



## Hamilton Police Services Board

Thursday, January 18, 2018, 2:00 P.M.  
Council Chambers, Hamilton City Hall  
71 Main Street West

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Pages

**1. Call to Order**

1.1 Changes to the Agenda

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

**2. Elections**

Pursuant to Section 3.1 of the Police Services Board Procedural By-law 01-001 and 96-001, elections for the positions of Chair and Vice-Chair of the Police Services Board for 2018, would be conducted at its first meeting of the year.

2.1 Election of Chair - conducted by Administrator

2.2 Election of Vice Chair - conducted by Chair

**3. Presentations**

3.1 Member of the Month

**4. Declarations of Interest**

**5. Consent Items**

5.1 Approval of Consent Items

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

5.2 Adoption of Minutes – December 14, 2017

The minutes of the meetings held Thursday, December 14, 2017, are adopted as printed.

- 5.3 Correspondence from the Ontario Association of Police Services Board Zone 4 with respect to the 2018 Membership Fee 10

That the Board approve payment of the 2018 Membership Fees in the amount of \$70.00.

- 5.4 Auction Account Fund 13

Support / Upcoming Events

**RECOMMENDATION(S)**

- That the Board purchase tickets to attend the C.Y.O. Children's Fundraiser, scheduled for Thursday, February 22, 2018, Hamilton Convention Center, at a cost of \$125 per ticket, to be paid from the auction account.
- That the Board purchase tickets to attend the Good Shepherd Sixth Annual Jazz Up the Winter Blues, scheduled for Monday, March 6, 2018, Ancaster Mill, at a cost of \$175 per ticket, to be paid from the auction account.
- That the Board purchase tickets to attend the YWCA Hamilton's Women of Distinction Awards, scheduled for Thursday, March 8, 2018, Hamilton Convention Centre, at a cost of \$100 per ticket, to be paid from the auction account.

- 5.5 For the information of the Board:

- 5.5.a Auction Account Expenditures – For Board Approval: December 2017 (PSB 18-002) 14
- 5.5.b Correspondence from Benson Cowan, Counsel to the Ontario Civilian Police Commission with respect to the initiation of an investigation under section 25 of the Police Services Act. 16
- 5.5.c Ontario Civilian Police Commission, Notice of Written Hearing In the Matter of a Hearing under S. 25 of the Police Services Act into the Conduct of Lloyd Ferguson, Chair of the Hamilton Police Services Board. 19
- 5.5.d Ontario Civilian Police Commission, Decision In the Matter of a Hearing under S. 25 of the Police Services Act into the Conduct of Lloyd Ferguson, Chair of the Hamilton Police Services Board. 21
- 5.5.e Correspondence from the Honourable Marie-France Lalonde, Minister, Ministry of Community Safety and Correctional Services with respect to correspondence regarding the implementation of the Ontario Civilian Police Commission's recommendations. 30

5.5.f	Correspondence from Jean Milligan, Executive Director, ProAction Cops & Kids, thanking the Hamilton Police Service for the gift of \$10,000 made earlier in 2017.	32
5.5.g	Correspondence from Rob MacIsaac, President and CEO and Sharon Pierson, Vice President, Community Medicine & Population Health, Hamilton Health Sciences, thanking the Hamilton Police Service	33
5.5.h	Outstanding issues as of January 18, 2018	34
<b>6.</b>	<b>Discussion Items</b>	
6.1	2019 – 2021 Business Planning Proposal (PSB 18-005)	35
6.2	Request from Ms. Sarah Warry-Poljanski, to Provide a Deputation to the Board	41
<b>7.</b>	<b>New Business</b>	
<b>8.</b>	<b>Adjournment</b>	

**MINUTES OF THE HAMILTON  
POLICE SERVICES BOARD**

Thursday, December 14, 2017  
2:14pm  
Hamilton City Hall  
Room 264

The Police Services Board met.

There were present: Lloyd Ferguson, Chair  
Madeleine Levy, Vice Chair  
Fred Eisenberger  
Walt Juchniewicz  
Don MacVicar  
Stanley Tick  
Terry Whitehead

Absent with regrets: None

Also Present: Chief Eric Girt  
Deputy Chief Dan Kinsella  
Acting Deputy Chief Jamie Anderson  
Superintendent Ryan Diodati  
Superintendent Greg Huss  
Superintendent Nancy Goodes-Ritchie  
Superintendent Will Mason  
Superintendent Mike Worster  
Inspector Glenn Bullock  
Inspector Treena MacSween  
Acting Inspector Phil Fleming  
Staff Sergeant Andrea Torrie  
Marco Visentini, Legal Counsel  
Rosemarie Auld, Manager, Human Resources  
Dan Bowman, Manager, Fleet and Facilities  
Ted Mason, Assistant Manager, Finance  
Jackie Penman, Corporate Communicator  
John Randazzo, Manager, Finance  
Lois Morin, Administrator

Chair Ferguson called the meeting to order.

1.1 Additions/Changes to Agenda

- Additions/Changes to Agenda
  - DISCUSSION ITEM: 5.4: Correspondence from Stephanie Paparella, Legislative Coordinator, Office of the City Clerk with respect to Correspondence from the Hamilton Police Services Board respecting the City's request to have Hamilton Police Service Actively Enforce Current Laws Prohibiting the sale of Marijuana under the Criminal Code, dated November 20, 2017 (Item 5.9)

After discussion, the Board approved the following:

Moved by: Member MacVicar  
Seconded by: Member Tick

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

**Carried.**

**Presentations**

**2.1 2018 Hamilton Police Service Operating Budget (PSB 17-133 – Discussion Item 5.1)**

Chief Girt provided a presentation with respect to the 2018 Hamilton Police Service Operating Budget.

Moved by: Member Eisenberger  
Seconded by: Vice Chair Levy

That the presentation provided on the 2018 Hamilton Police Service Operating Budget be received, as provided.

**Carried.**

**General**

**3.1 Declarations of Interest**

None

**Consent Agenda**

**4.1 Approval of Consent Items**

Moved by: Member MacVicar  
Seconded by: Vice Chair Levy

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

**Carried**

**4.2 Adoption of Minutes – November 16, 2017**

The minutes of the meeting held Thursday, November 16, 2017, be adopted as printed.

**4.3 For the Information of the Board:**

- a) Auction Account Expenditures–For Board Approval: November 2017 (PSB 17-131)

- b) Board Member Travel and Expense Reimbursement Report (PSB 17-133)
- c) Police Services Board Budget Subcommittee minutes of November 23, 2017
- d) Correspondence from the Honourable Kathleen Wynne, Premier of Ontario with respect to the correspondence on behalf of the Hamilton Police Services Board regarding the Ontario Civilian Police Commission's decision.
- e) Correspondence from the Hamilton-Wentworth Catholic District School Board, Patrick J Daly, Chairperson of the Board and David Hansen, Director of Education thanking the Hamilton Police Service for the excellent service and assistance provided for the 14<sup>th</sup> Annual Pilgrimage.
- f) Correspondence from Arnold Viersen, MP, Peace River – Westlock extending his sincere congratulations for the dedicated work to detect and combat human trafficking.
- g) Correspondence from the Native Women's Centre, Fundraising Committee, On behalf of Cindilee Ecker-Flagg, Executive Director thanking the Hamilton Police Service for participating in the 2<sup>nd</sup> Annual Fundraising Gala.
- h) Email from Mr. Shekar Chandrashekar with respect to Private Citizen calls for divisive Hamilton Police Services Board to unite.
- i) Outstanding Issues as of December 14, 2017

## Discussion Agenda

### 5.1 2018 Hamilton Police Service Operating Budget (PSB 17-133)

After discussion, the Board considered the following:

Moved by: Member Whitehead  
Seconded by: Member Juchniewicz

That the Board defer the 2018 Hamilton Police Service Operating Budget to the next meeting of the Board scheduled for January 18, 2018.

