



Hamilton Police Service Board
Agenda

Thursday, August 1, 2024, 1:00 P.M.

Hamilton City Hall - Council Chambers (Second Floor)

You may view the Board's public meeting live-stream at
<https://www.hamiltonpsb.ca/meetings/agendas-and-materials/>

Pages

1. **Call to Order**
2. **Acknowledgements**
3. **Approval of the Agenda**
4. **Declarations of Conflicts of Interest**
5. **Delegations, Presentations and Verbal Updates**
 - 5.1 Members of the Month
 - 5.2 Board Chair Verbal Update
 - 5.3 Chief of Police Verbal Update
 - 5.4 Administrative Director Verbal Update
6. **Approval of the Minutes** 4
 - 6.1 Public Minutes of June 27, 2024
7. **Correspondence**
 - 7.1 Greater Sudbury Police Service Board Media Release - Chief of Police Recruitment (June 27, 2024) 16

7.2	Greater Sudbury Police Service Board Media Release - Applications Now Being Accepted for Chief of Police for the Greater Sudbury Police Service (July 18, 2024)	18
7.3	All Chiefs Memo - Next Generation 9-1-1 (NG9-1-1) Transition Funding Supports - 2024/25 Call for Applications 24-0043 (June 25, 2024)	22
7.4	All Chiefs Memo - New Educational Hate Crime Training for Police Services Across Ontario 24-0047 (June 28, 2024)	27
7.5	Correspondence from Lynden George, Executive Director of the Hamilton Anti-Racism Resource Centre (HARRC) (June 27, 2024)	29
7.6	Correspondence from Tarah Hodgkinson, Assistant Professor and Graduate Program Director at Wilfred Laurier University, Regarding CAPG Workshops for National Framework (July 17, 2024)	31

8. Consent Agenda

8.1	Auction Account Requests for Support (PSB 24-019)	52
8.2	2023 Year End Report - Crimes Against Seniors Unit (24-069)	61
8.3	Interprovincial Policing Act 2009 (24-063)	68
8.4	Correspondence from the Board to the City of Hamilton Regarding the 2023 Hamilton Police Annual Report (June 30, 2024)	69
8.5	Hamilton Police Service Board Media Release - Announcement of Election of New Chair and Vice Chair (June 28, 2024)	70
8.6	Hamilton Police Service Board Budget Committee Report (July 16, 2024)	72
8.7	Board Responsibilities Related to the Community Safety and Policing Act (CSPA) (PSB 24-020)	74
8.8	Outstanding Business List as of August 1, 2024	86

9. Recommendations

9.1	2025 Hamilton Police Service Board Meeting Schedule (PSB 24-018)	88
9.2	2023 Year End Report - Youth Crime (24-048)	90

Presentation to be provided.

10. Motions

10.1 Drafting a Board Policy on the Use of Body Worn Cameras 109

11. Closed Meeting

12. Closed Meeting Report Back

13. Adjournment

**HAMILTON POLICE SERVICE BOARD
PUBLIC MINUTES**

Thursday, June 27, 2024
In Person Meeting
1:01 P.M.

Present: Chair Elms
Vice Chair Robertson
Member Horwath
Member Menezes
Member Pauls

Absent with regrets: Member Kroetsch

Also Present: Chief Frank Bergen
Deputy Chief Ryan Diodati
Deputy Chief Paul Hamilton
Legal Counsel Marco Visentini
Inspectorate of Policing Advisor – David Tilley
Administrative Director Kirsten Stevenson
Board Assistant Lucia Romano

1. Call to Order

As the Board was currently without a Chair or Vice Chair, the Administrative Director called the meeting to order at 1:01 PM.

2. Acknowledgements

Member Pauls provided the land acknowledgment.

3. Introduction of Newest Board Member - Don Robertson

Member Robertson introduced himself to the Board.

4. Election for the Position of Chair of the Board for 2024

The Administrative Director opened the floor and called for nominations for the position of Chair of the Hamilton Police Service Board for the remainder of 2024. It was moved by Member Horwath and seconded by Member Pauls that Member Elms be nominated as Chair of the Hamilton Police Service Board for 2024. Member Elms indicated he would stand for nomination.

The Administrative Director called for further nominations.

As there were no further nominations for the position of Chair, the Administrative Director called for nominations to be closed.

Resolution Number **240627 - 1**

Moved By: Member Pauls

Seconded By: Member Menezes

That nominations for the position of Chair of the Hamilton Police Service Board for 2024 be closed.

CARRIED

Member Elms was acclaimed as Chair of the Board for 2024.

5. Election for the Position of Vice Chair of the Board for 2024

Chair Elms opened the floor to nominations for the position of Vice Chair of the Hamilton Police Service Board for the remainder of 2024. It was moved by Member Pauls and seconded by Member Horwath that Member Robertson be nominated for the position of Vice Chair of the Hamilton Police Service Board for 2024. Member Robertson indicated that he would stand for nomination.

Chair Elms called for further nominations.

As there were no further nominations, Chair Elms called for nominations to be closed.

Resolution Number **240627 - 2**

Moved By: Member Horwath

Seconded By: Member Pauls

That nominations for the position of Vice Chair of the Hamilton Police Service Board for 2024 be closed.

CARRIED

Member Robertson was acclaimed as Vice Chair of the Hamilton Police Service Board for 2024.

6. Approval of the Agenda

The Administrative Director noted the following changes to the agenda:

- Added delegation request for today’s meeting from Kojo Dampthey, Acting Senior Manager for the McMaster Office of Community Engagement, listed as items 8.2 and 12.4
- Revised Appendix ‘A’ to consent item 11.15, 2023 Year End Report – Use of Force Report (24-052)

Added or revised items are noted with an ‘*’.

Resolution Number **240627 - 3**

Moved By: Member Pauls

Seconded By: Member Menezes

That the agenda be approved, as amended.

CARRIED

7. Declarations of Conflicts of Interest

There were no conflicts of interest.

8. Delegations, Presentations and Verbal Updates

8.1 Members of the Month

Chief Bergen called upon Inspector Carolyn Rashford to present the members of the month as follows:

February: Communications Operator Joanne Pope

March: Constable Rachel Hartley

***8.2 Delegation from Kojo Dampthey, Acting Senior Manager for the McMaster Office of Community Engagement**

After discussion, the Board approved the following:

Resolution Number **240627 - 4**

Moved By: Member Horwath

Seconded By: Member Menezes

That the delegation request from Kojo Dampthey, Acting Senior Manager for the McMaster Office of Community Engagement, be approved for today’s meeting.

CARRIED

Through the Chair, Kojo Dampthey requested that his time for delegating to the Board be extended.

Chair Elms approved the extension request.

Kojo Dampthey provided his delegation and answered questions of the Board.

The Chief and Service members answered questions of the Board.

Resolution Number **240627 - 5**

Moved By: Member Menezes

Seconded By: Member Pauls

That the delegation from Kojo Dampthey, Acting Senior Manager for the McMaster Office of Community Engagement, be received.

CARRIED

8.3 Chief of Police Verbal Update

The Chief of Police provided his updates.

Resolution Number **240627 - 6**

Moved By: Member Menezes

Seconded By: Member Pauls

That the Chief of Police verbal updates be received.

CARRIED

8.4 Administrative Director Verbal Update

The Administrative Director provided her updates.

Resolution Number **240627 - 7**

Moved By: Member Horwath

Seconded By: Member Pauls

That the Administrative Director's verbal updates be received.

CARRIED

9. Approval of the Minutes

9.1 Public Minutes of April 25, 2024

Resolution Number **240627 - 8**

Moved By: Member Menezes

Seconded By: Member Horwath

That the minutes of April 25, 2024, be approved, as presented.

CARRIED

10. Correspondence

After discussion, the Board approved the following:

Resolution Number **240627 - 9**

Moved By: Member Menezes

Seconded By: Member Horwath

That item 10.11 be lifted from the correspondence items and be considered separately.

CARRIED

After discussion, the Board approved the following:

Resolution Number **240627 - 10**

Moved By: Member Pauls

Seconded By: Member Horwath

That correspondence listed as items 10.1 through 10.10 and 10.12 through 10.16 be received.

CARRIED

10.1 CAPG 2024 Conference Partnership Invitation (April 26, 2024)

10.2 Correspondence from the Deputy Solicitor General Regarding Special Constable Employers (May 8, 2024)

10.3 All Chiefs Memo - Hate Crime Overview and Upcoming Training for the Ontario Association of Chiefs of Police Services in Ontario 24-0027 (May 1, 2024)

- 10.4 All Chiefs Memo - 2024/25 - 2026/27 Mobile Crisis Response Team Enhancement Grant Call for Applications 24-0030 (May 8, 2024)
- 10.5 All Chiefs Memo - 2024/2025 Constable Joe MacDonald Public Safety Officers' Survivors Scholarship Fund (CJMPSOSSF) Call for Applications 24-0031 (May 8, 2024)
- 10.6 All Chiefs Memo - Basic Constable Training Programs - 2024 Allocations 24-0035 (May 10, 2024)
- 10.7 All Chiefs Memo - Police Service School Resource Officers Survey 24-0036 (May 13, 2024)
- 10.8 All Chiefs Memo - Special Constable Training 24-0039 (May 16, 2024)
- 10.9 All Chiefs Memo - Responding to Animals Left in Motor Vehicles 24-0040 (May 31, 2024)
- 10.10 Call for Canadian Association of Police Governance (CAPG) Board of Director Nominations 2024-2026 Term (May 29, 2024)
- 10.11 Correspondence from CAPG Regarding Developing National Training Workshops on Police Governance - Request to Obtain Existing Board/Commission Training Materials (May 3, 2024)

This item was lifted from correspondence items.
- 10.12 Correspondence from Terry Lindley Regarding Directing Traffic (April 30, 2024)
- 10.13 Griot Community Newsletter May 2024 Edition - from the Afro Canadian Caribbean Association
- 10.14 Thank you from Routes Youth Centre Regarding Dinner and Silent Auction (April 17, 2024)
- 10.15 Thank You from Crime Stoppers of Hamilton (May 3, 2024)
- 10.16 Thank You from Kemp Hospice (June 4, 2024)

After discussion, the Board approved the following:

Resolution Number **240627 - 11**

Moved By: Member Menezes

Seconded By: Member Horwath

That the Administrative Director be directed to share the Board's training materials with the Canadian Association of Police Governance.

CARRIED

11. Consent Agenda

After discussion, the Board approved the following:

Resolution Number **240627 - 12**

Moved By: Member Menezes

Seconded By: Member Horwath

That item 11.3, 2023 Year End Report - Youth Crime (24-048) be postponed to the Board's August 1, 2024, meeting and that a presentation from the Service be provided.

CARRIED

After discussion, the Board approved the following:

Resolution Number **240627 - 13**

Moved By: Member Horwath

Seconded By: Member Menezes

That consent items listed as 11.1, 11.2 and 11.4 through 11.15 be received.

CARRIED

11.1 Auction Account Requests for Support (PSB 24-016)

Based on past practice and in accordance with the Board's Auction Account Policy:

- a) That a donation of \$500 be made to Kinderseeds Inc. for the 'National Puddle Day' fundraiser, which took place on May 11, 2024, at the Glanford Curling Club, in support of the Bereaved Families of Ontario - Hamilton Chapter, who provides grief support to those experiencing the loss of a child; and
- b) That a donation of \$500 be made to the Wesley '33rd Annual Case for Kids' fundraising event which took place on June 2, 2024, at Bayfront Park, in support of programs that provide access to housing, child care, summer camps, nutritional support, and refugee resettlement for local kids living in poverty; and
- c) That a donation of \$500 be made to the Muslim Association of Canada (MAC) - Hamilton & Halton branch, to support the 2024 Camp Horizon summer program, which took place from June 21 to June 23, 2024, to

promote personal development, leadership, and faith-based values among Hamilton's young Canadian Muslim community; and

- d) That a donation of \$1000 be made to St. Joseph's Villa Foundation's 'House of Providence Picnic' fundraiser, which took place on June 26, 2024, in support of long-term care and hospice services for individuals and their families; and
- e) That a foursome golf package be purchased at a cost of \$740 to participate in the Hamilton Police Association's (HPA) Annual Charity Golf Tournament taking place on August 8, 2024, at Glendale Golf & Country Club to benefit the HPA's benevolent fund and local charities; and
- f) That tickets be purchased at a cost of \$155 each to attend the Rotary Club of Hamilton's 'Summer Starry Night' fundraising event for local charities, taking place on August 9, 2024, at Pier 8; and
- g) That a donation of \$500 be made to Cops N Rodders for the '10th Anniversary Cops N Rodders Show' taking place on August 11, 2024, at Bayfront Park, in support of Special Olympics Ontario; and
- h) That tickets at a cost of \$150 each be purchased to attend the Beyond the Blue 'Champions for Change Annual Awards Gala', taking place on September 5, 2024, at Palais Royale, which recognizes and celebrates mental health advocates within Ontario Police Services; and
- i) That tickets at a cost of \$300 each be purchased to participate in the Good Shepherd Golf Classic taking place on September 12, 2024, at Heron Point Golf Links, in support of women's and youth services for those struggling with mental health, poverty, and abuse; and
- j) That tickets at a cost \$100 each be purchased to participate in the Project First to Respond 4th Annual Women's Only Golf Tournament, taking place on September 12, 2024, at Southbrook Golf & Country Club, to raise funds for Inasmuch House, a local shelter for women and non-binary people experiencing abuse and homelessness; and
- k) That a donation of \$500 be made to the Kidney Foundation of Canada - Hamilton and Niagara branch, for the 'Hamilton Kidney Walk 2024', taking place on September 22, 2024, at Confederation Park, to fund innovative research and provide support and services to individuals affected by kidney disease; and
- l) That tickets at a cost of \$50 each be purchased to attend the St. Joseph Healthcare Foundation's 'A Mental Health Morning', taking place on

October 10, 2024, at Michelangelo's Banquet Centre, in support of St. Joe's mental health and addiction services; and

m) That funding for approved events be taken from the Auction Account.

- 11.2 2023 Year End Report - Victim Services Branch (24-040)**
- 11.3 2023 Year End Report - Youth Crime (24-048)**
- 11.4 2023 Year End Report - Crime Prevention, Volunteer and Auxiliary Branch (24-050)**
- 11.5 Race and Identity Based Data Strategy (24-053)**
- 11.6 2023 Capital Financing - Investigative Services Division Debt (23-057a)**
- 11.7 2023 Year End Financial Report - Preliminary (24-054)**
- 11.8 2023 Hamilton Police Service Annual Report (24-058)**
- 11.9 Capital Project Status Report as at December 31, 2023 (24-057)**
- 11.10 Report on February 13, 2024 Motion (24-061)**
- 11.11 WSIB Backfill - Communications Operators (24-049)**
- 11.12 Board Responsibilities Related to the Community Safety and Policing Act (CSPA) (PSB 24-013)**
- 11.13 Outstanding Business List as of June 27, 2024**
- 11.14 2023 Year End Report - Crisis Response Branch (24-047)**

Sergeant Dave Mackenzie provided his presentation and answered questions of the Board.

- 11.15 2023 Year End Report - Use of Force (24-052)**

Sergeant Massimo Giuliani, Constable Chelsea Nash, Sergeant Gino Ciarmoli, and Manager of Analytics Chloe Nyitray provided their presentation and answered questions of the Board.

12. Recommendations

- 12.1 Police Video Recording Technology Update & Recommendation - Body-Worn Cameras (24-031a)**

The Chief and staff presented the report and answered questions of the Board.

After discussion, the Board approved the following:

Resolution Number **240627 – 14**

Moved By: Member Pauls

Seconded By: Member Horwath

That the Hamilton Police Service Board approve the acquisition of 500 body-worn cameras from Axon and;

That the following full time employees be hired: five Digital Evidence Management Clerks, one Desktop & Mobile Support Technician and one Program Coordinator (Sworn Sergeant).

CARRIED

12.2 2023 Year End Surplus Disposition & Reserve Forecasting Financing Strategy (24-055)

After discussion, the Board approved the following:

Resolution Number **240627 - 15**

Moved By: Member Horwath

Seconded By: Member Menezes

That the entire 2023 year-end surplus of \$2.84M be maintained in the Police Tax Stabilization Reserve to smooth future volatility in operating and/or employee related costs to alleviate financial pressures and tax levy increases in the future; and

That the Hamilton Police Service Reserve Forecasting Financing Strategy to utilize \$1.50M and \$2.00M in the 2025 and 2026 budget years, respectively.

CARRIED

12.3 Board Governance Education and Training Plan (PSB 24-017)

After discussion, the Board approved the following:

Resolution Number **240627 - 16**

Moved By: Member Menezes

Seconded By: Member Horwath

That the Board direct the Administrative Director to prepare, negotiate and schedule governance training sessions in relation to legislative requirements found in the *Community Safety and Policing Act* and its regulations; and

That the first of these training sessions take place commencing in Q3 of 2024.

CARRIED

***12.4 Delegation Request from Kojo Dampzey**

This item was dealt with under Delegations, Presentations and Verbal Updates as item 8.2.

13. Motions

13.1 Nominations/Confirmation of Budget Committee Members

After discussion, the Board agreed the following Members would sit on the Budget Committee for 2024:

Vice Chair Robertson (Chair of the Budget Committee) and Members Menezes and Pauls.

13.2 Nominations/Confirmation of Governance Committee Members

After discussion, the Board agreed the following Members would sit on the Governance Committee for 2024:

Member Pauls (Chair of the Governance Committee) and Member Horwath.

It was also decided that the Administrative Director would work with Budget Committee Members and the Service to set up future Budget Committee meetings in the months of July, September, October and November of 2024

14. Closed Meeting

Member Horwath left the meeting at 4:57 PM as she had City Business to attend to.

Resolution Number **240627 - 17**

Moved By: Member Menezes

Seconded By: Member Pauls

That the Board move into closed session in accordance with Section 44(1) and (2) of the *Community Safety and Policing Act* to discuss:

- a) Personal matters about an identifiable individual, including members of the police service or any other employees of the board;
- b) Litigation or potential litigation affecting the board, including matters before administrative tribunals.

CARRIED

The Board moved into closed session at 4:43 PM.

15. Closed Meeting Report Back

During its closed meeting the Board approved the closed minutes of April 25, 2024, and dealt with items in accordance with Section 44(1) and (2) of the *Community Safety and Policing Act*.

Resolution Number **240627 - 24**

Moved By: Member Pauls

Seconded By: Member Menezes

That the Chair's report back be received.

CARRIED

16. Adjournment

Resolution Number **240627 - 25**

Moved By: Member Pauls

As there was no further business, the meeting was adjourned at 5:22 PM.

CARRIED

Taken as read and approved.

Chair Geordie Elms

Administrative Director
Kirsten Stevenson

190 rue Brady Street
Sudbury, Ontario
P3E 1C7

Tel/tél: Administration
705.675.9171

Fax: Administration
705.674.7090

www.gsps.ca



GREATER SUDBURY POLICE SERVICE BOARD **MEDIA RELEASE**

FOR IMMEDIATE RELEASE

June 27, 2024

Police Board Selects Odgers Berndtson as Recruitment Firm

The Board is pleased to announce that they have selected the well-respected firm of [Odgers Berndtson](#) as the recruitment firm that will assist the Board in selecting a new Chief of Police.

The team from Odgers will be conducting consultation sessions with internal and external stakeholders.

Following the consultation period, the Chief of Police job posting will be posted through Odgers Berndtson the week of July 15. The posting will be live for a month and will be a national search. Following the posting period, Odgers will present the Board with short-listed candidates and interviews will follow. The Board's goal is to have a candidate selected for the end of September.

The Board is confident that Deputy Chiefs Cunningham and Hiltz will serve the Service and community well by assuming Acting Chief duties during this transitional period.

About: *The Greater Sudbury Police Service Board is a five-member civilian Board that governs the Greater Sudbury Police Service. Under the Community Safety and Policing Act, the Board is responsible for providing adequate and effective police services to over 166,000 Greater Sudbury residents.*

Chair Al Sizer (Councillor, Ward 8)

Vice Chair Gerry Lougheed, Jr. (Municipal Appointee)

Member Paul Lefebvre (Mayor)

Member Krista Fortier (Provincial Appointee)

*Our Community ~ Our Commitment
Notre communauté ~ Notre engagement*



@sudburypolice

Member Shawn Poland (Provincial Appointee)

###

Contact:

Al Sizer
Chair
705-919-5603
al.sizer@greatersudbury.ca

Matthew Gatien
Board Administrator
705-675-9171 x 5750
705-665-4616
matthew.gatien@gsp.ca

*Our Community ~ Our Commitment
Notre communauté ~ Notre engagement*



@sudburypolice

190 rue Brady Street
Sudbury, Ontario
P3E 1C7

Tel/tél: Administration
705.675.9171

Fax: Administration
705.674.7090

www.gsps.ca



GREATER SUDBURY POLICE SERVICE BOARD **MEDIA RELEASE**

FOR IMMEDIATE RELEASE

July 18, 2023

Applications now being accepted for Chief of Police for the Greater Sudbury Police Service

(Sudbury, ON) – Starting today, interested applicants can submit their applications to become [Chief of Police](#) with the Greater Sudbury Police Service (GSPS). The opportunity is advertised through [Odgers Berndtson](#), the firm retained by the Police Service Board to run the search.

“The Board and Service was very well-served by Chief Paul Pedersen over his 10 years with us,” said Board Chair Al Sizer. “The Board is now looking for an inspirational leader to take us into the future. This is an exciting opportunity for leaders in the policing community to be part of the new Executive Leadership Team at the Greater Sudbury Police Service.”

Applications will be accepted until August 16, 2024. The Board is planning to hold interviews in early September.

To be considered for this position, please submit your cover letter, resume, and related information to amanda.bugatto@odgersberndtson.com or through the links above. Please see the position description attached for more information.

About: *The Greater Sudbury Police Service Board is a five-member civilian Board that governs the Greater Sudbury Police Service. Under the Community Safety and Policing Act, the Board is responsible for providing adequate and effective police services to over 166,000 Greater Sudbury residents.*

*Our Community ~ Our Commitment
Notre communauté ~ Notre engagement*



@sudburypolice

Chair Al Sizer (Councillor, Ward 8)
Vice Chair Gerry Lougheed, Jr. (Municipal Appointee)
Member Paul Lefebvre (Mayor)
Member Krista Fortier (Provincial Appointee)
Member Shawn Poland (Provincial Appointee)

###

Contact:

Matthew Gatien
Board Administrator
705-675-9171 x 5750
matthew.gatien@gsp.ca

Our Community ~ Our Commitment
Notre communauté ~ Notre engagement



@sudburypolice

Greater Sudbury Police Service

Chief of Police

Centrally located in Northeastern Ontario, the City of Greater Sudbury offers a rich mix of urban, suburban, rural and wilderness environments. Geographically, Greater Sudbury is the largest municipality in Ontario and second largest in Canada. The City serves as a regional hub for many Ontario residents who live in nearby communities. Through their Shared Commitment to Community Safety and Well-being, the Greater Sudbury Police Service is a harm-focused, human-centred police service that champions community safety, security and wellness, and initiatives to achieve change in community outcomes. The Service manages law enforcement in a geographically dispersed region, reducing situations of elevated risk, providing safety, and holding offenders accountable. To serve this unique community, the Greater Sudbury Police Service Board is seeking a Chief of Police whose leadership will inspire the trust and confidence of the Service and the community.

