



**Hamilton Police Services Board**

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

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Pages

**1. Call to Order**

1.1 Changes to the Agenda

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

**2. Presentations**

2.1 Members of the Month

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

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

2.4 Electronic Disclosure

**3. General**

3.1 Declarations of Interest

**4. Consent Items**

4.1 Approval of Consent Items

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

4.2	Adoption of Minutes - April 19, 2018	4
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That the minutes of the meeting held Thursday, April 19, 2018, be adopted as printed.

4.3	Auction Account Fund	9
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Support / Upcoming Events

**RECOMMENDATION(S)**

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

4.4	For the information of the Board:	
4.4.a	Crisis Response Unit – 2017 Year-End Report (PSB 18-065)	10
4.4.b	Budget Variance Report as at March 31, 2018 (PSB 18-066)	20
4.4.c	Year-End Report: Communications - 2017 (PSB 18-067)	22
4.4.d	Year-End Report: Crime Prevention Branch – CMD Volunteers – Auxiliary Unit – 2017 (PSB 18-071)	28
4.4.e	Email from Mr. Shekar Chandrashekar with respect to Legal Opinion obtained	44
4.4.f	Outstanding Issues as of May 10, 2018	58

**5. Discussion Items**

5.1	Request from Shekar Chandrashekar, to Provide a Deputation to the Board	59
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That the request from Shekar Chandrashekar to provide a deputation to the Board with respect to the City of Hamilton Audit, Finance and Administration Committee report FCS 18030, be denied.

**6. New Business**

7. **Adjournment**

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

**MINUTES OF THE HAMILTON  
POLICE SERVICES BOARD**

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

The Police Services Board met.

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

Absent with regrets: Patricia Mandy  
Terry Whitehead

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

Chair Ferguson called the meeting to order.

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



After discussion, the Board approved the following:

Moved by: Member Levy  
Seconded by: Member MacVicar

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

**Carried.**

**Presentations**

**2.1 Member of the Month**

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

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

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

Moved by: Vice Chair MacVicar  
Seconded by: Member Juchniewicz

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

**Carried.**

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

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

Moved by: Vice Chair MacVicar  
Seconded by: Member Levy

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

**Carried Unanimously.**

**General**

**3.1 Declarations of Interest**

None

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

Moved by: Member Eisenberger  
Seconded by: Member Levy

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

**Carried**

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

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

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

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

**4.4 Auction Account Fund**

Support / Upcoming Events

**RECOMMENDATION(S)**

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

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

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

**Discussion  
Agenda**

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

After discussion, the Board approved the following:

Moved by: Member Eisenberger

Seconded by: Member Levy

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

**Carried.**

**New Business**

- 6.1 Hamilton Police Service Organization Chart**

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

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

After discussion, the Board approved the following:

Moved by: Member Levy

Seconded by: Vice Chair Macvicar

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

**Carried.**

**New Regulations**

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

**Pink Shirt Day**

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

**Chair Ferguson made the following comments:**

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

**Next Meeting of the Board**

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

**Adjournment**

Moved by: Vice Chair MacVicar  
Seconded by: Member Levy

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

**Carried.**

\* \* \* \* \*

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

Taken as read and approved

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Lois Morin  
Administrator

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Lloyd Ferguson, Chair  
Police Services Board

April 19, 2018  
lem:

# 4.3

## **Auction Account Fund**

Support / Upcoming Events

### **RECOMMENDATION(S)**

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

**4.4(a)****HAMILTON POLICE SERVICES BOARD****- INFORMATION -**

**DATE:** 2018 May 10

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

**FROM:** Eric Girt  
Chief of Police

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

**BACKGROUND:**

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

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

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




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Eric Girt  
Chief of Police

EG/G. Huss

Attachment: *Crisis Response Unit Annual Report - 2017*

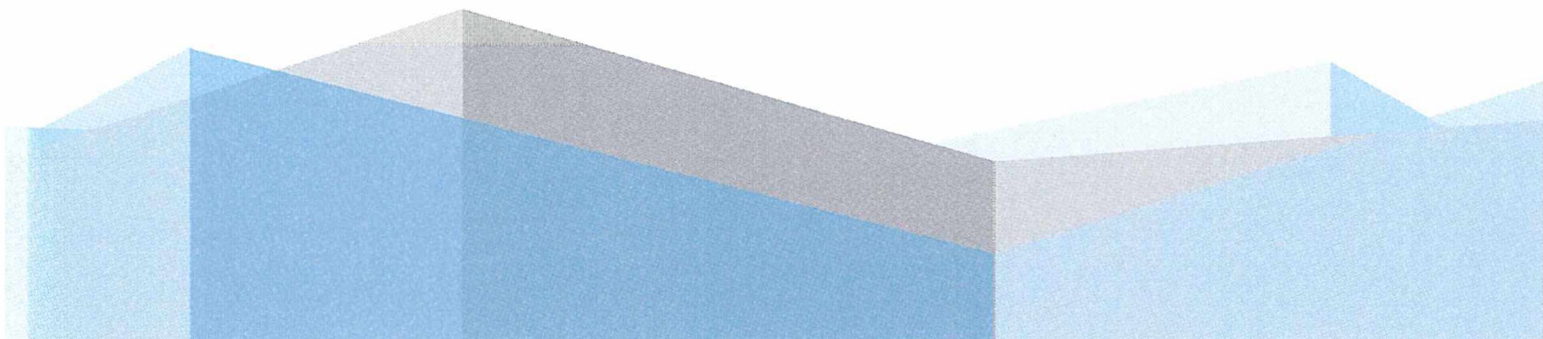
cc: Frank Bergen, Deputy Chief – Support  
Greg Huss, Superintendent – Community Mobilization Division



# Hamilton Police Service

## Crisis Response Unit Community Mobilization Division 2017 Annual Report

Submitted by  
A/Sergeant Steve Holmes



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## **Executive Summary**

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

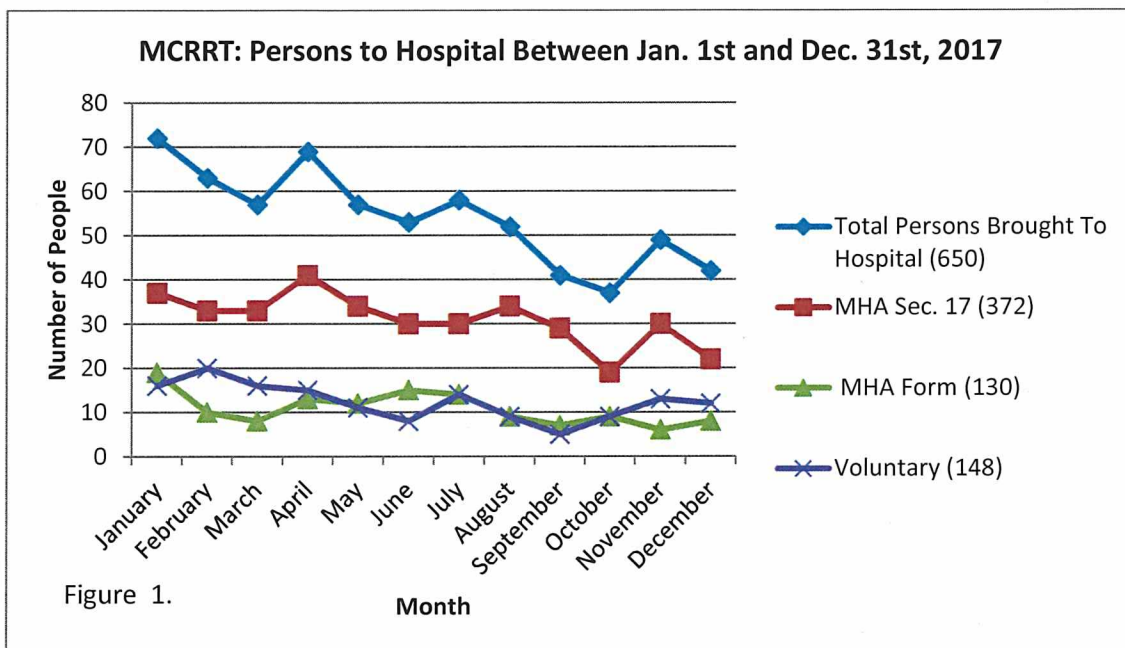


Figure 1.





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

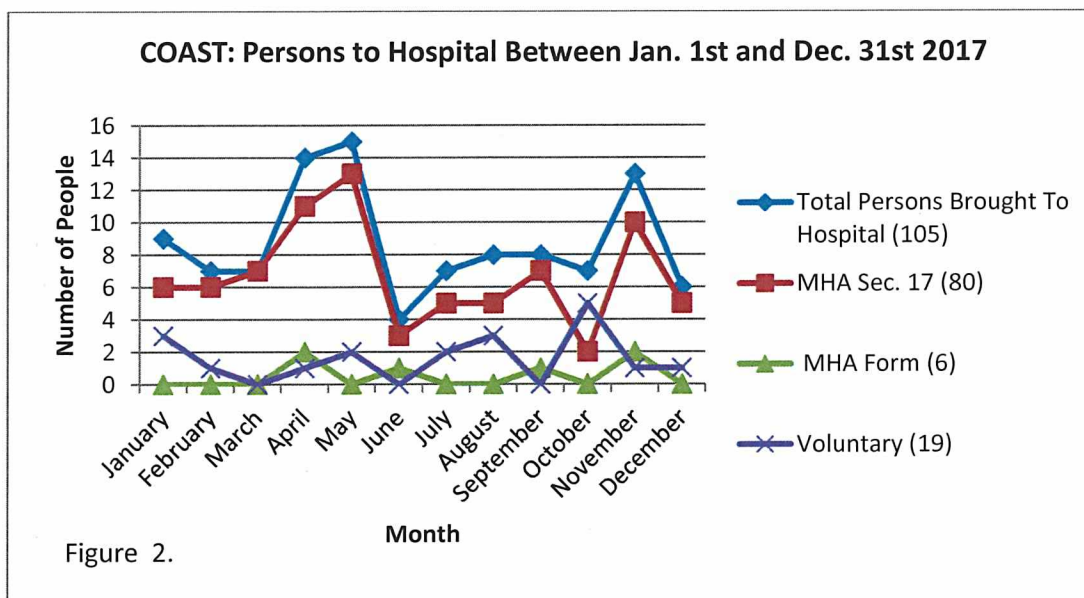


The partnership between the Hamilton Police Service and St. Joseph's Health Care was established in 1997 with the introduction of the COAST program, which was a direct result of the Zachary Antidormi Inquest. COAST is designed to enable individuals in mental health crisis, who lack necessary supports,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

