



Hamilton Police Services Board

**Thursday, September 13, 2018, 2:00 P.M.
Council Chambers, Hamilton City Hall
71 Main Street West**

Pages

1. Call to Order

1.1 Changes to the Agenda

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

2. Presentations

2.1 Presentation: Mr. Stanley Tick past Member of the Board

2.2 Members of the Month

2.3 Presentation: Video Lip Synch Challenge

2.4 Presentation: Year-End Report: A.C.T.I.O.N. Strategy - 2017 (PSB 18-095 Consent Item 4.4(c) below)

3. General

3.1 Declarations of Interest

4. Consent Items

4.1 Approval of Consent Items

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

4.2 Adoption of Minutes - July 26, 2018 4

The minutes of the meeting held Thursday, July 26, 2018, be adopted as printed.

4.3 Auction Account 9

Support / Upcoming Events

RECOMMENDATION(S)

- That the Board purchase tickets to attend Gan̄hkwasrà Presents Dę dwatá hahk “We All Will Walk Side by Side” 30th Anniversary Gala, scheduled for Friday, September 21, 2018, Gathering Place by the Grand, at a cost of \$150 per ticket, to be paid from the auction account.
- That the Board purchase tickets to attend the 20th Annual Good Shepherd Harvest Dinner, scheduled for Thursday, October 11, Carmen’s Banquet Center, at a cost of \$125 per ticket, to be paid from the auction account.
- That the Board purchase tickets to attend the 4th Annual October Moon Gala, scheduled for Thursday, October 11, Michelangelo’s Banquet Centre, at a cost of \$225 per ticket, to be paid from the auction account.
- That the Board purchase tickets to attend the Salvation Army 7th Annual Hope in the City – Hamilton & Halton Breakfast, scheduled for Thursday, November 15, Sheraton Hamilton Hotel, at a cost of \$50 per ticket, to be paid from the auction account.

4.4 For the Information of the Board:

- | | | |
|-------|---|----|
| 4.4.a | Budget Variance Report as at July 31, 2018 (PSB 18-094) (AMENDED) | 10 |
| 4.4.b | Board Member Travel and Expense Reimbursement Report (PSB 18-090a) | 12 |
| 4.4.c | Year-End Report: A.C.T.I.O.N. Strategy - 2017 (PSB 18-095) | 22 |
| 4.4.d | Correspondence from the Ontario Association of Police Services Board with respect to their request to sponsor the upcoming 2018 Labour Seminar. | 48 |
| 4.4.e | Outstanding Issues as of September 13, 2018 | 49 |

5. Discussion Items

6. New Business

6.1 Update: Shooting and Gun Related Crime

7. Adjournment

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

**MINUTES OF THE HAMILTON
POLICE SERVICES BOARD**

Thursday, July 26, 2018
2:01pm
Hamilton City Hall
Council Chambers

The Police Services Board met.

There were present: Lloyd Ferguson, Chair
Donald MacVicar, Vice Chair
Fred Eisenberger
Madeleine Levy
Patricia Mandy
Terry Whitehead

Absent: Walt Juchniewicz

Also Present: Chief Eric Girt
Deputy Chief Dan Kinsella
Deputy Chief Frank Bergen
Anna Filice, Chief Administrative Officer
Superintendent Jamie Anderson
Superintendent Nancy Goodes-Ritchie
Inspector Robin Abbott
Inspector Sean Blaj
Inspector Treena MacSween
Marco Visentini, Legal Counsel
Victoria Choe, Labour Relations
Denise Lipiec, Acting Assistant Manager, Human Resources
Lois Morin, Administrator

Chair Ferguson called the meeting to order.

- Additions/Changes to Agenda
 - Correspondence from Celia Lieu, Registrar, Ontario Civilian Police Commission with respect to a public complaint regarding the conduct of Walt Juchniewicz, a member of the Hamilton Police Services Board.

