mail from Ms. Geraldine Tai, A/Appointments Officer, Selection Systems & Appointments Unit, Public Safety Division, Ministry of Community Safety and Correctional Services with respect to the reappointment of Mr. Mark Nimigan for a further period of one year, effective May 21, 2008.
- (f) Correspondence from Eve Roknic, Manager (A), Program Development Section, Ministry of Community Safety and

- Correctional Services with respect to the Reduce Impaired Driving Everywhere (R.I.D.E.) Grant Program Applications.
- (g) Correspondence from Lois Morin, Administrator to Ms. Tricia Hoban with respect to the request for financial sponsorship of the Provincial Crime Stoppers Conference.
 - (h) Letter of thanks from Councillor Brad Clark, Ward 9, City of Hamilton, thanking Chief Mullan for participating in the Human Services Planning Table.
 - (i) Thank you note from Dr. Alan M. McPherson, thanking Chief Mullan for his attendance at the recent Hamilton Community Foundation meeting.
 - (j) Letter of thanks from Gordon Birk, Heritage Dinner Chairman, Head-of-the-Lake Historical Society, thanking Chief Mullan and the Hamilton Police Service for partnering with their society for the 19th Annual Heritage Dinner.
 - (k) E-mail dated April 9, 2008 from the office of MPP Sophia Aggelonitis regarding the Hansard Report – Marijuana Grow Ops and Civil Liberties Act.
 - (l) E-mail from Jennifer Lanzon, Executive Director, Canadian Association of Police Boards with respect to the 2008 Conference Program and Registration.
 - (m) E-mail from Jennifer Lanzon, Executive Director, Canadian Association of Police Board with respect to the Notice of Call for Resolutions.
 - (n) E-mail from Jennifer Lanzon, Executive Director, Canadian Association of Police Board with respect RCMP Reform Implementation Council.
 - (o) E-mail from Jennifer Lanzon, Executive Director, Canadian Association of Police Board with respect Joint Letter Signed by the Canadian Association of Chiefs of Police (CACP), the Canadian Association of Police Boards (CAPB) and the Canadian Police Association (CPA).
 - (p) E-mail from Jennifer Lanzon, Executive Director, Canadian Association of Police Board with respect with respect to Bulletin 101, Report of 7th Annual Joint Meeting of the Canadian Association of Chiefs of Police (CACP), Canadian Association of Police Boards (CAPB) and Canadian Police Association (CPA).

Carried.

(Item 9)

Other Business

Drug Treatment Court

Member Eisenberger requested information with respect to the "Drug Treatment Court" program.

Chief Mullan provided an overview with respect to "drug court" outlining that he supported the use of such a program. After discussion the Board requested Chief Mullan to provide a report with respect to "Drug Court".

Announcements

Chairman Morelli referred members to the schedule of events for Police Week – May 12 – 16, 2008.

(Item 10)

Adjournment

Moved by: Member Cimba
Seconded by: Member Di Gregorio

There being no further business, the public portion of the meeting then adjourned at 4:45pm.

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

April 21, 2008
lem:

HAMILTON POLICE SERVICES BOARD

- RECOMMENDATION -

DATE: 2008 May 20

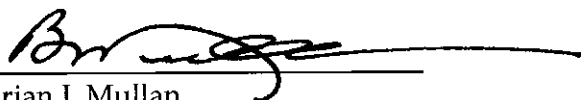
REPORT TO: Chairman and Members
Hamilton Police Services Board

FROM: Brian J. Mullan
Chief of Police

SUBJECT: *Memorandum of Agreement: Provincial Victim Safety Project Grant*
(PSB 08-057)

RECOMMENDATIONS:

- a) That the Board enter into an Agreement with the Ministry of Community Safety and Correctional Services to become part of the Victim Safety Project.
- b) That the Board accept grant monies, in the amount of \$139,297.00, from the Ministry of Community Safety and Correctional Services, as reimbursement, within the terms of said Agreement. Funds to be credited to Account 53415-376300 – the ISD Equipment Account.
- c) That the Board authorize the expenditure of \$139,297.00, for the purchase of wireless data devices, related computer equipment and the hiring of a Part-time Project Coordinator, to provide enhanced safety for victims of crime, and that those unbudgeted funds be charged to Account 53415-376300 - the ISD Equipment Account.



Brian J. Mullan
Chief of Police

FINANCIAL / STAFFING / LEGAL IMPLICATIONS:

FINANCIAL - This is an 18-month grant Agreement. The commitment started on April 1, 2008 and ends on September 30, 2009. A total of \$139,297.00 is available, from the Ministry, to the Hamilton Police Service.

Under the Terms of Agreement, the Ministry will reimburse the Hamilton Police Service for purchases of wireless communications devices, related computer equipment and a Part-time Coordinator to administer the project.

STAFFING – The Hamilton Police Service will recruit and hire a Part-time Coordinator for the term of the agreement

The Administrator of the Victims Services Branch will oversee and provide an assessment of the project.

LEGAL – The Hamilton Police Service Legal Counsel has reviewed the Memorandum of Agreement and is satisfied with its form and content.

The proposed Agreement is between the Hamilton Police Service Board and the Ministry of Community Safety and Correctional Services (“The Ministry”).

The term of the Agreement is from April 1, 2008 to September 30, 2009. Because of time constraints to meet the financial reimbursement deadline of March 26, 2008, Chairman Morelli signed the Agreement on March 4, 2008. The report is being brought to the Board for endorsement of the Chairman’s signature.

The HPS is required to report relevant financial and project results in January of 2009 and October of 2009. This will be the responsibility of the Superintendent of Investigative Services.

Unused funds at the end of the Agreement, or if the Agreement prematurely ends, shall be returned to the Ministry.

BACKGROUND:

The Hamilton Police Service has instituted a response to high-risk domestic violence victims and offenders, within our community. The Victim Services Branch and the Family Violence Resource Unit closely monitor high-risk domestic offenders with the assistance of community stakeholders. High-risk domestic victims are also closely monitored and assistance is provided in a variety of forms, including the use of the Domestic Violence Early Response System. This, however, only allows for enhanced security, either within the home or up to 100 yards away from the home.

The Victims Services Branch researched possible avenues for providing enhanced safety, as well as real time information to victims of high-risk domestic violence. The most effective avenue for increased safety for victims would be to supply victims with a wireless device that would be equipped with a GPS tracking and real-time messaging capabilities.

The Hamilton Police Service was asked by the Ministry of Community Safety and Correctional Services, in July 2007, to apply for a grant related to the Victim Safety Project. This grant will provide better service to victims of crime and prevent re-victimization through increased public safety.

The grant requires that a community agency must partner with the Police Service and all projects must be victim centered with the ability to identify and monitor high-risk offenders, victim notification and safety planning would occur through locally driven coordinated service. Delivery strategies should offer supervision, monitoring and rapid response for any breaches of court orders or outstanding warrants. Interval House of Hamilton, which is a Woman's Shelter that provides a safe place and support for abused women, agreed to support this grant.

The intent of this grant initiative is to protect victims and the public from serious harm and to manage high-risk offenders effectively within the community.

The name of the Hamilton Police Service Project is the *Mobile Independence Safety System (or M.I.S.S.)* The Project will provide identified high-risk domestic victims with the use of a wireless device. H.P.S. Communications Branch will be able to track the wireless device through the G.P.S. capabilities. When necessary and appropriate, police will be able to respond to a location immediately and render assistance to the high-risk domestic victim. The wireless devices will be pre-programmed with approved phone numbers to allow victims to speak with appropriate support professionals and will have text messaging to provide updates to the victim regarding any changes regarding the offender.

The Victim Services Branch continues to provide excellent service to victims of crime. The Victim Safety Project will enhance that quality service and provide the ability to evaluate innovative ways to monitor high-risk domestic offenders and to protect high-risk domestic victims.

BJM/R. Wills

cc: Deputy Chief Ken Leendertse, Community Policing

Superintendent John Petz, Investigative Services Division

Inspector Richard Wills, Investigative Services Division

Ted Mason, Chief Accountant

HAMILTON POLICE SERVICES BOARD

- RECOMMENDATION -

DATE: 2008 May 20

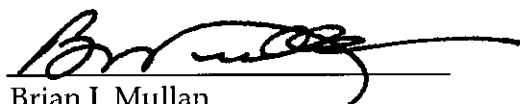
REPORT TO: Chairman and Members
Hamilton Police Services Board

FROM: Brian J. Mullan
Chief of Police

SUBJECT: *Police Auctions: Transition to Web-Based Bidding
(PSB 08-048)*

RECOMMENDATIONS:

- a) That the Board enter into a one (1) year contract with *Police Auctions Canada Inc.*, for the provision of services associated with web-based bidding on eligible unclaimed property, formerly disposed of through in-house public auction.
- b) That all revenue generated from sales be deposited to the Hamilton Police Service Auction Account.
- c) That the Service evaluate the results of this contract, after 12 months, to determine the feasibility of continuing or reverting to in-house auctions.



Brian J. Mullan
Chief of Police

FINANCIAL / STAFFING / LEGAL IMPLICATIONS:

FINANCIAL – n/a

STAFFING – n/a

LEGAL – Legal Counsel will be involved in reviewing and approving the Agreement with the Contractor prior to execution.

BACKGROUND:

Historically, the Hamilton Police Service holds live auctions of eligible found and recovered property, approximately eight (8) times per year, in the Central Station garage. A local auctioneer is hired for the event, and Property Branch staff work after-hours to clear the garage, set up items for show, take payments, and provide general assistance. The auctioneer is paid 5% commission on all items sold. Advertising costs and overtime wages for seven (7) employees involved are deducted from total sales. There are logistical problems, such as clearing the garage of police vehicles, and building security issues, as well. Though advertised in the local newspaper and on the HPS website, the auctions rarely draw large crowds and payment is limited to cash only. Over the past ten (10) years, the auctions have generated average annual revenue of \$28,000.00.