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

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

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



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



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

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

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

### **Outcomes for 2017**

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

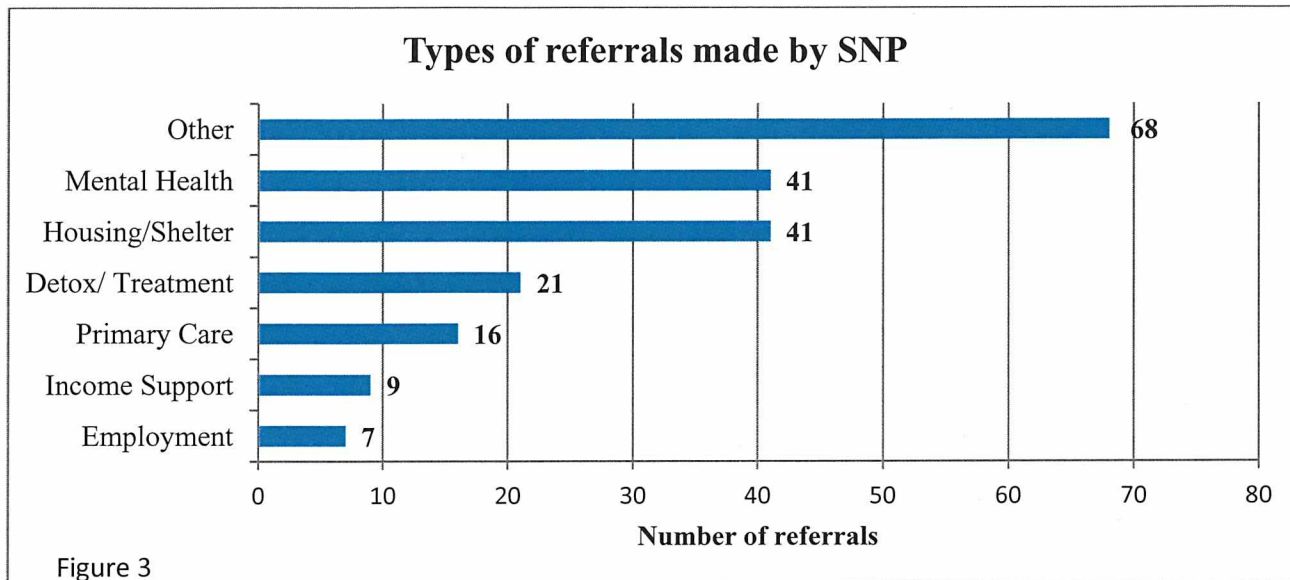
- 33.6% from community partners
- 23.7% from ACTION
- 19.3% from Division One Patrol
- 9.8% from SNP
- 9% from EMS
- 3.3% from Division Three Patrol
- 0.8% from MCRRT
- 0.4% from Division Two Patrol

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

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



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



### SNP Trends

Table 1 summarizes trends since implementation

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



### **Key Differences Between Programs**

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

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

### **Conclusion**

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

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

## HAMILTON POLICE SERVICES BOARD

### - INFORMATION -

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

#### **BACKGROUND:**

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



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Eric Girt  
Chief of Police

EG/J. Randazzo

Attachment: *Appendix A*

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



Appendix A

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

YTD Budget % : 25.00%

	Annual Budget	YTD Budget	YTD Actual	Available Balance	% Spent	Comments
<b>Revenues</b>						
Grants and subsidies	\$ 8,212,529	\$ 2,053,132	\$ 2,070,815	\$ 6,141,714	25.22%	In line with budget.
Fees and general revenues	2,667,344	666,836	627,153	2,040,191	23.51%	Revenues is less than anticipated due to cyclical demand as well as timing of collection in Gen Occur/Photo ID Sales, Tow Fees, Special Duty, Police Clearances and False Alarm Fees. This is offset by increase in Police Fees revenues and ProAction Cop and Kids event.
Reserves/Capital recoveries	1,985,700	496,425	496,425	1,489,275	25.00%	In line with budget.
<b>Total revenues</b>	<b>12,865,373</b>	<b>3,216,393</b>	<b>3,194,394</b>	<b>9,671,179</b>	<b>24.83%</b>	
<b>Expenses</b>						
Employee Related Costs	154,485,717	38,621,429	38,189,377	116,296,340	24.72%	The YTD Budget includes a potential Collective Agreement budgeted % increase as the current Collective Agreement has expired and bargaining has yet to occur.
Materials and supplies	7,050,222	1,762,556	963,067	6,087,155	13.66%	Some expenditures are less than YTD Budget. Though they are expected to be incurred over remaining months, they are anticipated to be within Budget.
Vehicle expenses	1,977,000	494,250	416,413	1,560,587	21.06%	
Buildings and grounds	2,661,883	665,471	463,252	2,198,631	17.40%	
Consulting expenses	58,600	14,650	1,334	57,266	2.28%	
Contractual expenses	783,790	195,948	116,910	666,880	14.92%	
Agencies and support payments	42,300	10,575	10,575	31,725	25.00%	
Reserves/Recoveries	5,012,812	1,253,203	1,253,253	3,759,559	25.00%	
Cost allocation	660,250	165,063	165,063	495,188	25.00%	
Capital Financing	1,027,200	256,800	256,800	770,400	25.00%	
Financial/Legal Charges	292,905	73,226	52,044	240,861	17.77%	
<b>Total expenses</b>	<b>174,052,679</b>	<b>43,513,170</b>	<b>41,888,088</b>	<b>132,164,591</b>	<b>24.07%</b>	<b>Overall, expenditures are within Budget.</b>
<b>Total Net Expenditure</b>	<b>\$ 161,187,106</b>	<b>\$ 40,296,777</b>	<b>\$ 38,693,695</b>	<b>\$ 122,493,411</b>	<b>24.01%</b>	<b>Net Budget is on target for the year.</b>

**4.4(c)**

**HAMILTON POLICE SERVICES BOARD**  
**- INFORMATION -**

**DATE:** 2018 May 10  
**REPORT TO:** Chair and Members  
 Hamilton Police Services Board  
**FROM:** Eric Girt  
 Chief of Police  
**SUBJECT:** *Year-End Report: Communications - 2017*  
*PSB 18-067*

**BACKGROUND:**

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

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

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

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

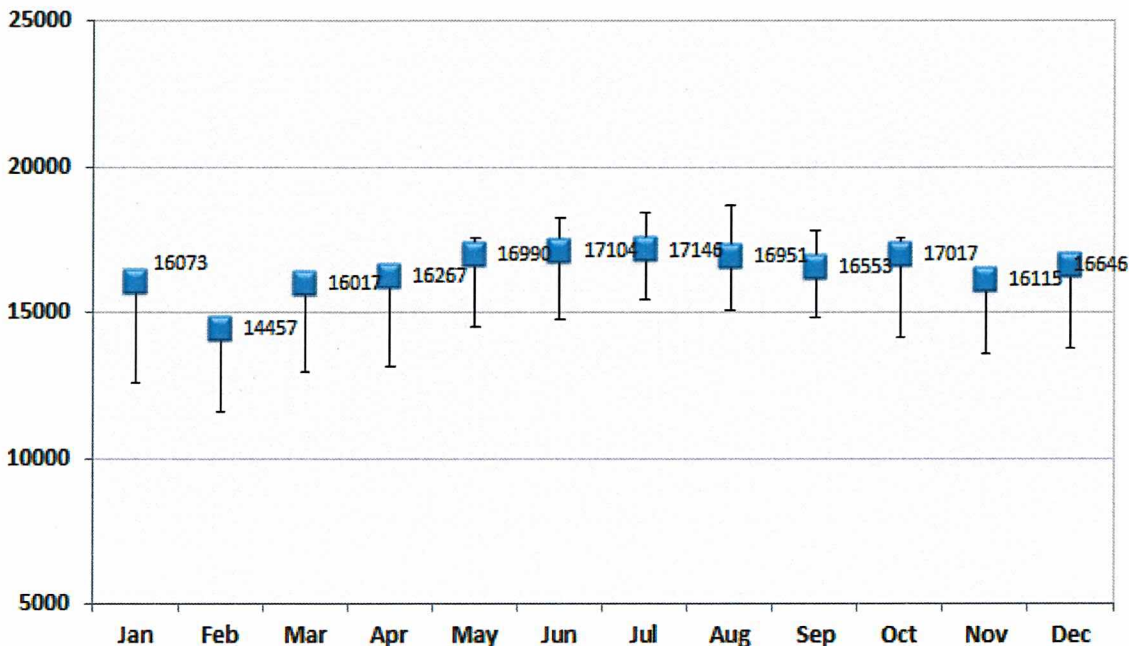
<b>ADVISED EVENTS:</b>	<b>2017</b>	<b>2016</b>	<b>2015</b>
Ambulance Advised Events	48,493	45,687	42,023
Fire Advised Events	3,338	3,150	3,453
911 Advised Events	52,901	50,134	48,846
OPP Advised Events	5,265	4,798	4,184
Cellular Advised Events	52,640	56,976	50,220
<b>Total Advised Events</b>	<b>162,637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

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

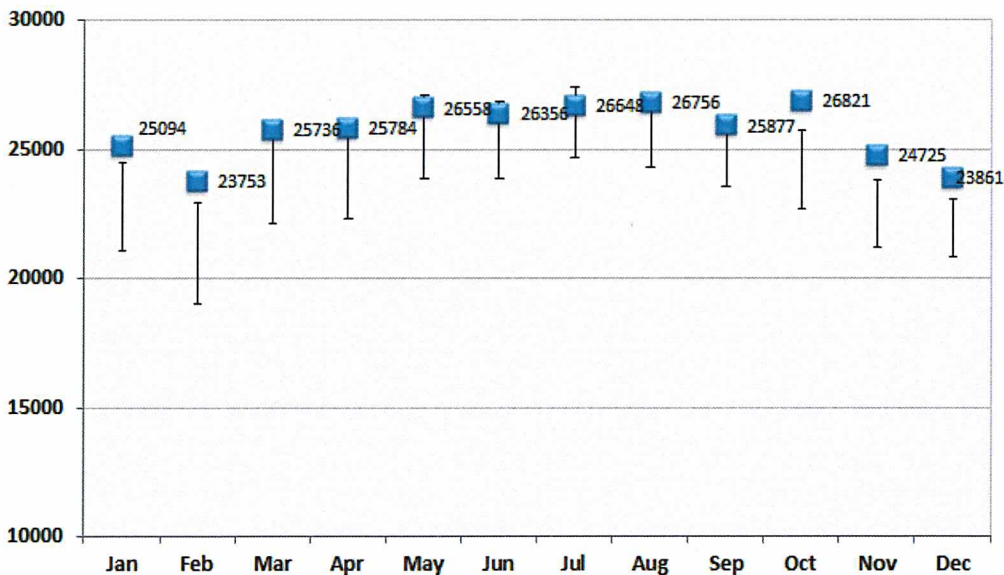
- Communications received 367,725 telephone calls in 2017, resulting in 318,749 CAD events
- The total telephone calls to Communications decreased by 4.3% (16,345) in 2017 from 2016
- The total CAD events increased by 5.6% (16,989) when compared to 2016 figures
- The number of 911 calls decreased by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