An experienced law enforcement executive, at the confirmed rank of Inspector or above, you have the leadership skills to energize, support, and develop a complement of over 440 dedicated and committed members who serve the community in a variety of departments and units. Working with the Police Service Board, staff, volunteers, the Associations, and the community, you will continue to enhance the effectiveness of the Service, providing support and building partnerships to develop effective, coordinated solutions to issues of concern.

Understanding the unique challenges of policing in a growing northern community will be critical as you ensure policing across a large rural and dispersed geographic area while meeting the needs in the city core. You will instil the highest standards of integrity, dedication, and professionalism across the Service. As the successful candidate you will continue to develop a service delivery model that ensures the well-being of the community while supporting members of the Service with effective resourcing and development opportunities.

A key attribute for successfully managing complex issues and key relationships, both within and outside the organization, will be a combination of sound judgment along with strategic decision-making and a modern policing management approach. As a compelling representative for the Service, you will encourage open communication and achieve agreement on challenging and long-term priorities. Most importantly, you will be an energetic and thoughtful leader who motivates excellence and accountability as the Service provides essential law enforcement, public safety, and protection to Greater Sudbury.

To Apply

To fill this position, the Greater Sudbury Police Service has partnered with leadership advisory firm Odgers Berndtson. Applications are encouraged immediately and should be submitted online by Aug 16, 2024, at <https://careers.odgersberndtson.com/en-ca/29697> or amanda.bugatto@odgersberndtson.com.

We thank all those who express an interest, however only those chosen for further development will be contacted.

Diversity, Equity and Inclusion

Greater Sudbury Police Service is an equal opportunity employer. In accordance with the Accessible Canada Act, 2019, and all applicable provincial accessibility standards, upon request, accommodation will be provided by both Odgers Berndtson and Greater Sudbury Police Service throughout the recruitment, selection and/or assessment process to applicants with disabilities.

Odgers Berndtson is deeply committed to diversity, equity and inclusion in all the work that we do. As part of our efforts to better understand our ability to reach as broad a pool of candidates as possible for our searches, our DEI team would like to encourage you to take a moment and access our [Self-Declaration Form](#).

Ministry of the Solicitor General

Public Safety Division

25 Grosvenor St.
12th Floor
Toronto ON M7A 2H3Telephone: (416) 314-3377
Facsimile: (416) 314-4037**Ministère du Solliciteur général**

Division de la sécurité publique

25 rue Grosvenor
12^e étage
Toronto ON M7A 2H3Téléphone: (416) 314-3377
Télécopieur: (416) 314-4037

MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Service Boards

FROM: Ken Weatherill
Assistant Deputy Minister
Public Safety Division

SUBJECT: **Next Generation 9-1-1 (NG9-1-1) Transition Funding
Supports - 2024-25 Call For Applications**

DATE OF ISSUE:	June 25, 2024
CLASSIFICATION:	For Action
RETENTION:	August 23, 2024
INDEX NO.:	24-0043
PRIORITY:	Normal

At the request of the Emergency Services Telecommunications Division, I am sharing a communication regarding the opening of the 2024-25 call for applications for Next Generation 9-1-1 (NG9-1-1) Transition Funding Supports. Applications for this transfer payment program can be submitted between June 25, 2024 and August 23, 2024, for funding to support municipalities, police service boards, and private entities currently operating a Public Safety Answering Point (PSAP) accepting and processing incoming 9-1-1 calls, and that participated in the 2023-24 NG9-1-1 transfer payment program.

For further information, including details around eligibility and upcoming information sessions, please review the attached memo from Joy Stevenson, Assistant Deputy Minister, Emergency Services Telecommunications Division, Ministry of the Solicitor General. If you have any questions regarding the attached memo, please contact estd.ng9-1-1@ontario.ca by email.

Sincerely,

A handwritten signature in black ink, appearing to read "Ken Weatherill".

Ken Weatherill
Assistant Deputy Minister
Public Safety Division

Attachments

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

Creed Atkinson
Chief of Staff, Ministry of the Solicitor General

Ministry of the Solicitor General Ministère du Solliciteur Général

Emergency Services
Telecommunications Division

Division des télécommunications des
services d'urgence



21 College Street
Suite 301
Toronto ON M5G 2B3

21, rue College
Bureau 301
Toronto ON M5G 2B3

DATE: June 25, 2024

MEMORANDUM TO: Kenneth Weatherill
Assistant Deputy Minister
Public Safety Division

FROM: Joy Stevenson
Assistant Deputy Minister
Emergency Services Telecommunications Division

SUBJECT: **Next Generation 9-1-1 (NG9-1-1) Transition Funding Supports – opening of the 2024-25 call for applications**

Ontario is launching the 2024-25 call for applications to access the NG9-1-1 transfer payment program to support municipalities and 9-1-1 communication centres to transition their emergency response systems to NG9-1-1.

The funding, first announced in April 2022, is being provided over three years to help municipalities and their emergency response communication centres provide the infrastructure, technology upgrades and training needed to transition to NG9-1-1 by March 2025.

The 2024-25 NG9-1-1 funding program is open to municipalities, police service boards, and private entities currently operating a Public Safety Answering Point (PSAP) accepting and processing incoming 9-1-1 calls, and that participated in the 2023-24 NG9-1-1 transfer payment program. Applications will open on June 25, 2024, and can be submitted through the [Transfer Payment Ontario](#) portal up to August 23, 2024.

To help support applicants with the NG9-1-1 application process, including completion of the readiness assessment questionnaire and other application information, the Ministry of the Solicitor General, Emergency Services Telecommunication Division is offering information sessions to all applicants. Please refer to **Appendix A** for details on these sessions.

As with the 2023-24 application process, we encourage municipalities and their PSAP to jointly complete and submit the application.

We appreciate your support in sharing this letter with your membership to ensure all eligible applicants can access this funding.

On behalf of the Ministry of the Solicitor General, we look forward to working with you and your teams to support the transition to NG9-1-1 to enhance emergency response capabilities in Ontario.

Sincerely,

A handwritten signature in black ink, consisting of a large, stylized loop followed by a horizontal line extending to the right.

Joy Stevenson, Assistant Deputy Minister
Emergency Services Telecommunications Division
Ministry of the Solicitor General

- c: Mario Di Tommaso, O.O.M. Deputy Solicitor General, Community Safety, Ministry of the Solicitor General
Erin Hannah, Associate Deputy Minister, Modernization, Ministry of the Solicitor General
Phil Thompson, Director NG9-1-1 and Public Safety Broadband Network, Emergency Services Telecommunications Division, Ministry of the Solicitor General

Appendix A – NG9-1-1 Transition Funding Information Sessions

Municipalities, police service boards, and private entities currently operating a PSAP accepting and processing incoming 9-1-1 calls and that also participated in the 2023-24 NG9-1-1 transfer payment program, are invited to work with their PSAP to apply for 2024-25 NG9-1-1 transition funding supports.

To access 2024-25 funding, eligible municipalities and their PSAPs must complete their application, including the readiness assessment questionnaire, project plan, and project budget. Further information on the eligibility criteria, application process and requirements has been posted to the [Get funding from the Ontario government | ontario.ca](https://www.ontario.ca/get-funding) website.

To support PSAPs and municipalities with the NG9-1-1 funding application process, the Emergency Services Telecommunication Division (ESTD) has scheduled the following virtual information sessions:

- Session A: June 27, 2024, 10:00 a.m. – 11:00 a.m.
- Session B: July 4, 2024, 10:00 a.m. – 11:00 a.m.
- Session C: July 9, 2024, 10:00 a.m. – 11:00 a.m.
- Session D: July 11, 2024, 10:00 a.m. – 11:00 a.m.

Each session will review the application process and provide an opportunity to address your questions. If you or members of your organization would like to attend one of these information sessions, please send an email to estd.ng9-1-1@ontario.ca with the following information:

- The virtual information session you would like to join
- Contact name(s)
- Email address(es) of attendees
- PSAP name and municipality

ESTD will send an email invitation with the information session information.

Ministry of the Solicitor General

Public Safety Division

25 Grosvenor St.
12th Floor
Toronto ON M7A 2H3Telephone: (416) 314-3377
Facsimile: (416) 314-4037**Ministère du Solliciteur général**

Division de la sécurité publique

25 rue Grosvenor
12^e étage
Toronto ON M7A 2H3Téléphone: (416) 314-3377
Télécopieur: (416) 314-4037

MEMORANDUM TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Service Boards

FROM: Ken Weatherill
Assistant Deputy Minister
Public Safety Division

SUBJECT: **New Educational Hate Crime Training for Police
Services Across Ontario**

DATE OF ISSUE:	June 28, 2024
CLASSIFICATION:	General Information
RETENTION:	Indefinite
INDEX NO.:	24-0047
PRIORITY:	Normal

Further to All Chiefs Memo 24-0027, issued on May 1, 2024, the Ministries of the Solicitor General and the Attorney General have developed the online educational training to support police services in their understanding of identifying and enforcing hate crimes.

This educational training, entitled ***Navigating the Complexities of Hate – A Primer for Law Enforcement***, is now accessible through the [Ontario Police College Virtual Academy \(OPCVA\)](#).

If you have any questions about this training, please contact Instructor Amy Cook by email at Amy.Cook@ontario.ca. For questions related to accessing the OPCVA, please contact the Ontario Police College Distance Learning unit by email at OPCDL@ontario.ca.

Sincerely,

A handwritten signature in black ink, appearing to read "Ken Weatherill".

Ken Weatherill
Assistant Deputy Minister
Public Safety Division

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

-2-

Creed Atkinson
Chief of Staff, Ministry of the Solicitor General

From: Lyndon George [REDACTED]
Sent: Thursday, June 27, 2024 11:59 AM
To: Stevenson, Kirsten <Kirsten.Stevenson@hamilton.ca>
Subject:

External Email: Use caution with links and attachments

Hello Kirsten,

I hope this email finds you well. I've attached the following letter addressed to the chief, dated June 18, 2024 regarding the Hate Crime Case Review Team.

Please include the letter in the next HPS board correspondence materials.

Thank you,

Lyndon George

Executive Director of HARRC

June 18, 2024

Dear Chief Frank Bergen,

As the Executive Director of the Hamilton Anti-Racism Resource Centre (HARRC), I am writing to express my deep concerns regarding the established selection process for the Hate Crime Case Review Team (HCCRT). It has come to my attention that this process requires marginalized communities to vote along personal attributes and protected grounds (race, ethnic origin, gender identity, and religion to name a few) when selecting candidates for the committee.

While I appreciate the intent behind involving diverse voices in the decision-making process, I believe this approach is fundamentally flawed and counterproductive to the goals of inclusivity. By asking specific communities to vote for candidates primarily along race, gender identity, and religious lines, the process reinforces division, acts of tokenism, and unethical community practices, and undermines collaboration and mutual understanding. Moreover, it signals that individuals from different backgrounds cannot come together to make unified decisions, which contradicts the very essence of anti-racism efforts. The current process consequently dismisses the fact that members of the community may have varying identities that contribute to the conversation of hate prevention. Marginalized individuals often belong to multiple communities and possess intersectional identities. The current voting process does not adequately account for the complexities of intersectionality and may exclude those whose experiences span multiple identities.

For example, if you are queer and disabled, Muslim and Black, how do you decide which group to represent? Moreover, as the current process only allows Black community members to vote for the Black HCCRT candidates, it reinforces tokenism. We also need a process that ensures members have an anti-racism anti-oppression (ARAO) lens with which to enact systemic change. It reduces the selection process to an exercise in fulfilling quotas rather than providing a coalition of communities impacted by hate crimes the opportunity to select from an entire applicant pool of diverse individuals who possess relevant experience, background and are connected to ongoing hate prevention/mitigation work to serve on the HCCRT. Ultimately, it undermines the integrity and effectiveness of the HCCRT and perpetuates a view that selected candidates are chosen to represent their select community. In turn, this signals that the Hamilton Police is promoting segregation-style voting, which is the action of separating people, historically based on race. It sets the wrong precedent and may serve as an example for others to justify a subsequent act when or if other police services create an HCCRT.

It is important to note, that while recognizing specific communities have expressed a willingness to select a lead on the HCCRT, it does not negate the concerns raised in this letter.

The selection process, as it stands, raises serious questions regarding the Hamilton Police Service's ability to recognize the harmful impacts of systems of oppression. This failure may leave communities impacted by racism and discrimination to perceive the HCCRT as an attempt to address diversity without genuine consideration of the community's needs and perspectives.

I urge you to reconsider this approach and adopt a more inclusive and equitable selection process.

Thank you for your attention to this critical matter. I look forward to your positive response and I am hopeful for constructive dialogue moving forward as we work towards confronting hate and racism in Hamilton.

Sincerely,



Executive Director
HARRC

Cc. Hamilton Police Service Board

From: Tarah Hodgkinson [REDACTED]
Sent: Wednesday, July 17, 2024 5:12 PM
To: Tarah Hodgkinson [REDACTED]
Cc: Natasha Martino [REDACTED]
Subject: CAPG workshops for national framework

External Email: Use caution with links and attachments
Dear CAPG member,

As you may know, over the last few years, we (Dr. Tullio Caputo and myself) have been examining the alignment gap in Canadian policing and the governance gap in Canadian police oversight. We have presented these findings at the last two CAPG conferences in Saskatoon and St. John's and in CAPG webinars. We have overwhelming found that police service boards and commissions are seeking more guidance and training to carry out their roles and responsibilities. Our research findings are attached.

In response to these requests, we are organizing a series of 5 training workshops across Canada for CAPG members funded by CAPG and the federal government. To facilitate these workshops, I am reaching out to executive directors of police boards and commissions to determine if they are interested in participating in these workshops.

At this point, we have secured a location near you, hosted by the York Regional Police Service Board for September 23 and 24th, 2024.

These workshops will 2 members from each board/commission (preferably a chair/vice-chair/executive director and a junior member) from 6-7 surrounding board/commissions (nearby cities/towns) and take place over 2 days for approximately 6 hours each day.

The goal of these workshops is to build a national training framework for police oversight in Canada. This would reduce some of the pressures on individual police service boards to provide this training internally, and also ensure that the training is up to date with the current needs of police service boards and commissions at the provincial level and nationally.

The workshop would involve

- reviewing current training materials,
- identifying additional training content needs,
- and developing approaches to building that training that would be accessible and appropriate for new members.

In addition, the workshop would involve

- a capacity building exercise with experts in related topics such as strategic planning, oversight, budgeting, etc.

We believe this will not only be a great training opportunity for your members, and others, but also a chance to create a comprehensive framework for Canadian police oversight that will ensure CAPG members feel confident in carrying out their roles.

Please note that travel costs (and accommodation where necessary) will be covered for participants. Meals will be provided.

If this is something your board/commission might be interested in participating in please let me know.

Sincerely,
Tarah

Dr. Tarah Hodgkinson (she/her)

Assistant Professor and Graduate Program Director
Department of Criminology
Wilfrid Laurier University

I acknowledge that Wilfrid Laurier University is on the traditional territory of the Neutral, Anishinaabe, and Haudenosaunee Peoples.

RESEARCH ARTICLE



The governance gap: examining the capacity of police service boards to hold police services accountable in Canada

Tarah Hodgkinson^a, Tullio Caputo^b and Natasha Martino^c

^aWilfrid Laurier University; ^bCarleton University; ^cMcMaster University

ABSTRACT

In the wake of the Defund the Police and the Black Lives Matter (BLM) movements, police accountability and legitimacy are commanding a significant amount of attention. Importantly, questions are being raised about how to effectively govern and manage policing especially with respect to police violence and misconduct. While much of this discussion has focused on the actions of the police, there has been little research examining the civilian bodies responsible for holding police accountable: Police Service Boards (PSBs). In recent years, a few high-profile public reports have identified that certain PSBs in Canada, are struggling to carry out their roles and responsibilities and offered numerous recommendations to address existing shortcomings. These detailed reports have important implications for oversight and governance. However, the scale and generalizability of the response to the concerns raised in these reports remains unknown. In this study, we explore issues of capacity and training for PSB members to better understand the gap between the expectations of PSBs to provide meaningful governance of the police and their perceived capacity to do so. Our research suggests that a significant gap in governance exists, related to the lack of adequate training and capacity building in PSBs across the country. Recommendations and future directions are discussed.

ARTICLE HISTORY

Received 23 July 2023

Accepted 6 November 2023

KEYWORDS

Police oversight; police governance; police service boards; training and capacity; Canada

Introduction

In the wake of the Defund the Police and the Black Lives Matter (BLM) movements, police accountability and legitimacy are commanding a significant amount of attention in Canada and internationally. Importantly, some of the questions being raised are about how to effectively govern and manage policing and reduce police misconduct (Kwon & Wortley, 2022; Prenzler, 2011). Much of this discussion has focused on police organizations, and, in particular, on the role of the police in the 21st century (Caputo et al., 2018; McIntyre et al., 2021). These discussions include exploring opportunities for other community safety partners to take on responsibility in their areas of expertise (e.g., calls involving mental health, addictions, housing etc.). However, less attention is being paid to those responsible for providing governance and oversight of the police. In Canada, part of this role falls to Police Service Boards (PSBs) or Commissions.

According to Stenning (2021), PSBs in Canada have the duty and authority to provide oversight and to ensure police accountability. They are also expected to hire the chief constable, approve the police budget, set strategic priorities, establish guidelines and review administration and complaints. Their roles and responsibilities require competence in a wide range of areas including strategic planning, management, human resources, performance assessment, finance and budget,

negotiations, and complaint resolution. These responsibilities are similar to those required of civilian police oversight bodies in other jurisdictions, such as the Police and Crime Commissioners in the UK (Dempsey, 2016) and civilian review boards in the US (Ferdik et al., 2013) but differ from the largely investigative, adjudicative, audit-based, and appeals responsibilities of other police oversight bodies (Archbold, 2021).

However, PSBs are often ineffective in carrying out these roles, as evidenced by several investigations into their operations (Zastrow & Rudes, 2022). For example, investigations into police misconduct during the G20 meetings in Toronto, systemic racism in the Thunder Bay Police Service, and the failed response to the Freedom convoy in Ottawa, highlight real concerns about police governance and oversight. As a result, the ability of PSBs to appropriately and effectively govern police services has been called into question (Morden, 2012; Office of the Auditor General, 2023; Sinclair, 2018). While these reports help to document the more obvious failures of existing police governance systems in action, they fail to capture the less obvious, but equally serious problems that arise from the relationships that exist between police oversight bodies and their respective police services (Caul, 2009). As an example, consider the implications of the actions of the Board of Police Commissioners¹ for the Moose Jaw Police Service. This oversight body recently celebrated creating its first ever governance policy, ironically only to mention that the policy was written by the chief of police (Antonio, 2023). This incident raises serious concerns about the nature and role of PSBs; their independence from those they govern; and what constitutes a proper working relationship with their police counterparts. This example begs the question of whether a PSB is engaging in any real oversight if its policies are written by the chief of the organization they are meant to oversee.

Research on police governance in Canada has shown that many PSBs are struggling with their roles and responsibilities. This research provides a number of explanations for why this situation exists. These include the political composition of PSBs, restrictions to who can serve on a PSB, the continuous turnover in PSB membership based on how and when appointments are made, a lack of clarity regarding roles and responsibilities of the board in provincial Police Service Acts, and the capacity of the boards themselves (Roach, 2022; Stenning, 2021). While many authors have identified these concerns as they relate to police accountability, few have undertaken in-depth explorations of the practical realities of PSBs that underlie and contribute to these issues.

In this study, we focus on PSB capacity by engaging directly with the members of PSBs. To provide effective governance and oversight, a PSB requires knowledgeable and capable members. While some Canadian provincial governments claim to provide the necessary training for PSB members (Laming & Valentine, 2022), the issue of PSB training and capacity is repeatedly identified in reports and recommendations to improve PSB effectiveness. To better understand these ongoing issues, we interviewed and surveyed PSB leaders from across Canada. We looked specifically at the kind of training they indicated they were provided, as well as how that training was delivered. We also asked questions about how they believed their training contributed to their capacity and ability to carry out their role in an effective manner. Our findings suggest that a 'governance gap' exists in Canadian police oversight that has important implications for police governance, oversight, and accountability in Canada and elsewhere.

Background

Canada is an important place to investigate the capacity of PSBs, as the country has long led the development of municipal (and regional) oversight bodies internationally. PSBs have existed in Canada since the 19th century and much of the legislation related to PSBs was developed in Ontario in the late 1940s (Stenning, 2009). Since that time, various elements of this legislation have been incorporated into the Police Service Acts of many Canadian provinces. While many of these have not been updated since the early 1990s (Laming & Valentine, 2022) they operate within larger oversight and legal frameworks in the country.

PSBs are just one component of police oversight in Canada. Since this paper focuses solely on PSBs, only a brief overview of the other oversight bodies is required. The Police Complaints Commissioner is independent of both the government and police, but deals with complaints against the police (Ferdik et al., 2013; Helme, 2015). This oversight body ensures that the police act within their defined power limitations and investigates situations when officers have infringed on civil liberties and human rights. In addition, the Independent Investigations Office investigates cases where a person has died or suffered serious bodily harm during or after contact with police. Rather than submitting a complaint, this process is automatic, as police departments are obligated to report such incidents (Helme, 2015; Stelkia, 2020).

In all forms of oversight in Canada, civilians are involved in the police accountability process, addressing concerns about police misconduct and public dissatisfaction with internal police investigations (Campeau, 2015; Ferdik et al., 2013; Sen, 2010; Stelkia, 2020). This is especially important given the increased public awareness and media attention that has questioned the fairness and impartiality of the internal police complaint process (Bayley & Shearing, 1996; Stelkia, 2020).

While literature on policing and civilian oversight is extensive, surprisingly, there is minimal research available on the skills, experience and training required to perform the roles carried out by civilian oversight bodies such as PSBs. This issue is not unique to Canada, as no research exists in other jurisdictions on the skills required to carry out these roles. For example, in the UK, the role of Police and Crime Commissioners is rapidly expanding to encompass working closely with community safety services, with little research or evidence on how these commissioners will effectively carry out their new roles and expectations (Bainbridge, 2021). In the US, the number of civilian review boards has increased significantly since 2014 (Fairley, 2020), despite a dearth of research evidence on their efficacy (Archbold, 2021). This lack of information is concerning considering the important role of civilian oversight bodies including PSBs in providing oversight and governance, and the potential implications of these roles for police accountability and legitimacy.

In recent years, numerous public incidents regarding the mismanagement and poor oversight of Canadian police services have been made public. As noted above, various shortcomings in police oversight have been identified in a series of critical reports (Morden, 2012; Office of the Auditor General, 2023; Sinclair, 2018). This includes concerns over the use of force, systemic racism, and incidents of police misconduct. However, these reports also highlight serious deficiencies in carrying out governance responsibilities during crises and in relation to police and government authority. Reports on these incidents identified that PSBs failed to set policies and priorities around the events, exert effective leadership and meaningful engagement in governance and oversight policies, and operate in a transparent and forthcoming manner. Importantly, these reports indicate larger issues regarding a lack of clarity of board roles and responsibilities, the willingness and capability to question police leadership, and the ability to govern effectively.