**Defeated.**

In Favour: Member Whitehead and Member Juchniewicz  
Opposed: Chair Ferguson, Vice Chair Levy, Member Eisenberger, Member MacVicar and Member Tick.

As recommended by Chief Girt in PSB 17-135 dated December 14, 2017, the Board approved the following:

Moved by: Member MacVicar  
Seconded by: Vice Chair Levy

That the Board approves the 2018 Hamilton Police Service Operating Budget.

**Carried.**

Opposed – Member Juchniewicz and Member Whitehead

**5.2 Request from Mr. Robert Burgiss, to Provide a Deputation to the Board**

After discussion, the Board considered the following:

Moved by: Member Whitehead  
Seconded by: Member Juchniewicz

That the request from Mr. Robert Burgiss to provide a deputation to the Board with respect to his perjury case, be approved.

**Defeated.**

**5.3 Request from Mr. Robert Burgiss, to Provide a Deputation to the Board**

After discussion, the Board approved the following:

Moved by: Member MacVicar  
Seconded by: Vice Chair Levy

That the request from Mr. Robert Burgiss to provide a deputation to the Board with respect to his perjury case, be denied.

**Carried.**

Opposed: Member Whitehead and Member Juchniewicz

**5.4 Correspondence from Stephanie Paparella, Legislative Coordinator, Office of the City Clerk with respect to Correspondence from the Hamilton Police Services Board respecting the City's request to have Hamilton Police Service Actively Enforce Current Laws Prohibiting the Sale of Marijuana under the Criminal Code, dated November 20, 2017 (Item 5.9)**

After discussion, the Board approved the following:

Moved by: Vice Chair Levy  
Seconded by: Member Whitehead

That the request be forwarded to Chief Girt for appropriate action.

**Carried.**

**New Business Naloxone Kits**

Member Eisenberger raised the issue with respect to the provision of Naloxone Kits noting that it was a great program to protect officers as well as the community.

Chief Girt provided his thoughts on the issue of Naloxone Kits noting that the Service needed to make sure that the kits were dispensed in the best way for the client to get the best outcome.

The Board and the Chief agreed to continue the discussion and further speak with legal counsel on whether this is a policy or operational issue.

**Sexual assault review team**

Chief Girt provided an update on the progress of the Sexual Assault Review committee.

**Update – Investigative Services Division Building**

Mr. Bowman provided an update with respect to the new Investigative Services Division building.



**Chair Ferguson provided the following comments:**

- On behalf of the Board I want to thank and congratulate the Hamilton Police Service for everything that they accomplish in the community this time of year. I have read about Constable Woodward receiving the OPP Commissioner’s Citation for Lifesaving, the festive RIDE Program and the partnership with the Hamilton Bulldogs Hockey Club, the Hamilton Police Canine Branch with cram a K9 cruiser day, the Hamilton Police Service A/C Patrol food drive, the 5<sup>th</sup> Annual Hamilton Police Service Coat Drive as well as many other programs that I am aware of such as adopting a senior, providing gifts for children, food for those in need and assistance in their day to day.
- The work that you do each and every day provides a safe community for all of the citizens of Hamilton. A GREAT BIG THANK YOU AND CONGRATULATIONS! WELL DONE!!
- AND FINALLY, on behalf of the Board I would like to wish everyone a safe holiday season and a happy healthy NEW YEAR!!

**Next Meeting of the Board**

Chair Ferguson announced that the next meeting of the Board is scheduled for Thursday, January 18, 2018, 2:00pm, at Hamilton City Hall, Council Chambers.

**Adjournment**

Moved by: Member Juchniewicz  
Seconded by: Member MacVicar

There being no further business, the public portion of the meeting then adjourned at 5:04pm.

**Carried.**

\* \* \* \* \*

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

Taken as read and approved

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Lois Morin  
Administrator

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Lloyd Ferguson, Chair  
Police Services Board

December 14, 2017  
lem:



December 21, 2017

Dear OAPSB Zone 4 Members:

On behalf of the OAPSB Zone 4 Board of Directors, please find enclosed an Ontario Association of Police Services Boards – Zone 4 Membership Dues Form for 2018.

OAPSB Zone 4 collects annual membership fees to cover the cost of Zone expenditures such as OAPSB sponsorship, service recognition as well as Zone operating expenses (i.e. postage, printing and meeting arrangements).

The OAPSB Zone 4 endeavours to hold quarterly meetings each year with our member police services boards. Zone 4 meetings are planned in conjunction with the Ontario Association of Chiefs of Police (OACP) Zone meetings and the 2018 meeting schedule is as follows:

- Tuesday, January 9, 2018 – Niagara Police Services Board
- Tuesday, May 1, 2018 – Halton Regional Police Services Board
- Tuesday, October 2, 2018 – Woodstock Police Services Board

The Zone 4 meetings start at 8:00 am and specific locations are determined closer to each meeting date with further details and updates provided to members by email.

These meetings provide a forum for the exchange of information on topics of mutual interest, as well as discussion on legislative/regulatory changes, new programs, policies or standards that may have an impact on police services. It also provides an opportunity for networking, sharing and seeking advice and information from colleagues.

The OAPSB Zone 4 Board of Directors looks forward to continuing discussions in the coming year.

If you have any questions about the annual membership dues, please contact Ms. Deb Reid, Secretary-Treasurer, at (905) 688-4111, Extension 5170, or by email at [deb.reid@niagarapolice.ca](mailto:deb.reid@niagarapolice.ca)

Thank you in advance for your support and continued participation.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Mary Anne Silverthorn'.

Mary Anne Silverthorn  
Chair, OAPSB Zone 4



**2018 MEMBERSHIP FORM**

**ANNUAL MEMBERSHIP FEES  
(January 1 to December 31, 2018)**

Annual fees, as determined by the Zone 4 Board of Directors, are based on the size of the local police services boards in the amount of \$10.00 per Board member. The annual fee structure is listed below. Please check appropriate box.