Police Auctions Canada Inc. is a global online auction service based in Toronto, whose business is to sell items on behalf of clients on the international buy/sell website, known as 'eBay'. They offer a full-service package to police agencies, including picking up property from police facilities, temporary storage, and performing minor cleaning and restorative work, as needed, to enhance the appearance and value of the products. The company then posts the items on eBay on behalf of the client, and accepts all liability and customer service issues. In exchange, they take a commission of 50% of the final selling price.

This Contractor currently performs online auctions for the Toronto Police Service, the Toronto Transit Commission (TTC), and the Halton Regional Police Service. Feedback from these agencies has been overwhelmingly positive. The Toronto Police Service has just renewed their contract with this company through 2009, and the TTC have opted to renew for an additional year, as well. The Halton Regional Police Service has just recently signed on. All these agencies have reported increased revenue from on-line auctions, as compared to in-house sales, particularly with the elimination of costs associated with running their own auctions.

The Contractor remits payment each month, accompanied by detailed reports showing all items sold, the lot number, the final price, bid history, the winning bidder's name and address, and other details to allow the Property Branch to reconcile against their records.

There are several key advantages to using this kind of service:

- Building security concerns are eliminated
- No staffing costs and associated liabilities (*i.e.* potential WSIB injuries)
- Police vehicle parking and storage is not disrupted
- Items are available for bidding to a significantly wider audience, with more flexible payment options
- Higher level of transparency – eliminates public concern that the auctioneer may be favouring a particular bidder or using ‘ghost’ bidders to inflate prices
- Storage space problems are no longer a factor as the Contractor will pick up and store goods at their location and expense
- The Contractor will verify the authorship, quality and authenticity of goods including certified gemological testing, and appraisals of jewelry, rare coins and other precious items – true value of items affords potential for higher bids
- The Contractor understands the nature of the business and knows how and when to separate or group items in order to maximize bids
- Knock-offs or counterfeit items are verified and returned to the police service
- The Contractor works strictly on a commission basis, therefore they will clean, polish, photograph and describe each item in order to obtain the highest bid possible
- The HPS can imbed a link on their webpage taking people directly to the auction website

There are no costs to the Service (in fact, there are *cost savings*), no involvement of staff in dealing with complaints or warranties, and there is an audit trail to allow us to back-track to a customer should there be any disputes over prior ownership.

The Contractor agrees to enter into an Agreement with the Police Services Board that clearly outlines expectations, the auction process, Terms and Conditions, customer service, Title and Risk, the payment process, security, insurance, indemnity, and all other licenses and legal requirements.

BJM/P. Bailey

cc: Superintendent Mike Shea, Corporate Services

Peter Bailey, Manager, Records Business Centre

HAMILTON POLICE SERVICES BOARD

- RECOMMENDATION -

DATE: 2008 May 20

REPORT TO: Chairman and Members
Hamilton Police Services Board

FROM: Brian J. Mullan
Chief of Police

SUBJECT: *Additional Vehicle Purchases*
(PSB 08-028a; see also 08-028 and PSB 02-052)

RECOMMENDATIONS:

- a) That the Board approve the replacement of plain door unit 595 due to mechanical repair costs that exceed the value of the vehicle.
- b) That the Board approve the acquisition of an additional plain door unit for use in the recently expanded Vice and Drugs Branch.
- c) That the Board authorize that the savings identified, through this year's vehicle procurements, be utilized to purchase this vehicle, through savings available in Vehicle Purchase Account 37608-51800.



Brian J. Mullan
Chief of Police

FINANCIAL / STAFFING / LEGAL IMPLICATIONS:

FINANCIAL – The Hamilton Police Service maintains a Vehicle Reserve Account to help balance unexpected expenditures, such as vehicle replacement due to motor vehicle collisions and premature breakdowns, when the value of the repair exceeds the value of the vehicle. Funding for the purchase of the replacement plain door vehicle is available from savings realized by the extremely low purchase prices obtained at vehicle auctions this year. The purchase of this vehicle will be totally funded by savings found in Vehicle Purchase Account 37608-51800.

STAFFING – n/a

LEGAL – n/a

BACKGROUND:

Unit 595 was a 2002 Montana van with 121,000 km that had a damaged engine. The vehicle required additional work, such as tires and brakes. The cost of repairing this vehicle greatly exceeded the value of the vehicle. For this reason, a replacement vehicle is required.

The Vice and Drugs Branch recently expanded by five (5) members. An additional vehicle was required to enable the officers to remain mobile. A pool vehicle was transferred into this Branch from the pool and a replacement for the displaced pool vehicle is required.

To properly manage the HPS Fleet, it is necessary to budget annually, based on specific criteria related to vehicle maintenance and replacement. Replacement of vehicles, due to unplanned/unexpected events (MVC's and major mechanical) it is impossible to accurately predict. The HPS maintains a Reserve Account for these expenditures.

To properly maintain sufficient vehicles and equipment, these vehicles need to be replaced expeditiously.

The Board is also being made aware of the purchase of a used Sprinter Van that was identified and approved in the Fleet Replacement Budget (*PSB 07-099, 2008 Pre-Budget Approval and PSB 02-052, Used Vehicle Purchase Guidelines*).

BJM/D. Bowman

cc: Deputy Chief Eric Girt, Field Support

Superintendent Michael Shea, Corporate Services

Dan Bowman, Manager, Fleet, Facilities and Graphics

Ted Mason, Chief Accountant

HAMILTON POLICE SERVICES BOARD

- INFORMATION -

DATE: 2008 May 20

REPORT TO: Chairman and Members
Hamilton Police Services Board

FROM: Brian J. Mullan
Chief of Police

SUBJECT: *SURCH – The Made in Hamilton Approach to Dealing with Drug Related Crime*
(PSB 08-061)

BACKGROUND:

In early 2004, Mr. Regan Anderson, Chair of the Hamilton Addiction System Coalition (HASC) and Executive Director of Wayside House Hamilton, began meeting with members of the Hamilton Police Service to discuss the growing concern of street crime in Hamilton. At the time, it was estimated that 100% of street robberies, 95% of store robberies and 65% of break and enter crimes were committed by crack cocaine users doing so to support their habit. Of the 850 drug charges laid the year prior, 50% were attributed to cannabis, 32% to cocaine, and the remainder, heroin and other drugs. Cocaine and its addictive properties were of real concern.

Through collaboration, it was agreed that this community problem would be tackled by addressing one of its root causes – substance misuse and addiction. This concerted effort forged the relationship between the Hamilton Police Service and the Hamilton Addiction System Coalition, resulting in the formation of *The Hamilton Coalition to Reduce Substance Abuse Related Crime* (later known as SURCH – Substance Use Related Crime in Hamilton.) Their combined efforts were to target crime in Hamilton that was closely linked to illegal drugs and substance abuse.

The coalition set a mandate to work towards the development of:

- a) An increased level of substance misuse treatment services for those at risk of becoming involved with crime;
- b) Educational / awareness activities between the addiction treatment system in Hamilton and the Hamilton Police Service, and

- c) Crime prevention / health promotion activities for those at risk for substance abuse and criminal activities in Hamilton.

In late 2004, the Hamilton Police Service and the Hamilton Addiction System Coalition made a joint submission to the National Crime Prevention Centre's (NCPC) Community Mobilization Program for funding that would provide SURCH with the necessary resources to carry out its mandate. The granted money was used to develop a made in Hamilton strategy to the problem based on research and input from the community.

The SURCH working group, that oversaw this phase of the project, included membership from the *Wayside House Hamilton*, the *Hamilton Addiction System Coalition*, the *Hamilton Police Service*, *Hamilton Criminal Lawyers' Association*, *Centre for Addiction and Mental Health*, and *Alternatives for Youth*. Representatives from 16 Hamilton organizations who participated in the review included, among others, those from *Alcohol, Drug and Gambling Services*, the *City of Hamilton*, *Public Health and Community Services*, *Elizabeth Fry*, *John Howard*, *Justice Canada* and the *Hamilton Crown Attorney's Office*. Other agencies supported the review by way of focus groups, data, and the supplying of information in general.

The end result was a report released in October 2005 by EnMark Associates, "*A Review of Issues, Best Practices and Potential Strategies*". This made in Hamilton approach to address the problem of drug and substance abuse related crime in our City, provided 23 recommendations for implementation and change.

Results in the report revealed that over 6,600 users in Hamilton sought treatment for their addiction in 2004 – with 17% using crack cocaine and 10.5% using cocaine as their primary drugs. The problem for these users was that the available supply of treatment opportunities could not support the growing demand for these services. Residential treatment beds were also found to be under funded and in a critical shortage.

This lack of treatment opportunities emerged as one of the key strategies in the report. With this in mind, the coalition submitted a second grant proposal in February 2006 to the NCPC for funding of phase II of the project. The monies were to be used to hire a pilot project co-coordinator who would develop an implementation plan that would actualize many of the recommendations found in the original report. Furthermore, 1.5 FTE staff councillors were to be hired who among other preventative and educational initiatives would provide information, client assessments, referrals and linkages within and across the substance abuse treatment network in Hamilton. The adult clients would be identified among those charged with certain, but not all drug related offences. The idea presented in the Grant Application was that in order to prevent drug related crime, we must deal with the addiction that fuels the reason to commit it.

In July 2006, the grant proposal was turned down on the premise that the proposed initiative did not identify its target group before they committed a criminal act or encountered the criminal justice system. It appeared that the grant readers were unable to see that the initiative truly was a crime prevention strategy; that it was designed to prevent future crime by treating the addiction that stimulated the criminal activity. The news was immediately followed by a letter writing campaign to the Federal Minister of Justice and Attorney General, the provincial Minister of Community Safety and Correctional Services and the provincial Minister of Health. Personal contacts were also made in search of guidance and assistance from the Ministers in order to secure the necessary funding to continue to move forward.

The SURCH working group continued to meet with the purpose of identifying other sources of funding. In April 2007, Alcohol, Drug and Gambling Services Hamilton (ADGS) formally joined the working group. With that came an offer of \$100,000.00, made available through the transfer of funds from the Ministry of Transport's Remedial Measures program. This program is funded by those found guilty of drinking and driving offences in the City. Hope for this money dried up, in May 2007, when other City priorities emerged.

