



# HAMILTON POLICE SERVICE

## INFORMATION REPORT

<b>TO:</b>	Chair and Members Hamilton Police Service Board
<b>BOARD MEETING DATE:</b>	June 27, 2024
<b>SUBJECT:</b>	Report on February 13, 2024 Motion
<b>REPORT NUMBER:</b>	24-061
<b>SUBMITTED BY:</b>	Frank Bergen, Chief of Police
<b>SIGNATURE:</b>	

### EXECUTIVE SUMMARY

- Hamilton Police Service was asked to report back on a motion brought forward on February 13, 2024, at a Special Board meeting to discuss budget.

### INFORMATION

On February 29, 2024, Hamilton Police Service was asked to report back on policy portions of budget motions raised at its Special Meeting earlier that month.

The Board requested the Hamilton Police Service report back on the following motion:

WHEREAS, on February 13, 2024, members of the Hamilton Police Services Board, at its Special Meeting to discuss the budget, said they would be willing to ask the Hamilton Police Service to report back on policy portions of the budget motions presented by Members Kroetsch and Menezes.

THEREFORE, BE IT RESOLVED –

That the Hamilton Police Service report back, in Q2 2024, on the following –

- (a) The potential to merge duplicative departments (i.e. with the City of Hamilton's divisions with the same responsibilities) including, but not limited to, Corporate Communications & Public Affairs, Legislative Support, Legal, Accounting, Information Technology, and Human Resources;
- (b) A Reserve Financing Strategy in line with the City's multi year Reserve Financing Strategy outlined in FCS24002 - Appendix E, through 2027; and

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- (c) The potential to reallocate both sworn and civilian staff to fill any necessary staffing gaps in advance of the 2025 budget by examining the possibility to –
- (1) use reporting ratios by rank, including the supervision of both civilian and sworn members, to increase the ratio of staff to management of 11:1 (rounded) to be in line with other City emergency services like the Hamilton Fire Department at 66:1 (rounded) and the Hamilton Paramedic Service at 50:1 (rounded);
  - (2) eliminate positions using the attrition of staff through retirement (i.e. not replace managers when they retire to increase the overall ratio) including the potential to incentivize staff eligible to retire at an unreduced pension; and
  - (3) disband units (i.e. mounted unit, sworn staff allocated to recruitment, etc.) to reallocate resulting staff that are neither mandated by legislation nor recommended through Provincial inquests.

The response to the motion is outlined as follows:

- (a) *The potential to merge duplicative departments (i.e. with the City of Hamilton's divisions with the same responsibilities) including, but not limited to, Corporate Communications & Public Affairs, Legislative Support, Legal, Accounting, Information Technology and Human Resources.*

Should the City of Hamilton wish to do a review of the duplication of resources of its local Boards, Hamilton Police Service will participate in that review.

On June 4, 2024, Hamilton Police received an email from General Manager Mike Zegarac indicating that City of Hamilton leadership would not have the capacity to participate in a review at this time given the recent cyber incident.

The email stated that an assessment of the potential efficiencies of merging back-office functions between HPS and the City would require a thorough analysis of several factors, including the current state of HPS back-office functions, cost assessment of current operating functions, implementation costs, organizational assessment/impact and risk analysis.

Currently, the City charges the Hamilton Police Service through cost allocation for any services rendered on its behalf. In 2023, Hamilton Police paid the City \$4.06M for services such as accounting, payroll recovery, accounts payable and receivable, courier, insurance and budgets.

- (b) *A Reserve Financing Strategy in line with the City's multi-year Reserve Financing Strategy outlined in FCS24002 – Appendix E, through 2027*

As per PSB24-055 2023 Year End Surplus Disposition Plan and Reserve Forecasting Finance Strategy, Hamilton Police Service has aligned its Reserve Financing Strategy with

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the City's multi-year Reserve Financing Strategy outlined in FCS24002 – Appendix E. Hamilton Police Service also has its own Operating Budget Surplus deficit policy that was developed in conjunction with the City's Corporate Finance team (see Appendix A).