In the wake of the failure of some PSBs to adequately respond to these issues, these reports have all suggested the need for proper orientation and training, including specific training that has yet to be implemented (see for example: Community Safety and Policing Act, 2019 c. 1 Sched. 1). However, many PSBs and provincial police services acts claim that members already receive the required training to carry out their roles. For example, in Ontario, the Police Services Act states that ‘the board shall ensure that its members undergo any training that the Solicitor General may provide or require’ (Police Services Act, 1990, s. 31(5)). In order to properly understand the context around PSB training and capacity, and why these concerns around training continue to emerge, we must first discuss the structure of PSBs in Canada.

Police service boards in Canada

PSBs (also known as Police Commissions) are municipal bodies of civilians (usually 7–9 people) responsible for oversight and governance of municipal police services (Helme, 2015; Stenning,

2018). PSBs are generally responsible for employing the Chief Constable (the Chief of Police) and overseeing how civilian staff are employed, establishing policies for the police organization, overseeing the police, setting strategic priorities, and maintaining disciplinary authority for the Chief Constable and their Deputy Chiefs (Laming & Valentine, 2022). The authority of the PSB does not translate to operations, as provincial police acts indicate operations are the domain of the Chief Constable (Helme, 2015).²

Various Canadian jurisdictions have implemented police governance through PSBs, including Ontario, British Columbia, Alberta, Saskatchewan, Manitoba, Nova Scotia, and New Brunswick. The structure of PSBs varies across Canada, but generally consist of the mayor (acting as the chair), one person appointed by the municipal council, and up to seven people appointed by the province (Government of Ontario, 2021; see also Laming & Valentine, 2022). Members are then expected to complete training provided by the ministry, participate in the annual election of the chair, adhere to the Members of Police Services Boards Code of Conduct, and attend meetings (Government of Ontario, 2021).

Nonetheless, the roles of PSBs tend to vary. The level of autonomy afforded to Chief Constables depends on the nature of the board composition and legislative priorities (Caul, 2009). In their review of PSBs, Laming and Valentine (2022) found that there is much variability in governance within and across provinces and territories in Canada. For example, the Ontario Police Services Act (OPSA) outlines the detailed responsibilities of PSBs, but also identifies situations where they were not permitted to give directions to their Chief Constable (Stenning, 2018).

PSBs also act to protect the police from political interference, guaranteeing a measure of political independence for police services (Caul, 2009; Stenning, 2009). Overall, civilian PSBs are expected to act as an intermediary between the police and the government to promote the autonomy of law enforcement (Caul, 2009; Ferdik et al., 2013). The appointment processes of some PSBs, are intended to contribute to maintaining this autonomy. For example, some PSBs have elected members as chairs, include a high ratio of appointed civilians as board members, and reduced term limits for those appointed. These measures are intended to encourage board members to advocate for public interests and diminish corruption since boards are accountable to the public and individual appointees cannot become entrenched in their positions avoiding potential abuses of power over a long period of time (Caul, 2009; Laming & Valentine, 2022).

A capable PSB is more likely to be able to engage in meaningful governance and oversight. However, PSBs have been criticized for having unclear objectives, minimal funding, insufficient diversity, an overly friendly or overly critical relationship with the Chief Constable, and key to this paper, a lack of training (Bronskill, 2020; Roach, 2022). With minimal training, performing their roles can be challenging for PSB members. Laming and Valentine (2022) have discussed the importance of PSB training that focuses on cultural competency, sensitivity, bias-free policing, roles and responsibilities, and police-community relations. However, in Canada, the only provinces that require some form of training to serve on a PSB are Ontario, Manitoba, and Nova Scotia. In Ontario, board members are expected to complete training courses on human rights, systemic racism, and cultural sensitivity. In Manitoba and Nova Scotia, this training is not explicitly mandatory, but is strongly recommended. However, when reviewing recent recommendations made by the Sinclair (2018) and the Office of the Auditor General (2023), much of these so-called 'mandated' trainings do not appear to be required in practice.

Why training matters

Several authors note that training is key to equitable and democratic policing. Specifically discussing democratic policing and civilian oversight, Hope (2021) notes that having qualified staff with the appropriate skills and training lends credibility to the conduct of the board's work and findings, reports, and other outputs. As such, failing to have mandatory training raises concerns about the

quality of PSB members and how effective they are in exercising judgement and making decisions (Hope, 2021; Laming & Valentine, 2022; Zastrow & Rudes, 2022). However, clear guidelines for this training are not readily available in the Canadian context, or in the policing literature more broadly. Here we turn to research on board member training in other sectors to fill this gap.

Unlike PSBs, members of other public sector boards, like public school boards, are provided with training on core competencies that are universal across board practice domains, including transparency, achievement, initiative, organizational awareness, conflict management, and teamwork and collaboration (Hopkins et al., 2007). In examining school boards in the United States, Hopkins et al. (2007) argue that these core competencies are fundamental elements for all boards to become effective governing bodies. Further, research on boards in the non-profit sector discusses the importance of board diversity practices and policies, such as diversity training for all board members, and how such training can improve board performance (Buse et al., 2016). However, the need for diversity on boards themselves is also highlighted including how this diversity must be supported by board practices to improve effectiveness (Buse et al., 2016). Other research also notes that training is associated with increased satisfaction and commitment, fewer perceived problems, and in the overall retention of volunteers (Wellens & Jegers, 2014).

Board capacity and training, including diversity training, not only improves board effectiveness and feelings of capability, but impacts the board's ability to address emerging concerns. Focusing on risk management in healthcare services in Ontario, Martin (2020) highlights the importance of training and continuous learning, especially in terms of expectations and responsibilities (see also Mannion et al., 2016). When training is underdeveloped, board members will have difficulties meeting the demands of their role, particularly those who are drawn from outside the sector and are less likely to have the technical skills that would enable them to meaningfully address issues (Mannion et al., 2016). Furthermore, education and training contribute to the capacity of oversight boards to mitigate risk and guide organizations more effectively (Martin, 2020).

PSB training recommendations and obstacles to implementation

As discussed, the capacity of PSBs to hold police services in Canada accountable has been called into question in recent years. For example, after an investigation of systemic racism within the Thunder Bay Police Board, Sinclair (2018) called for compulsory and comprehensive training for board members. Although the Sinclair Report (Sinclair, 2018) suggested that concerns about racism in policing were structural and a result of the lack of policy and planning on behalf of the board, training on expectations was identified as a necessary step in the right direction. Further, without sufficient training and expertise, PSB members will continue to fail to understand their roles and responsibilities and will lack the capacity to perform their responsibilities (Office of the Auditor General, 2023). Similarly, when discussing the failed response of the Ottawa Police Service and the Ottawa Police Service Board to the 2022 convoy protests, the Office of the Auditor General (2023) discussed how past and current board members indicated the insufficient orientation and training provided to them, which failed to prepare them to fulfill their obligations as PSB members. If PSB members do not have the capacity to do their job effectively and are unable to access protocol manuals and formal training (King, 2015), such issues are likely to continue.

Sinclair (2018) recommended that Thunder Bay PSB, in cooperation with the Ontario Association of Police Services Boards and funded by the province, develop a compulsory and standard orientation package for new board members, addressing the critical skills and knowledge areas in governance, police practice, community priorities, business strategy, and the law, required to carry out their police governance mandate. Sinclair (2018) also recommended that newly appointed board members must complete the onboarding and orientation portion of the proposed strategy and should not be allowed to vote until they have completed such training, including the proposed cultural awareness sessions. However, ongoing issues related to PSB governance and oversight (see for example Ottawa and Moose

Jaw, among others), suggest that these recommendations have yet to be consistently implemented in Ontario or nationally. Here we explore the training currently available to PSB members across Canada, and how this training is implemented according to PSB members, to better understand the obstacles to building PSB capacity for meaningful governance and oversight.

The current study

In 2022, the research team engaged in a nation-wide study of police governance and oversight in Canada. As part of this study, the research team attempted to better understand how PSBs engaged in strategic planning and policy setting. However, the ongoing and reciprocal research framework of the study allowed us to identify new themes and ask questions on emerging issues as the research progressed. One of the issues that surfaced almost immediately was the perceived capacity of the PSBs participating in this study. We soon realized that to properly understand police oversight, we needed to investigate PSB member's perspectives on training and capacity. This included raising questions of what training was provided, how it was provided, and how it translated into their perceived capacity to carry out their PSB roles and responsibilities.

While several important reports speak to notable failures and subsequent investigations of specific PSBs in Ontario, we wanted to investigate whether these statements reflect a more general issue in PSB member training and capacity. In this study, we explore PSB training across Canada by asking PSB members about their training experiences. While many provinces claim to offer PSB training materials, the existence of these materials tells us little about their effectiveness and uptake for end-users. A well-trained board will arguably provide more effective police governance and oversight. However, if there is a gap between the expectations of the role of PSBs, and the resources they are provided to carry out that role, this will have impacts for the police governance and oversight in Canada.

Data and methods

The current study involved a mixed-methods approach including interviews, surveys, and a large group discussion about training at the Canadian Association of Police Governance's (CAPG) annual conference. We began by interviewing the leaders (chairs and executive directors) of PSBs across Canada using a semi-structured interview process. Working in partnership with CAPG, our recruitment materials were shared with their membership list (64 PSBs) and a convenience sample was produced. These interviews took place between May and August of 2022 and were conducted using Zoom. 25 interviews were completed across 23 PSBs for a response rate from CAPG membership of 35.9%). These interviews included 3 PSBs from British Columbia (BC), 4 PSBs from Alberta (AB), 3 PSBs from Saskatchewan (SK), 2 PSBs from Manitoba (MB), 8 PSBs from Ontario (ON), 2 PSBs from Nova Scotia (NS), and 1 PSB from New Brunswick (NB). Two of these 23 PSBs governed First Nations police services. We asked participants to identify what kind of training they had been offered when they joined the PSB, what kind of ongoing training was available, what the training looked like in practice, whether or not they believed the training was effective, and why or why not.

The findings from these initial interviews suggested that training was a much bigger concern than we had originally anticipated. As such, we expanded the research to include a survey of PSB members from across Canada attending the Canadian Association of Police Governance's annual conference in September of 2022. The survey was done as part of a workshop facilitated by the research team which included the participation 50 members from PSBs and police services across Canada. Participants were asked to complete the survey during the workshop. They were then asked to share their answers at their conference tables (approximately eight people per table) and record point form notes of their discussion on flip chart paper. The participants then shared the highlights

of these discussions with the rest of the conference participants as part of a larger focus group discussion. This enabled participants and the research team to ask for additional details and clarification and these responses. This data provided additional context to the survey responses and helped inform the coding process and overall findings.

After police members and duplicate services were removed from the survey/focus group discussion sample, we were able to survey an additional 39 members from 17 PSBs, representing an additional 26.5% of CAPG members. These included 2 PSBs from BC, 1 from AB, 6 from SK,³ 1 from MB, 5 from ON, 1 from NS, and 1 from NB. One of the 17 PSBs represented was a First Nations PSB. Where several responses for each board occurred (we had a maximum of four participants from one board), responses were coded and clarified for the most consistent response.

The survey asked participants the following questions: First, how much training were you provided when you started on the board? Response categories included: Over 40 hours, between 30–40 hours, between 20–30 hours, between 10–20 hours, less than 10 hours, and I received no training). Second, how much of this training focused on strategic planning? Response categories included: Over 10 hours, between 5–10 hours, between 1–5 hours, less than 1 hour, and I received no training in strategic planning. Third, and finally, board members were asked to share their experiences in more detail after the survey by discussing the training they had been given, and the training they still required. Additional insights were derived from these discussions.

The combination of 25 interviews, across 23 PSBs, and 39 survey responses across 17 PSBs creates a total of 64 participants representing 40 PSBs (62.5% of CAPG’s membership and approximately 30% of all possible PSBs) across Canada. In total this includes 5 PSBs from BC, 5 from AB, 9 from SK, 3 from MB, 13 from ON,⁴ 3 from NS, 2 from NB. Three of these PSBs provide oversight for First Nations police services. Considering that only 7 of Canada’s 13 provinces and territories have PSBs, all seven provinces are well represented here. The data from the interviews, and surveys (including the notes from the conference group discussion) were coded for key themes (Williams & Moster, 2019). The first author read through all collected data twice to identify key concepts and themes. Two additional research assistants then blind coded the data to identify concepts and themes and ensure inter-rater reliability (Selvi, 2020). Once this stage of coding was completed, the research team compared all identified themes and concepts and completed a final thematic coding process. These themes are presented here along with the survey findings on the amount of training and the focus of the training.

Results

Several themes emerged in the findings. These themes included: 1. most PSB leaders received little or no training, 2. the training that was provided was haphazard and/or inconsistent, 3. the training pedagogy is problematic, 4. PSBs often had to seek out additional training or create their own, 5. that the areas of training that were lacking included strategic planning, governance, oversight, and 6. that a number of structural conditions (lack of compensation, makeup of the board, board turnover, etc.) made it difficult to build and maintain capacity.

Most PSBs are provided little or no training

The lack of training in general emerged in both the interviews and in the survey. For example, after asking a participant how much training they received, they responded: ‘None, that I’m aware of’ (I12-SK⁵). Indeed, apart from a few PSBs for large police services, most participants indicated that they received no training or only a few hours. Others suggested that while training was supposed to exist, they had not been provided with anything meaningful: ‘To be honest I’ve heard of training existing, but I didn’t really receive any official training from the province. (The executive director) introduced himself and made himself available if I had questions’ (I14-ON). Some participants indicated that they had been

Table 1. Summary table for survey results.

Question 1: How much training were you provided as a PSB member?		Question 2: How much (if any) training did you receive that focused on strategic planning?	
No training	7 (17.9%)	No training in strategic planning	17 (45.9%)
Less than 10 hours of training	21 (53.8%)	Less than one hour	14 (37.8%)
Between 10–20 hours of training	6 (15.4%)	Between 1–5 hours	5 (13.5%)
Between 20–30 hours of training	1 (2.5%)	Between 5–10 hours	0 (0%)
Between 30–40 hours of training	2 (5.1%)	Over 10 hours	1 (2.7%)
Over 40 hours of training	2 (5.1%)	Missing data	2 (5.1%)
Total:	39 (100%)		39 (100%)

provided some training: ‘I received a few hours of training. We were given a PowerPoint and it mostly went over the Police (Services) Act. I had to do a lot of learning on my own’ (I9-MB), but that the training was not enough. A few participants also raised concerns about the implications of this lack of training. For example, one participant stated: ‘there is no actual training for the board. And then they are expected to command this large organization and a (multi-million) dollar budget. All without any training’ (I10-ON). This response clearly implies that there are potentially significant consequences for failing to adequately train board members.

The survey provided additional support to the findings from the interviews that PSB members were not receiving training (see Table 1). When asked how much training they were provided when they started on the board, 21 participants (53.8%) indicated that they received less than 10 hours of training and 7 (17.9%) indicated that they received no training (total 28 participants or 71.7% of the sample). The remaining 11 (28.3%) participants indicated that they received between 10–20 hours of training (6 participants 15.4% of the sample), 20–30 hours of training (1 participant or 2.5% of the sample), 30–40 hours of training (2 participants or 5.1% of the sample), and 40 or more hours of training (2 participants or 5.1% of the sample).

The training provided was haphazard and/or inconsistent

Participants not only commented on the lack of training, but also that any training that was provided was done so in a haphazard or inconsistent manner. For example, one participant explained:

‘The training is all over the map. There is no formal program. It is more of an orientation. There was training before I started, but it was never replaced when I joined the board. So, I haven’t had any formal training over the last three years. I mean, there was some effort to orient me to a few things, but they focus more on practice and police roles than on our role and governance’. (I4-BC)

Here, we can see that despite public documentation that indicates the existence of formal training, that in practice, the training either does not exist or has not been updated as promised. Some respondents even talked about how training used to exist, but then it was removed:

‘When I started my predecessor had a training manual already set up. At the time, the ministry had a training program for new members. But they nixed it. Ironically enough, there was more support back then for new board members to get trained’. (I22-ON)

The lack of formal training, particularly in the case of Ontario, was highlighted by other participants: ‘There is no formal training in Ontario. The leadership sits with a new board member for an hour to cover responsibilities, gives them some documents and then it is just trial by fire’ (I11-ON).

Finally, there were concerns that the training only occurred at the beginning of the role, and that this training needed to be consistent: ‘The (provincial) government had done some training, but it has to be ongoing. It needs to be ongoing because it doesn’t mean anything when you just start out’

(I15-BC). These findings suggest that not only is the training informal and haphazard, but that PSB members require ongoing training and support.

The training pedagogy is problematic

For the participants that did receive some training, several identified that *how* the training was provided resulted in very little capacity building. Training was not only informal and haphazard, as described above, but also done in a way that did not promote real learning. For example, one participant described the training as ‘they just threw documents at us’ (I13-SK) and another indicated that their training was little more than a conversation about the provincial Police Act: ‘my training was 1.5 hours sitting with the chair (of the PSB). I was given a copy of the Police Act. That’s it. The training is really lacking’ (I16-AB). Many participants described that they were simply expected to read over their provincial Police Services Act and ask questions if they had any. One participant indicated that some effort was put into improving this pedagogy through online modules on the Police Act:

‘There was an online training of the Police Act. You had to read passages and answer questions. It was really basic, but you had limited time to complete, and they didn’t tell you that. Then, if you answered questions incorrectly, it wouldn’t tell you which ones so you could learn from your mistakes. But you could proceed even if you got it wrong. Only one person on our (PSB) actually completed the training because it was so frustrating. It is terrible and needs to be changed. But two years later, we are still without any real training’ (I5-AB),

Despite efforts to improve pedagogy, the above quote indicates that these efforts were poor and ineffective. Indeed, as described above, despite the attempt to make the Police Act more accessible, the learning modules were not useful for the board members and many simply did not complete the training. This quote also suggests that there was no follow-up or accountability related to these trainings. These findings indicate that not only is training for police board lacking, and haphazard, but the training that does exist uses poor pedagogies such as expecting participants to parse dense policy alone with little follow-up or accountability.

PSBs often had to seek out additional training or create their own

Due to the lack of adequate and meaningful training, some participants indicated that they had to seek out additional training or even create their own. For example, one board leader said:

‘I developed my own manual for new board members, because they (the province) nixed the training. I went through each of the responsibilities of the act and supported those with examples. I provided them with additional background as well, including our own policies and reports that touch on each of the responsibilities in the act. . . I’m responsible for putting all that together’. (I22- ON)

Here we see that the participant had to go above and beyond their role to ensure that some kind of training was provided to their board. Another participant indicated that they had to rely on their own experience or expertise in the field to back fill the lack of training provided to their members:

‘I had experience working in justice, so I understood the system. I created a guide for our (PSB) members, and I go over their job with them. . . I also take them to the (provincial) commission, give them PowerPoints on political responsibilities, take them to the police service, make them do ride alongs, and bring them to volunteer events’. (I21-MB)

The lack of adequate training for their police board, meant that this participant placed the responsibility for board training on themselves. As such, the training becomes more of a personal initiative rather than a provincial responsibility. Still others highlighted how they had to outsource their training to other police boards and provincial contacts:

'We have done some training through the provincial police governance body and with some contacts from (other cities in the province) who would come in and give talks ... But if we didn't push for it (training) nothing would get done. For example, we had zero strategic planning training until this year' (I8-AB),

confirming that much of the training is not only haphazard, but relies on the willingness of other agencies, who are not responsible for PSB training, to support each other and build PSB capacity.

The areas of training that were lacking included strategic planning, governance, and oversight

As the conversation about training progressed in the interviews, many participants discussed the kind of training they needed in order to be effective in their roles. To reiterate, the role of PSBs includes setting policy, providing oversight, governing the police organization, and setting strategic priorities. However, our participants suggested they were not provided meaningful training in these areas. For example, one participant suggested:

'They should be teaching us the role of the board. They need to explain what it means to be a member of a governance board in general. And then explain the role of the board and its authority. Our members don't realize they have authority. They are not responsible for police operations'. (I3-NB)

Additionally, respondents also highlighted the kinds of training they received that were unrelated or even detrimental to their role on the PSB. In the previous example, we see that the training that does exist appears to focus more on operations than on the role of the PSB. Others highlighted similar issues: 'We need to train people to make change. We need training in strategic planning, but the focus on (police) operations is much more important to them' (I6-SK-FN). The focus on police operations may undermine the role of the board to set policy and strategic priorities, as provincial police acts mandate that operations are under the purview of the Chief Constable, not the PSB.

The survey provided additional support to the findings from the interviews that PSB members required specific types of training (See [Table 1](#)). Participants were asked to indicate how much (if any) of the training they received focused on strategic planning. Of the 37 participants who responded to this question (2 missing), 17 (45.9%) indicated they received none and 14 (37.8%) indicated that they received less than an hour. Of the remaining participants, 5 (13.5%) indicated that they received 1–5 hours, and 1 (2.7%) indicated that they received over 10 hours. No participants indicated that they received between 5–10 hours of training.

Some interviewees stated that they not only needed training in strategic planning, but they also needed to be shown how to properly parse the type of information they were receiving from police leaders. Many participants felt that they lacked the capacity to meaningfully engage with and criticize the type of information they received from police chief reports. For example, one respondent noted that: 'they tend to just report the stats, like crime rates and stuff, and not relate that to the strategic priorities' (I1-NS). Others highlighted not only their lack of knowledge regarding how to parse these statistics, or being able to question how these data related to the strategic plan, but also the absence of financial acumen, that made it difficult for them to weigh in on budgeting decisions. Indeed, the majority of the workshop discussion emphasized the need for legal and financial capacity on PSBs: 'we have very limited financial expertise' (D15-AB), and: 'we have some HR and legal, but we need more, and we need more financial understanding' (D33-BC).

Still others made a broader appeal claiming that: 'we just need ongoing training' (D20-ON-FN). This quote highlights some of the feelings of exasperation expressed during this workshop and the interviews, in which participants seemed at a loss about their lack of training and did not even know where to start with the kind training necessary.

Structural conditions (lack of compensation, makeup of the board, board turnover, etc.) made it difficult to build and maintain capacity

Finally, participants identified that there were several additional considerations that contributed to issues of training and capacity building. One example was compensation for board members' time. Because being a PSB member is largely a voluntary role (save for the executive director of some boards), this means that board training is unpaid time. For example:

‘We have a hard time getting the board members to give up time to do the training. We have started to include training at the beginning of every meeting from community partners and done some “police board 101”. We’ve also registered them for CAPG webinars, but they are usually during the day when people are working so they get missed’. (I1-NS)

This quote speaks to larger issues of board compensation and member availability. If board members are not compensated for their time, which many are not in Canada, they may be less likely to engage in training, even if it exists. In the case above, the board had to incorporate training sessions into their regularly scheduled meetings in order for it to be taken by members. While an innovative solution, this detracts from the time the board could be spending setting policy and governing the police organization. Others also identified time as an impediment to their effectiveness: ‘We need time. Our board brings important skills and experience, but it is short on time. Both individually and collectively’ (D44-SK).