In July 2007, contact was again made with the National Crime Prevention Centre grant co-coordinator with the purpose of garnering direction and assistance from that office. It was learned that additional grant monies were soon to be released and that SURCH's proposal may qualify under the new terms.

In January 2008, it was learned that, subject to the approval of the Medical Officer of Health, the funds from ADGS could now be released. In addition, news was received from the NCPC grant co-coordinator, that a request for a Letter of Interest (LOI) would soon be announced for new grant money opportunities. In February 2008, an LOI was submitted by SURCH for up to \$200,000.00 a year for the maximum three (3) year period.

With the immediate promise of \$100,000.00 funding from ADGS, the coalition immediately got to work on a scaled back plan that could be enhanced if and when money was secured from the NCPC. The ADGS money would be used to hire out services that would provide client assessments, referrals and linkages, within and across the substance abuse treatment network, in Hamilton, to those charged with certain, but not all drug related offences. Upon successful conclusion, those accepted into the program would be issued a written report outlining the steps taken to solving their addiction problem.

Having already garnered the support of the Public Prosecution Service of Canada (Federal Prosecutors), the local Crown Attorney's Office (Provincial Prosecutors), and

the Hamilton Defence Lawyers' Association, it is anticipated by the members of SURCH that any sentencing judge will take into consideration the efforts of the accused to deal with their substance abuse problem.

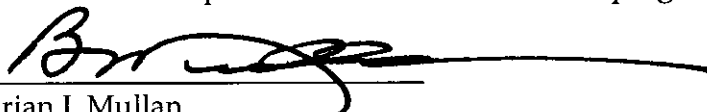
In April 2008, the coalition began developing a Request for Proposal (RFP) with the assistance of City Purchasing in order to identify the agency that will provide these services. It is expected that the funding made available through the City and ADGS will provide assessment, referral and case management services to an estimated 200 screened in charged persons for a period of 12 to 18 months. Any additional funds secured from NCPC program will go to enhance the degree of intervention and services provided to the clients.

Program assessment and review will also form an integral component of this pilot project. The anticipated success of the initiative is expected to more clearly reveal the gaps that exist in the Hamilton network for addiction services, the needs of the treatment network, and the viability of a full drug court for our City. A true drug treatment court; however will only be possible with the full support of the local judiciary and the Crown.

Should this occur, Hamilton would join Toronto, Durham, Ottawa, Winnipeg, Regina, Edmonton, Calgary, and Vancouver as a drug court site. It has been said that these drug treatment courts reflect a widely shared recognition - among governments, social service providers, community organizations and other partners - that crime can be reduced by tackling its root causes. When non-violent criminal conduct is motivated by an addiction to drugs, treatment, rather than incarceration, can help addicts break their cycle of dependency and become more productive members of their community.

The expansion of Canada's drug treatment courts underscores the government's commitment to help drug offenders overcome their addictions. The benefits of these courts not only extend to the participants, but to all Canadians, as well, by helping to reduce staggering health, social and economic costs associated with substance abuse.

On May 5th, the Federal Government announced the launch of the Drug Treatment Funding Program (DTFP). This \$111 million commitment over five (5) years is an important step in building treatment capacity in the provinces and territories, and will assist families and communities who are struggling with drug abuse issues. Through the past and continued work of the SURCH coalition, the City of Hamilton and its citizens are well positioned to benefit from this program.



Brian J. Mullan
Chief of Police

BJM/Insp. J. Anderson

**HAMILTON POLICE SERVICES BOARD
RECOMMENDATION**

9.

DATE: May 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:

- (a) Fear of Crime – Hamilton Core (PSB 08-053)
- (b) March Break Cop Camp 2008 (PSB 08-058)
- (c) Correspondence from Chief Brian Mullan inviting Members of the Board to attend and participate in the “Gathering” 2008 scheduled for Sunday, June 8, 2008.
- (d) Letter of thanks from Mr. Phil Slack, President, Hamilton Police Retirees, thanking Chief Mullan and the Hamilton Police Services Board for their support of the Spring Luncheon.
- (e) Letter of thanks from Mr. Robert J. Donelson, President, St. Joseph’s Healthcare Hamilton Foundation, thanking Chief Mullan for so generously sharing his time and expertise as a member of the Foundation Board.
- (f) Letter of thanks from Ms. Carolyn A. Milne, President & CEO, Hamilton Community Foundation, expressing their gratitude for Chief Mullan’s commitment as a volunteer with the organization.
- (g) Correspondence from the Coast Mental Health Worker / Hamilton Region CIT Coordinator, expressing his extreme gratitude to Inspector Dan Kinsella for his assistance with the first Crisis Intervention Team (CIT) Course.
- (h) Correspondence from Mr. Keith Madley, Director of Finance, Ministry of Community Safety and Correctional services with respect to its Transfer Payment Accountability Directive.
- (i) E-mail from Wendy Fedec, Executive Director, Ottawa Police Services Board with respect to their new initiatives – Board Newsletter & Public Interest Meetings.

HAMILTON POLICE SERVICES BOARD

- INFORMATION -

DATE: 2008 May 20

REPORT TO: Chairman and Members
Hamilton Police Services Board

FROM: Brian J. Mullan
Chief of Police

SUBJECT: *Fear of Crime – Hamilton Core*
(PSB 08-053)

BACKGROUND:

At a Police Services Board meeting, Vice Chairman Mark Nimigan asked what it would take to make our downtown core as safe as New York City. The question was framed to explore the police / community relationships, as well as staff requirements needed to create the same comfort and safety perception that the citizens of New York experience. This report will examine the New York experience, compare it to that of the Hamilton Police core, examine some of the commonalities and impediments that our community experiences and make recommendations to respond to the Board's observations.

The New York Experience

When Mayor Giuliani was the Mayor of New York City, he did not like what he saw. High crime rates, graffiti and fear of crime plagued the City and destroyed its' reputation. He not only wanted to clean up his City and its reputation, but he also wanted to put the tools in place that would allow his City to do a better job, including that of the police department¹. Not only did the Mayor address the City's homeless problem, but he also focused on quality of life issues from parking to cleanliness. New York City's reputation, as a crime-ridden filthy city, soon became a thing of the past². Bill Bratton was the Chief of New York City Police, at that time. His focus was on the Broken Window Theory method of policing, which helped Mayor Giuliani fulfill his vision.

¹ Fantino, Julian, *Duty: Life of a Cop*, 2007 (Page 298)

² Fantino, Julian, *Duty: Life of a Cop*, 2007 (Page 299)

Broken Window Theory

In 1982, James Wilson and George Kelling submitted an article on policing that suggested that by targeting minor disorders, such as broken windows, it would help reduce more serious crimes³. To prove their point, they relied on an experiment that was conducted in 1969, by Scientist, Phillip Zinbardo. The experiment involved two (2) identical cars that were abandoned in two (2) different neighbourhoods in the United States. The experiment was to determine how quickly they would be vandalized. The car left in the Bronx, New York, was vandalized within one (1) day. The other vehicle parked in Palo Alto, California, sat untouched for almost a week. The researcher himself smashed the window of the car, which started a chain reaction where this vehicle was also vandalized, to the same extent as the other abandoned auto in the Bronx. The conclusion was that the public order appears to create the atmosphere for crime prevention. Zero tolerance of minor disorderlies can keep in check other criminal activity – thus the Broken Window Theory.⁴

Chief Bill Bratton employed the Broken Window Theory that posits that public disorder, such as graffiti, solicitation and fare jumping, causes higher crime by signaling that the neighbourhood is out of control. By combating disorders he could help reduce serious crime. Social psychologists and police officers tend to agree that if a broken window in a building is left unattended the rest of the windows will soon be broken. We have also experienced this during our Graffiti Prevention Strategy, which shows that the quick removal of graffiti will assist in reducing graffiti city-wide.

Along with the implementation of the Broken Window Theory, Chief Bratton reintroduced the concept of foot patrols and a police officer on every street corner. This had a marked effect on the feeling of safety and security to the retailers and residents of this city. A study in Newark, by the Police Foundation, of Washington, D.C., showed that foot patrols have not reduced crime rates in areas studied, however residents of the foot patrolled neighbourhoods seemed to feel more secure than people in other areas. We have also experienced these same results on Barton Street, in the City of Hamilton, where Officer Dale Neil currently walks the Beat. Foot Patrol Officers tend to alleviate the level of public disorder in neighbourhoods, therefore allowing the community that feeling of safety.

One of the pitfalls of the Broken Window type policing is that police complaints increase as there appears to be more of a focus on marginalized citizens. Use of force incidents increase, as well as law suits and public complaints. This type of policing model can create a real divide between the police and community, thus leading to conflict⁵.

³ <http://chronicle.uchicago.edu>

⁴ <http://chronicle.uchicago.edu>

⁵ www.aclu-sc.org

In the mid 1970's, the State of New Jersey announced a safe and clean neighbourhood program that was designed to improve the quality of life for 28 cities. As part of the program, the State provided money to help take police officers out of their patrol cars and assign them to walking beats. The research concluded that foot patrols made residents of these neighbourhoods feel more secure than people in other areas. In areas serviced by foot patrol, residents protected themselves less, leading to the hypothesis that the fear of crime has been reduced⁶. Many people are frightened by crime, especially crimes involving sudden and violent attacks by strangers. The fear of crime also increases if people are bothered by disorderly people. A group of kids hanging out at a variety store can cause a perception of crime. These are not criminals but could include unpredictable people, members suffering from mental health issues, panhandlers, drunks, addicts, rowdy teenagers, prostitutes and loiterers⁷. There is a direct correlation between fear of crime and the perception of disorderlies.

An article by Rob McManay, in the University of Chicago Chronicles states that the prioritization of broken windows theory in policing in our current fiscal climate does not make sense. In his opinion, focusing on minor misdemeanors is a diversion from valuable police funding and time. What really seems to help is targeting police patrols against violence, gang activities and gun crimes in the highest crime hotspots. It is all about using police officers' time and limited resources intellectually⁸. This of course is the impetuous of intelligence-led policing, which is the philosophy used by the Hamilton Police Service.