After discussion, the Board approved the following:

Moved by: Vice Chair MacVicar
Seconded by: Member Levy

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

Carried.

Presentations**2.1 Member of the Month**

Chair Ferguson and Chief Girt presented the Member of the Month Award for April 2018 to Constable William Kapitanchuk and Constable Danielle Kwok. Constable Kapitanchuk and Constable Kwok were commended for their quick thinking and calm demeanour. Thanks to their actions, they saved the life of a young girl.

General**3.1 Declarations of Interest**

None

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

Moved by: Member Eisenberger
Seconded by: Member Levy

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

Carried

4.2 Adoption of Minutes – June 21, 2018

The minutes of the meeting held Thursday, June 21, 2018, be adopted as printed.

4.3 Correspondence from the 125th International Association of Chiefs of Police Annual Conference and Exposition

That Members of the Board be approved to attend the upcoming 125th International Association of Chiefs of Police Annual Conference and Exposition.

4.4 Auction Account Fund

Support / Upcoming Events

RECOMMENDATION(S)

- That the Board provide support to the 10th Year of Telling Tales in the amount of \$500, to be paid from the auction account.

4.5 For the Information of the Board:

- Auction Account Expenditures – For Board Approval – April – June 2018 (PSB 18-084)
- Board Member Travel and Expense Reimbursement Report (PSB 18-090)

**Discussion
Agenda**

- c) Email from Mr. Shekar Chandrashekar regarding a reconsideration of HST Payment \$89,388.53 and item 4.5(n) as approved June 21, 2018 by HPSB.
- d) Outstanding Issues as of July 26, 2018

5.1 Pre-Budget Approval 2019 Vehicles (PSB 18-088; see also PSB 02-052)

As recommended by Chief Girt in PSB 18-088 dated July 26, 2018, the Board approved the following:

Moved by: Vice Chair MacVicar
Seconded by: Member Mandy

- a) That the Board pre-approve the expenditure of \$1,486,242 for the purchase of twenty (20) 4x4 utility police cruisers, four (4) divisional safety officer vehicles, eleven (11) used plain door vehicles, two (2) replacement forensic vehicles, two (2) K9 vehicles, one (1) ACTION vehicle and fourteen (14) bicycles.
- b) That the funds for the acquisition of the new vehicles to be taken from the Vehicle Replacement Reserve Account #53415.
- c) That the Board pre-approve the expenditure of \$426,000 for the upfitting of the above-referenced vehicles and the funds be taken from Fleet Upfitting Account #58102.
- d) That Fleet staff be authorized to participate in the provincial Police Co-Operative Purchasing Group, using the Province of Ontario Vendor of Record Vehicle Acquisition Program, for the above-mentioned police specific vehicles.
- e) That Fleet staff be authorized to purchase used plain door vehicles, as outlined in *PSB 02-052 - Used Vehicle Purchases*.

Carried.

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

After discussion, the Board approved the following:

Moved by: Chair Ferguson
Seconded by: Member Levy

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

Carried.

Opposed: Vice Chair MacVicar and Member Whitehead.

New Business**6.1 Update on Crime Statistics**

Chair Ferguson requested information with respect to the Crime Statistics for Hamilton.

Chief Girt provided an update on the most recent Crime Statistics noting that the full report would be available at a later date.

6.2 Correspondence from Celia Lieu, Registrar, Ontario Civilian Police Commission with respect to a public complaint regarding the conduct of Walt Juchniewicz, a member of the Hamilton Police Services Board.

The Board provided the correspondence from the Ontario Civilian Police Commission for information.

6.3 PRIDE Flag Raising Ceremony

Member Levy acknowledged and thanked Lois Morin the Administrator for stepping forward and providing Member Levy's remarks at the PRIDE Flag Raising Ceremony.