Other participants raised concerns about the lack of compensation impacting board composition: ‘We don’t attract high talent on the board. There is no remuneration. We are trying to get people paid.’ (I3-NB). Others suggested that their location made it difficult to recruit a diverse pool of candidates. Participants suggested this was less of a problem in PSBs for large cities where the candidate pool was more diverse and tended to have members with more capacity: ‘Most members have board experience; we just need to train them on the police setting’ (I2-AB). However, this was not a common experience in medium or smaller municipalities.

Still others spoke about the issue of board turnover. They suggested that it was difficult to build and maintain capacity when the board was constantly in flux. For example, one participant shared: ‘We are really trying to get some experience built up for the commission. When I started everyone was new besides the vice chair. . . that first year was just spent learning’ (I12-SK). As a result of the constant turnover in board membership, many PSBs across Canada are operating with very little institutional memory or experience. This may be confounding the issue of training, as PSBs need to be able to both build and maintain capacity.

Finally, some participants raised concerns about how PSBs are generally organized: ‘The makeup of the board is a challenge. The politicians on the board can be parochial. It can be very political’ (I7-ON). Because most PSBs across Canada require a particular number of provincial and municipal appointees, and these are usually (city) councillors, this means that PSBs are largely made up of politicians. Some participants suggested that the board was then easily influenced by limited viewpoints and unable to recruit members with diverse experiences and skills that may contribute to a more representative and effective PSB.

Discussion

In the last decade in Canada, several high-profile policing incidents and the subsequent investigations, highlighted the failure of some PSBs to provide adequate and effective governance and police oversight (Morden, 2012; Office of the Auditor General, 2023; Sinclair, 2018). These incidents are not unique to Canada, as multiple cases of police misconduct internationally have raised serious concerns about how to manage and prevent these incidents moving forward (B.B.C., 2023; Stenning, 2021). However, based on our findings, recommendations regarding the need to focus on more and better training and capacity building nationwide have yet to be realized. Indeed, while some provincial Police Services Acts outline the responsibility of the province to provide training to

PSBs, little was known about what this training actually looked like and how it was implemented with PSB members. In the current study, we attempted to explore these questions in order to better understand the nature and extent of training PSBs members currently receive in order to provide meaningful police governance and oversight, especially in this post BLM, and ‘defund the police’ era.

Our study findings indicate that a ‘governance gap’ exists in police oversight in Canada, between the expectations of the role of PSBs and the capacity and training PSB members are provided to fulfill that role. Our study included a diverse sample of PSB leaders from a wide range of Canadian jurisdictions in our effort to better understand their training experiences and their perceived capacity. Most study participants indicated that they had little or no training, or that the training they did receive was haphazard and insufficient. While training does exist in most provinces through the provincial government, and at the national level through organizations like the Canadian Association of Police Governance (CAPG) who offer monthly webinars (Canadian Association of Police Governance, 2023), these results show that, in general, participants cannot, or do not, access this training, and/or that the training that is provided is not considered adequate.

These findings are consistent with reports by Morden (2012), Sinclair (2018) and Office of the Auditor General (2023), that also found that not only is training largely absent for PSB members in Canada, but that the training provided fails to adequately prepare them to fulfill their roles and responsibilities. Our results suggest that the recommendations contained in these reports for more and better training may be more generalizable than initially anticipated.

The implications of this research are important. First, a lack of adequate and effective PSB capacity, even perceived, has impacts on police governance and oversight. Many of the participants identified that they did not feel adequately trained or capable of carrying out in their roles and responsibilities effectively. This is concerning considering the important role these leaders are meant to play in governing police services and holding them accountable (Ferdik et al., 2013; Stenning, 2021). A lack of training and capacity, and an overall feeling of uncertainty about their roles and responsibilities may ultimately result in ineffective police governance and oversight. Considering the ongoing incidents of police misconduct in Canada, (see for example the cases of Dafonte Miller, Sammy Yatim, Ejaz Choudry, Jason Collins, Mona Wang, etc.), coupled with investigative reports such as those mentioned above that have signalled this is due, in part, to PSB failures to set policy and procedures for these police services, it is likely that without meaningful investments in PSB training, these incidents may continue to emerge.

The capacity to provide meaningful governance and oversight is important considering that the international research on the effectiveness of civilian oversight identifies similar challenges for ensuring police accountability. However, much of this literature focuses on investigative, review, and audit styles of oversight rather than advisory (Archbold, 2021). At the same time, the roles and responsibilities of PSBs in Canada often extends beyond an advisory role and, as such, better research on these entities and their capacity is critical. Other jurisdictions should equally pay attention to concerns regarding board competence since these concerns are likely not unique to the Canadian context. Indeed, other authors have proposed revisions to civilian review boards in the United States that raise similar concerns about meaningful accountability and policy setting (Ofer, 2015).

Second, a lack of training, or ineffective training, also has implications for the kinds of decisions that are made by PSB leaders. While much has been written in the extant literature about the need for police oversight bodies to ensure proper police training (see for example Engel et al., 2020; Hope, 2021) there is very little discussion on the content and quality of training for members of these oversight bodies. Our findings indicated that the training that was provided focused largely on police operations. However, according to several provincial police acts, police operations are beyond the purview of PSBs (Roach, 2022). If PSB members are not receiving training in strategic planning or governance and oversight, as evidenced by the findings here, they may be unable to properly parse the information reported by their police services. As discussed, police leaders are

often required to report on progress towards strategic priorities. However, the information provided by police services to PSBs is frequently unrelated to these priorities (ex. changes in crime rates or arrests rates) and has little to say about how the service is performing in relation to achieving stated goals and objectives (Hodgkinson et al., 2019). If PSB members do not have the capacity to engage with this information, they may be unable to adequately critique and question biased priorities or misinformation.

Third, and relatedly, capacity issues at the PSB level have implications for the dispersal of public funds. Policing organizations are often responsible for 20–25% of municipal budgets in Canada since many police services are effectively departments of the municipality they serve (Ho, 2020; Statistics Canada, 2022). In an era of ‘defund the police’, public scrutiny over police spending is at an all-time high. Certainly, much of the concern raised in other jurisdictions, like the US have called into question the capacity of police oversight bodies to effectively carry out their roles in the wake of growing incidents of police misconduct (Ferdik et al., 2013; Ofer, 2015). If PSB members indicate that they have little, or no, strategic planning or financial training, it follows that they will likely not have the capacity to command the planning around these sizeable municipal budgets. Decisions related to police budgets can have considerable consequences including that some are inconsistent with the needs and demands of the communities being served (Maynard, 2020).

Recommendations

Important recommendations emerge from this research. Our results indicate that training and capacity issues are fairly widespread, and that real investment in capacity-building for PSBs is needed nationwide. At the same time, we recognize the potential of these recommendations to apply to civilian oversight of police more broadly. While little is written on the competence of members of citizen review boards in the US or Police and Crime Commissions in the UK, we suspect that based on their similar structures (Ferdik et al., 2013, Newburn 20,212) the need to adequately address training for these bodies is widespread. This is especially true as new review boards are created for police services across the US, many of which still do not have these boards in place and lack adequate forms of accountability (Ofer, 2015).

This training should be adequate, offered in a regular and consistent manner, and provided with sufficient resources to be sustainable. Furthermore, the training should highlight key areas of including: understanding the legislatively mandated responsibilities and authority of the PSB, strategic planning, governance, oversight, evaluation and performance assessment, budgeting and financial awareness, and policy making. While each province would be responsible for ensuring the training is contextualized to that province’s policing needs and their Police Act, investment in this training should be federally mandated. Associations like CAPG have taken on some of this work through monthly webinars and training (Canadian Association of Police Governance, 2023), but these webinars can be costly making it challenging for smaller PSBs with limited resources to allow their members to participate. In addition, these training sessions are not mandated, so not all PSBs can afford to access this training. Clearly, investment in PSB training is needed nationwide.

This recommendation for improving and expanding training extends those recommendations outlined in the Office of the Auditor General (2023, p. 24) report that states: ‘The Executive Director, with the support of Board members, should review and enhance the new Board member orientation program, including additional focus on roles and responsibilities. As part of this, clarity should be provided on the role and responsibility of Councillors who sit on this independent Board.’ However, our findings indicate that training cannot rely solely on the capacity of the board leadership, as many of our participants noted that as the leaders of those boards, they had not received adequate training themselves. As a result, these leaders, many of whom were executive directors, may not be able to meaningfully ascertain what constitutes appropriate training. Indeed, the responsibility for laying out the content and guidelines for PSB training should not be placed on

the users, but rather, should rest with provincial authorities, and incorporate input from governance and legal experts.

In making these recommendations, we recognize the need to reiterate the important structural issues that were identified by participants during this study. First, the pedagogy used in the training of PSB members needs to be carefully considered. While training involving online modules may exist, participants reported that they found this kind of training ineffective. Furthermore, some participants stated that due to issues with the current training, they had to develop their own training materials and delivery methodologies. While an innovative solution, such a response raises questions about the quality, consistency, and sustainability of this kind of training, especially after those responsible for developing the training leave the organization. We suggest that a high-quality pedagogical approach, that is consistently evaluated for effectiveness, should be put in place for PSB training across Canada.

Second, PSB members should be compensated for their time. While many board members hold municipal appointments (example: councillors) and are compensated as part of their publicly funded positions, this is not the case for everyone. In Canada, policing is a multi-billion-dollar enterprise (Statistics Canada, 2022), and one of Canada's largest public expenditures (Leuprecht, 2014). However, aside from the executive director, most of the individuals providing oversight to the police, are not compensated (or adequately compensated) for their time. As described by the participants in this study, the lack of compensation impacts both the ability to attract highly qualified candidates and PSB capacity-building and, in turn, the effectiveness of PSBs. Adequate and appropriate compensation could also contribute to reducing PSB turnover, which would improve the sustainability of capacity building efforts like additional training.

Third, and perhaps a recommendation for the long-term, is the need to reconsider the composition of PSBs. Others have highlighted the issue of PSB composition related to the political nature of current PSBs (see Caul, 2009; Laming & Valentine, 2022). In our study, participants also raised concerns about political interference, due to the make-up of their PSB. However, our findings also identified the inability of PSBs to recruit for particular skill sets, such as individuals with financial acumen, knowledge of organizational management, or strategic planning skills. We recommend reconsidering the composition of PSBs, such that they better reflect the diversity of the communities they serve (Ferdik et al., 2013) and allow the recruitment of individuals with the skillsets needed to support the overall functioning and capacity of a PSB.

In sum, there is a governance gap in Canadian policing. To address this gap, attention should be directed toward PSB training. This training should be of high quality, coordinated, and delivered in a consistent manner across provinces and at the national level. It should be properly funded and should engage in meaningful pedagogy. PSB members should be compensated for their time and the composition of PSBs should be reconsidered. In the absence of serious consideration and action on these issues, claims about police oversight may be no more than public relations statements, doing little to ensure the effective governance and oversight of the police in Canada.

Limitations and future directions

As with any study, our research is limited in a few ways. One, we engaged in a mixed-methods approach. The manner in which questions are asked in an interview, versus a survey, can make it difficult to bring together findings in a meaningful way, as questions are often phrased differently to enable long-form versus Likert-type scale responses. In addition, the survey was only distributed to conference attendees and not all PSB members across Canada, which may indicate that the participants are more engaged in governance than other PSB members. Nonetheless, the survey was done in conjunction with a facilitated discussion which enabled the research team to contextualize these findings. Furthermore, we were able to access a larger number of leaders from PSBs across Canada, which contributes to the generalizability of our findings. Future research may seek to expand the participant base and questions regarding PSB training and effectiveness.

Two, we spoke exclusively to PSB leaders, such as chairs, vice chairs and executive directors. Doing so, meant that our findings are slightly skewed towards PSB members who have spent more time on their respective boards and have more experience. However, considering how many participants identified the lack of, and/or the problematic nature of their training, we are confident that our findings would translate to newer, and less experienced, PSB members.

Three, we were limited by the fact we were unable to test the connection between training and PSB effectiveness directly. Rather, we can only make claims about the described or likely connection between capacity and meaningful police accountability. Nonetheless, our findings provide important evidence of a general lack of capacity across PSBs in Canada and identify important recommendations to make improvements. Future research may benefit from testing the impact of improved training on PSB effectiveness, as well as examining how this training is implemented and adopted in practice. Future research should also explore the impact of PSB composition including related competencies on overall capacity.

Fourth, and finally, we recognize that our study makes some normative assumptions about the impact of training as it relates to police oversight and governance. Several authors have noted that PSBs have very little control of the police organizations they are responsible for governing (Roach, 2022; Stenning, 2021). Indeed, the overall structure and organization of police governance would need to change substantially to truly impact police oversight long term (Keys and Keys 2023). As a result, improvements in PSB training may do little to address concerns about police oversight and accountability in Canada. However, we argue that increasing the capacity of PSBs is an important part of rethinking what the role of PSBs should be both in Canada and internationally.

Conclusion

The extant literature suggests that training and capacity are an important contribution to PSB effectiveness. However, until now, the training experiences of PSB members had not been properly investigated. Our study examined PSB training with PSB members across Canada. Overwhelmingly, we found that PSBs members indicated that they had very little or no training. The training that was provided was haphazard or incomplete, used ineffective pedagogies, and did not focus on the skills PSB members needed to carry out their roles and responsibilities.

While some PSB leaders resorted to creating their own training, there was no measure to indicate if these alternatives were successful. Importantly, many structural issues, including compensation, board composition, and board turnover, served to exacerbate these challenges. As a result, many PSB leaders do not feel they are capable in their roles, and this is contributing to a ‘governance gap’ in Canadian policing. Our study offers several recommendations to meaningfully address these challenges including the coordination and provision of PSB training nationwide. Suggestions are also made regarding ways to address some of the larger, structural factors that impact uptake of PSB training. Without substantial investment in capacity building, we will likely continue to witness failures in police accountability, similar to those seen in Toronto, Thunder Bay, Ottawa and elsewhere across the country. Considering that police governance and oversight issues are not unique to Canada, these findings may be applicable to police oversight bodies in the United States, England and Wales, and other similar jurisdictions.

Notes

1. ‘Commission’ is used instead of ‘board’ in some provinces and refers to the same governing body.
2. Despite this distinction, many PSBs often struggle to determine the line between operations and policy (Caul, 2009; Roach, 2022). We would argue this relates directly to the issue of training on PSB roles.

3. The conference took place in Saskatoon Saskatchewan, so this likely increased participation from the Saskatchewan PSBs and led to a higher representation for this province.
4. Ontario is the most densely populated province in Ontario, with the largest number of police service, hence why it accounts for approximately 1/3 of participants here.
5. The codes here represent the interviewee (I) or discussant (D) number, and their province (ex. SK is Saskatchewan). An addition of – FN refers to a First Nations Service within a particular province.

Disclosure statement

No potential conflict of interest was reported by the author(s).

Funding

This work was supported by the Social Sciences and Humanities Research Council [892-2022-0021].

Notes on contributors

Tarah Hodgkinson, PhD, is an assistant professor in the department of Criminology at Wilfrid Laurier University. Her research agenda broadly addresses community safety, with a specific focus on policing and police oversight, crime prevention, and spatial criminology.

Tullio Caputo, PhD, is an adjunct research professor in the department of Sociology and Anthropology at Carleton University. He is also the longest running subject matter expert for the Canadian Police College. His research agenda focuses on policing, strategic planning, police performance assessment, policing oversight, and police leadership.

Natasha Martino, MA, is a PhD Student in the department of Sociology at McMaster University. Her research examines by-law enforcement of homelessness, police oversight and governance, and third-party policing.

References

- Antonio, J. G. (2023, May 20). New governance policy clarifies police board's roles, enhances accountability. *Moose Jaw Today*. <https://www.moosejawtoday.com/local-news/new-governance-policy-clarifies-police-boards-roles-enhances-accountability-7020121>
- Archbold, C. A. (2021). Police accountability in the USA: Gaining traction or spinning wheels? *Policing: A Journal of Policy and Practice*, 15(3), 1665–1683. <https://doi.org/10.1093/police/paab033>
- Bainbridge, L. (2021). Police and crime commissioners: New agents of crime and justice policy transfer? *Policing and Society*, 31(6), 721–734. <https://doi.org/10.1080/10439463.2020.1766461>
- Bayley, D. H., & Shearing, C. D. (1996). The future of policing. *Law & Society Review*, 30(3), 585–606. <https://doi.org/10.2307/3054129>
- BBC. (2023). North Wales Police, 24 staff investigated over conduct. <https://www.bbc.com/news/uk-wales-64718213>
- Bronskill, J. (2020, August 28). Canada's police service boards grapple with diversity as calls for change grow. *Global News*. <https://globalnews.ca/news/7303204/canada-police-service-boards-diversity/>
- Buse, K., Bernstein, R. S., & Bilimoria, D. (2016). The influence of board diversity, board diversity policies and practices, and board inclusion behaviours in nonprofit governance practices. *Journal of Business Ethics*, 133(1), 179–191. <https://doi.org/10.1007/s10551-014-2352-z>
- Campeau, H. (2015). 'Police culture' at work: Making sense of police oversight. *British Journal of Criminology*, 55(4), 669–687. <https://doi.org/10.1093/bjc/azu093>
- Canadian Association of Police Governance. (2023). Composition and Duties of Canadian Police Boards and Commissions. <https://capg.ca/who-we-are/>
- Caputo, T., McIntyre, M. L., Wang, L., & Hodgkinson, T. (2018). Assessing what police officers do “on the job”: Toward a “public values” approach. *Policing: An International Journal*, 41(1), 70–83. <https://doi.org/10.1108/PIJPSM-11-2016-0171>
- Caul, D. (2009). *Municipal police governance in Canada: An examination of the relationship between board structure and police independence* [Thesis (PhD)]. Simon Fraser University.
- Community Safety and Policing Act. (2019). *C.1 schedule 1*. Ontario. <https://www.ontario.ca/laws/statute/19c01>


- Dempsey, N. (2016). Police and crime commissioner elections: 2016. House of commons library. briefing paper CBP07595, 1–38
- Engel, R. S., McManus, H. D., & Herold, T. D. (2020). Does de-escalation training work? A systematic review and call for evidence in police use-of-force reform. *Criminology & Public Policy*, 19(3), 721–759. <https://doi.org/10.1111/1745-9133.12467>
- Fairley, S. R. (2020). Survey says?: US cities double down on civilian oversight of police despite challenges and controversy. *Cardozo Law Review De-Novo*, 1(42), 1–54.
- Ferdik, F. V., Rojek, J., & Alpert, G. P. (2013). Citizen oversight in the United States and Canada: An overview. *Police Practice & Research*, 14(2), 104–116. <https://doi.org/10.1080/15614263.2013.767089>
- Government of Ontario. (2021). *Police Service Boards*. <https://www.ontario.ca/page/police-services-boards>
- Helme, R. (2015). Civilian oversight of police: The Canadian experience. *The Juridical Current*, 60, 13–18.
- Ho, S. (2020, July 10). Defund the police? This is how much Canadian cities spend. *CTV News*. <https://www.ctvnews.ca/canada/defund-the-police-this-is-how-much-canadian-cities-spend-1.5018506>
- Hodgkinson, T., Caputo, T., & McIntyre, M. L. (2019). Beyond crime rates and community surveys: A new approach to police accountability and performance measurement. *Crime Science*, 8(1), 1–7. <https://doi.org/10.1186/s40163-019-0108-x>
- Hope, K. R., Sr. (2021). Civilian oversight for democratic policing and its challenges: Overcoming obstacles for improved police accountability. *Journal of Applied Security Research*, 16(4), 423–455. <https://doi.org/10.1080/19361610.2020.1777807>
- Hopkins, M. M., O’Neil, D. A., & Williams, H. W. (2007). Emotional intelligence and board governance: Leadership lessons from the public sector. *Journal of Managerial Psychology*, 22(7), 683–700. <https://doi.org/10.1108/02683940710820109>
- King, K. (2015). Effectively implementing civilian oversight boards to ensure police accountability and strengthen police-community relations. *Hastings Race and Poverty Law Journal*, 12(1), 91–120.
- Kwon, J., & Wortley, S. (2022). Policing the police: Public perceptions of civilian oversight in Canada. *Race and Justice*, 12(4), 644–668. <https://doi.org/10.1177/2153368720924560>
- Laming, E., & Valentine, G. (2022). Police governance in Canada: Variations and disparities among police services boards. *Canadian Public Administration*, 65(1), 7–27. <https://doi.org/10.1111/capa.12448>
- Leuprecht, C. (2014). *The blue line or the bottom line of police services in Canada? Arresting runaway growth in costs*. Macdonald-Laurier Institute for Public Policy. https://www.macdonaldlaurier.ca/files/pdf/MLI_CostofPolicing_Final.pdf
- Mannion, R., Freeman, T., Millar, R., & Davies, H. (2016). Effective board governance of self-care: A (theoretically underpinned) cross-sectioned examination of the breadth and depth of relationships through national quantitative surveys and in-depth qualitative case studies. *Health Services and Delivery Research*, 4(4), 1–201. <https://doi.org/10.3310/hsdr04040>
- Martin, N. (2020). Enabling effective oversight: Enterprise risk management and board governance in healthcare. *Healthcare Management Forum*, 33(4), 182–185. <https://doi.org/10.1177/0840470420907260>
- Maynard, R. (2020). Police abolition/black revolt. *TOPIA: Canadian Journal of Cultural Studies*, 41, 70–78. <https://doi.org/10.3138/topia-009>
- McIntyre, M. L., Caputo, T., Hodgkinson, T., Wang, L., & Davidson, R. (2021). Using organizational performance assessment to improve service to the community. *Police Practice & Research*, 22(1), 711–726. <https://doi.org/10.1080/15614263.2020.1795859>
- Morden, J. (2012). *Independent civilian review into matters relating to the G20 summit: Report*. Toronto Police Services Board. <https://tpsb.ca/g20/ICRG20Mordenreport.pdf>
- Ofer, U. (2015). Getting it right: Building effective civilian review boards to oversee police. *Seton Hall Law Review*, 46, 1033.
- Office of the Auditor General. (2023). *The audit of the Ottawa police service’s response to the convoy protest – the role of the Ottawa police services board*. <https://www.oagottawa.ca/media/vwhdzqj/audit-of-the-ottawa-police-service-s-response-to-the-convoy-protest-the-role-of-the-ottawa-police-services-board-report.pdf>
- Police Services Act. (1990). C. P.15.
- Prenzler, T. (2011). The evolution of police oversight in Australia. *Policing and Society*, 21(3), 284–303. <https://doi.org/10.1080/10439463.2011.570866>
- Roach, K. (2022). *Canadian policing: Why and how it must change*. Delve Publishing.
- Selvi, A. F. (2020). Qualitative content analysis. In J. McKinley & H. Rose (Eds.), *The Routledge handbook of research methods in applied linguistics* (pp. 440–452). Routledge.
- Sen, S. (2010). Police oversight in Canada. In *Enforcing police accountability through civilian oversight* (pp. 58–68). SAGE Publications.
- Sinclair, M. (2018). *Thunder Bay police services board investigation: Final report*. safety, licensing, appeals, and Standard Tribunals Ontario. https://tribunalsontario.ca/documents/ocpc/TBPSB_Investigation_Final_Report_EN-FINAL-1.pdf
- Statistics Canada. (2022). Police Personnel and Expenditures in Canada, 2021. <https://www150.statcan.gc.ca/n1/pub/11-627-m/11-627-m2022013-eng.htm>

- Stelkia, K. (2020). An exploratory study on police oversight in British Columbia: The dynamics of accountability for Royal Canadian Mounted police and municipal police. *Sage Open*, 10(1), 1–10. <https://doi.org/10.1177/215824401989908>
- Stenning, P. (2009). Governance and accountability in a plural policing environment: The story so far. *Policing: A Journal of Policy and Practice*, 3(1), 22–33. <https://doi.org/10.1093/police/pan080>
- Stenning, P. (2018). Police chiefs and their political bosses: Discussions in Ontario. *Policing*, 15(1), 150–167. <https://doi.org/10.1093/police/pay062>
- Stenning, P. (2021). Re-thinking governance and accountability of police and policing: David Bayley's contributions to the debates. *International Journal of Comparative and Applied Criminal Justice*, 45(3), 249–267. <https://doi.org/10.1080/01924036.2021.1914120>
- Wellens, L., & Jegers, M. (2014). Effective governance in nonprofit organizations: A literature based multiple stakeholder approach. *European Management Journal*, 32(2), 223–243. <https://doi.org/10.1016/j.emj.2013.01.007>
- Williams, M., & Moster, T. (2019). The art of coding and thematic exploration in qualitative research. *International Management Review*, 15(1), 45–72.
- Zastrow, T., & Rudes, D. S. (2022). Civilian oversight of police in the United States. *Oxford Research Encyclopedia of Criminology and Criminal Justice*. <https://doi.org/10.1093/acrefore/9780190264079.013.738>



HAMILTON POLICE SERVICE BOARD

RECOMMENDATION REPORT

TO:	Chair and Members Hamilton Police Service Board
BOARD MEETING DATE:	August 1, 2024
SUBJECT:	Auction Account Requests for Funding and Support
REPORT NUMBER:	PSB 24-019
SUBMITTED BY:	Kirsten Stevenson, Administrative Director
SIGNATURE:	

RECOMMENDATION

Based on past practice and in accordance with the Board's Auction Account Policy:

- a) That tickets at a cost of \$200 each be purchased to attend the 32nd Annual Wesley Golf Tournament, taking place on September 16, 2024 at Century Pines Golf Club, in support of housing programs for Hamilton youth facing homelessness; and
- b) That tickets at a cost of \$175 each be purchased to attend the Glanbrook Community Services Annual Golf Tournament, taking place on September 7, 2024 at Southbrook Golf & Country Club in support of the Meals on Wheels program; and
- c) That funding for approved events be taken from the Auction Account.