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

911 CALLS BY MONTH (2017)



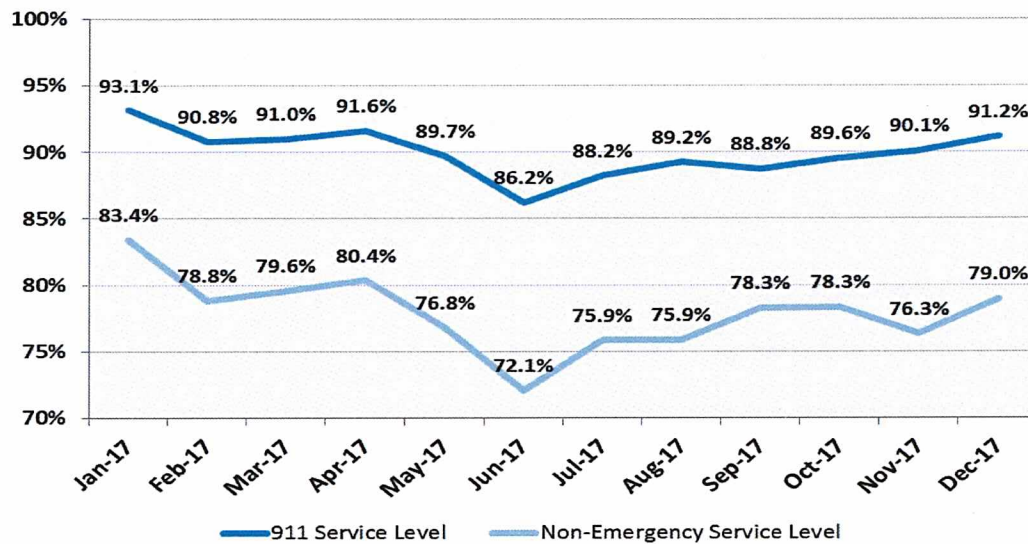
CAD EVENTS CREATED BY MONTH (2017)



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

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

**SERVICE PERCENTAGE LEVELS (2017)**



**Staffing and Training**

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

**Additional Training**

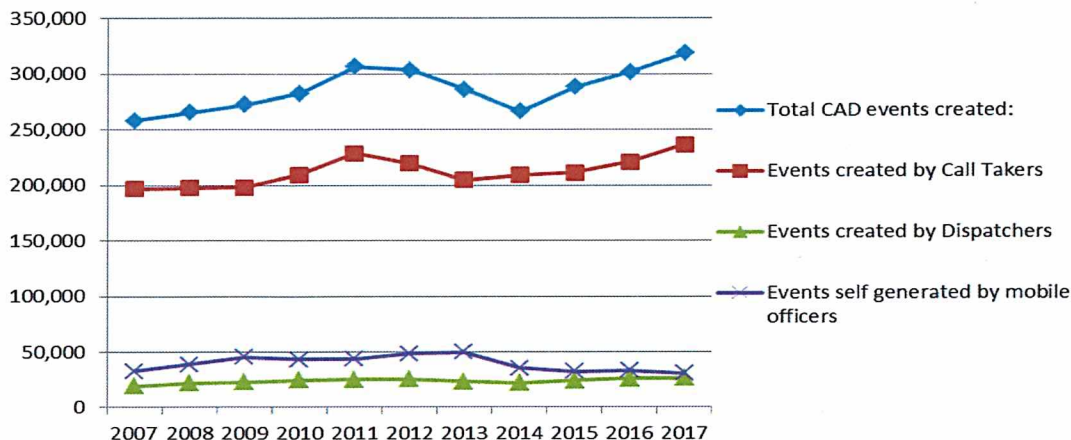
- Block Training for all members
- Two Members successfully completed the Front Line Supervisors Course at OPC
- The Association of Public Safety Communications Officials (APCO) conference in Windsor was attended by three members (One additional member attended as a representative of APCO)

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

### Current and Future Challenges

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

CAD (2007-2017)



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

Eric Girt  
Chief of Police

EG/M. Schulenberg

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



# 4.4(d)

## HAMILTON POLICE SERVICES BOARD

### - INFORMATION -

**DATE:** 2018 May 10

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

**FROM:** Eric Girt  
Chief of Police

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

#### **BACKGROUND:**

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

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

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

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

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

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



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

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



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Eric Girt  
Chief of Police

EG/G. Huss

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

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

# Community Mobilization Division Crime Prevention Branch, Auxiliary Unit, CMD Volunteers and Co-Op Student Placements 2017 Annual Report

Prepared by Sgt. Barry Mungar 905-546-4903 [bmungar@hamiltonpolice.on.ca](mailto:bmungar@hamiltonpolice.on.ca)  
PC Amanda Vernon 905-546-2880 [avernon@hamiltonpolice.on.ca](mailto:avernon@hamiltonpolice.on.ca)



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## Summary

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

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

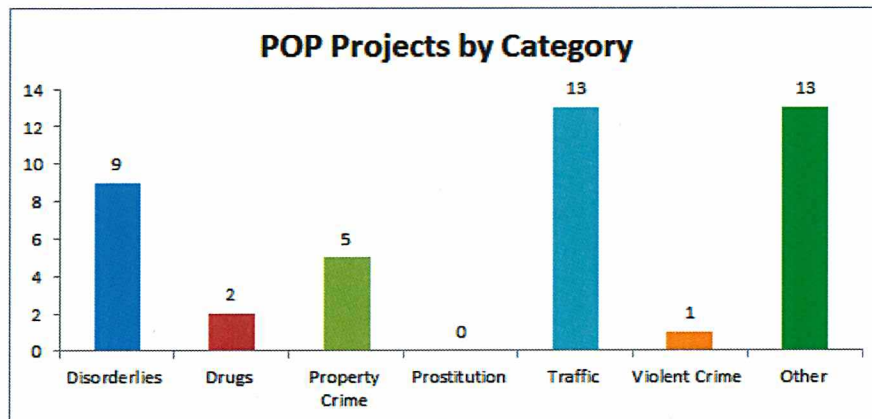
The change enhanced the Co-op programming significantly. "The program is robust and the students are participating at an impressive rate; and they're happy" boasted Trent Jarvis, Mohawk College Co-op Coordinator. In addition, the Auxiliary Unit continues to provide opportunities to our Cadet Officers in order to give them operational experience as they pursue their aspirations to become Police Constables. Our Police Service and the community benefitted from over 29,000 hours of volunteer service in 2017.

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

***Problem Oriented Policing (POP) Projects***

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

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



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

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

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

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



**Apostolic Ark Ministries “Back to School” Event – August 19<sup>th</sup>, 2017**

The Crime Prevention Branch partnered with the Hamilton Helmet Initiative (HHI) to support the 4th Annual Apostolic Ark Ministries “Back to School” event. This event supports low income families who are likely unable to afford bicycle safety equipment for their children. Our officers assisted with the proper fitting of donated helmets and provided the necessary bicycle safety training.

**Migrant Workers Matter – May 28, 2017**

The Crime Prevention Branch was approached by a Flamborough organization known as Migrant Workers Matter (MWM). Each summer, Flamborough becomes home to a large population of seasonal migrant workers. Local farmers employ workers from Mexico and the Caribbean to assist with the planting and harvesting of their crops. Many of these workers rely solely on bicycles as their mode of transportation to and from work; however they do not have the proper safety equipment. As a result, workers are in violation of laws requiring the use of reflectors, bells and bicycle lights before dawn and after dusk. In 2016, one of the workers was the victim of a fatal motor vehicle collision. This tragic death caused MWM to lobby for assistance with bicycle safety education and bicycle equipment to improve the safety of these hard-working, underprivileged farm hands. The Crime Prevention Branch took the initiative to reach out to Public Health, the Hamilton Helmet Initiative and 7 Star Sports to procure much needed helmets, bells and lights. These organizations made donations and facilitated fundraising to purchase safety equipment. The partnership between these organizations led to the creation of a 4 hour long bicycle safety clinic, which was hosted in late May at the Community Church in Waterdown. The Crime Prevention Coordinator provided bicycle safety training to more than 100 migrant workers. Attendees also received free helmets, reflectors, bells and lights. This event demonstrated an unprecedented level of community support for the safety of these workers. Many of the workers demonstrated overwhelming emotion and gratitude.

**McMaster Children’s Hospital “Walk & Wheel” – June 3<sup>rd</sup>, 2017**

For the past several years, our Service has partnered with McMaster Children’s Hospital in support of their annual cycling safety event called “Walk & Wheel”. This large scale event is held at Pier 4 Park and hosts hundreds of members of the community. It is considered to be one of the Children’s Hospital’s premier fundraising events. Crime Prevention provided the audience with a 2V1 helmet fitting lecture to ensure participants received proper bicycle helmet/head safety training.

**Traffic Events & RIDE Lanes**

One of our Auxiliary Officers’ priorities continues to be supporting traffic safety initiatives in our community. Auxiliary members volunteered a total of 2109.5 hours to RIDE Lanes events at all 3 Divisions. An additional 452.5 hours of support was provided towards traffic control at major road races, parades and festivals.

***Performance Measures: 2,562 hours in 2017, an increase of 13% (2,258 hours in 2016).***

**Safe Roads Program (Speed Watch, Red Light Locations, Stop Sign Locations)**

CMD Volunteers and Co-op students assisted with the Safe Roads Program in all Divisions. Speed Watch initiatives were set-up on 19 occasions for 220 hours of monitoring. Volunteers and Co-op Students attended various Red Light locations 64 times for 443 hours, and an additional 110 Stop Sign locations for 933 hours of monitoring. These locations are identified as problem areas by our citizens and Crime Managers.

***Performance Measures: 1596 hours of traffic monitoring at 193 locations in 2017.***

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

**Crime Prevention Officers - Security Audits - Crime Prevention through Environmental Design (CPTED)**

Crime Prevention Officers conducted 31 residential and 15 business audits to provide owners with valuable advice and information on improving the security of their property. Audits are a critical component of safety planning for high risk domestic violence victims. A record, 68 domestic audits were conducted in 2017. In September, 2017, Crime Prevention Officers attended a training session in Peel Region which focused on conducting CPTED audits at places of worship. These officers used this new knowledge to conduct 4 additional audits at community “places of worship”. A staffing reduction resulted in slightly lower audit totals than the previous year.