Chair Ferguson made the following comments:

- On behalf of the Board I would like to thank everyone for the great job -- from the return of the vintage car to its owner, Project Day Break which concluded with 21 arrests and 82 criminal charges and most recently Hamilton Police ACTION Team cycling through neighbourhoods in the evening hours to show their presence in areas where car break-ins have occurred. The work accomplished by the Hamilton Police Service is to be commended.
- Congratulations and Well Done!!

Next Meeting of the Board

Chair Ferguson announced that the next meeting of the Board is scheduled for Thursday, September 13, 2018, 2:00pm, at Hamilton City Hall, Council Chambers.

Adjournment

Moved by: Member Mandy
Seconded by: Member Levy

There being no further business, the public portion of the meeting then adjourned at 3:23pm.

Carried.

* * * * *

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

Taken as read and approved

Lois Morin
Administrator

Lloyd Ferguson, Chair
Police Services Board

July 26, 2018
lem:

4.3

Auction Account Fund

Support / Upcoming Events

RECOMMENDATION(S)

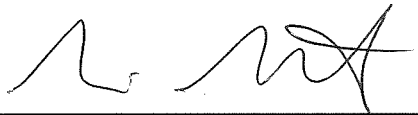
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4.4(a)**HAMILTON POLICE SERVICES BOARD**
- INFORMATION -

DATE: September 13, 2018
REPORT TO: Chair and Members
Hamilton Police Services Board
FROM: Eric J. Girt
Chief of Police
SUBJECT: *Budget Variance Report as at July 31, 2018*
(PSB 18-094) (AMENDED)

BACKGROUND:

As at July 31, 2018, net expenditures are \$90,103,881 or 55.90% of the 2018 Operating budget of \$161,187,106. The budget variance summary is provided in the attached Appendix. Overall, revenues and expenditures are on budget.



Eric J. Girt
Chief of Police

EG/J. Randazzo

Attachment: *Appendix A*

Appendix A

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

YTD Budget % : 58.33%

	Annual Budget	YTD Budget	YTD Actual	Available Balance	% Spent	Comments
Revenues						
Grants and subsidies	\$ 8,212,530	\$ 4,790,640	\$ 4,864,314	\$ 3,348,216	59.23%	In line with budget.
Fees and general revenues	2,667,350	1,555,950	1,647,205	1,020,145	61.75%	Revenues is less than anticipated due to cyclical demand as well as timing of collection in Gen Occur/Photo ID Sales and Special Duty. This is offset by increase in Police Fees/Clearance revenues and ProAction Cop and Kids event.
Reserves/Capital recoveries	1,985,700	1,158,325	1,158,325	827,375	58.33%	In line with budget.
Total revenues	12,865,580	7,504,915	7,669,845	5,195,735	59.62%	
Expenses						
Employee Related Costs	154,485,712	90,116,375	88,498,125	65,987,587	57.29%	The YTD Budget includes a potential Collective Agreement budgeted % increase as the current Collective Agreement has expired.
Materials and supplies	7,050,230	4,112,605	2,376,904	4,673,326	33.71%	Some expenditures are less than YTD Budget. Though they are expected to be incurred over remaining months, they are anticipated to be within Budget.
Vehicle expenses	1,977,000	1,153,245	1,095,695	881,305	55.42%	
Buildings and grounds	2,661,870	1,552,755	1,177,636	1,484,234	44.24%	
Consulting expenses	58,600	34,185	40,461	18,139	69.05%	
Contractual expenses	783,790	457,210	398,588	385,202	50.85%	
Agencies and support payments	42,300	24,675	24,675	17,625	58.33%	
Reserves/Recoveries	5,012,820	2,924,145	2,924,245	2,088,575	58.34%	
Cost allocation	660,250	385,145	385,239	275,011	58.35%	
Capital Financing	1,027,204	599,204	599,204	428,000	58.33%	
Financial/Legal Charges	292,910	170,845	252,954	39,956	86.36%	
Total expenses	174,052,686	101,530,389	97,773,726	76,278,960	56.17%	Overall, expenditures are within Budget.
Total Net Expenditure	\$ 161,187,106	\$ 94,025,474	\$ 90,103,881	\$ 71,083,225	55.90%	Net Budget is on target for the year.