EXECUTIVE SUMMARY

- The Board has established the Auction Account Fund to support and encourage the participation of members of the Board, the Hamilton Police Service and the citizens of the City of Hamilton in policing and justice initiatives that promote positive community partnerships and enrich the quality of life in Hamilton.
- The Auction Account Policy sets out guiding principles and eligibility criteria for the use of Auction Account funds.

Vision: To be a trusted partner in delivering public safety.

Mission: To serve and protect in partnership with our communities.

Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Funds will be drawn from the Auction Account

Staffing: not applicable

Legal Implications: not applicable

ALTERNATIVES FOR CONSIDERATION

The Board may wish to revise or decline funding and/or support requests.

APPENDICES ATTACHED

Appendix A – Correspondence and information related to Auction Account funding requests.

Vision: To be a trusted partner in delivering public safety.

Mission: To serve and protect in partnership with our communities.

Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork



APPENDIX 'A' TO PSB 24-019

[Home](#) [About Us](#) ▾ [Services](#) ▾ [Volunteer](#) [Careers](#) [Donate](#) ▾ [Q](#) [Donate](#) >

[Contact](#) ▾ [English](#)

32nd Annual Wesley Open Golf Tournament

Wesley Open Golf Tournament

This year's event will be held on Monday, Sept 16, 2024 at Century Pines Golf Club.

The Wesley Open Golf Tournament is a single day event open to golfers of all abilities. Enjoy a fun day of golf with new and old friends while helping create opportunities for at-risk youth.

Join us for a delicious BBQ lunch on the patio before enjoying 18 holes of golf. Afterwards, reward yourself by indulging in our decadent prime rib buffet and try your luck at our silent auction!

We are thrilled to announce that, thanks to unwavering support, we have raised an incredible **\$80,070** for the Wesley Youth Housing programs last year. These contributions will make a lasting impact on the lives of young individuals facing homelessness

Stay tuned for information on this year's event!

If you have any questions about sponsorship opportunities, please contact golf@wesley.ca or 905-528-5629 ext. 240



Preventing Youth Homelessness

The Annual Wesley Open Golf Tournament is raising funds for emerging priorities in Wesley's Children, Youth, and Families programs including the replacement of equipment and refurbishment of spaces. At this time, our greatest need is to refurbish Wesley Youth Housing over the next few years.

Wesley provides Hamilton's only transitional housing program for youth as well as homelessness diversion beds, mobile street outreach teams, and recreation-based youth centres in priority neighbourhoods.

For more than 40 years, Wesley has provided a range of services for youth including transitional housing, street outreach, homelessness prevention, and recreation-based youth centres.

Our programs help young people achieve many personal successes through goal setting, life skill development, and participation in positive social and recreational programming, to name a few. Participants overcome significant barriers such as getting off the streets and into stable housing, registering and attending school, obtaining and maintaining employment, and creating positive support networks.

Wesley Open Golf Tournament

by WESLEY

Monday, 16 September 2024 from 11:30 AM (EDT) to 7:30 PM (EDT)

Century Pines Golf Club 592 Westover Road, Troy, ON L0R 2B0

Share     



32nd Annual

Wesley Open Golf Tournament

Monday, September 16, 2024

Century Pines Golf Club

592 Westover Rd., RR # 1, Troy, ON

TICKET INFORMATION

GOAL PROGRESS

TICKET TYPE	PRICE	QUANTITY
Single Golfer	\$200.00	0
Foursome	\$800.00	0

Ticket Proceeds

\$0

Please make a donation if you are unable to attend or can help even more

\$



Get Tickets

Google

OVERVIEW

The 32nd Annual Wesley Open Golf Tournament is raising funds for emerging priorities in Wesley's Children, Youth, and Families programs including the replacement of equipment and refurbishment of spaces. At this time, our greatest need is to refurbish Wesley Youth Housing over the next few years.

Wesley provides Hamilton's only transitional housing program for youth as well as homelessness diversion beds, mobile street outreach teams, and recreation-based youth centres in priority neighbourhoods.

Century Pines
592 Westover
Troy, ON L0R

16 Sep, 2024
Monday, 16 S
(EDT)

[Add to my calendar](#)

Organizer

Questions about

The Wesley Open Golf Tournament is a single day event open to golfers of all abilities. Enjoy a fun day of golf with new and old friends while helping create opportunities for at-risk youth.

Join us for a delicious BBQ lunch on the patio before enjoying 18 holes of golf. Afterwards, reward yourself by indulging in our decadent prime rib buffet and try your luck at our silent auction!

If you have any questions about sponsorship opportunities, please contact sponsorships@wesley.ca or 905-528-5629 ext. 240.

DETAILS

This year's Wesley Open Golf Tournament will be held on Monday, Sept 16, 2024 at Century Pines Golf Club.

Registration begins at 11am with a shotgun start at 1:00 pm. Tickets are \$200 per golfer and \$800 per foursome. Each ticket includes a BBQ lunch, cart, 18 holes of golf and access to our evening program featuring our prime rib dinner buffet. And as always we'll finish up by 7:30.

Thank you for supporting local youth. Your contributions will make a lasting impact on young individuals facing homelessness.

Wesley

[905-528-5629](tel:905-528-5629)

golf@wesley.ca

467 Main St E

Hamilton, ON

L8N 1K1

About This C

Wesley is a long profit, offering s experiencing pc and barriers in t provide prograr meet diverse cc Hamilton, Halto multi-service or Children, Youth Housing & Horr and Newcomer, Community Ser

Powered by CanadaHelps, a registered charity BN 896568417RR0001.
"CanadaHelps" or "CH.org" will appear on your statement

[Terms of Use](#) [Français](#) [FAQs](#)

Thanking our 2023 sponsors:

Platinum

From: Dayna Dubecki [REDACTED]
Sent: Wednesday, July 17, 2024 2:56:01 PM
To: Hamilton_Paul [REDACTED]
Cc: Dave Calvert [REDACTED]
Subject: Glanbrook Community Golf Tournament

Good Afternoon Deputy Chief Paul Hamilton,

My name is Dayna Dubecki, and I am the Executive Director with Glanbrook Community Services. Dave Calvert has generously given me your contact information. Dave is a neighbor and good friend of mine.

I would love to invite you to our Annual Golf Tournament, which will be held on Saturday, September 7, 2024, at Southbrook Golf & Country Club. As we gear up for this much-anticipated event, we are reaching out to our dedicated supporters and community members for sponsorship opportunities. We are a non-profit organization, and all proceeds help support our Meals on Wheels programs, assisted transportation, and other services that benefit our community.

We have a special early bird price available until August 1, 2024, for \$150 per player. From August 2nd – September 2nd, player fees will be at the regular pricing of \$175. I have attached the registration form for players and sponsors, along with the event flyer and sponsorship details.

Thank you for considering this opportunity to support our event and for your continued commitment to our community. If you have any questions or concerns, please do not hesitate to connect with me. We look forward to your positive response.

Kind regards,

Dayna Dubecki (she/her)

Executive Director

Glanbrook Community Services

4280 Binbrook rd. Binbrook ON L0R 1C0

905.692.3464

www.glanbrookcommunityservices.ca



GCS Annual Golf Tournament Golfer Registration Form

Date:
Saturday, September 7, 2024

Time:
Check-in: 12:00pm
Shotgun: 1:00pm

Venue:



SOUTHBROOK
EST. 1965

Southbrook Golf & Country
Club

4349 Hamilton Regional Rd 56,
Binbrook, ON
L0R 1C0

Questions or Concerns:

Phone: 905-692-3464

Email:
info@glanbrookcommunityservices.ca

Website:
www.glanbrookcommunityservices.ca

Address:
4280 Binbrook Rd.
Binbrook, ON,
L0R 1C0

Completed Form and Fees Are Due By September 2, 2024

Player 1: _____

Email: _____

Phone: _____

Address: _____

Dietary Restrictions: _____

Player 2: _____

Email: _____

Phone: _____

Address: _____

Dietary Restrictions: _____

Player 3: _____

Email: _____

Phone: _____

Address: _____

Dietary Restrictions: _____

Player 4: _____

Email: _____

Phone: _____

Address: _____

Dietary Restrictions: _____


"GCS supports Independent, Healthy, and Safe lifestyles."

Information & Referral | Meals on Wheels | Assisted Transportation | Foot Care Clinics | Fitness Classes



HAMILTON POLICE SERVICE

INFORMATION REPORT

TO:	Chair and Members Hamilton Police Services Board
BOARD MEETING DATE:	August 1, 2024
SUBJECT:	2023 Year End Report – Crimes Against Seniors Unit
REPORT NUMBER:	24-069
SUBMITTED BY:	Frank Bergen, Chief of Police
SIGNATURE:	

EXECUTIVE SUMMARY

The Hamilton Police Service Crimes Against Seniors Unit (CASU) was created in 2004 in response to the growing concern of Elder Abuse among Hamilton's aging and vulnerable population. The unit was the first of its kind in Ontario and continues to be a leader for its advocacy and investigative expertise. CASU Detectives are assigned to the Investigative Services Division (ISD). In September 2022, CASU was placed under the umbrella of the Financial Crimes Unit.

CASU currently consists of one Detective, one Detective-Constable and one Senior Support Officer. CASU is responsible for the investigation of crimes against persons who have been victimized primarily because of their age or vulnerability. More specifically, this includes persons 60 years of age and older or vulnerable adults (persons 18 years of age and older) who are or may be unable to care for themselves or is unable to protect themselves against harm or exploitation by reason of age, illness, trauma, disability or any other reason.

The unit works closely with community agencies to ensure that all reported cases are properly investigated, including:

- Neglect/Abuse
- Exploitation
- Financial Abuse
- Sexual Assaults in conjunction with the Sexual Assault Unit
- Fraud and Theft by Power of Attorney cases

Vision: To be a trusted partner in delivering public safety.

Mission: To serve and protect in partnership with our communities.

Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork

The CASU Detectives are trained in Major Case Management and related criminal investigative techniques, including the writing of Production Orders, Search Warrants and similar legal documents in the course of their duties.

The Seniors Support Officer deals with issues, concerns and challenges that affect the seniors' community with respect to the law by:

- Cooperation - working with community services / agencies to address seniors' quality of life concerns,
- Education - developing, delivering and implementing presentations on seniors' safety and security,
- Investigation - assisting in the investigations of criminal abuse and neglect of senior and / or vulnerable adults.

According to Statistics Canada's 2021 census, the population of those 65 and older in Hamilton comprises 18.3% of the overall population. The population of seniors in Hamilton has also grown at a rate faster than that of the general population. Between 2006 and 2021, the overall population of Hamilton grew by 13%. The population of those 65 and older in Hamilton grew by 38%.

City of Hamilton Population Growth Change

Year	City Population	City Population (Age 65 +)	Percentage of City (Age 65 +)
2006	504,560	75,400	14.9%
2011	519,950	81,575	15.7%
2016	536,915	92,910	17.3%
2021	569,353	104,290	18.3%

As the senior population continues to increase, so do the needs for preventative and reactive policing initiatives.

Vision: To be a trusted partner in delivering public safety.

Mission: To serve and protect in partnership with our communities.

Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork

Community Relationships

The Hamilton Police Service believes strongly in fostering effective relationships with all of our community members. In 2023, members of CASU were engaged with the following community groups:

- Hamilton Council on Aging
- Catholic Family Services
- City of Hamilton Older Adults Working Group
- City of Hamilton Housing
- Regional Geriatric Program Advisory Group
- Thrive Group
- L.E.A.P.P.S (Law Enforcement Agencies/Partners Protecting Seniors)

Education and Awareness

CASU acknowledges that with the continued growth of an aging population, there is a need to educate and inform the community in regards to crimes affecting seniors. In 2023, CASU performed 24 community presentations. Some of the groups that participated in CASU presentations are as follows:

- Jamaican Foundation
- Dundas Community Services
- Afro Caribbean Canadian Association Seniors
- Twenty Place Retirement Community
- Garth Trails Retirement Community
- Sackville Hill Seniors Recreation Centre
- Grace Community Christian Reformed Church
- St. Patrick Catholic Women's League
- Canada Hearing Services
- Imperial Order Daughters of the Empire
- HPS Citizen's Police College

CASU members capitalized on local media to educate and inform the community. CASU members participated in media engagements with CHCH, The Hamilton Spectator, and Cable 14.

CASU members placed an emphasis on educating and increasing awareness of issues effecting seniors within the HPS and its law enforcement partners. CASU provided training to every HPS recruit class in 2023. CASU members also provided training to HPS

Vision: To be a trusted partner in delivering public safety.

Mission: To serve and protect in partnership with our communities.

Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork

Communications new dispatchers and call takers. CASU members additionally teach police officers on the Elder Abuse Course conducted by the Ontario Police College 2-3 times per academic year.

Caseload

In 2023, CASU investigated 465 cases, which was a 127% increase from 2022.

CASU investigations are generated by:

- Follow up reports taken by frontline officers
- Referral forms sent by outside agencies (Long Term Care Homes, Residential Homes, Care Facilities)
- Communication Branch Generated Incidents (E-mailed CAD reports)

Investigations referred by Uniform Patrol

Initially, a call for service is generated by the Communications Branch prompting a uniform patrol response to the concerning issue. When these calls involve seniors or vulnerable adults further follow up is often required. The responding uniform patrol officer will then complete a police report. The uniform patrol officer's supervisor will review the report and task it to the Detective Sergeant of CASU for case re-assignment. This is the primary source of calls created for Detectives and SSO to investigate.

Referral Forms

Changes to the Long-Term Care Homes Act (LTCHA) in 2010 made reporting to police mandatory (Long-Term Care Homes Act, O.Reg. 79/10, s.98) for any alleged, suspected or witnessed incident of abuse or neglect of a resident. In response to these legislative changes, CASU developed a standardized referral form for all Long-Term Care Home Facilities within the City of Hamilton. In late 2022, Coplogic was utilized and an online form was created which allows the LTC home employee a portal to enter information and receive an HPS occurrence number. In 2022, 43 referrals were received from Long Term Care Homes. In 2023, **129** referrals were received from Long Term Care Homes. These referrals increased from 2022 numbers by **200%**.

Emailed CAD (Computer Automated Dispatch) Reports

Any police call involving a senior or vulnerable person is automatically flagged and sent to the CASU inbox for review. Officers in CASU (including the Senior Support Officer) will review all the flagged incidents daily, to ensure that no victim or investigative lead has been

Vision: To be a trusted partner in delivering public safety.

Mission: To serve and protect in partnership with our communities.

Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork

neglected. In 2022, a total of 857 calls were reviewed. In 2023, a total number of 777 CAD calls were reviewed. Some calls are successfully dealt with by dispatchers, while others require a uniform patrol response and further follow up by CASU or the SSO office.

Trends Currently Faced by CASU:

Grandparent Scams

Grandparent scams use urgency and the manipulation of emotions to extort money from victims. In these scams, fraudsters cold-call seniors on landline phones, claiming to be a grandchild, family member, law enforcement officer or lawyer calling on behalf of their loved one. They will say that the person's loved one was involved in an emergency situation, such as a collision, charged by law enforcement, legal peril, being sick or injured, etc. They demand the senior provide payment immediately for supposed bail, legal fees, fines or other amounts "owed" to stop the family member from going to jail or to get them released from custody.

The fraudsters isolate the victims by informing them that there is a court-imposed gag order, and they're forbidden from discussing the matter. The victims are directed to attend their financial institution to withdraw the requested amount in cash. The fraudsters will then send someone to pick it up from the victim's home or have the victim send the money via courier services. There have also been reports of victims paying with cryptocurrency.

From 2020 to 2022, HPS received **84** reports of the grandparent scam with a reported financial loss of **\$548,937.00**.

In 2023, HPS received an additional **43** reports of the grandparent scam with a reported financial loss of **\$227,577.00**. The total financial loss up to the end of 2023 was reported at **\$776,514**. Numerous media releases and media segments were conducted to educate the public. HPS has worked closely with our law enforcement partners, both provincially and federally.

Grandparent Scam Stats

Year	Total # of Occurrences	Total \$ Loss	Total \$ Attempts (No loss)
2020	2	\$19,000.00	
2021	8	\$35,337.00	\$150,500.00
2022	74	\$494,600.00	\$345,600.00
2023	43	\$227,577.00	\$136,300.00
TOTALS	127	\$776,514.00	\$632,400.00

Vision: To be a trusted partner in delivering public safety.

Mission: To serve and protect in partnership with our communities.

Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork

PROJECT SHARP

In February of 2023, due to the continuation and increased victimization of Hamilton senior citizens and others across the province and country, Project Sharp was formed to collectively investigate and gather intelligence working towards apprehending the suspects and eliminating the victimization suffered by vulnerable seniors. The goal is to locate all involved criminals and control centers responsible for committing the emergency scam known as the grandparent scam. In April of 2024, as a result of the Project Sharp investigation, 14 individuals were arrested and 56 charges were laid. Since the conclusion of the project, the city of Hamilton has had a significant decrease in reported Grandparent scams.

Project Sharp JFO led by the OPP and involved support from the Sûreté Du Québec, **Hamilton Police Service**, Halton Regional Police Service, York Regional Police, Toronto Police Service, Peel Regional Police, Durham Regional Police Service, Ottawa Police Service, Service de Police de la Ville de Montréal, Service de Police de Laval, and Criminal Intelligence Service Ontario. Additional assistance was provided by United States Homeland Security Investigations, Financial Transactions and Reports Analysis Centre of Canada (FINTRAC) and the Canadian Anti-Fraud Centre.

CASU Charges

In 2023, CASU members laid a total of **21** criminal charges. The predominant number of charges laid are a result of fraud investigations by CASU. The SSO's focus is primarily on quality of life and preventative initiatives. Additionally, the SSO and CASU Detectives often will resolve many issues by other means that satisfy all parties, such as education, crime prevention initiatives and networking with community partners. With seniors, the criminal justice system is not always the most effective option. Furthermore, in criminal investigations where family members have been identified as the suspects, senior victims are reluctant to support charges against their own family and prefer alternative resolutions.

Of all the crimes that senior's face the most often reported to the police are financial exploitation, frauds and thefts. These types of investigations are complex, time consuming and challenging. These investigations require multiple interviews, evidence collection including video surveillance, and detailed warrants of financial records.

Vision: To be a trusted partner in delivering public safety.

Mission: To serve and protect in partnership with our communities.

Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork

Conclusion

The Hamilton Police Service Crimes against Seniors Unit will continue to be a leader in the Province for its advocacy and investigative expertise dealing with persons 60+ and vulnerable adults. CASU Investigators will continue to strive to adapt and work on innovative methods to educate both the public and police, and investigate the crimes affecting Seniors and Vulnerable Adults.

FB/M.Schulenberg

- c: Ryan Diodati, Deputy Chief – Operations
- Marty Schulenberg, Superintendent – Investigative Services Division
- Andrea Torrie, Inspector – Investigative Services Division

Vision: To be a trusted partner in delivering public safety.


Mission: To serve and protect in partnership with our communities.

Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork



HAMILTON POLICE SERVICE

INFORMATION REPORT

TO:	Chair and Members Hamilton Police Service Board
BOARD MEETING DATE:	August 1, 2024
SUBJECT:	Interprovincial Policing Act 2009
REPORT NUMBER:	24-063
SUBMITTED BY:	Frank Bergen, Chief of Police
SIGNATURE:	

EXECUTIVE SUMMARY

The Interprovincial Policing Act 2009 and our Policies and Procedures require a bi-annual report to the Police Services Board as to the use of this legislation.

INFORMATION

The Interprovincial Policing Act 2009 came into force on July 5, 2010. The *Act* establishes a system for temporarily appointing police officers from other Canadian provinces and territories as police officers in Ontario. The Minister has designated the Chief and the two (2) Deputy Chiefs as appointing officials under this *Act*.

Appointing officials are responsible for reviewing requests for appointment under the *Act*, and approving, denying or terminating the appointments of extra-provincial police officers.

The Deputy Chief of Operations is also responsible for maintaining all records as prescribed by the *Act* and is required to report to the Ministry of the Solicitor General, as required, on the appointments pursuant to the legislation. The *Act* also states that appointing officials will be required to notify the Board of appointments made or terminated within the police service.

During the period from January 1, 2024 to June 30, 2024, the Hamilton Police Service approved no requests under this legislation.

APPENDICES AND SCHEDULES ATTACHED

Not applicable

FB/R.Diodati

Vision: To be a trusted partner in delivering public safety.