In comparing New York City to Hamilton, the New York Police Department has one (1) police officer for every 218 citizens. In Hamilton, we have one (1) police officer for every 701 citizens. To be equal to the New York model, we would have to increase our complement by 320%, which would more than triple our current budget.

In comparing the criminal statistics from New York City to Hamilton, we examined 2006 stats, reviewing their frequency, as compared to those in Hamilton.

CRIME RATES COMPARISON

Crime	Crime Rate New York City	Crime Rate Hamilton
Total Violent Offences	637.9	754.0
Homicide	7.3	1.0
Robbery	287.9	108.0
Total Property Offences	1879.2	3080.0
Burglary / Break & Enter	271.1	662.0
Motor Vehicle Theft	195.2	503.0

**Rates are calculated on the basis of 100,000 population.*

⁶ www.theatlantic.com

⁷ www.theatlantic.com

⁸ <http://chronicle.uchicago.edu>

*Certain statistics were not provided in Statistics Canada to provide a direct Comparison (e.g. Aggravated Assault and Sexual Assault, Forcible rape in U.S.A. law) while probably included in the "Total Violent Offences" category, was not broken down to a specific rate to be able to compare with NYC.

Crime statistics can be deceiving as a direct comparison does not take into consideration the type of population, social economic aspect of a neighbourhood or the transient nature of the population. Case in Point – The amount of vehicles owned by people in Manhattan would greatly differ from the population in Hamilton. Public Transit, subways and cabs are used more than in comparison to Hamilton, therefore, you would assume that vehicle theft rates would be higher in Hamilton when compared to population base.

Foot Patrols

In New York City, Chief Bill Bratton, with the support of Mayor Giuliani, believed that police visibility was also a critical element in reducing the fear of crime in his City. In New York City the Transit Police and Housing Police were absorbed into one (1) police department, which eliminated duplication creating greater depth resources and a more integrated service to the public. The City has four (4) times the population of Toronto, but nine (9) times as many police officers. There is no question, under Giuliani the visibility of police presence was increased significantly and is still very visible today⁹. Foot Patrols on city streets has reduced the fear of crime.

In a crime survey, that involved High Visibility Patrols (HVP) in Humberside, U.K., it focused on foot patrols between April 2000 and March 2001. An increase of foot patrols during this pilot project, in a population of 258,000, saw a decrease of 16% in personal robberies, in the city core, compared to a 5% increase across the Service and 15% increase across the U.K., during the same time period. Personal Robbery reductions were greatest in an area that received Foot Patrols in areas that previously experienced greater personal robberies per square mile. The HVP's helped the following:

- A. Reduce alcohol-related disorderlies.
- B. Reduce street crime.
- C. Improve police visibility.
- D. Address quality of life issues including the fear of crime and reassurance¹⁰.

This unique approach saw two (2) additional patrols in two (2) types of deployment. Public Order Patrols on Friday and Saturday nights in the city centre and Daily Patrols

⁹ <http://cms.met.police.uk>

¹⁰ www.crimereduction.homeoffice.gov.uk

during working hours. This directed approach of deployment not only helped restore the confidence of the business community, but was also able to address specific crime-related issues related to alcohol and disorderlies.

In Hamilton, we have experienced the same success with the James Street North and Barton Street deployment of foot patrols. Although we have had Core Patrol Officers in the main core, two (2) specific officers were assigned to James Street North, as well as Barton Street East, in order to address these types of issues. We have had positive response from the community, the BIA's, as well as the media in the work that these officers are doing in reducing the fear of crime, building relationships and resolving issues of public disorder.

Although the New York experience has been somewhat positive with the use of the Broken Window theory, this type of policing, although considered best practice at the time, has laid way to a more focused approach, as adopted by the Hamilton Police Service – Intelligence-Led Policing.

The Hamilton Experience

In Hamilton, we currently have 16 officers deployed to the downtown core. Along with the 16 foot patrol officers, we also have assigned one (1) Staff Sergeant, one (1) Crime Analyst, one (1) Sergeant, eight (8) Beat Officers and two (2) specialized Beats. We also have deployed bicycle patrol and Auxiliary patrols, in conjunction with the CCTV, BIA's, Graffiti Prevention Strategy and Community Policing Centres. This has had a significant impact on the crime rate in the downtown core. We are following the Neighbourhood Safety Project (NSP) model, which instills Beat ownership of the specific areas for the officers. In conjunction with the deployment of the core officers, who not only walk, but patrol on bicycles, we have increased their visibility by deploying fluorescent green jackets while on patrol. Also, the officer on James Street North is now being deployed with the Segway, which has increased his visibility, multiplying his exposure on James Street North. Working in conjunction with the downtown and international BIA's, as well as the newly formed James Street North and Barton Street BIA, our officers have effectively deployed in areas of disorderlies. In particular, when we have a rash of purse snatchings or street type muggings, officers will either deploy in a covert mode or will flood the area, with high visibility, in an attempt to identify the offender and suppress this type of criminal activity. In high probable crime areas, such as 94 York Boulevard, an officer has been assigned to manage the parolees, in conjunction with Canada Corrections. This deployment closely monitors the activities of these high risk offenders in an effort to deter further criminal activities and assist them in the integration back into the community.

Community Mobilization

One of our successes of the NSP has been the concept of community mobilization. This was most evident during the fall of 2007, when on James Street North, a young person was murdered at a local tavern. The fear of crime escalated throughout the community. Police had several meetings with concerned neighbours and business owners on James Street North about the perception of crime, in the James Street North area. Working in conjunction with a City Councillor and a newly formed Community Association, the citizens became mobilized helping to better market the area, looking at lighting and the health and cleanliness of James Street North, as well as a commitment of ownership, to prevent crime and reduce the fear in that neighbourhood.

Although Hamilton does not have the same vibrant commercial properties as New York City, there is a revitalization of the downtown core with increased tenancy, businesses and restaurants, which is creating the atmosphere of making the downtown core a place of destination. For the fear of crime to be reduced, the downtown core requires pedestrian traffic, which will attract additional activities and make the Hamilton downtown core more vibrant and successful.

Fear of Crime

One of the main factors in the downtown core is the fear of crime. Fear of crime is often higher in areas when there is poor lighting, dirty streets and significant graffiti.¹¹ Fear of crime is a perception, rather than a reality in most cases, as individuals do not like to be harassed or intimidated by vagrants, drunks, panhandlers or disorderly youths. Because the downtown core has several significant hangouts or activities that draw disorderlies, this has a negative effect on reducing the fear of crime. Coupled with the numerous abandoned buildings, including the Lister Block and buildings along King Street East, there is a feeling of abandonment and a neighbourhood that just does not care. Add this to the numerous activities at 94 York Boulevard, the social network and the lack of business investment, all have a negative impact of people wanting to come to the downtown core. The aim of reducing fear of crime is a collaborative effort between the City, police and the community. This positive partnership will help reassure local residents about crime, crime prevention and community safety.

There are numerous ways to reduce the fear of crime, but the most effective way is following the New York model of increased visibility of police. By increasing lighting, the support of closed-circuit TV's in the downtown core, improving the cleanliness and visual appeal of the downtown core, removing or the reduction of graffiti and creating a business environment where people come for a purpose to the downtown core, will all have a significant impact on reducing the fear of crime.

¹¹ <http://cms.met.police.uk>

Lessons Learned

In reviewing the Broken Window Theory and the increased foot patrol, or HVP model, there are some lessons to be learned from the New York experience. However, I believe that the Hamilton model is well positioned to enhance public perception of the core through intelligence-led policing and partnering with our community. The goal is to make the downtown core a "Place of Destination", therefore attracting people. The City must review issues such as free parking, specialized shopping, restaurants and create special events that will encourage the community to come into the downtown core. The police will expand the CCTV and work in partnership with the BIA to ensure additional police presence and visibility. This is not just a police approach, but requires a full coordinated approach through the City. From City Planning to Licensing, to the removal of graffiti, to the cleaning of streets and proper lighting and prohibiting the abandonment of buildings, will all increase the profile of the downtown core. The City can also get involved with the BIA's to ensure the marketing of the core, increasing business opportunities and focusing their efforts on urban renewal, by not allowing businesses to go vacant. In one city in Texas, there is a City Ordinance that prohibits anyone from boarding up a building. However, if the building is vacant the store front must still have the appearance of occupancy.

Community mobilization is the last part of ensuring a healthy downtown core. Like the example on James Street North, when all the partners came together we were able to create the environment where all the partners focused in on urban renewal, crime prevention and marketing to make it a people-friendly location.

The inner city has many challenges, as well as attributes. The challenges include poverty, a transient community, drug and gang activities, as well as a core that shuts down after 6:00 p.m. Areas such as Hess Street Village, which has become an entertainment district, or that of Locke Street, which has become a specialty area, or that of James Street North, which has now become an arts' district, the core, with marketing and clustering of businesses, could become a place of destination.

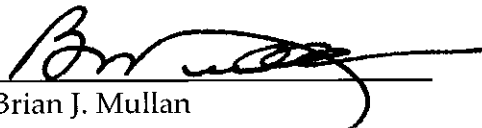
Policing

To respond to the question from Vice Chairman Nimigan on what the Service can do to assist in making the downtown core feel like that of New York City, there is a need for additional police officers. The Hamilton Police Service strategy has included the deployment of four (4) downtown core officers, specialized units on Barton and James Streets, increased the visibility through the use of fluorescent jackets and employed Auxiliary officers, teaming up with regular police officers. To truly have an effect, there needs to be a constant visual reminder that the police are in the downtown core. Using the Humberside model, it is important to deploy officers during day shift, Monday to

Friday, working combinations of shifts that cover the business hours to ensure that we have a visible presence in the downtown core. Also, a deployment of officers on Friday and Saturday nights, to deal with the increased disorderlies involved through drinking establishments, will give us the desired effect on ensuring that citizens coming to the downtown core feel safe. These Beat officers can become ambassadors of the downtown core, not only promoting safety and reducing the fear of crime, but also can become the experts in CPTED, mobilizing the city BIA's and City resources to ensure the removal of graffiti, ensure the streets are clean and making sure that Hamilton is a safe and welcoming community. To achieve this effect, four (4) additional officers should be deployed to the downtown core during business hours, Monday to Friday. This would be a special downtown core unit, which would focus specifically on the downtown core businesses. Eight (8) additional officers would be assigned, two (2) per Squad, to complement the already existing 16 officers in the downtown core. These officers can be used for the alcohol-related incidents and can be deployed at times when needed into a covert operation or plain clothes so that we can apprehend those criminals, involved in street robberies. On day shift, this would give us eight (8) officers patrolling the core.