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

DATE: 2018 September 13
REPORT TO: Chair and Members
Hamilton Police Services Board
FROM: Lois Morin
Administrator
SUBJECT: *Board Member Travel and Expense Reimbursement Report
PSB 18-090(a)*

BACKGROUND:

The Hamilton Police Service at its meeting of October 19, 2017, approved the Board Member Travel and Expense Reimbursement Policy which provides the guidelines for attendance, travel, eligible expenses and reimbursement of expenses for Board Members who attend various conferences, seminars and other meetings related to their duties with the Board. The policy further outlines that the Administrator will provide a written report which will include the members that attended and a brief synopsis of the conference.

Attendance at the Canadian Association of Police Governance (CAPG) Conference and First Nations Police Governance Council (FNPGC) Conference was approved by the Board at its meeting of April 19, 2018. Member Madeleine Levy attended the CAPG and FNPGC Conferences which were held at the in Winnipeg, Manitoba from August 7 - 11, 2018. Information sessions covered a number of topics including Justice and Self-Governance in Canada, Learning from Our Friends – A Tribal Justice Model, The use of culture and healing to support Restorative Justice, Innovations in Community Justice and Public Safety, Strategic Planning, Unfounded Sexual Assaults and the Role of Police Governance, Embedding an Ethical Framework into the Culture of Police Organizations, Politics and Police Governance, Evaluating your Chief of Police, Developing and Measuring Strategic Plans and Best Practices Policies for Return to Work / Stay at Work for Workers for Mental Health Conditions.



Lois Morin
Administrator

Attachment: Appendix "A" Conference Findings Report from Member Levy

LM/lm

Appendix "A"

Conference Findings

Board Member: Madeleine Levy

Event and dates attended: Canadian Association of Police Governance August 7-11 2018

Location: Winnipeg, Manitoba

Total Cost: \$2428.22

Describe in one or two paragraphs one or more findings from your attendance at this event that should be shared with the Board. Consider how it may improve the job performance of others, or result in improved public/service delivery and customer service, or contribute to improved budgetary performance by the Board. Include networking opportunities or learning experiences that resulted by your attendance.

We received an update from the Minister Goodale, Public Safety & Emergency Preparedness on current initiatives and priorities in his portfolio including legalization of cannabis. Gun violence - firearms, homicides, gang related homicides and break-ins from 2013-2016 have increased over 30%.

Current numbers (2017-2018) are trending significantly higher. Feds will be investing in guns and gangs strategies from provincial and municipal proposals, Federal Grants will be available for innovation in these areas as well:

Federal initiatives include, FN Police (infrastructure & Governance), Mental Health & PTSD, National Cyber Crime with RCMP, Missing Person Data Program, and Canada Centre Radicalisation Prevention. Another Guns and Gangs Summit in Ottawa. Feds will also be addressing root causes, the social determinants of crime, poverty, homelessness and marginalization and Combatting Human Trafficking, sex trade and Supporting Victims

Bill C71 enhanced existing background checks for those seeking a firearms license.

Cannabis

Prohibition never worked. Bill C 45 amends the provisions of the Criminal Code that deal with offences and procedures relating to drug-impaired driving. Impaired driving leading cause for death and drug related impaired driving deaths higher than alcohol. Frontline officers are dealing with a growing number of people who drive high

Approved screening devices will be available to Police Services with federal funding.

Concerns about effectiveness of roadside devices; about readiness with the training and roll out resources, and concerns about budgeting for enforcement. Feds will decrease the 50/50 share of their revenue from cannabis sales to 25% with the intent funds to go to province to be earmarked for municipal policing.