- 3 Member Board .....\$30.00
- 5 Member Board .....\$50.00
- 7 Member Board .....\$70.00

**NAME OF POLICE SERVICES BOARD:**

\_\_\_\_\_

Please indicate if the police services board is a municipal (Section 31), OPP (Section 10) or First Nations police governance body:

- OPP (Section 10)
- Municipal (Section 31)
- First Nations

**2018 Annual Membership Fee Enclosed:                    \$ \_\_\_\_\_**

**Please return a copy of this notice with a cheque in the appropriate amount, made payable to "OAPSB Zone 4" no later than February 28, 2018.**

*Remit to: Ms. Deb Reid, OAPSB Zone 4, Secretary-Treasurer  
c/o Niagara Police Services Board, 5700 Valley Way, Niagara Falls, Ontario L2E 1X8*

***Thank you for your support of the OAPSB Zone 4!***



# 5.4

## **Auction Account Fund**

Support / Upcoming Events

### **RECOMMENDATION(S)**

- That the Board purchase tickets to attend the C.Y.O. Children's Fundraiser, scheduled for Thursday, February 22, 2018 Hamilton Convention Center, at a cost of \$125 per ticket, to be paid from the auction account.
- That the Board purchase tickets to attend the Good Shepherd Sixth Annual Jazz Up the Winter Blues, scheduled for Monday, March 6, 2018, Ancaster Mill, at a cost of \$175 per ticket, to be paid from the auction account.
- That the Board purchase tickets to attend the YCA Hamilton's Women of Distinction Awards, scheduled for Thursday, March 8, 2018, Hamilton Convention Centre, at a cost of \$100 per ticket, to be paid from the auction account.

## HAMILTON POLICE SERVICES BOARD

### - INFORMATION -

**DATE:** 2018 January 18

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

**FROM:** Eric Girt  
Chief of Police

**SUBJECT:** *Auction Account Expenditures – For Board Approval  
December 2017  
PSB 18-002*

#### **BACKGROUND:**

The Hamilton Police Service is one of several municipal police organizations that utilize the services of Police Auctions Canada, an internal based company that holds public auctions on line to sell property that is acquired by police services in compliance with the *Police Services Act*.

The monthly report capturing all expenditures that have not yet been approved by the Board is attached.

For Board Approval, the expenditures from the Auction Account from December 1 to December 31, 2017, totaled \$5,900.36.



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Eric Girt  
Chief of Police

EG:AT

**FOR BOARD APPROVAL EXPENDITURES  
FROM HAMILTON POLICE SERVICE AUCTION ACCOUNT  
DECEMBER 2017**

DATE	NAME	DETAIL	TOTAL	DESCRIPTION
01/18/2018	Rose's Crafts & Things	Bereavement x13	\$ 894.96	NON-APPROVED
01/18/2018	Hamilton Police Service	2017 Mess Dinner held on December 15, 2017	\$ 5,005.40	NON-APPROVED
<b>TOTAL</b>			\$ 5,900.36	

Safety, Licensing Appeals and  
Standards Tribunals Ontario  
**Ontario Civilian Police Commission**

20 Dundas Street West  
5th Floor, Suite 530  
Toronto ON M5G 2C2  
Tel.: 416-314-3004  
Fax: 416 -314-0198  
Toll Free Tel: 1 800 515-5005  
Toll Free Fax: 1 888 311-7555  
Website: [www.slasto.gov.on.ca](http://www.slasto.gov.on.ca)

Tribunaux de la sécurité, des appels en  
matière de permis et des normes Ontario  
**Commission civile de l'Ontario  
sur la police**

20, rue Dundas Ouest  
5e étage, Bureau 530  
Toronto ON M5G 2C2  
Tél. : 416-314-3004  
Télé. : 416-314-0198  
Sans frais Tél. : 1 800 515-5005  
Sans frais Téléc : 1 888 311-7555  
Site web: [www.slasto.gov.on.ca](http://www.slasto.gov.on.ca)



December 18, 2017

Via Email: [Lloyd.Ferguson@hamilton.ca](mailto:Lloyd.Ferguson@hamilton.ca)

Dear Mr. Ferguson,

I write to advise you that the Ontario Civilian Police Commission has received information that you may have violated the Code of Conduct for Police Services Board Members<sup>1</sup>. Based on the information received, Linda Lamoureux, the Executive Chair of the Commission, has initiated an investigation under section 25 of the *Police Services Act*. Section 14 of the Code of Conduct requires that you step down from your duties as Chair and as a member of the Police Services Board for the duration of the investigation and, if required, any hearing.

The investigations relates to an appearance you made on the "Bill Kelly Show" on CHML 900 on June 19, 2017. You discussed a case where an officer was facing discipline proceedings in relation to an interaction with a City Councilor. In your discussion of the case, you noted that the officer was "charged for doing his job".

Police discipline proceedings are operational matters. On its face, this appears to be a statement that presumes the outcome of the case. The integrity of the discipline process is important to public confidence in the oversight of policing and any statement that could undermine that process could violate the Code of Conduct.

In particular, the Commission is concerned that your comments may constitute a violation of the following sections:

**Section 2:** Board members shall not interfere with the police force's operational decisions and responsibilities or with the day-to-day operation of the police force, including the recruitment and promotion of police officers

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<sup>1</sup> O/Reg.421/97: Members of Police Services Boards – Code of Conduct



**Section 8:** Board members shall uphold the letter and spirit of the Code of Conduct set out in this Regulation and shall discharge their duties in a manner that will inspire public confidence in the abilities and integrity of the Board.

Also of concern to the Commission are a series of statements you made on the "Bill Kelly Show" on June 14 and June 19 in relation to the practice of carding and your views on whether the legislation has made the City of Hamilton safer. It was not clear whether you were making these comments in your personal capacity or as the Chair of the Police Services Board. The Board is responsible for providing policy oversight for the Hamilton Police Service. This would include ensuring that Police Services are complying with the terms of new legislation or regulations. Your comments in June suggested that you had concerns about the impact of the policy on public safety

In particular, the Commission is concerned that your comments may constitute a violation of the following sections:

**Section 5:** No board member shall purport to speak on behalf of the board unless he or she is authorized by the board to do so. O. Reg. 421/97, s. 5.

**Section 6:** A board member who expresses disagreement with a decision of the board shall make it clear that he or she is expressing a personal opinion. O. Reg. 421/97, s. 6.

**Section 8:** Board members shall uphold the letter and spirit of the Code of Conduct set out in this Regulation and shall discharge their duties in a manner that will inspire public confidence in the abilities and integrity of the Board.

The requirement that you step down is not discretionary and it does not indicate any finding of wrongdoing on the part of the Commission. It is an automatic requirement of any section 25 investigation. I recognize the inconvenience that this might cause you and the Board. The Commission is available to meet you on December 19, 2017 at 10:00 a.m. at the Sheraton Hamilton Hotel. As with all matters, we will work to ensure the investigation proceeds as quickly as possible. I can be reached at [benson.cowan@ontario.ca](mailto:benson.cowan@ontario.ca) or 416-326-2455.

I have copied Madeleine Levy, the current Vice-Chair of the Board, Lois Morin, the Board's administrator, and Lynda Bordeleau, the Board's counsel on this letter to ensure that the Board is aware of the current restrictions on your ability to participate in any Board activity until the Commission's Section 25 process is complete. I have also notified the complainant in this matter that an investigation has been initiated. The Commission does not impose any restrictions on communicating the reasons for the investigations or in providing copies of this letter to the other members of the Board or to the public. That is a question for the Board to decide. If contacted, the Commission will only confirm that there is an investigation but will not provide any details.

Regards,



Benson Cowan

Counsel to the Ontario Civilian Police Commission

- C. Madeleine Levy, Vice-Chair, Hamilton Police Services Board
- Lois Morin, Board Secretary, Hamilton Police Services Board
- Lynda Bordeleau, Counsel, Perley-Robertson, Hill & McDougal, Counsel to the Hamilton Police Services Board.