Conclusion

The answer to the question is simple. We need to bring people into the core. Over the last five (5) years, the Hamilton Police Service has had success on focusing on the downtown core and with the use of intelligence-led policing and Crime Mangers, we have reduced the fear of crime, but there is still work to be done. With innovations, such as the Segway, using the CCTV's, creating the Community Mobilization, as well as the deployment of Auxiliary's and High Visibility Patrols (HVP's), we continue to work towards the goal of reducing fear and making the downtown core a safe place to be. It is clear that this is not just a police responsibility and that the reduction and suppression of crime will happen with the partnership of all the City's departments, as well as the businesses and BIA's. With the increased funding of additional officers for higher visibility, we should be able to assist in the revitalization of the Hamilton downtown core and make it a "Place of Destination".



Brian J. Mullan
Chief of Police

BJM/K. Leendertse

HAMILTON POLICE SERVICES BOARD
- INFORMATION -

DATE: 2008 May 20
REPORT TO: Chairman and Members
Hamilton Police Services Board
FROM: Brian J. Mullan
Chief of Police
SUBJECT: *March Break Cop Camp 2008*
(PSB 08-058)

BACKGROUND:

March Break Cop Camp is an annual event that is in its 3rd year of operation. The 2008 Camp was again marked by a successful week. Participating officers realized an opportunity for our Police Service to create positive relationships with many inner city youth. The camp was designed to attract children from our diverse communities and urban core areas. Many of these youth represent a segment of the community that is void of positive police contact. Thus, the purpose of the camp was to create an environment where children could have some fun, learn about the role of the police in their City and create some positive role model relationships.

Structure and Itinerary

The camp was offered to two (2) age groups, 9 and 10 year olds and 11 and 12 year olds. Both groups were broken into 2-day camps. Each day ran from 0900 – 1600 hrs. Registration fee was \$10.00 per child, with assistance available for those in need.

The content of the program was designed to stimulate team building, physical activity, as well as covering important police-related safety topics.



The following is a summary of the events scheduled for both days:

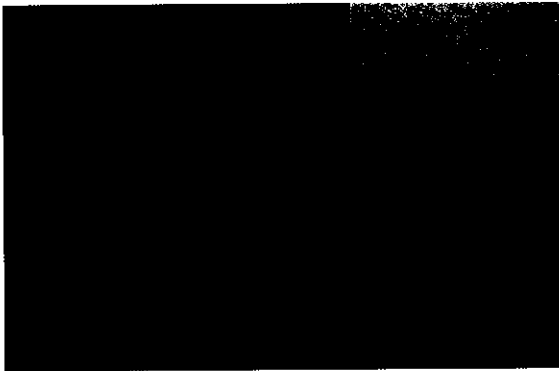
Day #1

- Chief's welcome (Cop Camp T-shirt dissemination)
- Bullying presentation (including cyber bullying)
- Team building games
- Water safety presentation
- Swimming at Valley Park pool
- Prize distribution

Day #2

- T-shirt colouring contest
- K-9 demonstration
- Bike safety
- Prep Test
- Station tours
- Internet and Firearms safety videos
- Prize distribution

Each day the children were supplied with snacks, drinks, and a pizza lunch on Day 2.



The program was both educational and physical. The key to managing attention included an appropriate mix of activity, combined with a disciplined approach to time management.

Participation Demographics:

Enrolment was solicited via contacts with Community Relations Coordinator Sandra Wilson, Community Services Officers, and a media release. Participation was concentrated primarily within the urban core areas of Divisions 10 and 20.

Registration Statistics:

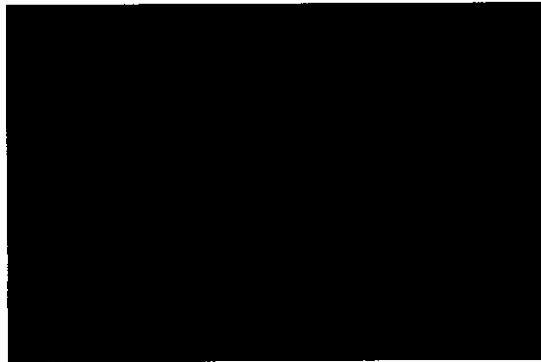
Age	Total #'s	Div 10	Div 20	Div 30
9 and 10	45	22	16	6
11 and 12	39	8	22	9

Staffing

Police resources were dedicated for four (4) 10-hour work days, in the following manner: One (1) Co-ordinator, six (6) officers: OIC Sgt. M. Schulenberg, P.C.'s B. Mungar, C. Luciw, J. Fletcher, L. Edwards, S. Hill and S. Nelson.

Volunteers

Volunteers were organized by Volunteer Co-ordinator Lorie Porthouse. Numbers of volunteers ranged daily from 5 – 7 persons.



Additional Police Presenters

In order to adequately present on the range of topics identified, further officers were secured from the K-9 Unit, Marine Unit, Bike Patrol Unit and Health and Safety Coordinator. In total, this involved eight (8) – nine (9) officers who dedicated approximately two (2) hours each.

The staffing utilized for this week was found to be the minimum number required to adequately supervise approximately 40 children per day.

Each officer was assisted by one (1) volunteer, both assuming responsibility for a group of approximately eight (8) youth.



Media Coverage

The program received media coverage by television and radio. The following news agencies ran new clips:

Radio: AM 900 CHML / 102.9 K-Lite FM
T.V.: Cable 14

Finances

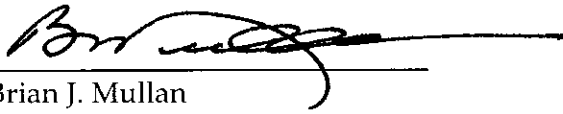
The total funds spent to run Cop Camp was in the amount of \$1,697.70.

T-Shirts	\$759.36
Valley Park Pool	\$221.00
Bussing	\$250.50
Food	\$718.35
Prizes and Supplies	\$383.49
Registration Income	\$635.00
TOTAL COST	\$1,697.70

Conclusion

March Break Cop Camp 2008 saw a total of 84 youth participants between the ages of 9 - 12. Positive feedback was received in the form of e-mails and phone calls following the camp. This year's program saw the introduction of a swimming and water safety component to the camp. This was well received by both children and officers. It provided the opportunity for physical recreation and the excitement of an off-site venue.

The team building activities and educational components of the program ensured a well-balanced camp. Role model relationships were forged between the children and officers. This was evident in the enthusiasm portrayed by the children when given K-9 cop cards. The objectives set out for the delivery of the March Break Cop Camp program have been successfully met.



Brian J. Mullan
Chief of Police

BJM/K. Leendertse

cc: Sergeant Martin Schulenberg, Co-ordinator, Crime Prevention



HAMILTON POLICE SERVICE

RECIPIENT OF THE WEBBER SEAVEY AWARD FOR QUALITY IN LAW ENFORCEMENT
RECOGNIZED AS ONE OF CANADA'S TOP 100 EMPLOYERS

May 1, 2008

RECEIVED

Hamilton Police Services Board
Attn: Chairman Morelli
c/o 155 King William Street
Hamilton, ON
L8N 4C1

MAY 5 2008

HAMILTON POLICE SERVICE BOARD

Dear Chairman Morelli:

The Hamilton Police Service cordially invites you as well as members of the Police Services Board to attend and participate in **"Gathering" 2008** to be held on **Sunday, June 8, 2008**. The event serves to capture the essence of the Hamilton Police Service Aboriginal committee mandate, which is as follows:

"To embrace and enhance cooperation between the Aboriginal and Policing communities in a manner which fosters respect, communication, and collaboration in order to create opportunities to establish mutual understanding and a positive long-term relationship".

We see the need for continuous bridge-building for both our communities. We are committed to ensuring we provide forums for dialogue, friendship and celebration. The theme for **"Gathering" 2008** is **"In Celebration & Friendship"**.

The event starts at 12:00 noon and runs until 4:00 p.m. The location for the event will be **Hillfield Strathallan College, 299 Fennell Avenue West, in Hamilton**. We would appreciate your attendance, as well as bringing greetings on behalf of the Board. This is an opportunity for First Nations People, police personnel and community members, to "Gather," break bread together in the true spirit of friendship, void of any other agenda.

Please contact the Community Relations Co-ordinator Sandra Wilson at 905-546-4910 should you be able to attend or should you require any additional information. She can also be reached at swilson@hamiltonpolice.on.ca.

We look forward to hearing from you in this regard, at your earliest convenience.

Yours truly,

Brian J. Mullan, M.O.M.
Chief of Police

cc: Sandra Wilson, Community Relations Co-ordinator

The Hamilton Police Service cordially
Invites you to the



First Nations Peoples and Police Personnel
in Friendship and Celebration

Sunday, June 8, 2008
12:00 p.m. to 4:00 p.m.

Hillfield Strathallan College • 299 Fennell Ave., W., Hamilton

Sacred Fire • ERU & Canine Displays • Police Museum
Aboriginal Drummers • Hoop Dancers • Gathering

Additional Information:

Call: 905-546-4910 e-mail: swilson@hamiltonpolice.on.ca

Community Relations Co-ordinator, Hamilton Police Service

“BUILDING BRIDGES BETWEEN TWO NATIONS”



**HAMILTON POLICE RETIREES ASSOCIATION****RECEIVED**

May 6, 2008

Chief Brian Mullan
Hamilton Police Service
155 King William St. Box 1060
Hamilton, ON L8N 4C1

MAY 03 2008

CHIEF'S OFFICE
HAMILTON POLICE SERVICE**Re: 2008 Hamilton Police Retirees Spring Luncheon**

Dear Chief Mullan

On behalf of the Hamilton Police Retirees Association and its members, I wish to express our sincerest thanks to you and to the Hamilton Police Service's Board for your support in hosting our Spring Luncheon. We also appreciated the attendance of yourself, Chairman Bernie Morrelli, and Mayor Fred Eisenberger in sharing lunch with us and for you kind comments.