(c) *The potential to reallocate both sworn and civilian staff to fill any necessary staffing gaps in advance of the 2025 budget by examining the possibility to:*

*a. Use report ratios by rank, including the supervision of both civilian and sworn members, to increase the ratio of staff to management of 11:1 (rounded) to be in line with other City emergency services like the Hamilton Fire Department at 66:1 (rounded) and the Hamilton Paramedic Service at 50:1 (rounded)*

Similar to other organizations, Hamilton Police Service does not have set reporting ratios. In reference to the 11:1 ratio mentioned in the motion, this is the ratio of Sergeants to Constables. There are 144 designated sergeants within Hamilton Police Service as outlined in the Collective Agreement and 84 of those positions are specialized investigative roles. This leaves 61 Sergeants in supervisory positions. Using these numbers, the ratio of constables to Sergeants is approximately 10.7 to 1. It is important to note that using reporting ratios does not capture risk, breadth and nature of the work.

Hamilton Police cannot comment on the supervisory ratios of other first responder partners given the different nature of the work. However, using the same methodology used in the 2024 City of Hamilton Budget and Multi-Year Outlook, Hamilton Police have an 88:1 Staff/Management ratio (see Appendix B).

*b. Eliminate positions using the attrition of staff through retirement (i.e. not replace managers when they retire to increase the overall ratio) including the potential to incentivize staff eligible to retire at an unreduced pension*

There are several factors that go into staffing numbers including what is prescribed in the Collective Agreement as well as authorized strength. There are many careers and specializations within policing, therefore there cannot be a blanket supervisory ratio given the level of risk and responsibilities. For example, patrol has a very different supervisor rate compared to other positions due to the dynamic function of the role.

*c. Disband units (i.e. mounted unit, sworn staff allocated to recruitment, etc) to reallocate staff that are neither mandated by legislation nor recommended through provincial inquests.*

Under the Community Safety and Policing Act, the Hamilton Police Service Board and the Chief have the following responsibilities:

37 (1) A **police service board** shall,

(a) ensure that adequate and effective policing is provided in the area for which it has policing responsibility as required by section 10;

(b) employ members of the police service;

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- (c) appoint members of the police service as police officers;
  - (d) recruit and appoint the chief of police and any deputy chief of police and determine their remuneration and working conditions, taking their submissions into account;
  - (e) prepare and adopt a diversity plan to ensure that the members of the police service reflect the diversity of the area for which the board has policing responsibility;
  - (f) monitor the chief of police's performance;
  - (g) conduct a review of the chief of police's performance at least annually in accordance with the regulations made by the Minister, if any;
  - (h) monitor the chief of police's decisions regarding the restrictions on secondary activities set out in section 89 and review the reports from the chief of police on those decisions;
  - (i) monitor the chief of police's handling of discipline within the police service;
  - (j) ensure that any police facilities, including police lock-ups, used by the board comply with the prescribed standards, if any; and
  - (k) perform such other duties as are assigned to it by or under this or any other Act, including any prescribed duties. 2019, c. 1, Sched. 1, s. 37 (1); 2023, c. 12, Sched. 1, s. 16.

### **Duties of chief of police**

**79 (1)** A chief of police shall manage the members of the police service to ensure that they carry out their duties in accordance with this Act and the regulations and in a manner that reflects the needs of the community.

(3) A chief of police of a police service maintained by a police service board shall,

- (a) administer the police service and oversee its operation in accordance with the board's policies and strategic plan;
- (b) comply with any investigations conducted by the Complaints Director or the SIU Director and any inspections conducted by the Inspector General; and
- (c) comply with the lawful directions of the board.

The Hamilton Police Service Board establishes policies respecting the provision of adequate and effective policing in accordance with the needs of the population of the area for which it has policing responsibility.

However, disbanding units would fall under operations and is the sole purview of the Chief.

### **APPENDICES AND SCHEDULES ATTACHED**

Appendix A – Operating Budget Surplus deficit policy

Appendix B – Staff/Management Reporting Ratio

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FB/J.Penman

c: Ryan Diodati, Deputy Chief – Operations  
Paul Hamilton, Deputy Chief – Support