**Performance Measures: 118 total security audits in 2017, (132 audits in 2016)**

**Auxiliary Unit – SafeGuard Audits (Target Hardening)**

Crime Prevention continues to be a priority of the Auxiliary Unit. Auxiliary Officers trained by the Crime Prevention Officers also provided the community with security audits of both their home and businesses. On-site business audits are completed during pro-active canvasses within the community. Auxiliary Officers completed 8 residential audits and 108 business audits.

**Performance Measures: 116 audits in 2017, (130 audits in 2016)**

**Auxiliary Officer Displays, Presentations and Station Tours**

The Auxiliary Unit provides the community with valuable information on personal, internet and home security through presentations, as well as providing station tours to children and youth groups. In 2016, members of the Unit began expanding their operations by responding to Divisional requests to pro-actively patrol areas, interact with community members, visit businesses and provide crime prevention material to the public. Co-op Placement Students delivered Crime Alerts to neighborhood businesses as requested by the Fraud Unit in response to criminal activity.

**Performance Measures:**

**5 Crime Prevention Displays, Presentations and Pro-Active Crime Responses in 2017 (12 in 2016)**

**15 Station Tours in 2017 (13 in 2016)**

**Graffiti Prevention**

Most incidents of graffiti occur on public property and are typically reported to the City Contact Centre (CCC) at 905-546-CITY. The City of Hamilton handles these incidents by tasking Public Works clean-up crews. Many of these graffiti occurrences are never reported to the police since they do not meet the requirements for mandatory police reporting. The three criteria for police reporting are: hate bias graffiti, gang related graffiti and politically motivated graffiti. In 2017, only 34 of the 374 total graffiti incidents reported to the CCC were diverted to the HPS for follow-up.

	2011	2012	2013	2014	2015	2016	2017
<b>Total graffiti calls taken by the CCC</b>	1305	1210	972	696	1632	475	374
<b>Total graffiti calls diverted to HPS</b>	108	63	27	32	24	18	34
<b>% Diverted to HPS</b>	8.3%	5.2%	2.8%	4.6%	1.5%	3.8%	9.1%

In 2017, the Hamilton Police Service received a total of 136 graffiti reports which is slightly higher than the previous year (125 in 2016). One Hundred and two (102) of these were reported by the public and



the remaining 34 reports were received from the City Contact Centre. Of the 136 total occurrences in 2017, six (6) were cleared by charge and six (6) were cleared as “otherwise”. These 12 clearances correlate to a graffiti clearance rate of 9%.

Year	Occurrences	Cleared by charge	Cleared Other	Clearances	Not Cleared	Clearance Rate
2011	297	26	14	40	257	13%
2012	287	19	9	28	259	10%
2013	241	28	10	38	203	16%
2014	170	13	9	22	148	13%
2015	136	8	8	16	120	12%
2016	125	7	4	11	114	9%
2017	136	6	6	12	124	9%

Source – NICHE All Violations Occurrence Reports 2017 run on 22-Feb-2017

A total of eight adult individuals (seven males, one female) were arrested for graffiti crimes, compared to nine arrests in 2016. In 2017, all eight offenders were charged criminally.

*\*2017 crime statistics are based on crime information which is preliminary in nature and subject to change for a variety of reasons. Offence types and clearances often change during the investigative process. The information is therefore provided only as a general overview of crime trends in the City of Hamilton.*

**Performance Measures: 8 offenders arrested and charged in 2017; a 9% clearance rate**

**Crime Prevention Officers and Volunteers - Crime Prevention Presentations**

Crime Prevention Officers delivered 71 community presentations to a wide variety of organizations. Throughout the year, presentations on personal safety, criminal law, interacting with the police, traffic law and domestic violence were provided to large groups of Canadian newcomers. Crime Prevention also conducted presentations for Indigenous persons, adults with disabilities, seniors, teens at babysitting courses, international students, businesses, diverse groups, city staff and government institutions. In addition, volunteers conducted 58 presentations (339 hours) and instructed 1,867 elementary school students on how to use 9-1-1.

**Performance Measures:**

**71 total community presentations by Crime Prevention Officers in 2017, (64 in 2016)**

**58 presentations by Volunteers in 2017, (1,867 students received 9-1-1 presentations)**

**CCTV Monitoring**

The CCTV cameras are monitored by CMD volunteers and Co-op Placement Students. A record 3,326 hours of monitoring was completed. Training on the operation, policies and procedures of the system was provided to 46 members.

**Performance Measures: 3,326 in 2017, an increase of 36% (2,436 hours in 2016.)**

**Lock-It-or-Lose-It**

In partnership with our Mohawk College Co-Op Placement Students and CMD volunteers; Auxiliary Officers worked strategically to address residential areas of concern regarding vehicle entries and residential break and enters. Lock-It-or-Lose-It pamphlets were distributed to 6549 vehicles at various locations in our communities.

**Performance Measures: 257 hours, 22 initiatives and 6,549 pamphlets in 2017, (41% more pamphlets), (4,651 LIOLI in 2016).**



**Shop Theft Protocol**

Retail Loss Prevention Officers (LPO) are trained to implement strategies which minimize the time spent on suspect theft apprehensions, while also reducing service calls to front-line HPS officers.

**Performance Measures: 1,651 shoplifting occurrences reported in 2017, (1,667 in 2016)**

**153 cleared by Shop Theft Protocol in 2017, (278 in 2016)**

*Source – NICHE All Shoplifting \$5000 and under in 2017 run on 17-Jan-2018*

**Citizens' Police College – Oct/Nov**

This six-week course teaches participants about the various roles and facets of policing, nurtures communication and creates ambassadors within our community. This year's college was the focus of a Cable 14 "Police Watch" episode. The graduation ceremony for Citizens' Police College is held during Crime Prevention Week in November. A diverse group of approximately 50 citizens graduate annually.

**Performance Measures: 42 graduates in 2017, (54 graduates in 2016)**

## Goal 2.1 Reach out to share information and to build relationships and partnerships by interacting with all communities

**Police Week - May 14th to 20th**

Police Week provides an opportunity to partner with our communities and raise policing awareness while celebrating the relationships we share with other organizations and agencies. This special week begins with the Annual 'Chief for a Day' Essay Contest. Grade 6 students are asked to submit a one page explanation of "How would you make our community a safer place to live if you were Chief?" Five winning entries are selected: one Chief, two Deputies and two Superintendents. They are invited to Central Police Station for a fun day of policing activities.

The signature community event for Police Week is "Police in the Park". A record number of 1,600 elementary school students attended Camp Marydale making this the largest event of its kind. Students and teachers saw numerous police exhibits and displays while interacting with Forensic Services, K-9 and Mounted Patrol horses. Other community agencies and organizations also set up information booths.

The Citizenship Ceremony is hosted at the "Old" Stoney Creek City Hall, located at 777 Highway 8. This event celebrates dozens of immigrants who are "sworn in" as citizens of Canada. The HPS Honour Guard and Male Chorus both participate in the ceremony. This event allows our Service to demonstrate their support for our diverse communities.

**Crime Prevention Week - November 5th to 12th**

Crime Prevention launched the week by engaging the community with a BBQ fundraiser with the proceeds donated to "Skate the Dream". Additionally, the Crime Prevention Branch facilitates a city-wide elementary school poster contest each year. This year's theme was Traffic Safety. The winning posters and their respective artists and classmates were invited to the BBQ to receive recognition and an award.

**Take Our Kids to Work Day - November 1<sup>st</sup>**

Grade 9 students receive police presentations covering many aspects of policing. Students are exposed to various components of policing to support career initiatives.

**Performance Measures: 37 students in 2017, (45 students in 2016)**

**Cop Camp – March 13th to 16<sup>th</sup>**

Cop Camp serves to create an atmosphere where children have fun while learning about the numerous roles of the police service. The camp provides officers a chance to develop positive relationships with youth while acting as role models. Campers and their parents routinely praise the camp's police counselors for their efforts, and this year was no different with emails of thanks arriving immediately following the camp's final day.

**Performance Measures: 104 children in 2017, (96 in 2016)**

**Native Women's Centre Personal Safety Seminar – October 26th**

The Crime Prevention Branch hosted a safety seminar at the request of the Native Women's Centre. Topics covered included personal safety, bullying, internet safety and Halloween safety tips. The Native Women's Centre later sent a heart-felt letter of appreciation. The organization was impressed by our officers' participation in the smudging ceremony.

**McMaster Children's Hospital Miracle Weekend "Plane Pull" – June 4th**

Crime Prevention Branch entered a team of officers in this annual Children's Hospital event. The team manually pulled an aircraft down the runway before a large audience. The event is one of the Hospital's annual fundraisers. Hamilton Health Sciences Foundation met early in the year with the Community Mobilization Division in the hope of fostering a stronger relationship. This resulted in our participation in three of HHS's premier fundraising events: Walk & Wheel, Plane Pull and Strides for General.

**Strides for General – September 16<sup>th</sup>**

The Crime Prevention Branch coordinated a team of HPS runners who participated in Hamilton Health Sciences 5km fundraising road race. Officers wore full police uniform while competing in the charity run.

**Christmas Toy Drive – Mid-December**

The Crime Prevention Branch partnered with local company Everest Toys, who generously donated thousands of dollars' worth of toys. Several police vehicles full of toys were delivered to Wesley Urban Ministry, Limeridge Mall K-Lite FM "Toy Mountain" project and the CHCH toy drive. The toys later went to underprivileged children across the city.

**Crime Prevention Officers Participated in Other Various Community Events:**

- |                                   |                                  |                                       |
|-----------------------------------|----------------------------------|---------------------------------------|
| ❖ Try! Hamilton                   | ❖ St James United Church         | ❖ Talize Community Night              |
| ❖ Ancaster Touch-a-Truck          | ❖ Lift Church Carnival Night     | ❖ Mohawk Summer Camp                  |
| ❖ HSR Family Day                  | ❖ Hamilton Santa Claus Parade    | ❖ Glanbrook Youth Soccer              |
| ❖ Community Cup Soccer Tournament | ❖ SPCA Wiggle Waggle Walk-a-thon | ❖ McMaster Children's Hospital Picnic |

**Auxiliary, Volunteer & Co-Op Students Participated in Other Various Community Events:**

Volunteer members of the Community Mobilization Division attended events in our community totaling 2,963.5 hours. These events included fairs, school open houses, and neighbourhood charity events.