**ONTARIO CIVILIAN POLICE COMMISSION**  
**Safety, Licensing Appeals and Standards Tribunals Ontario (SLASTO)**  
20 Dundas Street West, Suite 530, Toronto ON M5G 2C2  
Tel.: 416 314-3004, 1-888-515-5005  
Fax: 416-314-0198, 1-888-311-7555  
[www.slasto.gov.on.ca](http://www.slasto.gov.on.ca)

## **NOTICE OF WRITTEN HEARING**

### **IN THE MATTER OF A HEARING UNDER S. 25 OF THE POLICE SERVICES ACT INTO THE CONDUCT OF LLOYD FERGUSON, CHAIR OF THE HAMILTON POLICE SERVICES BOARD**

The Ontario Civilian Police Commission will hold a written hearing (a hearing conducted through the exchange of written submissions and supporting documentary evidence) to consider the above noted matter.

Please note that the hearing is scheduled to be held on **January 8, 2018**.

The written hearing will follow the procedures set out in the Commission's Rules of Practice and the *Statutory Powers Procedure Act*.

The hearing shall not be held as a written hearing if the party satisfies the Commission that there is good reason for not holding a written hearing (in which case the Commission is required to hold it as an electronic or oral hearing) and an indication of the procedure to be followed for that purpose.

**If you fail to notify the Commission regarding the above or fail to participate in the hearing according to this notice, the Commission may proceed without your participation and you will not be entitled to any further notice in the proceeding.**

If you require a disability-related accommodation to participate in a Commission proceeding, please contact the Commission. You can contact the Commission to request an accommodation by calling (416) 314-3004 or toll-free at 1-888-515-5005, by sending a fax to (416) 314-0198, by sending a letter, or by visiting the Commission's office at 20 Dundas Street West, 5th Floor, Toronto, ON. For the Commission's Accessibility Policy, please see our website at [www.slasto.gov.on.ca](http://www.slasto.gov.on.ca).

Pour obtenir des services en français veuillez communiquer avec le Tribunal au (416) 314-3004.

DATED at TORONTO on January 5, 2018.

TO:

Robert Edwards, Counsel to Lloyd Ferguson  
Via email: [rcedwards@edwardshollinger.com](mailto:rcedwards@edwardshollinger.com)

Lynda Bordeleau, Counsel to the Hamilton Police Services Board  
Via email: [LBordeleau@perlaw.ca](mailto:LBordeleau@perlaw.ca)

Information about the Commission's processes, including its Rules of Practice is available at [www.slsto.gov.on.ca](http://www.slsto.gov.on.ca) or 1-888-515-5005 or 416-314-3004.

**ONTARIO CIVILIAN  
POLICE COMMISSION**

**Safety, Licensing Appeals  
and Standards Tribunals  
Ontario**

**COMMISSION CIVILE DE  
L'ONTARIO SUR LA POLICE**

**Tribunaux de la sécurité, des  
appels en matière de permis et des  
normes Ontario**



Citation: 2018 ONCPC 2501

Date: January 8, 2018  
File Number: 18-ADJ-001

**IN THE MATTER OF A HEARING UNDER S. 25 OF THE POLICE SERVICES ACT  
INTO THE CONDUCT OF LLOYD FERGUSON, CHAIR OF THE HAMILTON  
POLICE SERVICES BOARD**

**DECISION**

- Panel:** D. Stephen Jovanovic, Associate Chair
- Submissions:** Written Submissions received January 5, 2018
- Appearances:** Robert Edwards, counsel for Lloyd Ferguson  
Benson Cowan, counsel for the Ontario Civilian Police  
Commission

**OVERVIEW**

- [1] Mr. Lloyd Ferguson has been a member of the Hamilton Police Services Board (the Board) since 2013 and the Chair of the Board since January, 2014. He has also served as the councillor for Hamilton`s Ward 12 since 2006.
- [2] On September 6, 2017, the Commission received information from Matthew Green, the councillor for Hamilton`s Ward 3, alleging that Mr. Ferguson made comments during two appearances on the Bill Kelly radio show on CHML that breached the *Members of Police Services Boards - Code of Conduct (the Code)* enacted under the *Police Services Act, R.S.O. 1990 c.P.15 (the PSA)*.

- [3] The Executive Chair of the Safety, Licensing Appeals and Standards Tribunals Ontario (SLASTO) determined that, based on the information received, an investigation under section 25 of the *PSA* was warranted. Mr. Ferguson was advised of this decision on December 18, 2017 and in accordance with section 14(1) of the *Code* he was required to decline to exercise his duties as a member or Chair of the Board for the duration of the investigation or enquiry or hearing by the Commission.
- [4] During the course of the Commission's investigation, an agreement was reached between Commission counsel and Mr. Ferguson as to the disposition of the section 25 investigation. The matter has now been referred to the Commission for adjudication to be conducted on the basis of a hearing in writing. It is important to note that the Commission's adjudicative function is entirely independent of its investigative functions.
- [5] Commission counsel and Mr. Ferguson, who was also represented by counsel, submitted for consideration an Agreed Statement of Facts (an ASF) a copy of which is attached to this decision as Schedule "A".

## ANALYSIS

- [6] As the facts are fully set out in the attached ASF, they need not be repeated here. Briefly, the subject matter of Mr. Ferguson's comments was the contentious practice by some police officers conducting of "street checks" otherwise known as "carding". Mr. Green was stopped and questioned by an officer of the Hamilton Police Service in April 2016. He subsequently filed a complaint with the Office of the Independent Police Review Director which determined that there was sufficient evidence to proceed with a disciplinary proceeding against the officer involved.
- [7] According to the ASF, Mr. Ferguson made comments on the Kelly radio show suggesting that there was no merit to the disciplinary hearing against the officer because he was simply "doing his job". He also indicated that O. Reg. 58/16, passed by the Province to regulate street checks, made Hamilton less safe by curtailing the ability of police officers to gain information by talking to the public.
- [8] Mr. Ferguson agreed with Commission counsel that his conduct breached section 13 of the *Code*, which reads as follows:

Board members shall refrain from engaging in conduct that would discredit or compromise the integrity of the board or of the police force.

- [9] Commission counsel and Mr. Ferguson have submitted Minutes of Settlement which include a proposed joint submission as to the appropriate disposition of this proceeding. A joint submission is not binding on the Commission as the Commission has the discretion to accept or reject it in order to ensure public confidence in the proceeding. The requested disposition is that Mr. Ferguson be suspended from his duties on the Board from December 18, 2017 to January 8, 2018.
- [10] Mr. Ferguson has agreed to issue both a public retraction of his comments and a public apology for making the comments. He has admitted responsibility and expressed remorse for his comments. He acknowledged that his comments constituted misconduct under the *Code* shortly after the Commission commenced its investigation.
- [11] Taking into account all of the foregoing, in my view the joint submission is reasonable, will preserve the public's confidence in this proceeding and in all of the circumstances should be accepted.

## DECISION

- [12] Pursuant to section 25(5) of the *Police Services Act*, the Commission orders that Mr. Ferguson be suspended from his duties on the Hamilton Police Services Board from December 18, 2017 until January 8, 2018.