Our Retirees' Association recognizes how fortunate we are to have the continued support of yourself, your senior staff, and the Hamilton Police Service's Board. Once again, thank you for your kindness.

Sincerely yours,

A handwritten signature in cursive script that reads "Phil Slack".

Phil Slack
President
Hamilton Police Retirees Association



- | | | |
|---------------------------------------|----------------------------------|---|
| Dean Mosca
Chair | Mark Crowther, MD
Don Fell | Frank Salvatori
C. Raymond Siganski |
| D. Morgan Firestone
Honorary Chair | Les Haworth
Kieron Hayes | Marianne Simpson-Hood
William (Bud) Sinclair |
| Ike Ahmed | Paul Keast | Stanley M. Tick |
| Russell C. Boychuk | Brian Mullan
Catherine Newell | Karen Zizzo
Robert J. Donelson
President |

April 28, 2008

Mr. Brian Mullan
Chief of Police
Hamilton Police Services
155 King William St.
Box 1060, LCD1
Hamilton, ON L8N 4C1

RECEIVED

MAY 01 2008

CHIEF'S OFFICE
HAMILTON POLICE SERVICE
[Signature]

Dear Brian,

During National Volunteer Week, April 27 - May 3, I want to thank you for so generously sharing your time and expertise as a member of our Foundation Board.

We owe you a great debt of gratitude for your many contributions to our success and for your commitment to our mission.

The old phrase "we couldn't do it without you," is especially true in your case. Thanks again for your leadership and generosity.

Sincerely,

[Signature]

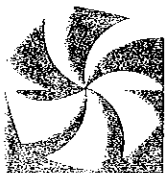
Robert J. Donelson
President

*Many thanks for all you
do for St Joe's. It is a
pleasure to work with you!*

PSB An G (May/June)

Charitable Number: BN 11918 3549 RR0001
Member of the St. Joseph's Resource Development System





HAMILTON
COMMUNITY
FOUNDATION

For Hamilton Police Service

April 28, 2008

Police Chief Brian Mullan
Hamilton Police Service
155 King William Street
PO Box 1060, LCD #1
Hamilton, ON L8N 4C1

RECEIVED

APR 29 2008

CHIEF'S OFFICE
HAMILTON POLICE SERVICE

Brian
Dear Brian:

On behalf of the Board and staff of the Hamilton Community Foundation, I'd like to take this opportunity – National Volunteer Week – to express our gratitude for your commitment as a volunteer with our organization. We do not take your contribution lightly; the time, knowledge and skills you – and more than 150 other volunteers with the Foundation – so willingly invest, are key to helping us fulfill our mission of strengthening Hamilton's quality of life.

Let me tell you about the contributions of people like you. According to the most recent Stats Canada research, some 12 million Canadians volunteer an average of 168 hours every year. That adds up to just under two billion hours – or the equivalent of some one million full-time jobs. Perhaps one of the most meaningful statistics that the research uncovers is Canadians' motivation for volunteering: almost all volunteers say that making a contribution to their community is their most important reason. The second-most important reason, cited by 75 percent of volunteers, was the opportunity to use their skills and experiences.

While "National Volunteer Week" is the official reason to stop and salute you, I want to assure you that your involvement with the Foundation is valued all year long, and we hope it will continue well into the future.

Thank you again for all you do.

Yours sincerely,

Carolyn A. Milne
President & CEO

CAM/sw

PCB Info (May) m



HAMILTON CRISIS INTERVENTION TEAM (CIT) • HAMILTON • ONTARIO • CANADA

Chief Brian Mullan
Hamilton Police Service
155 King William Street
Hamilton, ON

April 17th, 2008

Sarah Burtenshaw
COAST Mental Health Worker/CIT Coordinator
293 Wellington Street North
Hamilton, ON L8L 8E7

RECEIVED

APR 28 2008

CHIEF'S OFFICE
HAMILTON POLICE SERVICE

Chief Mullan:

I am writing to you today to express my extreme gratitude to Inspector Dan Kinsella. As you are no doubt aware, in March 2006 Hamilton Police Service held the first Crisis Intervention Team (CIT) Course. This 40-hour mental health training program for front-line officers offered by mental health professionals, consumers and family members has augmented the specialized services provided by the COAST program. To date, 88 officers, court officers and communicators have been CIT trained through the annual training. This has resulted in Hamilton Police Services being a leader in providing services to those in the community with mental health problems while keeping the community safe.

The CIT program has been a success largely due to the efforts of Inspector Dan Kinsella. He brought the project to Senior Management, garnered your support and then promoted the program throughout the police services. CIT is now considered by the officers to be a valuable course to attend.

Statistically we have seen an increase in the percentage of people brought to hospital and admitted – an outcome we believe is related to CIT. This means fewer officers are bringing people to hospital who are subsequently released. Officers state they have a higher level of comfort dealing with people with mental illness and spend more time dealing with people with mental health issues which means they are providing a better service which will avoid tragedies such as that of Zachary Antidormi.

CIT HAMILTON IS FUNDED BY THE MINISTRY OF HEALTH AND LONGTERM CARE THROUGH ST. JOSEPH'S HEALTHCARE HAMILTON

*Don
Great job. Keep up
the good work.
Dan*

PSR date (May) m.

As the CIT Coordinator, I have met with Inspector Kinsella on a regular basis and greatly appreciated his much needed guidance and assistance in the development of the program ensuring the needs of the community and the police services are met. His enthusiasm and professional input to the CIT program will be greatly missed however we wish him luck in his future pursuits.

Sincerely

A handwritten signature in black ink that reads "Sarah Burtenshaw". The signature is written in a cursive style with a large initial 'S' and a decorative flourish at the end.

Sarah Burtenshaw
MEd, BHSc(OT), OT Ont (Reg)
COAST Mental Health Worker/Hamilton and Region CIT Coordinator



Corporate Services Division

Division des services ministériels

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April 30, 2008

Mr. Bernie Morelli
Chair
Hamilton Police Services Board
155 King William Street,
P.O. Box 1060 LCD 1
Hamilton ON L8N 4C1

RECEIVED
MAY 1 2008
HAMILTON POLICE SERVICES BOARD

Dear Mr. Morelli:

I am writing to inform you that the Ontario government has revised its Transfer Payment Accountability Directive for ministries and classified agencies that administer transfer payments. The purpose of the directive is to clarify the government's expectations of organizations that provide transfer payments and to ensure transfer payment recipients use public funds properly and prudently. It also addresses the Auditor General's findings from the 2006 audit report. A copy of the revised Transfer Payment Accountability Directive is enclosed with this letter.

The revised directive has been strengthened to clarify expectations of ministries and classified agencies that provide and administer transfer payments through entitlements, shared cost agreements and grants. It provides clear standards that must be met by ministries and classified agencies in working with transfer payment recipients. At the same time, it ensures that the ministry is able to establish and tailor their requirements and criteria so that transfer payment recipients meet expectations and manage risks.

Directives are the framework for ministries that set a governing framework for administrative, financial and human resource management practices in the public service. Ministry staff will be discussing the requirements of the directive with your organization as part of their ongoing management of the transfer payment cycle. As recipients of the public funds, there is an obligation on your organization to ensure these public funds provide value for money, are spent prudently and in a manner that is consistent with the program mandate and funding agreement with the province.

The revised directive requires that governance and accountability elements are to be in place within transfer payment programs before funds are flowed to recipients.

- A risk assessment approach is to be used in the design of transfer payment programs, the selection of eligible transfer payment recipients to deliver programs, and the accountability requirements for transfer payment recipients.
- Payments are to be made only to legal entities and individuals.
- Recipients receiving payments must have governance structures and accountability processes to properly administer and manage public funds.
- Transfer payments are to be made only through specific transfer payment programs that have defined objectives, functions, eligibility criteria, and recipient obligations.

Transfer payment recipients are accountable for the services they provide to the public with taxpayers' money.

Ministry staff will work with you to set clear expectations for your organization, and will exercise greater diligence when setting up and monitoring transfer payments to fulfill their responsibilities under this directive. The directive is in effect April 1, 2008, and all new transfer payment contracts need to be in compliance. Your contract with the Ministry is expected to comply with the new directive upon renewal.

Thank you for the steps you've already taken to address governance and accountability in your organization, and for undertaking the necessary next steps to work with the ministry in meeting the requirements of this directive.

If you require any assistance, clarification of the new directive or you have any other concerns, please advise your ministry contact Eve Roknic at (416) 314-3074 or by e-mail at eve.roknic@ontario.ca. Your contact will work with you to ensure there is a common focus and purpose with respect to the Auditor General's report on value for money.

Sincerely,



Keith Madley
Director of Finance
Ministry of Community Safety and
Correctional Services

Enclosure

c: Eve Roknic, Acting Manager

Transfer Payment Accountability

August 31, 2007

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- Definitions

Effective Date

This directive is to be effective immediately for all new transfer payment programs established after its release. All current programs are expected to comply with this directive by April 1, 2008, or as existing transfer payment contracts expire should that occur after April 1, 2008.

PURPOSE

Transfer payment programs are a key method for delivering services to the public.

This directive:

- establishes the principles and requirements for implementing controllership practices to achieve accountability for transfer payments; and
- supports the efficient and effective delivery of services provided through transfer payment programs.

APPLICATION AND SCOPE

This directive governs the administration of transfer payments and applies to ministries and those classified agencies that provide and administer transfer payments.

There are three types of transfer payments:

- entitlements;
- shared cost agreements; and
- grants.

This directive is part of a framework of directives and policies, and is particularly supported by the *Accountability Directive, 1997*, and the Ministry of Finance Risk Policy.