**Performance Measures: 2963.5 hours in 2017.**



## Goal 2.3 Engage the community with meaningful and varied volunteer opportunities

### Ride-Alongs

Members of the Auxiliary Unit completed Ride-Alongs at all Divisions. This partnership with patrol officers provides an increase of police presence in our community, additional Officer Safety, and provides Auxiliary Officers a meaningful training environment.

**Performance Measures: 1927 hours and 158 patrols in 2017 (3,094 hours in 2016)**

### Records Assistance Program

Volunteers and Co-op Students address civilian inquiries at Central Station Records Counter. This has helped reduce wait times at the front Records Counter during peak time periods.

**Performance Measures: 2339.5 hours of service in 2017, (2,831 hours of customer assistance in 2016)**

### ACTION, Command Van, Vehicle Audits & Bike Fleet Maintenance Teams

Patrolling with the ACTION Team provides the Auxiliary Officers with operational experience that they do not experience elsewhere and increases the police presence in our community. They patrolled with the ACTION Team 112 shifts for a total of 1,254 hours. The Auxiliary Unit also ensured that the ACTION Bicycle Fleet remained operational by completing 240 hours of bi-weekly maintenance to the bicycle fleet. These Auxiliary efforts reduce maintenance costs and keep officers safe. Auxiliary Officers also performed bi-weekly maintenance of the Command Van totaling 190 hours. The Auxiliary Officers also audited marked police cruisers (150 hours) at all Divisions to ensure that the vehicles had all required safety equipment and were in good working condition.

#### **Performance Indicators:**

**1,254 hours of ACTION Patrol in 2017, (2012.5 hours in 2016)**

**580 hours of Command Van Maintenance, Vehicle Audits and Bike Fleet Maintenance was completed in 2017, (1,575.5 hours in 2016)**

### MAC 91/92 & Hess Village

Auxiliary Officers supplemented the Paid Duty compliment at Hess Village (105 hours) and at McMaster 91/92 for 414 hours. This allowed for an increase in police presence in both areas at no additional cost to the stakeholders.

**Performance Measures: 519 hours and 43 events in 2017, (781.5 hours in 2016)**

### Immediate Rapid Deployment (IRD) Training

Each week members of the Auxiliary Unit and Volunteers assist the Training Branch at Immediate Rapid Deployment (IRD). Training included role playing as hostages, civilians and victims to create a realistic training environment for Police Officers.

**Performance Measures: 1,344 hours in 2017, (1,228 hours in 2016)**

### Mounted Patrol Unit

Volunteers assist the Mounted Patrol Unit Officers in a variety of ways and in doing so Mounted Patrol Officers are able to increase their patrol time within the community. They were also provided with a more realistic training environment through the volunteer's attendance at weekly Troop Training. The availability of our Co-op Students this year provided our MPU with more resources than historically available, enhancing previous skills and learning for all.

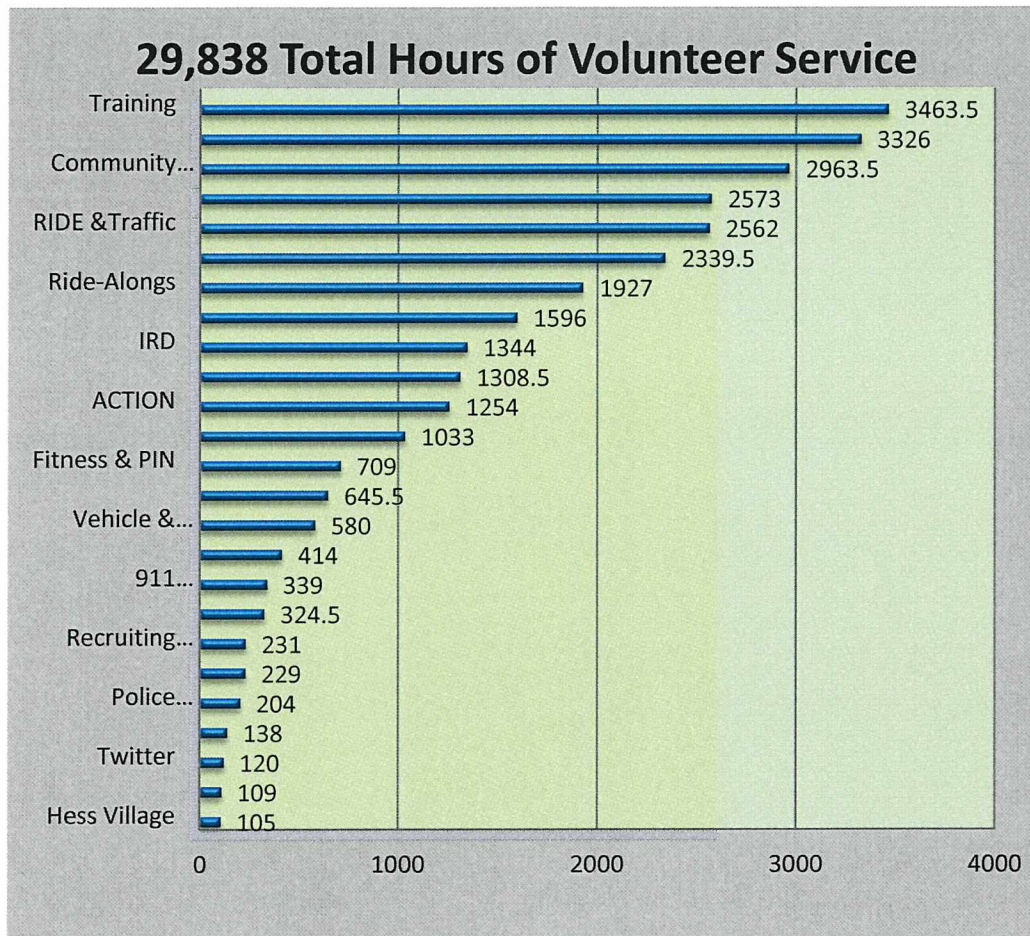
**Performance Measures: 2,573 in 2017, (825 hours in 2016)**

**Recruiting Presentations Supported by Auxiliary**

Members of the Auxiliary Unit are frequently asked to assist the Recruiting Branch with activities including PREP mentoring sessions or to attend community events. Auxiliary members provide both general information, and HPS recruiting information, at events such as McMaster University Volunteer Fair, Mohawk College, and while speaking with smaller groups within the City.

**Performance Measures: 18 events in 2017, (16 events in 2016)**

**Overview of Volunteer Hours**



**Goal 3.1 Continue to implement recruiting and retention strategies that attract quality people and reflect the demographics of our communities.**

**Recruiting**

- 17 Auxiliary Officers including 6 Cadet Officers
- 13 Co-Op Placement Students

**Training**

- The Auxiliary Officers are well trained and prepared for duty. A total of 3,463.5 hours of training was provided to our members both through in-service training to our Auxiliary recruits and through continuing training opportunities that were available to all volunteer members. Ethics and Domestic Violence training were added to the new member syllabus for Auxiliary Officers in



the latest intake. Members were also provided an opportunity to receive training on the B.E.A.R. Unit, Forensic Services, Essential Competencies Interview Mentoring Session through the Recruiting Branch, Witness Statement and Notebook writing through the CID, the Social Navigation Program, Collection of Identifying Information (C.O.I.I.), Trans Inclusion and LGBTQ Training with Guest Speaker Cole Gately, Fentanyl & Carfentanyl, The Canadian Hearing Society, Bicycle Training, SAFETalk and Standard First Aid/CPR Training,

- Volunteers also had an opportunity to increase their skills while enhancing the training of Officers within the Service by assisting at: ERU Training Scenarios, Incident Command Scenarios, Ground Search and Rescue Training, and Public Order Training.
- Several members were also able to assist with Labour Relations Training and CIT and at the same time benefit from receiving this training.

### **Fitness PINS**

- 13 volunteer members of the Unit received their Ontario Fitness PINS in 2017, this is a voluntary achievement.

### **Recognition**

- An Auxiliary Officer received Hamilton Police Service 'Member of the Month' for September 2017 in recognition of his efforts to save a life by providing CPR while off-duty.
  - A Level 1 Commendation was also issued in relation to this event.

### **Years of Service/Retention**

In 2017 many of our volunteers were recognized for their significant years of committed service;

- 1 members attained 10 years of service
- 13 members attained 5 years of service

### **National Police Memorial in Ottawa**

- 13 members of the Auxiliary Unit attended the weekend long National Police Memorial in Ottawa representing the Hamilton Police Service
- 1 Auxiliary Officer assisted the Ride-to-Remember on their journey to Ottawa and marched with the Auxiliary Unit for the parade.

### **Employment**

- members of the Unit found employment in their chosen field of Emergency Services this year;
- 8 with Hamilton Police Service as Police Constables - 3 with the Hamilton Police Service as Special Constables
- 1 with the R.C.M.P. as a Police Constable
- 1 with the Niagara Regional Police Service as a Police Constable
- 1 with the Hamilton Fire Department as a Firefighter
- 6 with the Ministry of Corrections and Safety as Correctional Officers
- 1 with the Canadian Armed Services as an Air Weapons System Technician
- 1 with McMaster University as a Special Constable

**Performance Measures: 22 members of the Unit gained employment in law enforcement in 2017, (16 members of the Unit gained employment in 2016).**

## Goal 5.4 Involve our community stakeholders to develop and implement innovative branding/marketing that improve our corporate image.

### HPS Crime Prevention Branch @HPSCrimePrevent

In July, the Crime Prevention Branch launched its own Twitter account (@HPSCrimePrevent). Using social media is an effective method to deliver crime prevention messages, safety tips and event advertisements. Twitter allows us to reach out and engage with a younger demographic. Historically, Crime Prevention has used pamphlets, flyers and presentations to deliver important messages to the community, but technology allows us to connect and raise awareness with the push of a button.

### HPS Auxiliary Unit @HPSAuxiliary

The Auxiliary Unit continues to share information regarding Hamilton Police Service events, traffic safety and crime prevention initiatives with our community via @HPSAuxiliary and increased its followers to 1,855 from 1,656, an increase of 12%. A Halloween tweet reminding the community to slow down earned 10,515 hits, making it the top tweet of the year. The Unit continues to focus on traffic safety, crime prevention, community events and recruiting as its platform.

**Performance Measures: 1,855 followers in 2017, (1,656 in 2016)**

## Conclusion

The Crime Prevention Branch, Auxiliary Unit and CMD Volunteers continue to engage the community in a variety of ways while providing support to our sworn officers.

During 2017, Crime Prevention increased public interaction with Indigenous groups, Newcomers and special needs groups. By teaching citizens about the role of police and relaying key safety messages we raise awareness and reduce victimization.