Released: January 8, 2018

  
D. Stephen Jovanovic

## Schedule "A"

### AGREED STATEMENT OF FACTS

Mr. Ferguson and the Ontario Civilian Police Commission ("OCPC") agree on the following facts for the purposes of deciding the appropriate penalty for Mr. Ferguson's conduct:

1. On September 6, 2017, the OCPC received information from Mr. Matthew Green, councillor for Hamilton's Ward 3 that alleged misconduct by Lloyd Ferguson, Chair of the Hamilton Police Services Board ("the Board"). Mr. Green alleged that comments made by Mr. Ferguson during two appearances on the "Bill Kelly Show" on CHML breached the *Members of Police Services Boards – Code of Conduct*<sup>1</sup> ("Code of Conduct").
2. In April 2016, Mr. Green was stopped and questioned by an officer of the Hamilton Police Service ("HPS"). Mr. Green filed a complaint regarding this incident with the Office of the Independent Police Review Director ("OIPRD"). The OIPRD concluded there was sufficient evidence for the Hamilton Police Service to proceed with disciplinary proceedings, which commenced on October 26, 2016.
3. The essence of Mr. Green's complaint was that he was racially profiled by the officer who had questioned him. This complaint occurred within a context in which there had been significant discussion before the Board about the efficacy of "street checks" or "carding" as a policing tool and its effect on members of racialized communities who felt that they were disproportionately targeted by the practice. The discussion in Hamilton reflected concerns that were shared in other municipalities across the province.
4. Mr. Ferguson was appointed as a Member of the Board in July, 2013 and has been serving as the Chair of the Board since January, 2014. Mr. Ferguson has been the councillor for Hamilton's Ward 12 since his election in 2006. During his tenure both as a member and the Chair of the Board, there was significant discussion about the use of street checks by the HPS.
5. For example, Mr. Joshua Weresch wrote to the Board on June 17, 2015. Mr. Weresch pointed out the practice of street checks affected marginalized and racialized communities disproportionately and called for the abolition of the

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<sup>1</sup> O. Reg 421/97





practice. The Board also heard a deputation from Black Brown Red Lives Matter on June 25, 2015 that focused on concerns surrounding profiling, racial bias, HPS's role in public education regarding street checks, and a lack of racial diversity among HPS's senior management. The Board further received two deputations from the Community Coalition Against Racism and Hamilton Community Legal Clinic on October 22, 2015. These deputations focused on the disproportionate impact of carding on racialized communities and means to mitigate this impact.

6. On March 21, 2016, in response to province-wide ongoing concern regarding racial biases in the practice of random street checks, the Government of Ontario passed O. Reg. 58/16 – *Collection of Identifying Information in Certain Circumstances – Prohibition and Duties* (“O. Reg. 58/16”) which bans the arbitrary collection of identifying information, requires police officers to inform individuals from which they are attempting to collect information that the interaction is voluntary, enhances the transparency and accountability regarding the collection of personal information, makes violating these rules or unlawfully detaining someone misconduct, and requires Police Services Boards to implement policies ensuring Police Services are compliant with the regulation.
7. On May 26, 2016, following the passage of O. Reg. 58/16, Hamilton Community Legal Clinic made a further deputation to the Board regarding racial profiling and the practice of street checks in Hamilton. On July 4, 2016, the Board received a memorandum from Deputy Assistant Minister Beckett regarding Board Policy Development Considerations for policies to be developed under section 12 of O. Reg. 58/16. On November 17, 2016, the Board received one more deputation from Community Coalition Against Racism regarding the Board's draft policy for Collection of Identifying Information in Certain Circumstances – Prohibition and Duties Policy. The Board passed this policy on December 15, 2016.
8. Mr. Ferguson has often appeared as a guest on CHML's “The Bill Kelly Show” and has spoken on a range of matters including those relating to his duties as both a member and the Chair of the Hamilton Police Services Board. His appearances are not usually planned in advance and he has little if any notice of the subject of the questions.
9. During an appearance on the radio show on June 19, 2017, Mr. Ferguson, while in a discussion about the new street checks policy, commented on the



proceeding for which Mr. Green was the complainant. His comments suggested that Mr. Green's complaint was without merit:

Bill Kelly: In 2012 there were 4800 of these so called street checks with Hamilton Police Services and only 6 that were recorded last year. Your concern at that time was with this huge decrease. Are we less safe right now? What was the conversation like when you had this meeting at the Police Services Board?

Ferguson: Well, that's it. Gee. I think you just nailed it. Our concern is, and I've felt this all along. We had lots of special interest groups come before us and ultimately the Province took this matter into their own hands to change the legislation on collection of information. And so our street checks have gone steadily down, since it started to arise. And you know we saw a big drop from 2013 to 2014, 3684 to 192. In 2015 there is 43 and in 2016, 6. So they are virtually non-existent. And of course talking to people is a very big part of policing. That's how you learn information. You know, police are still talking to them but they aren't recording it. They don't get names and addresses. And have that on a file in case someone fits that description later on in a future crime. And so, um, we were told by our senior command that this is a big part of policing and we should resist it. But now they are not doing it and there is only two reasons this could be happening. Number one, the officer has to tell the person that they are speaking to, that you can walk away if you want to. And so, he bad guys aren't going to stick around; they are going to walk away. And secondly you know this has caused a lot of publicity and negative attention towards the police. You know, we had the one situation, and I can't talk about it but it involves a City Councillor and that is going before adjudication. But it ended up in the officer being – having charges placed against him for doing his job.<sup>2</sup>

10. First instance disciplinary proceedings under the *Police Services Act* are heard before hearing officers appointed by the Chief of Police of the service in question. Hearing officers are tasked with determining whether on the facts before them there is clear and convincing evidence that misconduct has occurred. The hearing is impartial and subject to the procedural safeguards in the *Police Service Act* (the "PSA"), the *Statutory Powers Procedure Act*, and the requirements of natural justice. Ensuring that disciplinary proceedings are fair and effective is an essential element of the oversight of policing and part of the Board's role.
11. A municipal police services board has a complex oversight relationship to police discipline proceedings. The Board is the employer of the Chief and is required to monitor his or her performance including with respect to how the Chief administers complaints about misconduct under Part V of the PSA.

<sup>2</sup> <https://omny.fm/shows/bill-kelly-show/street-checks-london-attack-and-hitting-cyclists>, at 10:11.

More broadly, the Board is also responsible for establishing guidelines for how complaints should be addressed. With respect to complaints investigated by the OIPRD and referred to the Chief under s. 68(3) of the PSA, the Board's oversight role includes ensuring that the hearing is administered in accordance with the terms of the PSA. In cases where more than six months have passed between the date of the alleged misconduct and the service of a notice of hearing, the Board must decide whether to waive the statutory limitation period.