Transfer payments that do not meet the requirements of this directive require Treasury Board / Management Board of Cabinet approval.

PRINCIPLES

Respect for multiple roles and responsibilities is required to deliver public services through transfer payment recipients. Transfer payment recipients are responsible to deliver provincially funded services and are accountable to ministries and classified agencies for the funds they receive and the results achieved. At all times the government is held accountable for protecting the public interest.

Risk assessment is used in the design of transfer payment programs, the selection of eligible transfer payment recipients to deliver programs, and the choice of appropriate accountability requirements for transfer payment recipients.

Value for money is expected in the expenditure of government funds.

Transparency guides good governance and accountability practices for ministries, classified agencies, and transfer payment recipients.

MANDATORY REQUIREMENTS

Key to the management of transfer payment programs is the overlay of a risk-based approach. Risk management practices provide the opportunity to establish the optimum level of oversight, control and discipline enabling ministries and classified agencies to manage risk in changing environments and help provide the proper level of assessment that program / service delivery objectives are being met.

Based on a risk management approach, the following mandatory requirements must be in place:

Defining expectations

Ministries and classified agencies must define the objectives, functions, eligibility criteria, and recipient obligations for all transfer payment programs. Transfer payments must only be made under a specific transfer payment program.

Ministries and classified agencies must ensure that transfer payments are given only to legal entities (for example, those that are established by or under legislation; are federally or provincially incorporated; are band councils established under the *Indian Act*, Canada; or are other Aboriginal organizations that are incorporated). This requirement does not apply to transfer payments made to individuals.

Treasury Board / Management Board of Cabinet must approve the establishment of all new transfer payment programs, changes to and the termination of any existing program.

Transfer payments may only be provided:

- according to program criteria approved by Treasury Board / Management Board of Cabinet;
- in amounts not exceeding requirements for the fulfillment of approved program objectives; and
- in accordance with commitments made in ministry results-based plans.

Agreements

An agreement must be in place between the Province and a recipient before transfer payments are made. This can be a negotiated agreement that is signed by the parties after the Province decides to provide funding to the recipient (but before it flows the money), or it can consist of various documents exchanged between the parties (including an application form, a letter approving the transfer payment and any follow-up correspondence from the Province containing further terms and conditions).

For entitlement programs, the agreement includes written representations on the part of the recipients that they meet eligibility criteria, supported by whatever proofs are required by particular programs.

In providing transfer payments under shared cost agreements and grants, ministries and classified agencies must ensure that recipients receiving transfer payments have governance structures and accountability processes to properly administer and manage public funds and to provide the services for which transfer payments are made. Ministries and classified agencies must consider transfer payment recipient's capacity regarding:

- expertise and experience necessary to discharge its responsibilities in compliance with ministry requirements;
- appropriate governance and control structure in place that is in accordance with any statutory and / or regulatory provisions that apply to the recipient;
- reliable financial reporting (relevant, accurate, and timely financial reporting);
- establishment of a Canadian bank account; and
- compliance with applicable laws and regulations.

Also, signed agreements between ministries or classified agencies and transfer payment recipients must be in place which:

- set out expectations, terms and conditions of funding to support good governance, value for money, and transparency in the administration of transfer payment funds;
- document the respective rights, responsibilities, and obligations of the ministry or classified agency and the transfer payment recipient;
- include specific, measurable results for the money received, reporting requirements, and any corrective action the government is entitled to take if agreed upon results are not achieved; and
- subject to FIPPA and other legislation, allow independent verification of reported program and financial information by independent professionals and the Auditor-General of Ontario.

Ministries and classified agencies must strive for a balance between public service accountability and the transfer payment recipient's responsibilities and capacity to deliver service. Risk management is the mechanism that enables this balance.

Monitoring and Reporting

Ministries and classified agencies must have the oversight capacity to ensure that recipients receiving transfer payments are providing the services for which funds have been received. Oversight includes the ability to administer a program, assess risk, communicate with transfer payment recipients on a regular basis, monitor the results for

contracted projects and services arising from transfer payments, and take corrective action when necessary.

Ministries and classified agencies must establish risk criteria that are tailored to all transfer payment programs and transfer payment recipients in order to ensure that service delivery objectives are achieved and risks are consistently and comprehensively identified and addressed.

Treasury Board / Management Board of Cabinet and the Ministry of Finance can require reports as necessary from the ministry.

Ministries and classified agencies must undertake risk-based reviews of transfer payment programs and a report may be requested by Treasury Board / Management Board of Cabinet.

Reporting requirements for transfer payment recipients should be as straightforward and efficient as possible, building on existing processes and exploring opportunities to coordinate and integrate multi-ministry reporting requirements.

- Transfer payment recipients' reports must focus on the results achieved for the funds provided. Ministries are to determine outcome reporting expectations.
- Specific reporting requirements must be in proportion to the needs of the ministry, the capacity of the recipient, and the risks related to the program.
- The minimum reporting requirement is an annual report or, for short-term projects completed within a fiscal year, a final report. Where multi-year contracts are developed an annual report is required.

Corrective Action

The objective of corrective action in all cases is to ensure that provincial funds are either used as specified in agreements or returned to the provincial treasury.

Where there is non-compliance with the obligations of the transfer payment program or where a transfer payment recipient has failed to meet contractual obligations, corrective action must be initiated in proportion to the risk associated with the degree of non-compliance. The corrective action will be progressive in nature.

RESPONSIBILITIES

Cabinet

Cabinet is accountable to the Crown and the electorate for:

- recommending transfer payment expenditures to the Legislative Assembly.

Treasury Board / Management Board of Cabinet

Treasury Board and Management Board of Cabinet are accountable to the Cabinet for:

- approving the establishment of transfer payment programs, changes to or termination of an existing program;
- establishing a framework to govern transfer payments;
- approving funding for transfer payment programs; and
- directing that appropriate actions be taken for the improvement of transfer payment program delivery and risk-based review.

Secretary of Treasury Board / Secretary of Management Board of Cabinet

The Secretary of Treasury Board and the Secretary of Management Board of Cabinet are accountable to the Chair of Treasury Board / Management Board of Cabinet for:

- providing advice to the Chair of Treasury Board / Management Board of Cabinet; and
- recommending to the Treasury Board / Management Board of Cabinet a policy framework for sound transfer payment management and administration.

Minister or Chair (Agency Head)

The Minister is accountable to the public and the Legislative Assembly and the Chair is accountable to the responsible Minister for:

- authorising transfer payments under Treasury Board / Management Board of Cabinet-approved program criteria; and
- recommending approval to Treasury Board / Management Board of Cabinet or, in case of the Chair, recommending approval to the Minister, of a proposal to establish a new transfer payment program or to change or terminate an existing program.

Deputy Head (Deputy Minister or Executive Director / Chief Executive Officer of a classified agency)

The Deputy Minister is accountable to the Secretary of the Cabinet and the Minister while the Executive Director / Chief Executive Office of an agency is accountable to the Chair for:

- advising the Minister or Chair on the requirements of this Directive;
- ensuring that ministry or agency transfer payment programs meet the requirements of this Directive;
- recommending to the Minister or Chair the establishment of a new transfer payment program, changes to or termination of an existing program;

- ensuring that the ministry or agency has the oversight capacity for monitoring the results from transfer payments including the assessment and management of related risk;
- designating responsibility for this directive to either a Program Assistant Deputy Minister or to a Chief Administrative Officer; and
- undertaking timely risk-based reviews of transfer payment programs.

Assistant Deputy Minister (Program)

The Assistant Deputy Minister is accountable to the Deputy Minister for:

- ensuring staff compliance with this directive;
- ensuring effective administration of specific transfer payment programs including the assessment and management of related risk; and
- implementing risk-based reviews of transfer payment programs with regard to their administration, results, and relevance to the public policy agenda.

Chief Administrative Officer / Director of Finance

The Chief Administrative Officer and Director of Finance are accountable to the Deputy Minister for:

- ensuring compliance with this directive and Ministry of Finance controllership policies;
- establishing a process to assess and manage risk; and
- assisting with the application of risk assessment as well as financial management and control policies.

Program Head (Director or Manager)

The Program Head is accountable to the Assistant Deputy Minister or Deputy Minister for:

- administering the transfer payment program while meeting the mandatory requirements of this Directive;
- maintaining satisfactory records in keeping with applicable legislation, directives and policies;
- monitoring transfer payments made under the transfer payment program;
- assisting with transfer payment program financial reconciliation and risk-based reviews as required;
- developing a business case for new transfer payment programs; and
- undertaking risk-based reviews of transfer payment programs regularly.

DEFINITIONS

Accountability

The obligation to answer for results and the manner in which responsibilities are discharged. Accountability cannot be delegated.

Classified Agencies

Recipients to which the government delegates program or service delivery, functioning at arms-length from the ongoing operations of government, but accountable to the minister and governed by the *Agency Establishment and Accountability Directive, 2000*.

Governance

Governance refers to the processes and structures through which power and authority are exercised, including the decision-making processes.

Responsibility

The obligation to assume a role or take specific action(s). Responsibility may be delegated or conferred by mutual agreement, depending on the relationship.

Risk

The chance of something happening that will affect the achievement of objectives. Risk can represent an opportunity or threat to the achievement of objectives.

Risk Assessment

Risk assessment is the identification and analysis of relevant risks to the achievement of assigned objectives. Risk assessment is a prerequisite for determining how risks should be managed.

Risk Management

Risk management is the active process of systematically identifying risks, assessing exposures, and developing appropriate action plans so that risks are managed in a way that will enable a recipient to meet its business objectives.

Transfer Payments

One way that the government meets its objectives and carries out its programs is through transfers to individuals, organisations or other governments. Government transfers are transfers of money from a government to an individual, an organisation or another government for which the government making the transfer does not:

- a) receive goods or services directly in return, as would occur in a purchase or sales transaction;
- b) expect to be repaid in the future, as would be expected in a loan; or

- c) expect a financial return, as would be expected in an investment.