Restructuring within the Community Mobilization Division resulted in the supervision of all volunteers being transferred to the Auxiliary Coordinator. This has allowed the Crime Prevention Branch to focus on popular, sustainable proactive programs while providing an opportunity to nurture new ideas, like the use of social media.

The Auxiliary Branch and CMD Volunteers dedicated nearly 30,000 hours to various events over the past year. Their volunteerism enables our Service to facilitate an array of valuable community programs.

2017 was marked by several highlights:

- Crime Prevention conducted a record 68 domestic violence related security audits (34 in 2016). The Victim Services Branch requests these audits on behalf of victims of domestic violence. This dramatic increase in the number of audits is reflective of the strong partnership between the two branches.
- A total 29,838 hours of volunteer service were performed by our Auxiliary Officers, Co-Op Students and CPB Volunteers, all volunteer programs were merged under one umbrella for the purposes of supervision, training, reporting and scheduling. All volunteer scheduling is now completed online negating the need for volunteers to attend in person or email to schedule their shifts and reducing the need for volunteers to assume this task.

- The 234 CPTED and Safeguard audits were conducted by Crime Prevention Officers and Auxiliary Officers. Crime Prevention Officers attended specialized training enabling them to complete audits at places of worship.
- The total number of graffiti occurrences reported to the Hamilton Police increased slightly to 136 (125 in 2016). The number of graffiti occurrences reported to the City Contact Centre (CCC) has declined for the third straight year reaching a low of 374. As a result, the total reported incidents of graffiti have declined, but there was a slight increase in the number of calls diverted to the police from the CCC.
- The graffiti crime clearance rate was 9% (9% in 2016). During each of the past 4 years, approximately 10% of all reported graffiti crimes have been solved by investigation.
- The Auxiliary Unit has been using their Twitter account @HPSAuxiliary for several years. In 2017, Crime Prevention launched @HPSCrimePrevent. It provides Crime Prevention tips, crime alerts and the promotion of community events.
- 22 Auxiliary Officers or volunteer members found employment in their chosen field of Emergency Services; this is the highest number of members ever hired in one year.

# 4.4(e)

Morin, Lois

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**From:** Shekar Chandrashekar <shekarfamily@hotmail.com>  
**Sent:** April-27-18 10:37 AM  
**To:** Morin, Lois  
**Cc:** ctwolan@hpa.on.ca  
**Subject:** Legal Opinion obtained  
**Attachments:** 27 APRIL 2018 FOR HPSB LEGAL OPINIONS.pdf

Ms.Morin

Please see attached document .I appeal you to put it in May 10,2018 HPSB meeting .

Respectfully submitted by a private citizen

shekar



Shekar Chandrashekar  
39 Haddon Ave. South  
Hamilton ON L8S 1X5  
E-mail: [shekarfamily@hotmail.com](mailto:shekarfamily@hotmail.com)  
Tel: (905)525-3082  
Date: April 317, 2018

To  
Mr. Chairman and Members of Hamilton Police Services Board

Attention: Ms. Morin

Subject: Legal Opinion on S.39 as it relates to Hamilton Police Services Budget

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I am not an expert on police operations or on confidential information. I am knowledgeable concerning police services financial operations. With that in mind, I have been fighting against the inflated financial budget and the misinterpretation of Police Act S.39, particularly S.39 (1), for the past several years.

Section 39 states, in part:

- The board shall submit operating and capital estimates to the municipal council that will show, separately, the amounts that will be required,
- to maintain the police force and provide it with equipment and facilities;

This section makes it clear that estimates of capital requirements should be provided separately by Hamilton Police Services Board to City of Hamilton.

The purpose of this separation is so that capital requirements **will have no implication on current financial operational budget**. This separation should show in a Capital budget that is related to long term police security and the operational equipment associated with that. It is the responsibility of the City of Hamilton Capital Budgeting process.

The City of Hamilton Manager of Capital budgeting agrees that the City has been issuing/has issued debt for the Hamilton Police Services portion in the overall City Capital budget on an annual basis without impeding Hamilton Police Services current financial operating budget.

My concern is technical in nature. As a result I had written my concern in a narrative form hoping that police accountants would interpret it and bring it to the HPSB. That effort was unsuccessful. Nevertheless, I brought this to the Hamilton Police Services board myself in order to reduce the Police Budget. However, I continue to be unable to obtain a conclusive or conducive response.

For that reason, as a private citizen, I engaged a **well reputed** legal firm to examine the matter and I have obtained opinions from the Minister of Municipal Affairs, PSAB and OCPC, **all of which support my position**. My goal is to reduce the Police Services budget by removing estimates of capital requirements. The capital requirements are to be submitted separately to Council. Their inclusion with operational requirements only serves to inflate Police Services' current operational budget.

HPS continues to **include** their capital financing share in their current financial operational budget. This causes an increase in the Hamilton Police Services' portion of the tax levy.

I discussed this with Mr. Bowman who prepares the Capital budget. He confirmed that he prepares the budget but is not responsible for recording the transactions in the accounts. I have determined that the City, in coordination the Police Services accountant, record the transactions **by a journal entry** that charges directly to the City Bank account in spite of the fact that it is a non-cash transaction. This treatment violates fundamental accounting principals as well as PSAB and CICA accounting pronouncements.

From my interactions with the City and the police accountants, I have concluded that there is little coordination between the City and Police accountants. It is the responsibility of the accountants to provide accurate financial information to HPSB and to City Council per Municipal Act S285, S 286 and S 287.

As a private citizen, I appeal to the HPSB to take action to improve the budgeting process.

We need more uniform officers and detectives to fight against increase in crime. I would be available to discuss my findings with the new C.A.O. who, I understand, is quite knowledgeable in human resources and in financial areas.

I would be delighted to answer questions if permitted to do so. I still stand by HPSB can save 4.5million easily. But leadership is required.

Respectfully submitted by a concerned private Citizen

Shekar Chandrashekar  
PS: City Council advised too.

Enclosures:

- Legal Opinion from Ross & McBride LLP; Mr. Mantle
- Ruling from OCPC
- Ruling from Minster of Municipal Affairs Right Honourable Mauro
- Ruling from PSAB
- Non cash transaction Charged Directly to City Bank to recover Capital Financing from Hamilton Police. This is violation of Fundamental Accounting Principles
- Manager of Capital budgets confirms City pays Debt charges police share of Capital and describes Method of Capital allocations for all entities including Police
- General Manager of Finance and Corporate Services according Municipal Act controls and monitors all financial Operations including Police.
- 2018 Capital financing



Michael A. M. Mantle  
 Direct: (905) 572-5829  
 Fax: (905) 526-0732  
 Email: [mmantle@rossmcbride.com](mailto:mmantle@rossmcbride.com)

March 18, 2018

**VIA EMAIL:**

shekarfamily@hotmail.com

Dear Mr. Chandrashaker:

<p><b>Client:</b>  <b>Your File No.:</b>  <b>RE:</b></p>	<p>Mirle (Shekar) Chandrashaker          1835633-001          – Research Question – <i>Police Services Act</i> – Statutory          Interpretation – “Operating” and “Capital” Estimates –</p>
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**YOUR RESEARCH QUESTION:**

You have asked me to provide you with a legal interpretation of Section 39(1) of the *Police Services Act*, R.S.O. 1990, c. P.15, specifically with respect to the “operating” and “capital” estimates portion of the provision.

**THE RELEVANT PORTION OF THE ACT:**

Section 39(1) of the Act reads as follows:

**Estimates**

**39 (1)** The board shall submit **operating** and **capital** estimates to the municipal council that will show, separately, the amounts that will be required,

- (a) to maintain the police force and provide it with equipment and facilities; and
- (b) to pay the expenses of the board’s operation other than the remuneration of board members.

*[Emphasis Added]*

**STATUTORY INTERPRETATION AT A GLANCE:**

As previously discussed Mr. Chandrashaker, statutory interpretation is a highly complex area of law. Various principles and guidelines exist to assist the reader to arrive at the intended meaning of a given statutory provision.

One of the central principles that jurists rely on to interpret legislation is what is known as Driedger’s Modern Principle.

In his work entitled: *Construction of Statutes* (1983) Driedger noted that the reader should contemplate the following when attempting to interpret a given legislative provision:

"Today there is only one principle or approach, namely, the words of an Act are to be read in their entire context and in their grammatical and ordinary sense harmoniously with the scheme of the Act, the object of the Act, and the intention of Parliament" (at page 87).

This principle has been utilized in thousands of cases, including *Rizzo & Rizzo Shoes Ltd. (Re)*, [1998] 1 S.C.R. 27, since it was espoused by Driedger in his seminal work.

It is through the lens of Driedger's Modern Principle that I viewed section 39(1) of the *Police Services Act*.

#### **BASIC LEGAL OPINION:**

Upon reviewing section 39(1) of the *Police Services Act*, as well as other relevant portions of the legislation at hand, it is my opinion that the aforesaid portion of the *Act* calls for there to be a clear demarcation between "operating" and "capital" estimates. In other words, it seems as though these two types of estimates are meant to be presented separately.

While many statutory provisions are marred in ambiguity, I do not believe that this is one of them.

#### **APPLICATION TO MATERIALS PROVIDED:**

Furthermore, Mr. Chandrashaker, you have previously provided me with the *Hamilton Police Services Operation Budget (2018)* – Item 5.1 PSB 17-135. I have reviewed it several times.

While I am by no means an accountant or an expert in finance, I could not find any evidence that there was a clear separation of "operating" estimates and "capital" estimates in this report. In fact, I could only find mention of "operating" budget/estimates within the said report.

Given my limited knowledge of accounting I am not sure whether or not "operating" and "capital" estimates were subsumed into one figure or if the "capital" estimates portion was not included in the literature provided. Perhaps the "capital" estimates figures are included in another report.

I hope this is of some assistance.

Please feel free to call or contact me if you have any questions.

Yours Very Truly,  
ROSS & McBRIDE LLP

Per:



**Michael A. M. Mantle**  
B.A. (Hons.), J.D., LL.M.  
Associate Lawyer

RE: Hamilton Police Board

Ontario Civilian Police Commission Registrar <OCPCRegistrar@ontario.ca>

Reply

Today, 9:24 AM

You;

SLASTOinfo (MAG) (SLASTOinfo@ontario.ca);

+1 more

You replied on 2018-03-20 9:31 AM.