Mission: To serve and protect in partnership with our communities.

Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork

From: [Stevenson, Kirsten](#)
To: [Horwath, Andrea](#); [Cluckie, Marnie](#)
Bcc:
Subject: Hamilton Police Service Board - Annual Report
Date: Sunday, June 30, 2024 3:43:00 PM
Attachments: [2023 Hamilton Police Annual Report.pdf](#)

Good afternoon Mayor Horwath & City Manager Cluckie.

I hope you are both enjoying your long weekends so far.

On behalf of the Hamilton Police Service Board, and as per Section 41 (1) of the [Community Safety and Policing Act, 2019](#), I am providing you with a copy (attached) of our 2023 Annual Report.

**Reporting and information sharing
Annual report**

- 41 (1) On or before June 30 in each year, the police service board shall file an annual report with its municipality or band council regarding,
- (a) the implementation of the board’s strategic plan and the achievement of the performance objectives identified in the strategic plan;
 - (b) the affairs of the police service;
 - (c) the provision of policing as it relates to any community safety and well-being plans adopted by the municipalities or First Nations that are in the board’s area of policing responsibility; and
 - (d) any other prescribed matters.

Should you have any questions or concerns please let me know.

Regards,
Kirsten Stevenson (She/Her)
Administrative Director,
Hamilton Police Service Board
155 King William Street
Hamilton, ON L8R 1A7
Phone: 905-546-2727
E-mail: kirsten.stevenson@hamilton.ca
Website: www.hamiltonpsb.ca

The contents of this email and any attachments are confidential. It is intended for the named recipient(s) only. If you have received this email in error please notify the system manager or the sender immediately and do not disclose the contents to anyone or make copies. This email has been scanned for viruses, vandals and malicious content.



THE HAMILTON POLICE SERVICE BOARD

**FOR IMMEDIATE RELEASE
JUNE 28, 2024**

Hamilton Police Service Board Announces New Chair and Vice Chair

At the Hamilton Police Service Board's June 27, 2024 meeting, the Board held elections for the positions of Chair and Vice Chair of the Board for the remainder of 2024.

With provincial appointments not being renewed for previous Chair Mandy and Vice Chair Bennink, the Board was required to fill both positions.

Member Geordie Elms was acclaimed as Chair and Member Don Robertson acclaimed as Vice Chair.

Chair Elms has served on the Board since April of 2019 as a provincial member, while Vice Chair Robertson, the Board's newest provincially appointed member, began his service with the Board in April of this year.

Information with respect to the background of our Board members may be found on our website at: <https://www.hamiltonpsb.ca/about-us/board-members/>.

At the same meeting, members were appointed to the Board's two committees. Membership was determined as follows:

Budget Committee: Vice Chair Robertson (Chair) and Members Menezes & Pauls.

Governance Committee: Member Pauls (Chair) and Member Horwath (one seat remains vacant).

The Hamilton Police Service Board is a seven member board. At present one seat is vacant. This position will be filled by a provincial appointee.

Under the new [Community Safety and Policing Act](#) (CSPA), the Board shall ensure adequate and effective policing is provided in the area for which they have policing responsibility in accordance with the needs of the population in the area and having regard for the diversity of the population in the area.

Under the CSPA, adequate and effective policing means all of the following functions provided in accordance with the standards set out in the regulations, including the standards with respect

to the avoidance of conflicts of interest, and with the requirements of the *Canadian Charter of Rights and Freedoms* and the *Human Rights Code*:

1. Crime prevention.
2. Law enforcement.
3. Maintaining the public peace.
4. Emergency response.
5. Assistance to victims of crime.
6. Any other prescribed policing functions.

The police service board must use members of the police service maintained by the police service board to provide policing functions.

For more information relating to this media release please contact [Kirsten Stevenson](#), Administrative Director for the Police Services Board.

Board Members: Chair Geordie Elms, Vice Chair Don Robertson, Member Andrea Horwath, Member Cameron Kroetsch, Member Anjali Menezes and Member Esther Pauls

Administrative Team: Administrative Director Kirsten Stevenson and Board Assistant Lucia Romano

Phone: 905-546-2727

Email: kirsten.stevenson@hamilton.ca

Address: 155 King William Street
Hamilton, ON L8R 1A7

Website: www.hamiltonpsb.ca

BUDGET COMMITTEE REPORT
JULY 16, 2024
(for the August 1, 2024 meeting
of the Hamilton Police
Service Board)

11:00 AM Central Station – The Boardroom
155 King William Street
Hamilton, ON L8R 1A7

Present: Vice Chair Robertson (Chair), Chair Elms and Administrative Director Stevenson

Also present: Chief Frank Bergen, Deputy Chief Ryan Diodati, Director of Finance Sanela Dzaferi, Director of Fleet & Facilities Doris Ciardullo, Manager of Analytics and Crime Information Analysis Unit Chloe Nyitray, Financial Controller Jim Dunn, Superintendent Marty Schulenberg, A/Inspector Mike Hall, Superintendent Dave Hennick, Executive Officer to the Chief Carlyne Rashford, Superintendent Paul Evans, Susan Stark (Human Resources)

Absent with regrets: Members Menezes and Pauls

**THE BUDGET COMMITTEE PRESENTS THE PUBLIC REPORT FROM ITS
JULY 16, 2024 MEETING**

FOR INFORMATION:

a) Call to Order (Item 1)

The meeting was called to order at 11:15 AM.

b) Approval of the Agenda (Item 2)

The agenda was approved, as presented.

c) Acknowledgements (Item 3)

Chief Bergen provided the land acknowledgement.

d) Declarations of Conflicts of Interest (Item 4)

There were no declarations of conflicts of interest.

e) Approval of the Minutes of November 24, 2023 (Item 5)

The minutes were not approved as members in attendance were not present at the November 24, 2023 Budget Committee Meeting.

This matter was deferred until the next meeting of the Budget Committee.

f) Closed Meeting (Item 6)

The Budget Committee moved into closed session for the purpose of considering educational matters in accordance with section 44(6) of the *Community Safety and Policing Act, 2019*.

g) Closed Meeting Report Back (Item 7)

The Budget Committee Chair noted the following:

The Administrative Director will work to set dates for the remainder of the Budget Meetings for 2024 in collaboration with Budget Committee and Service members.

h) Adjournment (Item 8)

There being no further business, the meeting adjourned at 12:37 PM.


Respectfully submitted,

Chair Don Robertson
(Board Vice Chair)
Budget Committee

Kirsten Stevenson,
Board Administrative Director

HAMILTON POLICE SERVICE BOARD

INFORMATION REPORT

TO:	Chair and Members Hamilton Police Service Board
MEETING DATE:	August 1, 2024
SUBJECT:	Board Responsibilities Related to the <i>Community Safety and Policing Act</i>
REPORT NUMBER:	PSB 24-020
SUBMITTED BY:	Kirsten Stevenson, Administrative Director, Hamilton Police Service Board
SIGNATURE:	

EXECUTIVE SUMMARY

- The *Community Safety and Policing Act* (CSPA) has set the expectation that police service boards become more engaged in community safety through policy, community engagement as well as other initiatives that are board-driven
- The Inspectorate of Policing (IOP) has created training materials that contain checklists for Boards respecting engagement through governance and compliance with the CSPA
- This report provides an update on where the Board stands with respect to compliance under the CSPA based on the IOP's checklists, as well as the Board's CSPA priorities and workplan
- The Board is in good shape with respect to compliance with the CSPA and its regulations

INFORMATION

The Administrative Director (A.D.) has continued to work on high-level Board priorities related to the CSPA. She continues to discuss these matters with the Board's Policing Advisor, other Big 12 Police Service Boards, the Service as well as other policing organizations.

As Police Service Boards become more entrenched in executing new parts of the Act and its Regulations, it is important they stay current on challenges experienced with interpretations of the legislation.

Future policies and procedures being worked on by the A.D. will require review and approval of the Governance Committee prior to coming to the Board for final approval and

Vision: To be a trusted partner in delivering public safety.

Mission: To serve and protect in partnership with our communities.

Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork

implementation. The A.D. has reached out to Governance Committee members and will schedule a committee meeting in the early to late fall of 2024.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Policies and/or processes the Administrative Director prepares will be reviewed by the Board’s legal advisor prior to presenting to the Board for their consideration to ensure compliance with the CSPA. Costs will be taken from the Board’s legal account 52425.

Staffing: not applicable

Legal Implications: not applicable

ALTERNATIVES FOR CONSIDERATION

- The Board may wish to focus their time and efforts on other responsibilities found in the CSPA and its regulations

APPENDICES AND SCHEDULES ATTACHED

Appendix A - CSPA Priorities and Workplan as of August 1, 2024

APPENDIX 'A' TO REPORT PSB 24-020

CSPA Priorities and Workplan - as of August 1, 2024

revised/added items
are highlighted in
yellow

ITEM	SUBJECT	SECTION OF CSPA OR REG.	DESCRIPTION	PRIORITY	STATUS
1	Mandatory board member training	s.35	<p>Mandatory training will be required for members prior to and after April 1, 2024. Governance training on Roles and Responsibilities of members is required to be completed prior to April 1, 2024. This training will be offered online through the OAPSB website. Training was expected to be offered mid-February. Details of the mandatory training are as follows and fall into 4 categories: 1. The training approved by the Minister with respect to the role of a police service board and the responsibilities of members of a board or committee (must be completed prior to April 1, 2024). 2. The training approved by the Minister with respect to human rights and systemic racism. 3. The training approved by the Minister that promotes recognition of and respect for a) the diverse, multiracial and multicultural character of Ontario society, and b) the rights and cultures of First Nation, Inuit and Métis Peoples.</p>	high	complete
2	Police Service Board Member Code of Conduct	O. Reg.408/23	<p>A new Code of Conduct must be adhered to by members. Members should also review their obligations under s.17 and s.20 of the CSPA. The new Code of Conduct is found attached to the board's Procedural by-law as Appendix A. Members should refer to new board policy - Code of Conduct for PSB Members (no policy number assigned at this time).</p>	high	member action required

3	New oversight body for boards and services in Ontario	Part VII	The Inspectorate of Policing is the new body governing policing in Ontario. There are three branches to this body - Office of the Inspector General, Investigations, Inspections and Liaison Branch and Centre of Data Intelligence and Innovation. The Inspector General will be responsible for complaints about board members, oversight and adequacy and effectiveness of policing, compliance with the CSPA, board policies and procedures established by Chief of Police.	n/a	info only
4	Budget matters between board & City	s.50(6)	There is now an updated method to manage disagreements between the board and City when approving police budgets. 'If the municipal board is not satisfied that the budget established for it by the municipality is sufficient for the purposes described in clause (1)(a)and (b) - the municipal board and the municipality may jointly apply to the Commission Chair to appoint a conciliation officer to attempt to resolve the matter or, the municipal board may give the municipality written notice referring the matter to arbitration." In the Police Services Act, disputes would be managed by the Ontario Civilian Police Commission (OCPC).	n/a	info only
5	Transition of matters currently being dealt with by the OCPC to the Inspectorate of Policing	s.216(5)	Under the Community Safety and Policing Act, 2019 (CSPA), the OCPC will be continued for a transitional period until the Commission is dissolved by regulation. Until it is dissolved, the OCPC will be continued for the purpose of completing certain hearings and appeals initiated under the Police Services Act (PSA). The OCPC will also be continued to carry out any other duties of the OCPC under the PSA (e.g., investigative duties) if they are specified in regulation. The ministry of the solicitor general is currently working with the Ministry of the Attorney General to develop a transitional plan for the OCPC.	n/a	info only

6	By-law requirements - Delegation of Authority	s.41(1)	A board may, by by-law (a) establish a committee and delegate any of the board's powers under this Act to the committee or (b) if any power of the board under this Act is prescribed for the purposes of this section, delegate that power to an employee of the board who is not a member of the police service or to the chief of police. The board may wish to consider delegating certain powers to the Chief of Police or the Administrative Director. There is no need to create by-laws for the Budget Committee or the Governance Committees as the board hasn't delegated any powers to them. If duties under s. 37 of the CSPA are delegated to someone else by the board, a delegation of authority by-laws are required.	n/a	info only
7	New public complaints agency - Law Enforcement Complaints Agency	Part VIII	The Law Enforcement Complaints Agency (LECA) will retain authority over all public complaints about the conduct of police officers and issues of a systemic nature. Under the PSA complaints were dealt with by the OIPRD.	n/a	info only
8	New Police Service Board Member Oath of Office	O. Reg. 416/23	Members appointed after April 1, 2024 will be required to take new oath of office.	n/a	info only
9	Creation of Inspector General	Part VII	The inspector general of policing, a new entity with extensive powers, has been established to oversee compliance with the CSPA, including inspections, addressing systemic concerns, handling complaints regarding board member misconduct, and assessing the adequacy and effectiveness of policing.	n/a	info only
10	Board name change	s.31	Legal name change from Police Services Board to Police Service Board. Changes are required to our website, letter/media release templates, business cards etc.	high	complete
11	Procedural by-law revisions	s.42-50	Revisions are required to the board's Procedural By-law to reflect new requirements in the CSPA.	high	complete

12	Directions to Chief of Police - publication requirement	s.40(9)	"The police service board shall publish any directions given to the Chief of Police under subsection (1) on the internet in accordance with the regulations made by the Minister, if any. S.40(1)" As directions to the Chief are captured and published in the board's minutes, no further action is required.	high	complete
13	Appointment of special constables (New Process Created & Policy on 'Disclosure of Misconduct')	s.92 O.Reg.. 411/23, O. Reg 410/23 & O.Reg. 396/23	The board is now the appointing authority outright for Special Constables (employed by the Service). Under the PSA, Ministry approval was required. The Board is also responsible for issuing the certificate of appointments for Special Constables s.92 (6) & (7). The Board also has responsibilities under O.Reg. 411/23 complaints about special constables, s.4(1) and there is now a requirement on boards to create a process for complaints to be made to the Chief regarding special constable conduct within the police service. Special Constables have their own code of conduct (O.Reg. 410/23). The Ministry of the Solicitor General will be responsible for Special Constable Employer applications – the appointments and certificate of appointments will be done by the board.	high	complete
14	Policy Requirement: Provision of Adequate and Effective Policing	s.38(1)(b)	Policy Created - Adequate and Effective Policing	high	complete
15	Policy Requirement: Disclosure of Personal Information	s. 38(1)(c)	Policy Created - Disclosure of Personal Information	high	complete
16	Policy Requirement: Disclosure of Secondary Activities	s.89 & 38(1)(d)	Policy Created - Disclosure of Secondary Activities	high	complete

17	Policy Requirement: Handling of Discipline within the Police Service	O. Reg. 406/23 & s.38(1)(e)	Policy Created - Complaints of Misconduct	high	complete
18	Policy Requirement: Conflicts of Interest	O.Reg.. 401/23 & s.38(1)(g)	Establish policies for other prescribed matters (for example, within the CSPA Regulations). Policy Created - Conflicts of Interest	high	complete
19	Policy Requirement: Collection of Identifying Information in Certain Circumstances	O. Reg 400/23 & s.38(1)(g)	Current board policy 'Collection of Identifying Information in Certain Circumstances - Prohibition and Duties' enacted on December 15, 2016 is repealed and replaced with the new policy created to adhere to new legislation in the CSPA and in O.Reg.. 400/23	high	complete
20	Policy Requirement: Vehicle Pursuits	O. Reg 397/23 & s.38(1)(g)	Establish policies for other prescribed matters (for example, within the CSPA Regulations). Policy Created - Vehicle Pursuits.	medium	complete
21	Policy Requirement: Investigations	O. Reg 395/23 & s.38(1)(g)	The board may establish policies for other prescribed matters (for example, within the CSPA Regulations) Conduct of investigations.	medium	complete
22	Policy Requirement: Quality Assurance Process	s.23 of O.Reg. 392/23	Every police service board and every chief of police shall implement a quality assurance process relating to,(a) the provision of adequate and effective policing; and (b) compliance with the Act and the regulations. Policy on Extreme Incident Response Plan (approved by the Solicitor General and referred to in O.Reg.. 392/23)	high	complete

23	Policy Requirement: Complaints of Misconduct Policy	O.Reg.. 406/23 & O.Reg.. 411/23	Covers complaints with respect to: policies and procedures, sworn members special constables and Chief and Deputy Chiefs.	high	complete
24	Policy Requirement: Active Attacker Incidents	O.Reg.. 393/23 s.38(1)(g)	The board may establish policies for other prescribed matters (for example, within the CSPA Regulations) Active Attacker Incidents. Onus on board to publish report from Chief s.8 (4) 6 & 7.	high	complete
25	Strategic Plan	s.39(1)	s.39(5) The police service board shall review and, if appropriate, revise the strategic plan in accordance with the regulations, if any, at least once every four years.	high	complete
26	Policy Requirement: Extreme Incident Response Plan	O.Reg.. 392/23	The board may establish policies for other prescribed matters (for example, within the CSPA Regulations) Extreme Incident Response Plan. The Extreme Incident Response Plan was approved by the Solicitor General on November 28, 2023 for the purpose of Adequate and Effective Policing (General) Regulation made under the Community Safety and Policing Act, 2019. The Extreme Incident Response Plan (EIRP) replaces the current Provincial Counter-Terrorism Plan (PCTP). It is important to note that the scope of the EIRP is broader than the PCTP and is not limited to acts of terrorism. Further, the EIRP also replaces the Extreme Event Communications Protocol distributed by All Chiefs Memo (ACM) 19-0050 on July 03, 2019.	high	complete
27	Use of Force and Weapons	O.Reg. 391/23	The board may establish policies for other prescribed matters (for example, within the CSPA Regulations) Use of Force and Weapons. Adequate and Effective policy AI-012 Use of Force will need to be repealed.	high	complete

28	HPS Positions Related to Labour Relations	s.220	<p>Certain members of the service may need to be excluded from membership in an association if that membership creates a conflict of interest related to labour relations and/or collective bargaining. Schedule 4 of the CSPA, s.220 may be amended so that "The restriction in subsection 220 (2) is amended to apply only to positions that would likely give rise to a conflict of interest in engaging in or assisting with collective bargaining." This matter has not yet been finalized and we are waiting on further clarification from the Ministry. A draft policy has been created and reviewed by the board's legal counsel for the board's consideration once this matter has been finalized.</p>	high	in progress
29	Diversity Plan	s.37(1)(e)	<p>The Board is required to prepare and adopt a diversity plan to ensure that the members of the Service reflect the diversity of the community. The board must have this diversity plan in place by April 1 of 2025. The diversity plan should be aligned with the City of Hamilton's plan, as well as what the Service has prepared. Recommendation listed in the Governance Committee's report to the board on the March 28, 2024 agenda: "That the board direct the Administrative Director to research and prepare materials and draft report related to the creation of a Board Diversity Plan; and that this research and draft report be presented to the Governance Committee for their consideration no later than June 30, 2024."</p>	medium	in progress
30	Board Information Sharing Protocol with the City	s.41(3)	<p>"The Board shall make best efforts to negotiate and enter into a protocol with its municipality that addresses the sharing of information." The board's draft policy was approved and forwarded to the City of Hamilton in 2023. We are awaiting their feedback for consideration. The board and/or the Governance Committee may wish to revisit the draft policy and consider adding information requests from the City over and above what is prescribed in the CSPA.</p>	medium	in progress

<p>31</p>	<p>Annual Report - reporting and publishing requirements</p>	<p>s.41 & O.Reg.399/23</p>	<p>"On or before June 30 in each year, the board shall file an annual report with its municipality regarding: (a) the implementation of the board's strategic plan and the achievement of the performance objectives identified in the strategic plan." A copy of the draft Annual Report will be presented to the board at our May 23, 2024 meeting. O.Reg.. 399/23 12. (1) "On or before June 30 in each year, every Chief of Police shall prepare an annual report for the police service board relating to the activities of the police service during the previous fiscal year, including information on, (a) implementation of the strategic plan prepared and adopted by the police service board under subsection 39 (1) of the Act; (b) public complaints; (c) the actual cost of policing; and (d) any other information that is required to be in the annual report by other regulations made under the Act. (2) The relevant police service board shall publish the annual report on the Internet."</p>	<p>medium</p>	<p>complete for 2024 (2023 annual report posted and submitted to City of Hamilton</p>
<p>32</p>	<p>Policy Requirement: Facility Standards</p>	<p>s. 37(1)(j)</p>	<p>"The board shall ensure that any police facilities, including police lock-ups, used by the board comply with the prescribed standards, if any." High-level draft policy created - Administrative Director will work with City and Service to get an understanding of all facilities used by the board and finalize a draft policy to ensure they all comply to standards.</p>	<p>medium</p>	<p>complete</p>

33	Policy Requirement: Administration of a Police Service	s.38(1)(a)	Policies for the administration of the police service may be found in the Board's list of adequacy standard policies which comply with the Police Services Act. Under the CSPA, a policy must be created with respect to the Administration of the Police Service. There are currently 16 Administrative Adequacy Standard policies. Some of the content of these policies may be found in newly created policies presented to the board at our March 28 meeting. These 16 policies need to be reviewed and if applicable, revised, to ensure compliance with the CSPA.	high	in progress
34	Alternative Provision of Policing Functions	O. Reg 398/23 & s.14	"A board may provide any of the policing functions listed in subsection 2, 3, 4, 5 or 6 of O.Reg.. 398/23 in an area for which the board has policing responsibility by entering into an agreement with another police service board to provide the policing function in the area with members of that other board's police service or people assisting those members while acting under their direction." The board is responsible for providing copies of all said agreements to the Inspector General. s.14(12)(a) of the CSPA: "a police service board shall comply with any prescribed requirements in relation to entering into an agreement under this section". The Administrative Director is working on a draft procedure.	low	in progress
35	Section 14 agreements under CSPA (Section 7 agreements under PSA)	s.14	s.14 requirements. 14 (1) If the regulations so provide, a police service board may provide a policing function in an area for which the board has policing responsibility by entering into an agreement with another police service board to provide the policing function in the area with members of that other board's police service or members of the Ontario Provincial Police, as applicable, or persons assisting those members while acting under their direction.	low	info only

36	Adequate and Effective Policing (Adequacy Standard policies under the PSA)	O.Reg. 392/23	There has been no guidance provided to be able to compare and contrast Adequacy Standard policies found in the Police Services Act with current policy requirements found in the Community Safety and Policing Act (O.Reg.. 392/23). The Administrative Director will work with the Service to review current board Adequacy Standard policies and determine which may be repealed and which ones, if applicable, should be revised.	medium	in progress
37	Complaints Process for Board Member Conduct	O. Reg. 408/23	A code of conduct for Board members is provided for in CSPA O. Reg. 408/23. The Board currently has a complaints process for Board member conduct that requires revisions for clarity.	high	in progress
38	Right to Report Misconduct	s.183(2)	Every police service board shall establish written procedures regarding the disclosure of misconduct that is alleged to have been engaged in by the Chief of Police or Deputy Chiefs of Police of the police service. Procedures are contained in policy P-016 'Disclosure of Misconduct' (related to the Chief of Police or Deputy Chief of Police)	medium	complete
39	Special Constable Appointments	s. 92	Create internal process by which request for special constable appointments and reappointments are managed.	medium	in progress
40	Temporary Assistance and Emergencies	s.19(1)	Create internal process by which requests for temporary assistance and emergencies are managed between the Board and the Service.	medium	in progress
41	General Applicable Standard (GAS)	n/a	Begin dialogue with Chief of Police on the Generally Applicable Standard and incorporate consideration of information of GAS factors when developing and implementing Board responsibilities. A GAS presentation given by the IOP is available on the Members Only portion of our website under Community Safety and Policing Act / CSPA Presentations from the OAPSB Spring Conference June 2024 / The Inspector General and the Inspectorate of Policing: What Boards Need to Know.	medium	incomplete