12. Because of the nature of its role, the Board and all members of the Board must not undermine the functioning or impartiality of the discipline process through statements or actions.
13. Mr. Ferguson's suggestion that the subject officer in the proceeding involving Mr. Green was charged for "doing his job" suggested that he, and perhaps the Board on whose behalf he appeared to be speaking, were not impartial in the disciplinary proceeding. This created a risk that, regardless of the result, the public might lose confidence in the disciplinary proceeding at issue and in the process as a whole. This is especially of concern in a matter that involves a member of a racialized community and a larger policy issue that Mr. Ferguson knew to be of importance to members of that community. Further, it created a perception that Mr. Green's complaint might not have had merit and that he was pursuing an officer for just doing his job. This was unfair to Mr. Green. Later, in September, when given an opportunity to clarify his comments, Mr. Ferguson defended them and communicated that he saw his role as defending the members of the police force.<sup>3</sup>
14. Mr. Ferguson met with the Commission Counsel and investigators on December 19, 2017. At that meeting he admitted to having made the above statement. He expressed regret for the statement and explained that he had misunderstood his and the Board's role with respect to this proceeding. He assured the Commission that he understood the need for the Board to be neutral and impartial in these matters and that he would exercise more caution and would not comment on ongoing proceedings in the future. He explained that part of his error in judgment was the result of having appeared on the show without much preparation and having to respond quickly to unexpected questions.

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<sup>3</sup> <http://www.cbc.ca/news/canada/hamilton/green-bokhari-witness-1.4285771>.



15. During his appearance on "The Bill Kelly Show" Mr. Ferguson made other comments that were unfortunate in light of his role as both a member and Chair of the Police Services Board. On June 14<sup>4</sup> and June 19<sup>5</sup>, he offered what appeared to be his view that O. Reg. 58/16 made Hamilton less safe by curtailing police officers' ability to talk to the public. In his meeting with Commission Counsel, Mr. Ferguson recognised that before making these comments, he should have taken great care to make clear that these were his personal views and not the views of the Board which is tasked with ensuring that this regulation is implemented in Hamilton. He regrets not having done so at the time.
  
16. On June 14, Mr. Ferguson repeated a comment he had heard that "an officer is most ethical is when they are first out of school until they get hardened."<sup>6</sup> While Mr. Ferguson did not specifically endorse the comment in the interview, in his meeting with Commission Counsel he has expressed remorse for having made it. He recognises that he should exercise more caution before making statements that could be seen to discredit the Police Service.
  
17. Commission Counsel and Mr. Ferguson agree that his conduct on June 14 and June 19 breached section 13 of the Code of Conduct:
  13. Board members shall refrain from engaging in conduct that would discredit or compromise the integrity of the board or the police force.
  
18. In responding to the investigation, Mr. Ferguson has admitted responsibility and expressed remorse for his conduct. He offered to participate in a mediation with Mr. Green to resolve his complaint but that offer was not accepted. He has sought to understand the harm that his action may have caused Mr. Green and the broader community in Hamilton. He has agreed to issue a public statement that would both provide a public apology to Mr. Green and a public retraction of his comments. In consideration of this and Mr. Ferguson's long service with the Board, Commission Counsel and Mr. Ferguson agree that an appropriate resolution in this matter would be a finding that Mr. Ferguson's conduct breached section 13 of the Code of Conduct and the imposition of a penalty of three weeks' suspension from the Board.

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<sup>4</sup> <https://omny.fm/shows/bill-kelly-show/use-of-force-religious-courses-and-hate-crimes>, at 3:31.

<sup>5</sup> See note 2 above, at 10:28.

<sup>6</sup> See note 4 above, at 7:55.

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19. The Code of Conduct requires that members step down from the roles during the course of any investigation or hearing into their conduct. Mr. Ferguson was required to step down on December 18, 2017. Commission Counsel and Mr. Ferguson agree that, in the circumstances of this case, his suspension should take this time into consideration in effect as "time served."

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**Ministry of Community Safety  
and Correctional Services**

**Ministère de la Sécurité communautaire  
et des Services correctionnels**



Office of the Minister

Bureau de la ministre

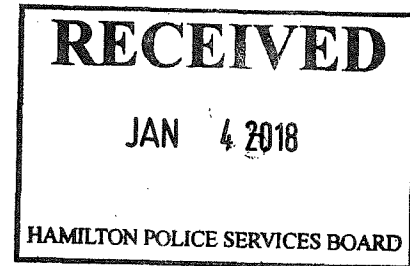
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Télééc. : 416-325-6067

MC-2017-2805  
By e-mail

DEC 22 2017

Mr. Lloyd Ferguson  
Chair  
Hamilton Police Services Board  
155 King William Street  
PO Box 1060, LCD 1  
Hamilton ON L8N 4C1  
[Lois.morin@hamilton.ca](mailto:Lois.morin@hamilton.ca)



Dear Mr. Ferguson:

Thank you for your letter regarding the implementation of the Ontario Civilian Police Commission's (OCPC) recommendations. The letter was also forwarded to me by the Honourable Kathleen Wynne, Premier of Ontario.

The Ontario government believes that respectful interaction between members of police services boards is the foundation of effective board administration.

As you know, all police services board members are required to comply with the requirements of the Members of Police Services Boards Code of Conduct set out in the *Police Services Act*, Regulation 421/97. The regulation sets out clear and consistent rules for board members and assists them in the execution of their statutory responsibilities by providing an operational framework. This framework is based on facilitating interactions that are conducted without bias or discrimination and in a manner that promotes public confidence and strengthens accountability. Ensuring that boards continue to effectively fulfill their responsibilities in a transparent and accountable manner, while continuing to be responsive to their legislated governing purpose, is necessary in strengthening civilian governance and oversight in Ontario.

I thank the Hamilton Police Services Board for your efforts to rebuild and maintain positive relations with the Polish community based on the OCPC's recommendations. It is imperative for police services boards to maintain strong partnerships with their communities.

Mr. Lloyd Ferguson  
Page 2

I appreciate your taking the time to share your thoughts, and thank you again for writing.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Lalonde', written in a cursive style.

Marie-France Lalonde  
Minister

c: The Honourable Kathleen Wynne  
Premier of Ontario

The Honourable Yasir Naqvi  
Attorney General of Ontario



40 College Street, 6th Floor  
 Toronto, ON M5G 2J3  
 www.copsandkids.ca

T 416-222-7011  
 F 416-222-0310  
 contact@copsandkids.ca

December 19, 2017

Mr. Lloyd Ferguson  
 Chair  
 Hamilton Police Services Board  
 155 King William Street, Box 1060, LCD 1  
 Hamilton, ON L8N 4C1

Dear Hamilton Police,

On behalf of ProAction Cops & Kids' Board of Directors, I would like to thank you for your generous gift of \$10,000.00 made earlier this year. This kind donation has helped support 11 ProAction programs over this past year strengthening relationships between Hamilton Police Service officers and at-risk youth. Please find a receipt of payment enclosed.

ProAction Cops & Kids is proud to support police officers as they reach out to youth in our communities and establish relationships that help lead young people towards better life choices. Please take a moment to review the enclosed annual report for some stories of success. After 25 years, ProAction has been able to reach close to 400,000 young people with life-changing programs. We often hear from officers how important these programs are for youth and how pleased they are to have the support of the community.