Dear Mr. Chandrashekar,

**This is to acknowledge receipt of your correspondence dated March 7, 2018. With regard to your concern around capital budgeting of police services, it is the responsibility of the Board to submit operating and capital estimates. If the board is not satisfied that the budget established for it by the council is sufficient to maintain an adequate number of police officers or the other employees of the police force with adequate equipment or facilities, the board may request that the Commission determine the question. You may wish to bring these concerns to the Hamilton Police Services Board.**

Sincerely,

**Celia Lieu**

**Manager of Operations/Registrar**

**Ontario Civilian Police Commission**

**Animal Care Review Board | Fire Safety Commission**

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

**20 Dundas Street West, 5<sup>th</sup> Floor, Suite 530**

**Toronto, Ontario, Canada M5G 2C2**

**Tel: (416) 314-3011**

**Cell: (416) 258-1902**

**Email: [Celia.Lieu@ontario.ca](mailto:Celia.Lieu@ontario.ca)**

Ministry of  
Municipal Affairs

Office of the Minister

777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M5G 2E5  
Tel.: 416 585-7000  
Fax: 416 585-6470

Ministère des  
Affaires municipales

Bureau du ministre

777, rue Bay, 17<sup>e</sup> étage  
Toronto ON M5G 2E5  
Tél. : 416 585-7000  
Télééc. : 416 585-6470



AUG 18 2017

17-71802

Mr. Shekar Chandrashekar  
[shekarfamily@hotmail.com](mailto:shekarfamily@hotmail.com)

Dear Mr. Chandrashekar:

Thank you for your email regarding your concerns about the accounting transactions of Police Services.

As Minister of Municipal Affairs, I understand the importance of financial accountability on open and transparent governments.

Section 294.1 of the *Municipal Act, 2001*, stipulates that municipalities "prepare annual financial statements for the municipality in accordance with generally accepted accounting principles for local government as recommended, from time to time, by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada."

Section 296 requires a licensed auditor under the *Public Accounting Act, 2004*, to audit the accounts and transactions of the municipality and its local boards. Furthermore, the ministry collects municipal financial information through the Financial Information Return (FIR) on a yearly basis as mandated by section 294(1). To ensure public confidence in public sector entities, legislation is in place to facilitate independently established accounting and assurance standards.

I encourage you to have a discussion and share your concerns with PSAB and/or the City of Hamilton.

Thank you for bringing your concerns to the attention of the government. Please accept my best wishes.

Sincerely,

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

Bill Mauro  
Minister

RE: Letter frm the Honourable Bill Mauro, Minster of  
Municipal Affairs

AA

Ali Ahmed <aahmed@psabcanada.ca>

Reply

Wed 2017-09-06, 2:09 PM

You

You forwarded this message on 2017-09-11 5:35 PM

Hello Mr. Shekar,

I would confirm that Public Sector Accounting Board (PSAB) issues standards and guidance with respect to matters of accounting in public sector. Public sector refers to government, government components, government organizations and government partnerships.

These standards apply to all public sector entities that issue general purpose financial statements unless :

- (a) Specifically directed or permitted to use alternative standards by PSAB,
- or
- (b) Limited in applicability as outlined in the individual sections.

Kind Regards

Ali

Ali Ahmed, CPA, CGA, FCCA (UK)

Principal/Directeur de projets

Public Sector Accounting Board / Conseil sur la comptabilité dans le secteur public

Tel / Tél. : 416.204.3315

[aahmed@psabcanada.ca](mailto:aahmed@psabcanada.ca)

| [www.frascanada.ca](http://www.frascanada.ca) | [LinkedIn](#) | [@FRASCanada](#) |

**From:** McMullen, Brian <[Brian.McMullen@hamilton.ca](mailto:Brian.McMullen@hamilton.ca)>

**Sent:** December 11, 2017 1:48 PM



RE: Very Simple Request Yes or No

Spiler, Joseph <Joe.Spiler@hamilton.ca>

Reply

Fri 2017-11-17, 1:32 PM

You;

Hewitson, Tom (Tom.Hewitson@hamilton.ca);

+5 more

29 JANUARY 2018 JOE AND CHARLES AND MIKE FUTURE FUND AND HPSB

You forwarded this message on 2017-11-24 1:33 AM

yes

**From:** Shekar Chandrashekar [mailto:shekarfamily@hotmail.com]

**Sent:** November-17-17 12:50 PM

**To:** Hewitson, Tom

**Cc:** Zegarac, Mike; McMullen, Brian; Brown, Charles; Auty, Nicole; McKinney, Andrea; Spiler, Joseph

**Subject:** Re: Very Simple Request Yes or No

Hello Tom

Each bullet takes 1 Second eac total 3seconds

I prefer Joe Spiler to answer these Yes or No simple request. Joe Spiler as I know he knows Capital Budget and Development Charges.

Please, respond

shekar

**From:** Shekar Chandrashekar <shekarfamily@hotmail.com>

**Sent:** November 16, 2017 7:48 PM

**To:** Hewitson, Tom

**Cc:** Zegarac, Mike; McMullen, Brian; Brown, Charles; Auty, Nicole; McKinney, Andrea; Spiler, Joseph

**Subject:** Re: Very Simple Request Yes or No

Hello Tom or Joe or your Director of Budgeting

Any of three can answer a simple questions (Prefer Joe). They are:

- Debt charges are in City books
- Accumulated capital expenditures are in City Books
- City makes Debt Payment. Therefore provision is in City Capital budget repayment

Folks these are Yes or No questions to put my last Puzzle

Respectfully requested by a concern private Citizen

RE: Very Simple Request Yes or No URGENT PLEASE, AFTER  
YOUR GIC MEETING OR BEFORE

SJ

In my opinion, the following summarizes what you are stating regarding the below issues:

- All of the municipal legislation confirms that capital capacity or municipal affordability of capital (includes debt funding) is controlled directly by the City and not any boards or agencies
- As such, the *different board and agencies should fit their capital requests around the City's capital capacity and prioritization*. An example of this is the Hamilton Conservation Authority where the City has determined that \$2 million is all they can afford to allocate to the HCA and the HCA plans their capital program around this amount.

### Chief administrative officer

229 A municipality may appoint a chief administrative officer who shall be responsible for,

- (a) exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality; and
- (b) performing such other duties as are assigned by the municipality. 2001, c. 25, s. 229.

## PART VII FINANCIAL ADMINISTRATION

### Fiscal year

285 (1) The fiscal year of a municipality and a local board of a municipality is January 1 to December 31. 2001, c. 25, s. 285 (1).

### Treasurer

286 (1) A municipality shall appoint a treasurer who is responsible for handling all of the financial affairs of the municipality on behalf of and in the manner directed by the council of the municipality, including,

- (a) collecting money payable to the municipality and issuing receipts for those payments;
- (b) depositing all money received on behalf of the municipality in a financial institution designated by the municipality;
- (c) paying all debts of the municipality and other expenditures authorized by the municipality;
- (d) maintaining accurate records and accounts of the financial affairs of the municipality;
- (e) providing the council with such information with respect to the financial affairs of the municipality as it requires or requests;
- (f) ensuring investments of the municipality are made in compliance with the regulations made under section 418. 2001, c. 25, s. 286 (1).

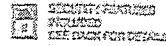
### Signatures of cheques

287 A municipality may provide that the signatures on a cheque of the municipality be mechanically or electronically reproduced. 2006, c. 32, Sched. A, s. 118.



City of Hamilton  
 P.O. Box 2040 LCD1  
 Hamilton, ON L8N 0A3

Royal Bank  
 100 King Street West  
 Hamilton, ON L8P 1A2



838149

Hamilton

MIRLE CHANDRASHAKER  
 SEVEN AND XX / 100 DOLLARS

2017-06-14  
 YYYYMMDD

PAY SEVEN AND XX / 100 DOLLARS

S\*\*\*7.00

TO THE ORDER OF  
 MIRLE CHANDRASHAKER  
 39 HADDON AVENUE SOUTH  
 HAMILTON, ON L8S 1X5

*John D. ...*  
 Mayor  
*...*  
 Treasurer

⑈ 8 3 8 1 4 9 ⑈ ⑆ 0 1 2 2 ⑈ 0 0 3 ⑆ 0 0 0 ⑈ 0 0 1 ⑈ 2 ⑈

For Accounts Payable inquiries please call 905-548-2424 Ext. 2214

Cheque Date: Jun/14/2017

Cheque No. 838149

Invoice Date	Invoice Number	Voucher ID	Gross Amount	Discount	Paid Amount
Jun/06/2017	17JUN06	02813373	7.00	0.00	7.00
<i>HPS-FOI REIMBURSEMENT</i>					

22

Vendor Id	Loc	Name	Total Discounts		
0000104635	001	MIRLE CHANDRASHAKER	\$0.00		
Cheque Number	Date	Pymnt Hndlg Code	Total Amount	Discounts Taken	Total Paid Amount
838149	Jun/14/2017	RE	\$7.00	\$0.00	

ACTIVITY COST	FIELD SUPPORT CORPORATE SERVICES						
	DESCRIPTION	Account Number	2017 BUDGET	2018 MAINT. BUDGET	RECOMM. PROGRAM CHANGES	2018 BUDGET	% INCREASE
CAPITAL FINANCING		376640					
	External Debt Charges - Str 30 Mountain Str	52010	1,027,200	1,027,200	0	1,027,200	0.00%
Total Expenditures			1,027,200	1,027,200	0	1,027,200	0.00%
REVENUES		376640					
	From Development Charge Reserve	48450	-310,700	-310,700	0	-310,700	0.00%
Total Revenues			-310,700	-310,700	0	-310,700	0.00%
Net Expenditures			716,500	716,500	0	716,500	0.00%



HAMILTON POLICE SERVICES BOARD

OUTSTANDING ISSUES as of May 10, 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

4.4(f)





5.1

**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: MIRLE B (SHEKAR) CHANDRASHEKAR

Firm / Organization: —  
(if applicable)

E-mail Address: shekarfamily@hotmail.com

Home Phone: 905-525-3082

Fax No.: —

Business Phone: —

Mailing Address: 39 HADDON AVE. SOUTH, HAMILTON L8S1X5

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

- a) Refer to FCS 18030. It went directly to A+A Committee without being reviewed by HPSD. As a result it undermines HPSB credibility.
- b) Information contained in law enforcement accounting info to A+A Committee is incorrect and violates CMA code of conduct. (copy attached)

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?

\_\_\_\_\_

\_\_\_\_\_

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)



Hamilton

# INFORMATION REPORT

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	March 26, 2018
<b>SUBJECT/REPORT NO:</b>	Response to Mr. Shekar Chandrashekar, Respecting a Freedom of Information Request to Access to Police Services Accounting Records (FCS18030) (City Wide) (Outstanding Business List Item)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Rick Male (905)546-2424 Ext. 4157
<b>SUBMITTED BY:</b>	Mike Zegarac General Manager Finance and Corporate Services Department
<b>SIGNATURE:</b>	

**Council Direction:**

Council approved the following recommendation:

“That staff be directed to report back to the Audit, Finance and Administration Committee addressing Mr. Chandrashekar’s concerns and outline next steps that may be required in addressing them.”