Best Practice Policies for Return to Work/ Stay at Work for Workers with Mental Health Conditions, Occupational Trauma and Operational Stress Injuries

Dr. Katy Kamkar, Ph.D., C. Psych, was the keynote presenter for this workshop. She is a Clinical Psychologist at the Centre for Addiction and Mental Health (CAMH). She is an Assistant Professor within the Department of Psychiatry, University of Toronto. Dr. Kamkar is a Member of the Collaborative Centre for Justice and Safety (CCJS) Advisory Council. Dr. Kamkar serves on the Canadian Institute for Public Safety Research & Treatment (CIPSRT) National Policing Research Committee. CIPSRT is a National Action Plan to address Operational Stress Injuries among Public Safety Personnel (PSP) in Canada

She also provides Education and Workshops to Ministries and Organizations (Local and National) including First Responder Organizations on Workplace Mental Health, Resiliency and Occupational Disability; Evidence-Based Best Practice Guidelines/Policies for Return To Work / Stay At Work for Workers with Mental Health Conditions; and on Occupational Trauma, Operational Stress Injuries and Resiliency. She has also been part of building the Toronto Police Service Competencies for Front Line and Leadership to achieve modernization efforts and strive towards a culture of excellence.

Dr. Kamkar led a session on workplace mental health, resiliency and occupational disability for police personnel. Through her research, Dr. Kamkar developed some evidence-based practice guidelines and policies on return to work/stay at work for workers with mental health conditions and on occupational trauma, operational stress injuries, and resiliency.

I found her approaches extremely informative, engaging, non-judgemental and rooted in evidence based research.

She could be a great resource for HPS Service as they look to improve their present Mental Health/Well being strategies.

Our people are our strength and greatest asset. Board Business plan needs to support our people by fostering a culture of employee engagement and effective communication and by promoting a healthy work environment as a pillar

Board education would also be of benefit.

Unfounded Sexual Assaults & The Role of Police Governance

We heard from three outstanding speakers on this topic. Stephen McCammon, Legal Counsel, Office of the Privacy & Information Commissioner, Ontario Government, Dr. Holly Johnson, University of Ottawa and Sunny Mariner, Executive Director, Ottawa Rape Crisis Centre

Background: When a Globe & Mail report was published indicating that 1 in 5 sexual assault claims were being dismissed by police as 'baseless' it brought to the issue to forefront of Canadians. In February 2017, Public Safety Minister Ralph Goodale called for a review of sexual-assault cases across Canada and called on police investigators and Crown prosecutors "to re-examine all of their approaches, all of their procedures, all of the ways that cases are managed, that investigations are conducted to make sure that we fix this problem and that our criminal justice system is delivering justice to those who in these circumstances have been so brutally victimized."

The HPS Board directed the Chief to do a complete review of all cases implementing a model like the Philadelphia Model.

Many police services in Canada committed to a complete review of closed files and others looked at other jurisdictions to see how sexual assaults were investigated. The issue is not new to police but it is a wake-up call for police governance bodies. Police across the country are now exploring specialized training in investigating sexual-assault cases and many are looking to the Philadelphia Model where police share their sexual assault files with advocates who work in the area of violence against women (VAW) for their input and review. (Slides)

- In the spring, HPS made a presentation to the board of the model they will follow to review the Unfounded Sexual Assault cases. 700 cases identified as unfounded.
- Team of subject matter experts selected and designated to do the work with HPS. A Memorandum of Understanding and Confidentiality Agreement was signed. Reviewer agencies appointed as agents. Agents need the records in the performance of their duties and disclosure is necessary and proper in the discharge of the institution's functions. MOU and confidentiality agreement critical to privacy protection and governance

Will this information help the Board achieve their goals, and if so, which goals in particular?