*"It definitely opened up my eyes to the many differences between youth. Different ages, backgrounds and experiences. I now feel more connected with the youth, more comfortable approaching them and talking with them. I feel that I am more approachable and friendly towards youth as I have broken down a barrier. This experience is one of the best ProAction funded programs I have been involved in!"*

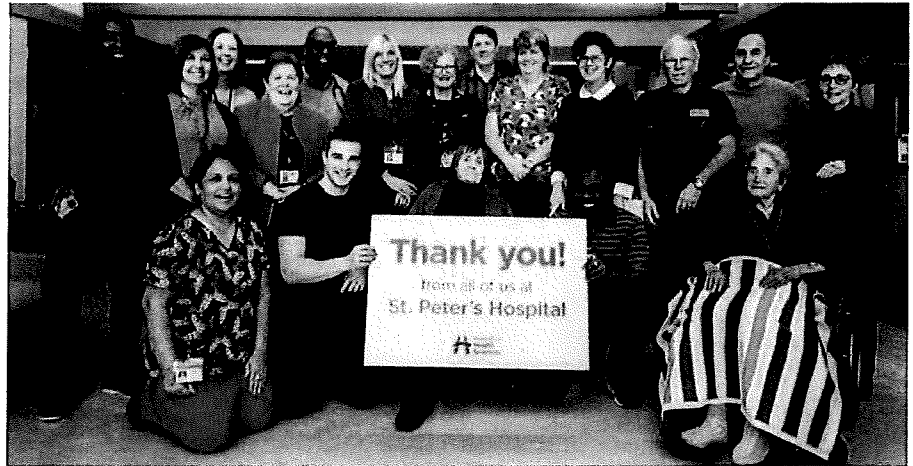
-Hamilton Police Officer running a ProAction program

Thank you for supporting ProAction's mission to create better relationships between cops and kids and build safer and stronger communities.

Sincerely,

  
 Jean Milligan  
 Executive Director





December 20, 2017

Mr. Eric Girt, Chief  
 Hamilton Police Service  
 Central Station  
 155 King William St.  
 Box 1060, LCD1  
 Hamilton, ON L8N 4C1

Dear Chief Girt,

Last month, HHS experienced a serious fire at St. Peter's Hospital which impacted patients and their families, staff, physicians and volunteers. Following the fire, many patients had to be moved elsewhere for their care and treatment. We are so pleased that within a month of the fire taking place, we were able to repatriate patients and staff and resume normal operations.

We are grateful for the quick and skilled response of everyone involved to ensure the safety of those who were in the building and for everyone who supported us in the weeks that followed.

We wish to especially thank your team for their courage, determination, and collaboration with our staff. On what was one of the most difficult days we have faced, your care and concern for everyone involved helped our team to continue to be responsive to the needs of St. Peter's patients and their families.

On behalf of St. Peter's patients and their families, as well as our team, thank you for helping us to be "home for the holidays."

With gratitude,

Rob MacIsaac  
 President and CEO

Sharon Pierson  
 Vice President,  
 Community Medicine & Population Health



HAMILTON POLICE SERVICES BOARD

OUTSTANDING ISSUES as of January 18, 2018

ITEM	ORIGINAL DATE	ACTION REQUIRED	STATUS	EXPECTED COMPLETION DATE
1. Other Business	May 26, 2016	That Member Whitehead work with the Board Administrator to implement the use of Electronic devices for monthly agendas.	PSB 16-001 – Ongoing	2 <sup>nd</sup> Quarter 2018
2. Body-Worn Camera Steering Committee Second Year Report (PSB 16-127)	November 16, 2017	That the Board approve that continued investigation occur prior to accepting, rejecting or engaging in a Body Worn Camera pilot deployment program.	Ongoing	
3. Statistics on Sexual Assault Data Collection	February 9, 2017	The Hamilton Police Services to review all unfounded sexual assault cases dating back to 2010, and that Chief Girt be requested to report back to the Board as soon as possible on the findings	Ongoing	
4. Presentations	October 19, 2017	The Chair arrange a meeting with the Canadian Police Congress, as soon as possible, and training be scheduled for Board Members on cultural competency and PSA Code of Conduct.	Meeting with Polish Congress took place on December 5, 2017. Training to be scheduled in 2018	1 <sup>st</sup> Quarter of 2018
5. Naloxone Kits	December 14, 2017	Legal information required		2 <sup>nd</sup> Quarter 2018

5.5(h)

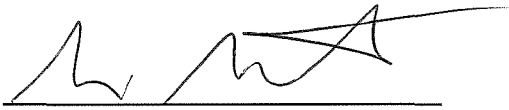
**HAMILTON POLICE SERVICES BOARD**

**- RECOMMENDATION -**

**DATE:** 2018 January 18  
**REPORT TO:** Chairperson and Members  
Hamilton Police Services Board  
**FROM:** Eric Girt  
Chief of Police  
**SUBJECT:** *2019-2021 Business Planning Proposal*  
*PSB 18-005*

**RECOMMENDATION:**

- a) That the Board approves the attached *2019-2021 Business Planning Proposal* to ensure compliance with the Adequacy Standards Regulation (O Reg 3/99 Sec. 30) in relation to business planning and public consultation.



Eric Girt  
Chief of Police

**FINANCIAL / STAFFING / LEGAL IMPLICATIONS:**

**FINANCIAL** – Costs for the 2019-2021 Business Plan were included in the Budget presentation approved by the HPS Board in December, 2017.

**STAFFING** – n/a

**LEGAL** – Compliance with the Adequacy Standards Regulation (O Reg 3/99 Sec. 30) to develop a Business Plan at least once every three (3) years.  
Compliance with the Adequacy Standards Regulation (O Reg 3/99 Sec. 30) scanning initiatives will include councils, school boards, businesses, community agencies and members from the public.

**BACKGROUND:**

The Adequacy Standards Regulation (O Reg 3/99 Sec. 30) requires every Board, in partnership with the Chief of Police, to prepare a Business Plan for its police service at least once every three (3) years. As we have entered the final year of our 2016-2018 Business Plan we need to begin a Business Planning process now to develop our next plan.

In preparation for the 2019-2021 Business Plan and to ensure compliance with the Adequacy Standards Regulation, we will continue the Business Planning process with comprehensive environmental scanning initiatives. These will include public and internal consultations with major stakeholders from our community, members of our service and our volunteers.

In June 2018 major stakeholders will be brought together at a Business Plan Refit planning session to develop the 2019-2021 Business Plan. At that time, results of the scanning efforts will be referenced during the business planning process.

The enclosed proposal outlines the scanning and planning initiatives we intend to use to ensure a successful formulation and implementation of our 2019-2021 Business Plan.

EG/T. MacSween

Attachments: *2019-2021 Business Planning Proposal*

cc: Dan Kinsella, Deputy Chief – Community Policing  
Jamie Anderson, Acting Deputy Chief – Field Support  
Marco Visentini, Legal Counsel



HAMILTON POLICE SERVICE

2019-2021

# BUSINESS PLAN

www.hamiltonpolice.on.ca

## BUSINESS PLAN REFIT PROPOSAL

*This proposal outlines an action plan for the development of a new business plan for the Hamilton Police Service. The bulk of the work will be completed between January 1, 2018 and January 1, 2019. This action plan will help us create and articulate the objectives of our new 3-year plan and explain how we will implement our communication strategy. In addition, this report will outline timelines, budget and responsibilities for the next twelve months.*

### I. INTRODUCTION

The Adequacy Standards Regulation (O Reg 3/99 Sec. 30) requires every Board, in partnership with the Chief of Police, to prepare a business plan for its police service at least once every three years. Our 2016-2018 Business Plan will end this year and we therefore need to commence a business planning process to develop our next plan.