**Information:**

Mr. Chandrashekar’s concerns can be broken down into two components. The first is concerns related to Hamilton Police Services (HPS) and the second part is concerns related to the City of Hamilton (City). The following are staff responses to the concerns raised. The HPS issues were shared with HPS staff and where a response is provided it was provided by HPS staff.

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*OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.*

### Hamilton Police Services

1. The Municipal contribution on the HPS Schedule of Operations is wrong:

The City's Internal Auditor reviewed this claim and determined that the Municipal contribution on the Schedule of Operations was correct and in accordance with reporting requirements of the Public Sector Accounting Board (see Appendix "A" to Report FCS18030)

2. Pan Am Games Claim:

The City's Internal Auditor reviewed this assertion and determined that the correct amount was claimed and reimbursed. The claim was audited by PricewaterhouseCoopers, who were engaged by the Ministry of Community Safety and Correctional Services to audit the claims. (see Appendix "A" to Report FCS18030)

3. HPS budgeted salary contingency exceeded the settlement by \$3 million:

The City's external auditor, KPMG, audited the Schedule of Operations and reviewed the budget for salary contingency and the contract settlement retro payments and provided an unqualified opinion of no errors or misstatement.

4. HPS pre-planned excess budgeting for the salary settlement and Pan Am reimbursement to provide financing for the forensic building:

This is Mr. Chandrashekar's personal opinion and no question was posed.

5. Employment and retirement benefits for Police Services staff are excessive:

This is Mr. Chandrasekhar's personal opinion; benefits provided are part of a collective agreement or employment contract.

6. A HPS employee retired and purchased their HPS provided vehicle and amount and details not disclosed:

This is a statement by Mr. Chandrasekhar and no question was posed.

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7. Former Chief allowed to keep cell phone and computer with confidential data on them:

This is a statement by Mr. Chandrasekhar and no question was posed.

8. There are vast differences in employment contracts for HPS Chief and Deputies and those of Fire Chief and Deputies:

This is Mr. Chandrashekar's personal opinion and no question was posed.

9. HPS Chief and Deputies get vehicle and car allowance and they are the only ones who do:

This pertains to former Chief and Deputies and these contracts have ended.

10. HPS staff receive two additional weeks of vacation at retirement and no other Police Services or Municipality provides this benefit:

This entitlement is contained in the collective agreements.

11. HPS does not provide the Board a detailed line item budget with prior years actuals:

This is a statement by Mr. Chandrasekhar and no question was posed.

12. Mr. Chandrashekar said he can reduce Police budget by \$2million:

This is Mr. Chandrashekar's personal opinion and no details were provided on how this would be obtained.

13. Two past funerals cost HPS \$375,000 – how were they financed without adjusting budget and reducing service:

No details were provided as to which funerals this was in reference to. Mr. Chandrashekar should make a formal request for information (FOI) to HPS for information he is specifically seeking.

14. Composition of HPS Board needs to be reviewed:

This is Mr. Chandrashekar's personal opinion, no staff response

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15. Employment Contracts for HPS Chief and Deputies should be the responsibility of the City of Hamilton Human Resources not Legal Counsel who reports to the Chief:

This is Mr. Chandrashekar's personal opinion, no staff response

**City of Hamilton**

1. FOI request for Police accounting transactions should come from the City not Police:

The Information Privacy Commissioner has ruled that this information is the property of HPS and should come from HPS, not the City of Hamilton.

2. There were errors on the City's remuneration and Expenses Report:

Mr. Chandrashekar submitted a FOI request to HPS seeking details of Board member expenses. HPS asked the Manager of Accounts Payable, Account Receivable and Business Application Support, for information regarding conference expenses which was then provided to Mr. Chandrashekar. The amounts provided did not include airfares for Mrs. Madeleine Levy and Ms. Nancy Di Gregorio, as these were paid via credit card and not reimbursed through the submission of the travel expense form and receipts. Instead the airfares were submitted as part of monthly expenses and reimbursed through payroll. These amounts were captured and correctly reported on the Remuneration and Expenses report (all expenses including conferences and mileage are combined and shown as expenses on this report).

3. Finance staff didn't submit claim for \$90,000 of funeral expenses:

Mr. Chandrashekar did not provide details as to which funeral this was in reference to. Staff were not able to find information pertaining to this assertion. The staff member Mr. Chandrashekar said made the statement no longer works at the City.

4. Chief and Deputies provided car and car allowance, Mr, Chandrashekar claims the City absorbed these costs: ~~XX~~

These costs are taxable benefits and were charged through Payroll to HPS salary/benefit accounts. The City does not absorb these costs.



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5. The City no longer publishes detailed line budget, why not?

City Council approved revisions to the budget process, moving to service level performance measures and multi-year budgeting.

6. Why does the City need 19 communication officers?

Staff from the City Manager's office has had numerous discussions with Mr. Chandrashekar in person, via phone and e-mail, explaining the duties of the communication officers and the communication officer staffing level at the City and other Municipalities.

7. Why did the City hire external for Manager of Accounting Services when there were qualified internal candidates and it was appropriate to go internal?

This is Mr. Chandrashekar's personal opinion, no response provided

8. Human Resources should be working closely with senior management on hiring:

All hiring for the City of Hamilton is done through and must be approved by Human Resources.

No further action is required to address the concerns raised by Mr. Chandrashekar.

**Appendices and Schedules Attached**

Appendix "A" to Report FCS18030- Issues Identified by Shekar Chandrashekar - City Manager's Office - Audit Services, City of Hamilton

RM/dw

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## Memorandum

**Date:** January 15, 2018

**To:** Mike Zegarac, General Manager, Finance and Corporate Services  
Corporate Services

**From:** Charles Brown, Director of Audit Services  
City Manager's Office - Audit Services

**Subject:** Issues Identified by Shekar Chandrashekar

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I have reviewed two items referred to me by yourself pursuant to the letter tabled by Shekar Chandrashekar at AF&A Committee. My review comments are based on information I have received from the relevant departments responding to my enquiries and analysis. I did not conduct an audit of this information.

### Municipal Contributions to Police Services

The letter states that "KPMG of Hamilton arbitrarily reduced the municipal contribution to police services operations by over \$1.5 million without explaining the basis for the change in their note two of the Statement of Operations [December 31, 2015]".

The budgeted municipal contribution to the Hamilton Police Service for the year ended December 31, 2015 was \$149,091,955. The municipal contribution as it appears on audited financial statements for the same period was \$147,287,587. I was advised by finance staff and it was confirmed with the external auditor that the reduction was necessary to ensure the financial statements conform to PSAB requirements (Public Sector Accounting Board). Essentially what this means is that the definitions of what constitutes a revenue or expense item are different in PSAB and therefore do not precisely match what are considered revenues or expense items in the budget format approved by Council. This is a reality faced by all municipalities.

The individual explanations I've been given for each line item adjustment in note 2 are consistent with changes that would be necessary under PSAB. Thus, the rationale for a reduction in amount, i.e. to meet PSAB requirements, appears to be valid. The financial statements of HPS, in order to receive an unqualified opinion from external auditors must be conformed to PSAB accounting principles.

On the issue of whether the disclosure made in note 2 provides adequate explanation of the adjustments to the original number, the situation is more problematic. While the adjusting entries themselves appear to be appropriate and consistent with requirements to meet PSAB standards, the disclosure format and explanations of individual adjustments are lacking. A general reference is made to PSAB in note 1 but there is no articulation of how it is being applied to each element in note 2.

**Subject: Investigation of Whistleblower Allegations (Case 2016-001)**

In the financial statements of the following year, December 31, 2016, the disclosure was much improved. With Hamilton City Council approval (FCS17073, August 2017) to eliminate the Police Services annual audit of their Schedule of Operations, separate PSAB reporting for HPS will no longer be required. However, should separate statements be produced and audited in the future, you may wish to consider opening discussions with HPS and the auditors about adding individual explanations of the required PSAB changes, perhaps with footnoting, to further enhance and improve transparency and avoid confusion.

#### Pan-Am Games

The key issue presented in the letter by Mr. Chandrashekar is that the claim submitted to, and received by the Ministry of Community Safety and Correctional Services in the amount of \$2.7 million "is significantly higher than the actual expenditures recorded in their actual available funds report obtained through FOI."

I have examined the available funds reports for the relevant years and concur with the observation made by Mr. Chandrashekar that the recorded "Pan Am Dept. ID" expenses in those reports fall short of the amount claimed.

After making enquiries to HPS about the discrepancy between the amount of the claim and the accumulated Pan Am Dept. ID expenses I received the explanation that the Pan Am cost centre expenses only covered those related to staff assigned full-time to the planning phase of the games and away from their regular duties. Expenditures for front line officers intermittently assigned to Pan Am security were expensed to their home departments due to the cost and administrative burden of transferring them temporarily to another Dept. ID. Accordingly, a significant portion of eligible costs were not captured by the Pan Am Dept. ID account.

In reviewing the matter with HPS staff I learned that the claim was substantiated by individual invoices sent monthly to MCSCS with all supporting documentation. This documentation was made available to PricewaterhouseCoopers (PwC), the auditors who attested to the accuracy of the claim in accordance with the Cost Contribution Agreement with the Ministry of Community Safety and Correctional Services. The financial statement of eligible expenditures, which accounted for the full amount of claim, received PwC's unqualified audit opinion that it was prepared in accordance with the Cost Contribution Agreement. An unqualified audit opinion rendered by an independent third party is the highest form of assurance available and the auditors must adhere to rigorous standards, including adequate testing, to render such an opinion.

Given all the above, I have no reason to doubt the validity of the claim submitted and paid to HPS for eligible Pan Am expenditures.

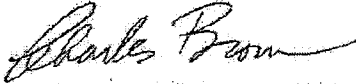
For your additional information, you may recall that there were media reports linking the claim to the fact that HPS had a surplus, and by implication the claim was overstated. I discussed this with HPS and the primary reason for a surplus appears to be that there were operational requirements for Pan Am security that HPS was obligated to fulfill which couldn't have been met simply by making use of off duty personnel. So, a command decision was made to cancel leave for the sworn contingent of HPS.

**Subject: Investigation of Whistleblower Allegations (Case 2016-001)**

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As a result of the cancellation of annual leave, HPS incurred substantially less overtime and costs related to calling in off duty personnel that ultimately saved \$1.2M.

I trust you will find this information satisfactory.



Charles Brown, CPA, CA, CPA (Illinois)

Director of Audit Services

(905) 546-2424 ext.4469

Charles.Brown@hamilton.ca

cc: Brian McMullen

Rick Male

John Randazzo