The information acquired at the conference is very helpful for Police Service Boards for governance oversight, policy development, fiscal responsibility, mental health and well being of our service and enhanced public trust. Very timely topics, as we are presently dealing with the Cannabis legalization - legislation, regulation and enforcement as well as: Specialized training, testing devices and budgetary issues, deployment of resources and personnel of great concern as well as ensuring that Police Services have the role of law enforcement and not product regulation. Unfounded Sexual Assaults review of cases and protocols

Recommendations:

Feds will decrease the 50/50 share of their revenue from cannabis sales to 25% with the intent funds to go to province to be earmarked for municipal policing. It's important that our City Councillors (and our Clr. board members) and their work with AMO hold the Province to directing these funds to Policing.

Further, it was announced that new innovation grants will be available and HPS should take advantage of these opportunities.

The fact that the number of fatalities involving drugs alone is double those involving alcohol alone reflects the growing incidence of driving after drug use. Cannabis, the most commonly-found drug, is present in almost half of the drug-positive fatal crashes.

Not sure what impact the legalization will have on increased deaths and impaired drivers. HPS is already addressing road safety and testing. Boards have to assess budgetary requests carefully for increased officers and resources. Very complex issue.

With respect to Unfounded Sexual Assaults & The Role of Police Governance, the information was also very important and timely as our board launched a review of unfounded cases with community experts. We will be updated on this work shortly.

Many Police Services have completed their work and have implemented the Philadelphia Model as Standard Operating Practice moving forward to assist police with the review of cases.

For Boards this is **important oversight** for ensuring improved accountability in institutional responses to VAW: Required: Investigations are done well. Specialized training is needed to ensure this **Vital** public service is delivered better. Stronger cases moving forward to Crown. Enhanced Public Trust and Public Confidence. Procedural Justice for victims.

In conversation with one of the Panelists, Sunny Marriner, she praised the work of the Hamilton Police Service and the team of subject of matter experts. She highlighted, excellent teamwork leadership, Dedication of time from the review team, transparency and integrity of HPS and reviewers.

Recommendations:

1. **Implementation:** Hamilton Model becomes standard operating procedure for sexual assault
2. **Frequency:** Review on an ongoing basis Quarterly – reviewing cases not cleared by charge in previous quarter
3. **Feedback;** Reviewers highlight individual cases with issues & trends observed
4. **Outcome:** Operational feedback, rectification of problems early
5. **Honourarium** to be given yearly to the members of the expert review team. This is a designated hub model **Reviewer agencies appointed as agents** not a volunteer team. Suggestion: \$1000 per organization.

Best Practice Policies for Return to Work/ Stay at Work for Workers with Mental Health Conditions, Occupational Trauma and Operational Stress Injuries

Recommendation:

Review the work of Dr. Kamkar and see if she is a good fit to assist HPS on these issues. Burgeoning issue of PTSD will impact Board and Service. She takes a holistic approach on prevention as well as strategies for mental health and improving culture.

Good resource for Board and community engagement education

Many Police Services are re-evaluating and revamping their Wellness Programs and evidence based strategies. Dr. Kamkar would be of great help to HPS.

Please rate the Conference (1 is very poor, 10 is excellent)

Value for money spent	1	2	3	4	5	6	7	8	9	10
Conference content	1	2	3	4	5	6	7	8	9	10

Recommended future attendance by self or others	YES	NO
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Please fill out this form to evaluate business travel when overnight accommodation is required.

Why is Philly Unique Among Case Reviews?

1. RIGHT MATERIAL TO REVIEW

Reliable outcomes require review of the same information the officer evaluated when they made their RPG decision

- Unredacted
- All victim/witness statements
- Officer Will Says/Occurrence Reports