Major types of transfers include entitlements, transfers under shared cost agreements, and grants. (Note 1)

Entitlements

Entitlements are transfers that a government must make if the recipient meets specified eligibility criteria. Such entitlements are non-discretionary in the sense that both:

- a) "who" is eligible to receive the transfer; and
- b) "how much" is transferred

are prescribed by legislation and/or regulations.

Under programs establishing entitlements of individuals, the government normally sets no criteria for how the funds transferred must be used. (Note 2)

Transfers under Shared Cost Agreements

Transfers under shared cost agreements and cost reimbursement agreements are a reimbursement of eligible expenditures pursuant to an agreement between the transferring government and the recipient. (Note 3)

Grants

Grants are transfers that are made at the discretion of a government. The government making the transfer has discretion in deciding whether or not to make a transfer; the conditions to be complied with, if any; how much will be transferred; and to whom. (Note 4)

Value for Money

Use of public resources with due regard for economy, efficiency, and effectiveness.

Notes:

1. These definitions are adapted from the Canadian Institute of Chartered Accountants PSAB Standard 3410 (1995) on "Government Transfers".
CICA PS 3410.41 notes that "Some transfer may have characteristics of more than one of the major types of transfers. Some provincial transfer to hospitals and universities may have characteristics of both entitlements and grants."
2. Entitlements paid to individuals include payments provided through social assistance programs where government may be committed to making a series of payments over some future period. (CICA PS 3410.17)
3. Transfers under shared cost agreements are similar to entitlements as the recipient is "entitled" to the transfer once it has incurred eligible expenditures. The transferring government may agree to pay for all or only a portion of the eligible expenditures. There may also be a ceiling on the amount that will be transferred. (CICA PS 3410.29)
4. Grant recipients usually have to meet some eligibility criteria, but meeting eligibility criteria does not guarantee that the recipient will receive the money. Government has discretion to decide whether or not to make the transfer. There is usually a ceiling on the total amount that may be transferred under a particular grant program and some grant recipients are subject to performance or reporting requirements. (CICA PS 3410.34)

Morin, Lois

From: Fedec, Wendy L [Wendy.Fedec@ottawa.ca]
Sent: Thursday, April 17, 2008 3:29 PM
To: Barb Hume-Wright (E-mail); Connie Phillipson (E-mail); Donna Heimann; Dorothy McDonald (E-mail); Elizabeth Muia; Frederick Biro (E-mail); Jane Kissner (E-mail); Joanne Campbell; Karen Beeson (E-mail); Morin, Lois; Morton, Deb; Sharon Baiden; Shelley Porteous
Subject: Board Newsletter & Public Interest Meetings

Hi folks,

I thought you might be interested in a couple of new initiatives the Ottawa PSB has launched as part of a comprehensive community engagement strategy. Attached is our first quarterly newsletter called "Board Matters", and a poster for our first public interest meeting on the subject of "Combatting Drugs in Our Community" taking place next Monday (big thanks to Connie and the York PSB for their fantastic Public Interest Governance Model). Just thought I'd share....

Wendy

Wendy Fedec, Executive Director
Ottawa Police Services Board
110 Laurier Avenue West
Ottawa, ON K1P 1J1
tel: 613-580-2424, ext. 21618
fax: 613-580-2728
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<<Board Matters April 2008E.pdf>> <<Combatting Drugs Notice Colour En.pdf>>

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APRIL 2008

Board Matters



OTTAWA POLICE SERVICES BOARD
COMMISSION DE SERVICES POLICIERS D'OTTAWA
*Working together for a safer community
La sécurité de notre communauté, un travail d'équipe*

A Newsletter from the Ottawa Police Services Board

The Ottawa Police Services Board:

Chair: Henry Jensen (Community Rep)
Vice Chair: Jim MacEwen (Community Rep)
Members: Des Doran (Community Rep)
 Eli El-Chantiry (City Councillor)
 Diane Guilmet-Harris (Community Rep)
 Maria McRae (City Councillor)
 Bob Monette (City Councillor)

Executive Director: Wendy Fedec
Admin. Assistant: Lynn Kennedy

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 Lynn.Kennedy@ottawa.ca
Web: ottawapolice.ca (Board section)

WHAT IS THE POLICE SERVICES BOARD, AND WHAT DOES IT DO?

There is a lot of confusion around what a police services board actually does, and to whom it reports.

In Ontario, every municipality with a municipal police service must have a civilian police services board to govern the police service. Police services boards are independent bodies set up by provincial legislation called the **Police Services Act**; the Act (section 31) also sets out the responsibilities boards must fulfill on behalf of the residents of their municipality. The boards are accountable to the community, the Ministry of Community Safety & Correctional Services, and the Ontario Civilian Commission on Police Services located in Toronto.

In Ottawa, there is a seven-member board comprised of three members of City Council, three citizens appointed by the Province as community representatives, and one citizen appointed by City Council as a community representative.

The primary role of the board is to establish, after consultation with the Chief of Police, the overall objectives and priorities for the provision of police services and the safety and security of citizens.

Welcome From The Board Chair

On behalf of the Ottawa Police Services Board, I would like to welcome you to the Board's first newsletter. The newsletter, which we aim to publish on a quarterly basis, is one component of a new community engagement strategy adopted by the Board in February 2008 to reach out to our many community stakeholders in the City, and to improve understanding about the Board and its work. We are excited about recent plans approved by the Board to enhance communications with the residents of Ottawa and to build better relationships with our partners in crime prevention and public safety. We hope you enjoy reading about our work and invite you to stay tuned as we roll out more of the new community outreach initiatives we have planned this year.

Henry Jensen, Chair

It is also responsible for:

- Approving annual operating and capital budgets for the Police Service;
- Establishing policies and by-laws for the effective management of the police service;
- Recruiting and appointing the Chief of Police and Deputy Chiefs of Police and annually assessing their performance;
- Establishing guidelines for the administration of the public complaints system and receiving quarterly reports on complaints;
- Negotiating collective agreements with the unions representing Police Service employees;
- Preparing a business plan for the Police Service every three years.

A Newsletter from the Ottawa Police Services Board

Another important point to understand is how the role of the police board differs from that of the Chief of Police. Distinguishing an “operational” matter that falls outside the Board's jurisdiction from general management and policy matters that fall within the Board's jurisdiction lies at the heart of the relationship between the Board and the Service. The Chief of Police is responsible for administering the Police Service and overseeing its operation in accordance with the objectives, priorities and policies established by the Board. The **Police Services Act** prevents direct Board interference in the actual policing function, but does not prevent the Board from making decisions governing the structure and environment in which those policing functions occur.

The Board cannot direct the Chief with respect to specific operational decisions or with respect to day-to-day operations of the Service. It has the authority to give orders and direction to the Chief, but not to other members of the Service. The Chief reports to the Board as a whole and is not accountable to any one or group of Board members.

THE BOARD'S “PUBLIC INTEREST” AGENDA

As already mentioned, the Board has launched a Community Engagement Strategy to improve its relations with the public and build partnerships with community stakeholders.

The cornerstone of the Board's new Community Engagement initiative is the introduction of a Public Interest Agenda. The Public Interest Agenda is part of a unique model of governance created by the York Regional Police Services Board designed to make the Board more relevant to the public it serves by addressing the issues that matter most to the community. It also aims to maximize community engagement and dialogue: ***the Ottawa Police Services Board wants to know what you think about serious issues affecting public safety and the quality of life in our neighbourhoods, and to offer ideas on what citizens and community groups can do to improve their own safety and security.***

What the Public Interest Agenda means is that in addition to the Board's regular business meetings on the fourth Monday of each month at City Hall (which are open to the public), we will also be hosting a series of public interest meetings focused on topics of broad community concern and interest.

The first meeting on “Drugs in Our Community” is being held on Monday, April 21, 2008 at City Hall from 7:00 to 9:00 p.m. We invite you to join the Board and members of the Ottawa Police Service in a dialogue about the impact of street drugs and marijuana grow ops in our neighbourhoods, and to learn how you can be part of the solution. The complete schedule of Public Interest Meetings for 2008, all from 7:00 to 9:00 p.m., is:

TOPIC	DATE	LOCATION
Drugs	April 21	City Hall
Youth Issues	June 12	Ben Franklin Place
Emergency Preparedness	September 8	City Hall
Building Safe Communities	October 20	Orleans Theatre

We are excited about the potential for improving communication and understanding through these new meetings, and hope you will be able to join us for some of them.

For more information about the Board, its meetings and policies, please visit the Police Services Board section of the Ottawa Police website, at ottawapolice.ca.

INTERESTING FACT

At its meeting in February, the Board publicly reported on its 2007 activity, training and performance. In 2007 members of the Ottawa Police Services Board attended 54 Board and sub-committee meetings and 74 other events related to their duties as Board members. The total number of hours spent at Board-related activities: 280. That's the equivalent of 40 seven-hour workdays!



OTTAWA POLICE SERVICES BOARD
COMMISSION DE SERVICES POLICIERS D'OTTAWA

*Working together for a safer community
La sécurité de notre communauté, un travail d'équipe*



THE OTTAWA POLICE SERVICES BOARD Invites You to Participate in a Dialogue on **Combatting Drugs In Our Community**

DATE Monday, April 21, 2008

TIME 7 to 9 p.m.

LOCATION Andrew S. Haydon Hall (Council Chambers),
Ottawa City Hall, 110 Laurier Avenue West

- **Concerned about drug use in public places?**
- **Do you suspect marijuana grow ops are in your neighbourhood?**
- **Want to learn how you can help?**

Join the Ottawa Police Services Board and members of the Police Service in a community dialogue about these issues affecting our City. For more info, call **613-560-1270** or email: lynn.kennedy@ottawa.ca.

The Ottawa Police Services Board is the civilian body responsible for providing governance and oversight to the City's Police Service. The Board has recently introduced a series of Public Interest meetings aimed at improving dialogue and engagement with the community. The Public Interest meeting on **Combatting Drugs in Our Community** is the first of four such meetings to be held in 2008; for a complete schedule visit the Police Services Board's section of the Ottawa Police website at ottawapolice.ca.