HAMILTON POLICE SERVICES BOARD

OUTSTANDING BUSINESS LIST AS OF AUGUST 1, 2024


ITEM NUMBER	ITEM	DATE	ACTION	EXPECTED COMPLETION DATE
1.	Correspondence to the Board	September 28, 2023 Motion related to item 5.2	That a report come back to the Board with the following information (related to correspondence received by the Board meant to published as part of the public agenda): a) how the Board is complying with MFIPPA; and b) what steps the Board is taking to ensure compliance with our policy on correspondence to the Board; and c) recommendations on a process or policy for fact-checking correspondence; and d) determining who would be responsible for fact-checking correspondence .	Future Meeting
2.	Hamilton Police Service Board Community Liaison Representative and Knowledge Translation Plan to Engage with the Broader Hamilton Community (motion submitted by Member Menezes)	February 29, 2024 Item 10.1	Motion referred to the Governance Committee.	Future Governance Committee Meeting

<p>3.</p>	<p>General Comment (in part related to Correspondence Item Police Service School Resource Officers Survey</p>	<p>June 27, 2024 Correspondence Item 10.7</p>	<p>That a standard operating procedure be created to ensure matters presented to the Board that have an expiry date prior to the next regularly scheduled meeting of the Board be forwarded in advance to Board members for their review.</p> <p>Referred to the Governance Committee.</p>	<p>Next meeting of the Governance Committee TDB</p>
<p>4.</p>	<p>2023 Year-End Youth Crime (24-048)</p>	<p>June 27, 2024 Correspondence Item 11.3</p>	<p>That the Year-End Youth Crime Report 24-048 be postponed until the August 1, 2024 meeting and that a presentation accompany the report.</p>	<p>August 1, 2024 regular meeting of the Board</p>



HAMILTON POLICE SERVICE BOARD

RECOMMENDATION REPORT

TO:	Chair and Members Hamilton Police Service Board
BOARD MEETING DATE:	August 1, 2024
SUBJECT:	2025 Hamilton Police Service Board Meeting Schedule
REPORT NUMBER:	PSB 24-018
SUBMITTED BY:	Kirsten Stevenson, Administrative Director
SIGNATURE:	

RECOMMENDATION

That the Board meet on the following dates in 2025 at 1:00 PM for their regular meetings held in Council Chambers at City Hall:

- Thursday, January 30
- Thursday, February 27
- Thursday, March 24
- Thursday, April 24
- Thursday, May 22
- Thursday, June 26
- Thursday, July 24
- Thursday, September 25
- Thursday, October 30
- Thursday, November 27
- Thursday, December 18

EXECUTIVE SUMMARY

Section 11.2 of the Board’s Procedural By-law provides the Board shall hold its regular meetings at 1:00 PM on a Thursday of the month in Council Chambers at City Hall in accordance with the schedule adopted annually by the Board.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: not applicable

Staffing: not applicable

Legal Implications: not applicable

ALTERNATIVES FOR CONSIDERATION

The Board may wish to consult the Administrative Director on other date options.

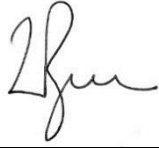
APPENDICES ATTACHED

Not applicable



HAMILTON POLICE SERVICE

INFORMATION REPORT

TO:	Chair and Members Hamilton Police Service Board
BOARD MEETING DATE:	June 27, 2024
SUBJECT:	2023 Year End Report – Youth Crime
REPORT NUMBER:	24-048
SUBMITTED BY:	Frank Bergen, Chief of Police
SIGNATURE:	

EXECUTIVE SUMMARY

The Annual Youth Crime Report is presented to the Police Service Board each year to report on statistics relating to criminal activity involving youth. The report also highlights the roles of our Youth Serving Officers in the delivery of service, proactive initiatives, youth community engagements and community partnerships.

INFORMATION

The total number of youth between twelve and seventeen years of age involved in crime in the City of Hamilton for 2023 was 974. This represents an overall decrease of 6.1% compared to 2022. However, when compared to the 5-year average it represents an increase of 1.0%.

- Youth involved in violent crimes increased by 12.7% when compared to the 5-year average and increased 3.8% when compared to 2022.
- Youth involved in property crimes decreased 6.0% when compared to the 5-year average and increased by 1.3% compared to 2022.
- Youth involved in drug offences has decreased by 22.3% when compared to the 5-year average and decreased by 8.0% when compared to 2022.

The Hamilton Police Service continued developing innovative and strategic approaches to assist our youth in partnership with our community relating to safety, engagement, education and consultation.

Vision: To be a trusted partner in delivering public safety.

Mission: To serve and protect in partnership with our communities.

Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork

Through intelligence led policing, the youth officers collaborated with front line officers, the Crime Prevention Unit and Investigative Services to address and prevent youth crime, wherever possible.

The Youth Engagement Team are responsible for the coordination and implementation of the Strategic Targeted Offender Program (S.T.O.P.), the Extrajudicial Measures Diversion Program and the Hamilton Youth Drug Diversion program.

The 2023 Youth Services Annual Report outlines the internal and external programs and initiatives in which HPS and community partners collaboratively engaged to help reduce and prevent youth crime, victims of crime and harm reduction within our communities.

APPENDICES AND SCHEDULES ATTACHED

Appendix A – Year End Report 2023 – Youth Crime

FB/F. Miscione

c: Paul Hamilton, Deputy Chief – Support
David Hennick, Superintendent – Community Safety Division

Vision: To be a trusted partner in delivering public safety.

Mission: To serve and protect in partnership with our communities.

Our Values: Compassionate, Dedicated, Inclusive, Integrity, Innovative, Professional, Teamwork



2023 YOUTH SERVICES ANNUAL REPORT

Prepared by Sergeant Jason Tadeson



Table of Contents

Youth Services Coordinator 4

Youth Services Coordinator – Community Presentations on HPS Youth Services 4

Youth Services Coordinator School Lockdown Consultations and Presentations..... 4

Prom Patrol 5

Violence Threat Risk Assessment (V.T.R.A.) 5

Youth with Complex Suicide Needs (Y.C.S.N.) 5

Youth Engagement Series Y.E.S. Program 6

Youth Engagement and Team..... 6

Youth Engagement Team Inward Portfolios 6

 Figure 1 Youth Engagement Team - Liaison and Consultations 7

 Figure 2 Youth Engagement Team - Crime Prevention and Enforcement..... 7

Strategic Approach to Youth Crime..... 7

Youth Crime Occurrences by Division 8

 Figure 3 Youth Crime by Division 8

Total Youth Involved in Crime..... 8

 Figure 4 Total Youth Involved in Crime 9

Total Number of Youth Charged and Not Charged..... 9

 Figure 5 Total Number of Youth Charged and Not Charged 9

Total Youth Involved in Violent Crime 9

 Figure 6 Youth Involved in Violent Crime 10

Total Youth Involved in Property Crime 10

 Figure 7 Youth Involved in Property Crime 11

Total Youth Involved in Drug Offences 11

 Figure 8 Youth Involvement in Drug Offences 11

Controlled Drug Substance Act 11

Federal Cannabis Control Act, 2017 12

Provincial Cannabis Control Act, 2017..... 12

 Figure 9 Youth Involvement in Cannabis Control Act..... 12

Youth Crime by Offence 12

 Figure 10 Youth Crime by Offence 12

Strategic Targeted Offender Program (S.T.O.P.) 13

 Figure 12 Strategic Targeted Offender Program (S.T.O.P.) 13

Intervention Programs..... 13

 Figure 12 Pre-Charge Youth Diversions by Police 14

Youth Mental Health Crisis..... 14

Figure 13 Youth Mental Health Crisis 15

Conclusion 15

Figure 15 Overall Youth Crime Stats 16

References 17

Youth Services Coordinator

The Hamilton Police Service, through the office of the Youth Service Coordinator, collaborated in partnership with community youth services, committees and organizations to be a trusted partner in delivering public safety. The following list are committees and programs that the Youth Coordinator is part of or facilitates.

- Violent Threat Risk Assessment (V.T.R.A.) Protocol Intervention Committee
- Youth with Complex Suicidal Needs (Y.C.S.N.) Protocol Intervention Committee
- The John Howard Society
- The YMCA of Hamilton/Burlington/Brantford
- The Committee of Youth Officers for the Province of Ontario (C.O.Y.O.)
- The Hamilton Police Service and School Board Liaison Committee
- Ontario Association Chiefs of Police - Youth Committee – (O.A.C.P.-Y.C.)
- The Street Youth Planning Collaborative - Front Line Advisory Committee (SYPC - F.L.A.C.)
- The Greater Toronto Area Extrajudicial Measures Committee
- The Hamilton Collaboration Fetal Alcohol Spectrum Disorder Network
- The Canadian Police Youth Network (CPYN)
- The Youth Probation and Parole Officers Committee
- The Youth Engagement Series (Y.E.S.) Program;
- The Hamilton Fetal Alcohol Spectrum Disorder (F.A.S.D.) Youth Justice Advisory Committee
- The Community Service Officers of Ontario Committee
- The Hamilton Youth Strategy Steering Committee
- The Hamilton Community Safety and Well-Being Youth Strategy
- The Ministry of Children, Community and Social Services – Youth Justice Division

Youth Services Coordinator – Community Presentations on HPS Youth Services

- The Hamilton Police Service Victim Services Branch
- Mohawk College – Community and Justice Program
- The Street Youth Collaborative Front Line Advisory Committee (F.L.A.C.)
- The Youth Serving Agencies Network (Y.S.A.N.)
- The North Hamilton Compass Youth Program
- Ontario Association Chiefs of Police (O.A.C.P.)

Youth Services Coordinator School Lockdown Consultations and Presentations

The objective for the consultations and presentations is to convey awareness and education amongst our local school boards, community partners and newly hired communications personnel as it relates to Police Immediate Rapid Deployment (I.R.D.) and School Lockdown Protocols. The 2023 presentations encompassed policing principles and fundamentals highlighting all roles and duties relating to Immediate Rapid Deployment and School Lockdown occurrences with:

- Hamilton Police Service Communications and Dispatch Branch
- The Hamilton Wentworth Catholic District School Board Superintendents and Principals.

Prom Patrol

The Hamilton Wentworth Catholic School Board (HWCDSB), Hamilton French Catholic Board and Hamilton Wentworth District School Board (HWDSB) have operated over the last 20 years accepting donations to provide Children/Youth with clothing for their Graduations, Proms, Formals and First Holy Communions.

In partnership through the office of the Youth Engagement Team, the following items collected by Hamilton Police Service members and donated to the "Precious Moments Boutique (HWCDSB), Prom Project Hamilton (HWDSB) and French Catholic Board - École Secondaire Catholique Mère-Teresa":

- 108 Dresses/Gowns
- 38 Pairs Women Dress Shoes
- 54 Dress Shirts
- 31 Suits
- 11 Pairs of Dress Pants
- 63 Ties
- 75 Pairs of Dress Socks
- 10 Belts
- 3 small bags Assorted Jewelry/Accessories

Violence Threat Risk Assessment (V.T.R.A.)

As per the Violence Threat Risk Assessment (V.T.R.A.) protocol, all Hamilton School Boards, the Hamilton Police Service and community youth services are committed to the safety of all students, visitors and staff. As a result, the Hamilton School Boards take appropriate action with any student(s) behaviours deemed to pose a potential risk to other students, staff and members of our community. The measures from the School Boards and community partners assist with anticipated early intervention and support(s) in the prevention of school violence. The Youth Service Coordinator participated in 29 V.T.R.A. plan of care protocols throughout 2023.

Youth with Complex Suicide Needs (Y.C.S.N.)

The Youth with Complex Suicidal Needs (Y.C.S.N.) protocol is to develop a comprehensive and coordinated approach to care for children and youth who have been identified as being at high-risk for suicide and have complex presentations and/or for whom community youth services struggle to ensure safety. The goal of the protocol is to keep children and youth from completing suicide by allowing community partners to trigger an imminent decision-making process to develop a coordinated care plan across all organizations. The Youth Services Coordinator participated in 76 Y.C.S.N. youth plan of care protocols throughout 2023.

Youth Engagement Series Y.E.S. Program

In partnership with the Hamilton YMCA, the Youth Engagement Series is a voluntary youth-focused engagement program implementing a series of workshops spanning six weeks to educate and empower youth between twelve and eighteen years of age on topics that include Human Trafficking, Guns/Gangs, Vice/Drugs, Fraud, Social Media and Well-Being presentations. In 2023, the Y.E.S. program completed three sets of series with 19 youth successfully completing the program. The program goal is to maintain the number of youth participants while expanding the program within the City of Hamilton in 2024.

Youth Engagement Team

The Youth Engagement and Mentorship Team is a community-based approach proactively addressing youth between twelve and twenty-six years of age in partnership with community service supports for youth-families by means of:

- Community Engagement and Liaison
- Community Safety and Consultation
- Community Mobilization and Crime Prevention
- Enforcement and Crime Suppression

Youth Engagement Team Inward Portfolios

- Vulnerable and Missing Youth
- Youth Mentorship and Community Engagement Programs
- Restorative Justice, Pre-Charge Diversions, STOP Target and Indigenous Youth

The team works in collaboration with City of Hamilton youth serving agencies, committees and outreach programs in an effort to assist youth with complex presentations, reduce youth crime and repeat youth offenders centering on community safety and well-being initiatives relating to Human Trafficking, Guns/Gangs, Drug Culture, Sexual Violence, Mental Health and Addictions. The Youth Engagement Team participates with a variety of youth programs, youth centers and events throughout all three Divisions. The combined number of engagements, consultations, crime prevention and enforcement for 2023 was 2,005 community engagements. Some of which are outlines in the chart below.

Figure 1 Youth Engagement Team - Liaison and Consultations

Source: Reference 3

January 1, 2023 – December 31, 2023	
Meetings	167
Violent Threat Risk Assessments (VTRA)	29
Youth Complex Suicide Needs Assessments (YCSN)	76
Youth Consultations (Youth Probation, Patrol, Youth Agencies)	1,256
Community Youth Engagement Referrals Received	6
Youth Initiatives, PROACTION and Events Attended	17
Sub-Total	1,551

Figure 2 Youth Engagement Team - Crime Prevention and Enforcement

Source: Reference 3

Youth Arrests	24
Pre-Charge Diversion	78
STOP Checks	120
Youth Investigations (Warrants, Assist Patrol, Assist I.S.D.)	232
Sub-Total	454

Overall Total	2,005
----------------------	--------------

Strategic Approach to Youth Crime

This report will highlight youth crime trends for 2023 and the strategic approach as adopted by the Hamilton Police Service 2023 – 2026 Strategic Plan:

Objective: Community Safety - Prevent and Address Crime

Priorities: Implementing effective means to manage all crime through education, analytics, enforcement, and proactive community-based initiatives.

Objective: Collaborative Engagement – Connect with Community

Priorities: Building relationships and fostering genuine dialogue with our diverse population, and furthering the goals of the city-wide Community Safety and Well-Being Plan.

Objective: Trusting Change – Be Visible

Priorities: Participating in community events and building ties with diverse groups with an emphasis on developing strong relationships with youth.

Youth Crime Occurrences by Division

The City of Hamilton is divided into three policing divisions. Division One encompasses the downtown inner city area, Division Two encompasses the City of Hamilton east border, Stoney Creek and Stoney Creek Mountain and Division Three encompasses the City of Hamilton Mountain, Ancaster, Dundas, Waterdown and outlying areas. The City of Hamilton’s population is approximately 569, 3534.

- Division 1 had 197 youth involved criminal occurrences.
- Division 2 had 351 youth involved criminal occurrences.
- Division 3 had 426 youth involved criminal occurrences.

Figure 3 Youth Crime by Division
Source: Reference 1

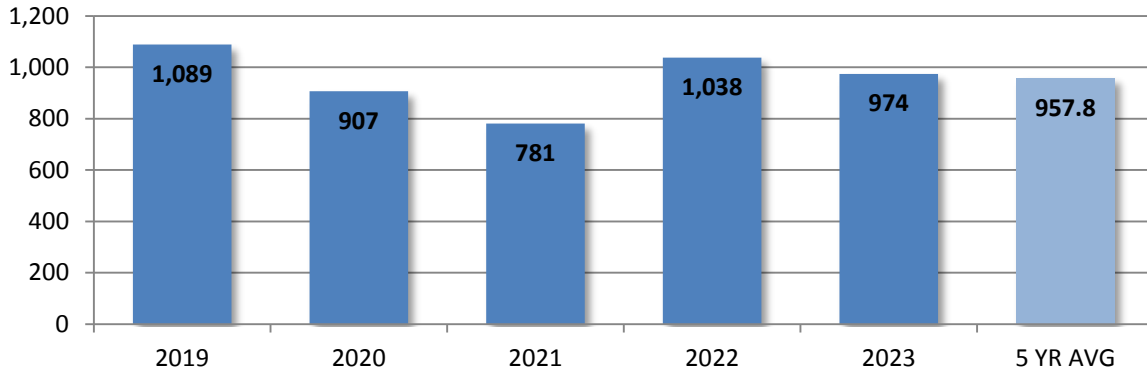
Youth Crime by Division 2023				
	Males Charged	Females Charged	Not Charged	Totals
Division 1	84	17	96	197
Division 2	74	44	233	351
Division 3	95	34	297	426
Totals	253	95	626	974

Total Youth Involved in Crime

In 2023, 974 youths were involved in crime compared to 1,038 in 2022. This represents an overall decrease of 6.1%. When comparing 2023 to the 5-year average, there was an increase of youth involved crime by 1.0%.

Figure 4 Total Youth Involved in Crime
Source: Reference 1

Total Youth Involved In Crime 2019 - 2023 (Ages 12 - 17)



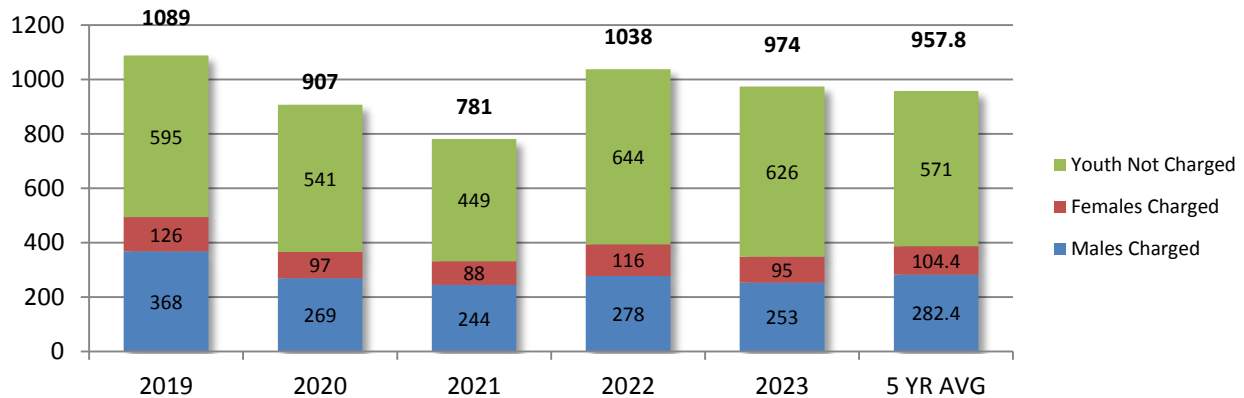
Total Number of Youth Charged and Not Charged

In 2023, 974 youth were involved in crime resulting in 348 youth charged, a decrease of 11.6% compared to 394 youth charged in 2022.

Of the 348 youth that were charged, 95 were females, 253 were males for a total of 35.8% of all youth involved in crime being charged. The remaining 626 youth that were not charged or 64.2% received an extrajudicial measure under the YCJA of No Further Action, Warning, Police Caution or Diversion.

Figure 5 Total Number of Youth Charged and Not Charged
Source: Reference 1

Total Youth Charged and Not Charged 2019 - 2023 (Ages 12 - 17)



Total Youth Involved in Violent Crime

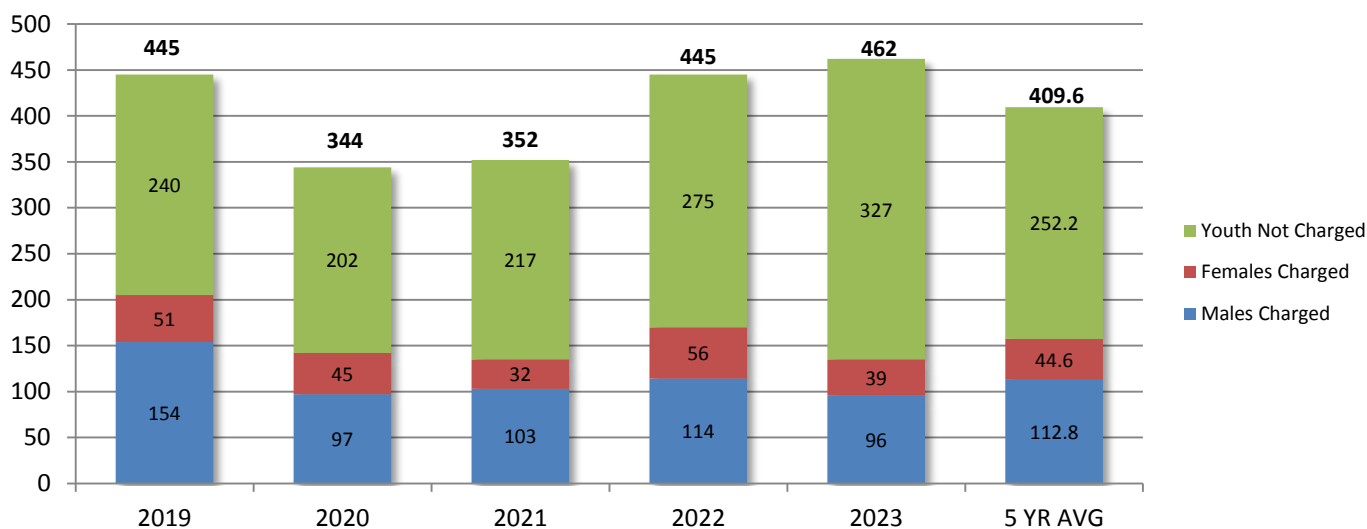
In 2023, violent crimes committed by youth in the City of Hamilton increased by 3.8% compared to 2022. When comparing 2023 to the 5-year average, there was an increase of youth involved in violent crime by 12.7%.

In 2023, 462 youths were involved in violent crime versus 445 in 2022.