An integral part of the business planning process is a comprehensive environmental scan both internally and externally to identify factors that can influence our operations and administration. Our scanning methods will include internal and community surveys, a workload analysis, program evaluations and statistical analyses.

Upon gathering and analyzing the results, major stakeholders will be brought together to refit the 2016-2018 Business Plan. The stakeholders will work together to create a new business plan while being mindful of the challenges, triumphs and changes to our environment over the past three years. A lead facilitator will be hired to train the internal facilitation support team and lead the pre-planning conference and business plan refit session.

Throughout the scanning and business planning processes, members of our organization and our communities will be consulted and kept informed so we can achieve a holistic perspective. A communication strategy will be used to ensure the success of the business plan formulation as well as implementation.

### II. OVERVIEW

We have entered the final year of our 2016-2018 Business Plan. A refit process must commence soon so we can develop a new plan that will guide our operations and administration to ensure we are in compliance with the Adequacy Standards Regulation. (O Reg 3/99 Sec. 30)



HAMILTON POLICE SERVICE

2019-2021

# BUSINESS PLAN

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### III. OBJECTIVES

To achieve a new 3-year business plan and an accompanying communication strategy, the 2019-2021 Business Planning Proposal entails the following objectives:

1. To find out the current environment - environmental scanning, assessment of 2016-2018 Business Plan, review of mandate.
2. To consult our community and our members.
3. To identify the vision for the future.
4. To find out the gaps or strategic directions to get to the desired future state.
5. To set broad goals and performance measures for the organization to follow up with operational and administrative action planning.
6. To design and implement a robust communications strategy internally and externally.

### IV. TERMS OF REFERENCE

1. The Professional Development Division will manage the environmental scanning and business planning projects.
2. Six Staff Sergeants/Supervisors and six Constables/Civilian Staff will be chosen and trained to provide facilitation support during the Business Plan Refit sessions. This will not only provide a great mentoring opportunity but also help to integrate our business planning and annual report process into all sections of the Service.
3. A lead facilitator (an outside resource with policing and current management knowledge and expertise) will be hired to train the internal resource team and lead the identified participants through a half-day pre-planning conference and a 2-day off-site planning session. This will ensure objectivity for our business planning and annual report process.
4. The Professional Development Division will provide a resource document to the planning participants that will contain a compilation of the environmental scanning processes.
5. Refit participants will attend a pre-planning conference to discuss policing implications.
6. During plenary sessions, the lead facilitator will guide the group with the assistance of trained internal facilitators.
7. All input will be processed by the Professional Development Division and coordinated into a final document - "*The Hamilton Police Service 2019-2021 Business Plan*".
8. The public and members of our service will be kept informed about the business planning process.
9. The final plan will be communicated to our members as well as the public.



HAMILTON POLICE SERVICE

2019-2021

# BUSINESS PLAN

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## V. ACTION PLAN

<u>ACTIVITIES</u>	<u>TIMELINES</u>	<u>ACCOUNTABILITY</u>
1. Initiate, define and delegate project	Sept. 1, 2017	Chief of Police
2. Activate project plan	Sept. 2, 2017	Professional Development (PDD)
3. Determine dates and location of Refit	October 25, 2017	Professional Development
4. Implement Community Survey	Dec. 2017 - Mar. 2018	Professional Development
5. Board approval of proposal	January 18, 2018	Police Services Board
6. Implement Member Survey	Jan. 19 - Mar 30, 2018	Professional Development
7. Identify Business Plan Refit participants	March 1, 2018	Board/Chief/Commanders
8. Publish scanning data	May 4, 2018	Professional Development
9. Evaluate 2016-2018 Business Plan	June 1, 2018	Lead Facilitator/PDD
10. Hold ½ day Pre-planning Conference	June 1, 2018	Refit Participants
11. Hold 2-day Business Plan Refit	June 7 & 8, 2018	Lead Facilitator/Participants
12. Process plenary data	June 22, 2018	Professional Development
13. Review and approve Business Plan	October 31, 2018	Chief of Police
14. Board approval of Business Plan	November 23, 2018	Police Services Board
15. Publish and distribute Business Plan	December 1, 2018	Professional Development
16. Implement 2019-2021 Business Plan	January 1, 2019	Chief/Commanders/Members

## VI. RESOURCES

### 2018 BUDGET ESTIMATE

<b>Environmental Scanning</b>	<b>\$3,000</b>
▪ Member survey	
▪ Community survey	
<b>Lead Facilitator</b>	<b>\$15,000</b>
▪ Train facilitation support team	
▪ Lead ½-day pre-planning conference	
▪ Main lead 2-day Business Plan Refit	
<b>Resource and Miscellaneous Items</b>	<b>\$1,000</b>
▪ USB sticks for resource documents	
▪ Stationary	



HAMILTON POLICE SERVICE

2019-2021

# BUSINESS PLAN

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**Room Rental and Food** **\$9,000**

- Plenary room for 100 people
- 6 Break-out rooms
- Food for participants, facilitators

**Business Plan Design and Printing** **\$3,000**

- Publish Business Plan

**TOTAL** **\$31,000**

**REFIT PARTICIPANTS**

**EXPERIENCE / EXPERTISE**

All members of the Police Services Board	Board governance & community perspective
Chief, Deputy Chiefs & CAO	Overall policing operations and administration
Divisional Commanders	Policing operations and administration
Representative from 2 Associations	Association perspectives
Representative from HPS	Sworn & Civilian
Representative from Councils	Community perspective
Representative from School Boards	Community perspective
Citizens Advisory Committee Members	Community perspective
Business Community Members	Business perspective
Community Agency Members	Community perspective
Facilitation support	In-house Facilitators (6 teams)
Lead Consultant	Outside resource with policing and current management knowledge and expertise





## Hamilton Police Services Board Deputation Request Form

(Request to appear before the Police Services Board)

**\*\*Please note\*\* - The information on this form will be published on a public agenda and therefore released to the public and media.**

Your Name: Sarah Warry-Poljanski

Firm / Organization: \_\_\_\_\_  
(if applicable)

E-mail Address: Sarahwpoljanski@gmail.com

Home Phone: 905 538 4793

Fax No.: \_\_\_\_\_

Business Phone: 905 923 3442

Mailing Address: 33 Welbourn Dr, Hamilton Ontario L9A 3N1

Details of Deputation to be discussed including a summary and the objective(s) of the presentation:

Discussion about safe injection sites, and the overall relationship  
between  
police and individuals identified as addicts in the city of Hamilton.

Will you require a LCD Projector:       Yes       No  
(Please note, you must bring your own computer)

Have discussions or correspondence taken place with a member of the Hamilton Police Services Board or the Administrator? If so, with whom and when?

N/A

Please submit the completed form either in person, via fax or e-mail to:

Administrator  
Hamilton Police Services Board  
155 King William Street  
P.O. Box 1060, LCD1  
Hamilton, ON  
L8N 4C1

Fax: 905-546-4720  
E-Mail: [lois.morin@hamilton.ca](mailto:lois.morin@hamilton.ca)