Of the 462 involved youth, 135 youth were charged with a violent crime and 327 received an extrajudicial measure. The three most frequent youth violent crimes were Assault Level One, Utter Threats and Assault with a Weapon/Cause Bodily Harm.

Figure 6 Youth Involved in Violent Crime
Source: Reference 1

**Youth Involvement In Violent Crime
2019 - 2023 (Ages 12 - 17)**

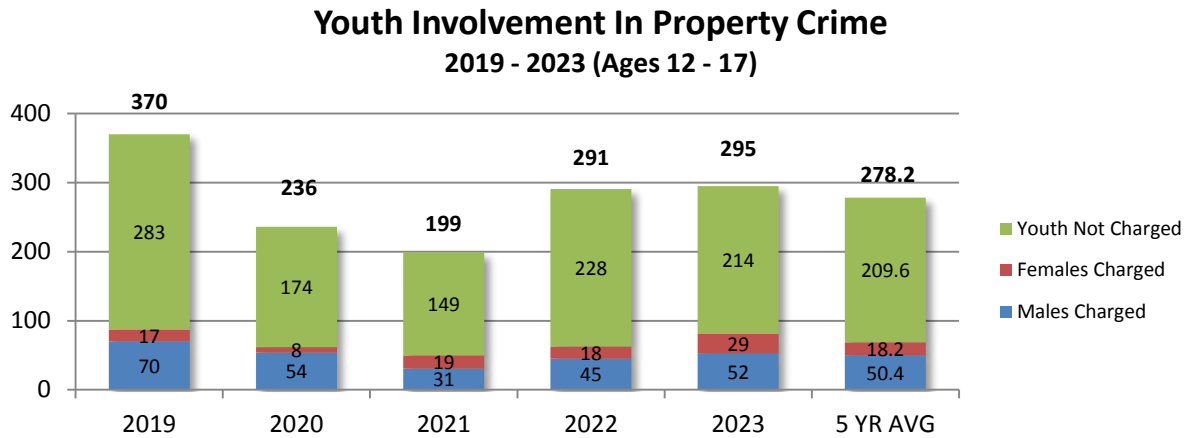


Total Youth Involved in Property Crime

Property Crime committed by youth in the City of Hamilton increased by 6.0% when comparing 2023 to the 5-year average. Youth involved in property crime increased by 1.3% from 291 in 2022 to 295 in 2023.

Of the 295 involved youth, 63 youth were charged with a property crime and 228 received an Extrajudicial Measure. The three most frequent youth property offences were Mischief, Shoplifting Under \$5000.00 and Break and Enter.

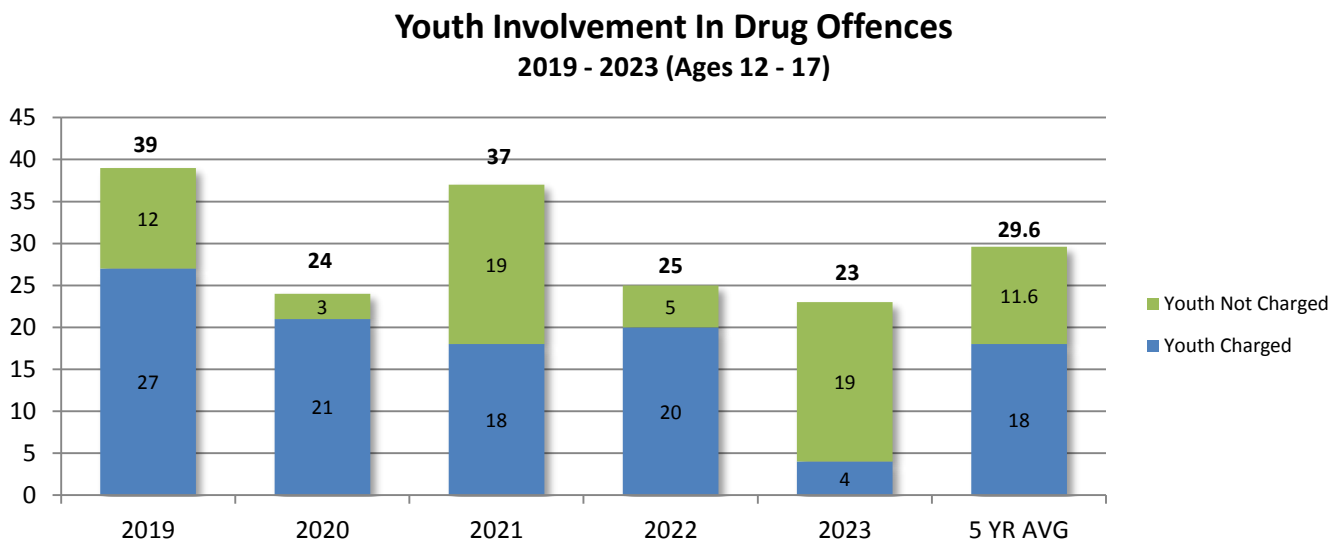
Figure 7 Youth Involved in Property Crime
Source: Reference 1



Total Youth Involved in Drug Offences

Drug offences committed by youth in the City of Hamilton decreased by 22.3% when comparing 2023 to the 5-year average. When compared to 2022, there was a decrease of 8.0% or 25 youth versus 23 youth in 2023.

Figure 8 Youth Involvement in Drug Offences
Source: Reference 1



Controlled Drug Substance Act

- 22 youth were arrested under the Controlled Drugs and Substances Act.
- Of the 22 youth arrested, 18 youth (81.8%) were charged and 4 youth (18.1%) diverted after arrest and received Extrajudicial Measures. The most common drug and offence that youth were charged for was Trafficking Methamphetamine followed by Trafficking Cocaine.

Federal Cannabis Control Act, 2017

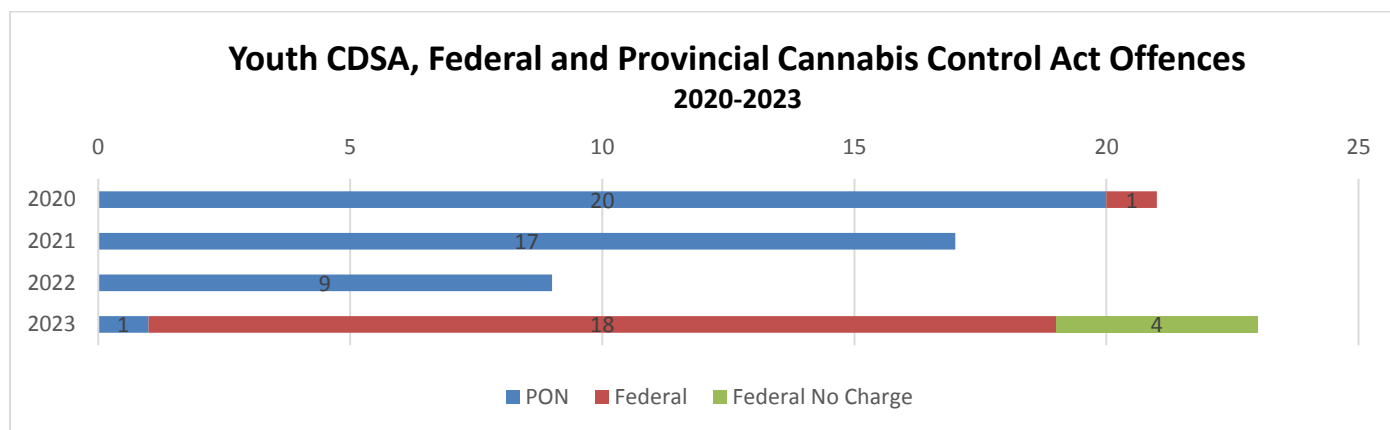
- Zero of the 23 youth charged under the Federal Cannabis Control Act, 2017 for possession of more than 5 grams.

Provincial Cannabis Control Act, 2017

- 4.3% or 1 of the 23 youth charged under the Provincial Cannabis Control Act, 2017 for possession of less than 5 grams and received the following Provincial Offence Notice: Person under 19 years – possess cannabis 10(1).

Figure 9 Youth Involvement in Cannabis Control Act

Source: Reference 1, 5



Youth Crime by Offence

In 2023, the three most frequent youth offences were Assault Level One, Mischief and Utter Threats.

Figure 10 Youth Crime by Offence

Source: Reference 1

2023 – 15 Offences that Constitute 79.2% Youth Involvement in Crime						
Offence	Males Charged	Females Charged	Not Charged (%)	Total 2022	Total 2023	Percentage Increase/Decrease 2022 / 2023
Assault – Level One	18	18	136 (79.0%)	167	172	+2.9%
Mischief	6	3	78 (89.6%)	117	87	- 25.6%
Utter Threats	8	2	67 (87.0%)	54	77	+42.5%
Shoplifting Under \$5000.00	1	5	62 (91.1%)	54	68	+25.9%
Assault – Level Two	21	7	37 (56.9%)	96	65	- 32.2%
Robbery	24	9	31 (48.4%)	43	64	+48.4%
Bail Violations	28	19	6 (18.1%)	83	53	- 36.1%
Break and Enter	14	3	22 (56.4%)	40	39	- 2.5%
Sexual Assault	7	0	26 (78.7%)	36	33	- 8.3%
Theft Under \$5000.00	1	2	29 (90.6%)	26	32	+23.0%
Possession Stolen Property Over \$5000.00	14	8	5 (18.5%)	20	27	+35.0%
Controlled Drug Substance Act	17	1	4 (18.1%)	16	22	+37.5%
Possession of Cannabis 10(1)	1 Provincial	Offence Notices		9	1	-88.8%
Combined Total Drug Offices				25	23	- 8.0%
Theft of Motor Vehicle	9	7	6 (27.2%)	18	22	+22.2%

Possession of Weapons	7	0	8 (53.3%)	9	15	+66.6%
Motor Vehicle Collisions	6	0	9 (60.0%)	8	15	+87.5%

Strategic Targeted Offender Program (S.T.O.P.)

The Strategic Targeted Offender Program (S.T.O.P.) is specifically directed at High Risk Youth charged formally and are bound to abide by court-imposed conditions of release such as curfews and house arrest. The S.T.O.P. program is a way for officers to follow up and ensure the youth are compliant with their court-imposed conditions.

In 2023, 31 youth between twelve and seventeen years of age were identified for the S.T.O.P. program with 332 S.T.O.P. checks being done throughout the year. The direct home visit checks resulted in 21 youth arrests. Additional 37 youth arrests were the result of youth breaching their court-imposed conditions outside of the direct home visit checks with the youth engaged in criminal offences outside of their residence.

In total, 58 S.T.O.P. Program Youth arrested in 2023 compared to the 70 youth arrests in 2022.

Figure 12 Strategic Targeted Offender Program (S.T.O.P.)

Source: Reference 3

2023 - Strategic Targeted Offender Program (S.T.O.P.)					
Division	Number of S.T.O.P. Targets	Number of S.T.O.P. Checks	Targets Arrested As Result Of S.T.O.P. Checks (A)	Targets Arrested Outside Of S.T.O.P. Checks (B)	Total Arrests A & B
Div. 1	9 avg. per month	79	1	4	5
Div. 2	10 avg. per month	72	8	11	19
Div. 3	12 avg. per month	61	5	18	23
Youth Engagement Team	31 avg. per month	120	7	4	11
Total	31 avg. per month	332	21	37	58

Intervention Programs

The Hamilton Police Service are active members with the John Howard Youth Justice Committee (YJC), Hamilton Youth Justice Committee (HYJC), The Greater Toronto Area Extrajudicial Measures Committee (GTAEJM) and the Hamilton Youth Drug Diversion Program (HYDDP). As per the requirements of the Youth Criminal Justice Act (YCJA), the Hamilton Police Service has a formal agreement with the John Howard Society to operate the Extrajudicial Measures Diversion Referral Program. The program educates youth diverted from the judicial system about their actions and the impact within our communities.

In support of the Hamilton Police Service goal of reducing the availability and use of illegal drugs in our community, the Youth Engagement Team collaborated with divisional front line officers, the Crime Prevention Unit, Crime Managers and Investigative Services to address youth drug related offences.

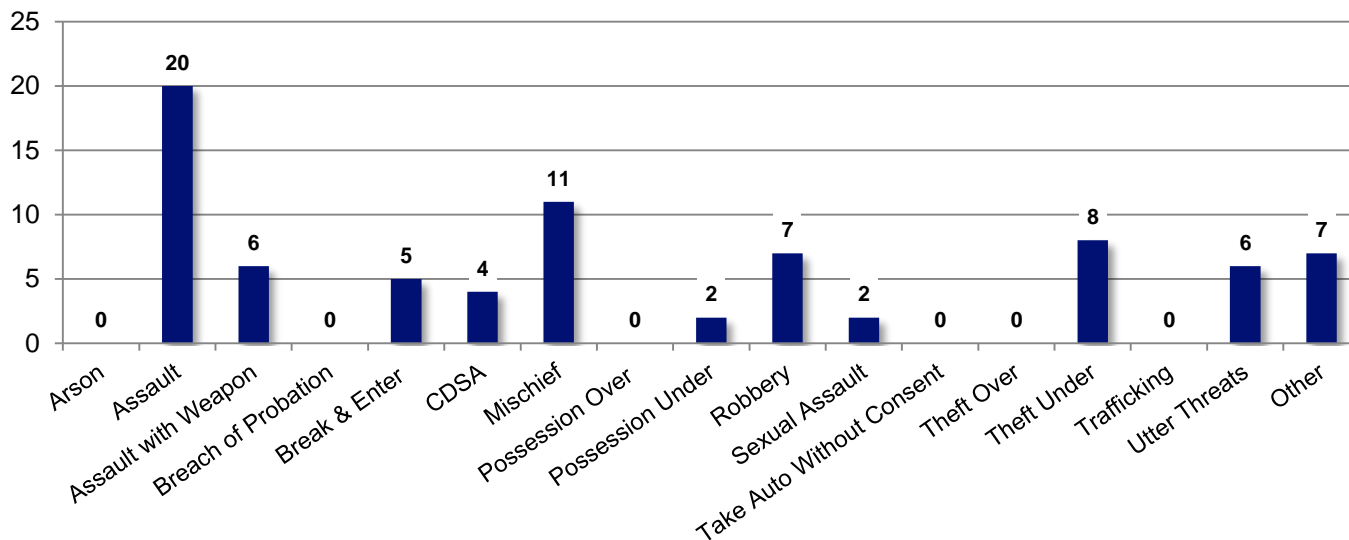
If a youth was found in contravention under the Controlled Drug Substance Act (C.D.S.A) or the Federal Cannabis Control Act 2017 and met qualifications, an Extrajudicial Measures referral was forwarded to The John Howard Society of Hamilton, Burlington and Area in lieu of criminal charges. The goal of the diversion program is to decrease the number of youth who are involved with the police, the judicial system and to educate on drug awareness.

In 2023, the John Howard Society received 78 Extrajudicial Measure Youth Pre-Charge Diversion Referrals for criminal offences from the Hamilton Police Service, a decrease of 22.0% from the 100 referrals in 2022.

Of the 78 referrals in 2023, 94.8% or 74 of the youth completed their designated diversion programs resulting with no youth criminal charges or a youth criminal record. The ones that failed to complete the program were charged accordingly with the original offence committed.

Figure 12 Pre-Charge Youth Diversions by Police
Source: Reference 6

2023 Diversions by Offence



Youth Mental Health Crisis

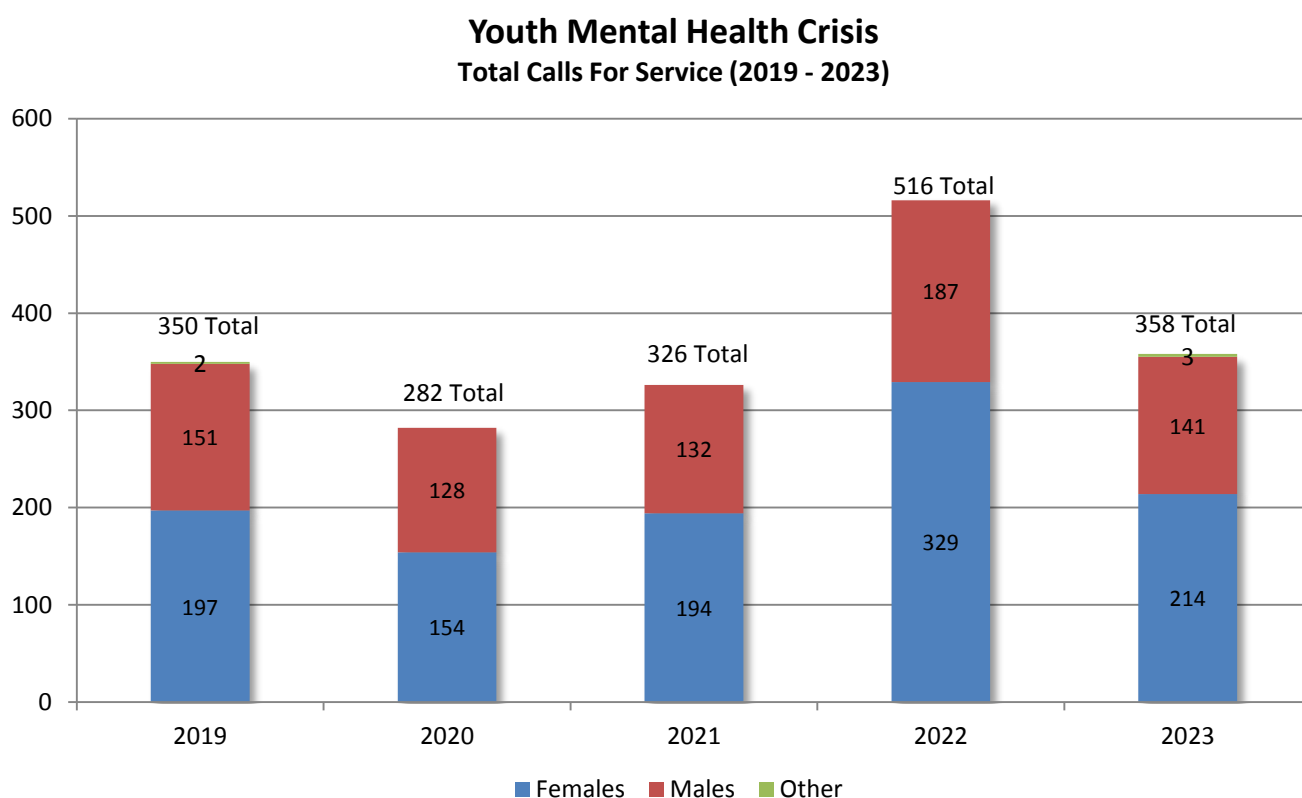
In 2014 the Chief’s Student Advisory Committee identified youth mental health as a critical concern and a coordinated approach was implemented in partnerships with the St. Joseph’s Health Care Youth Wellness Center, the Hamilton Police Service Mobile Crisis Rapid Response Team (M.C.R.R.T.), the Social Navigator Program (S.N.P.), the C.O.A.S.T. Program, Ron Joyce Medical Centre and McMaster Children’s Hospital. These agencies and programs continue to assist youth who experience mental health crisis and complex presentations.

In 2023, the Hamilton Police Service responded to 358 individual youth between twelve and eighteen years of age for a Mental Health Crisis call for service. This represents a decrease of 30.6% or 158 less youth from 2022.

Of the 358 youth, 102 individual youth accessed services more than once, an increase of 56.9% compared to 65 individual youth in 2022.

There were 579 calls for service resulting in 322 youth apprehensions for a mental health assessment. This is a decrease of 6.6% apprehensions compared to the 345 youth in 2022.

Figure 13 Youth Mental Health Crisis
Source: Reference 1



Conclusion

The total number of youth between twelve and seventeen years of age involved in crime in the City of Hamilton for 2023 was 974. This represents an overall increase of 1.0% when comparing 2023 to the 5-year average.

The Youth Criminal Justice Act (Y.C.J.A.) clearly states the promotion of long-term protection within our communities are best achieved in prevention, intervention and suppression through positive engagement with youth in a meaningful approach opposed to the formal justice system. The Hamilton

Police Service continues to develop innovative and strategic methods to engage our youth and our community to ensure safety, education and consultation.

The Hamilton Police Service developed innovative and strategic approaches to assist our youth and families through community collaboration relating to safety, engagement, education and consultation. The Hamilton Police Service will continue to strive in addressing youth crime trends, victims of crime, youth in crisis and harm reduction within our communities.

Figure 15 Overall Youth Crime Stats

Source: Reference 1

	2022	2023	Percentage Increase / Decrease
Total Youth Charged and Not Charged			
Males Charged	278	253	- 8.9%
Females Charged	116	95	- 18.1%
Not Charged	644	626	- 2.8%
Total Youth Involved In Crime	1,038	974	- 6.1%
Youth Involvement in Violent Crime			
Males Charged	114	96	- 15.7%
Females Charged	56	39	- 30.3%
Not Charged	275	327	+18.9%
Total	445	462	+3.8%
Youth Involvement in Property Crime			
Males Charged	45	52	+15.5%
Females Charged	18	29	+61.1%
Not Charged	228	214	- 6.1%
Total	291	295	+1.3%
Youth Involvement in Drug Offences			
Controlled Drug Substance Act			
Males Charged	11	17	+54.5%
Females Charged	0	1	0%
Not Charged	5	4	- 20.0%
Total Controlled Drug Substance Act – C.D.S.A.	16	22	+37.5%
Cannabis Control Act, 2017			
Federal Cannabis Act, 2017 (Post Oct. 17th, 2018)			
Males Charged	0	0	0%
Females Charged	0	0	0%
Not Charged	0	0	0%
Total	0	0	0%
Provincial Cannabis Act, 2017 (Post Oct. 17th, 2018)			
Total Provincial Offence Notices Issued	9	1	-88.8%
Totality of all Drug Related Charges	25	23	-8.0%

References

- (1) The Hamilton Police Service, NICHE-UCR Occurrence Data as of January 16, 2024
- (2) Criminal Code of Canada, Youth Criminal Justice Act, s 4(a), amended December 18, 2019
- (3) The Hamilton Police Service, Senior Management Team (S.M.T.). Youth Coordinator Statistics, January 1, 2023 – December 31, 2023
- (4) Statistics Canada, Census Profile, 2021 Census Population, Profile table, Census Profile, 2021 Census of Population - Hamilton, Census division (CDR) [Census division], Ontario (statcan.gc.ca), viewed on April 19, 2023
- (5) Hamilton Police Service, Provincial Offence Notice Reports, January 1, 2023 – December 31, 2023
- (6) The Hamilton Police Service and John Howard Society of Hamilton, Burlington and Area, Senior Management Team (S.M.T.). Youth Coordinator Extrajudicial and Pre-Charge Diversion Statistics, January 1, 2023 – December 31, 2023

HAMILTON POLICE SERVICE BOARD

MOTION

Meeting date: August 1, 2024

Moved by:

Seconded by:

Developing a Board Policy on the Use of Body Worn Cameras

That the Administrative Director (A.D.) be directed to prepare a draft policy on the use of body worn cameras by the Hamilton Police Service; and

That the A.D. consult with the Service when preparing this draft policy; and

That this draft policy be presented to the Board for their consideration at the September 26, 2024 regular meeting of the Board.