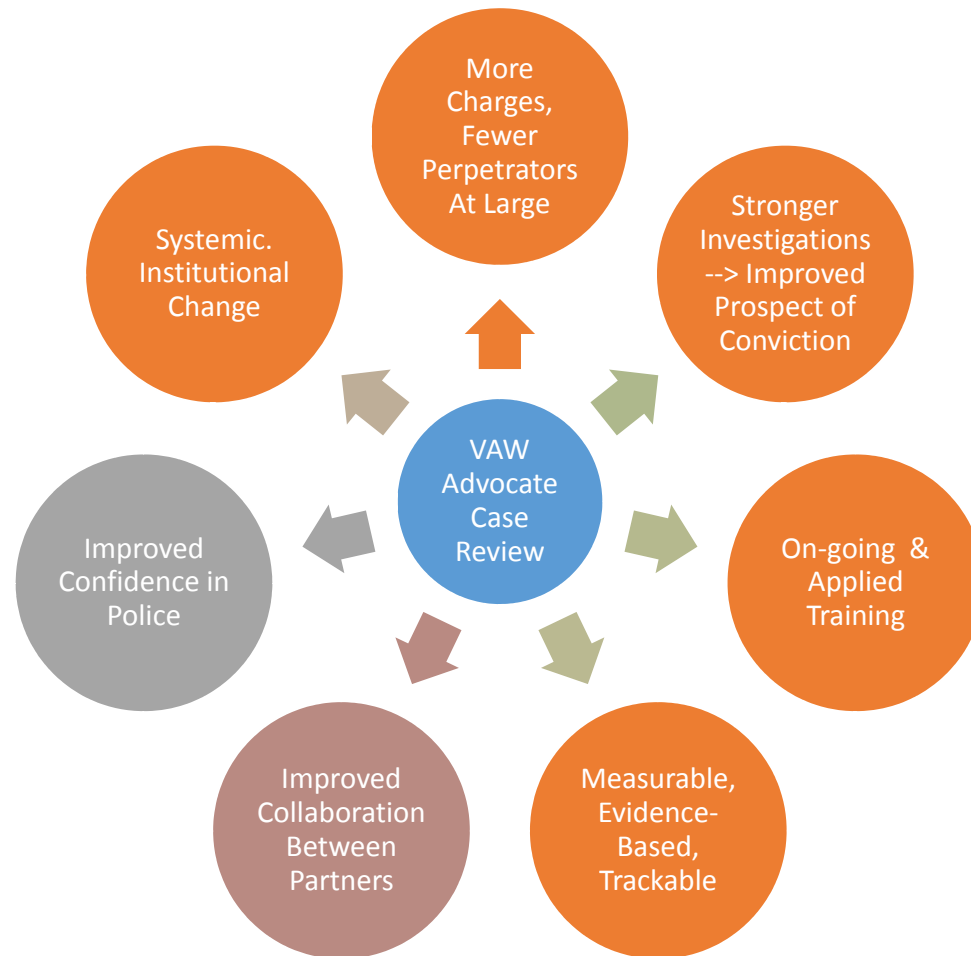
2. RIGHT PEOPLE TO REVIEW IT

VAW subject matter experts from the home community who work directly with survivors

- Independent
- Non-institutional (advocate as well as service)
- Accountable directly to survivors

3. REVIEW IS ON-GOING (E.G. ANNUAL, QUARTERLY, BI-MONTHLY...)

VAW ADVOCATE CASE REVIEW (VACR): The Benefit Cycle



PILOT SITES....(so far...!)



Stratford,
ON



London,
ON



Barrie,
ON



Kingston,
ON



Timmins,
ON



Halton,
ON



Ottawa,
ON



Peterborough,
ON



Calgary,
AB

Communities on the way...



Regina,
SASK



North
Bay, ON



Hamilton,
ON



Brantford,
ON



Community
Y, YT



Sudbury,
ON



Community
X, SASK

4.4(c)

HAMILTON POLICE SERVICES BOARD

- INFORMATION -

DATE: 2018 September 13
REPORT TO: Chair and Members
Hamilton Police Services Board
FROM: Eric Girt
Chief of Police
SUBJECT: *Year-End Report: A.C.T.I.O.N. Strategy - 2017*
PSB 18-095

BACKGROUND:

Attached is the A.C.T.I.O.N. Strategy Annual Report – 2017, outlining the accomplishments of the Strategy.



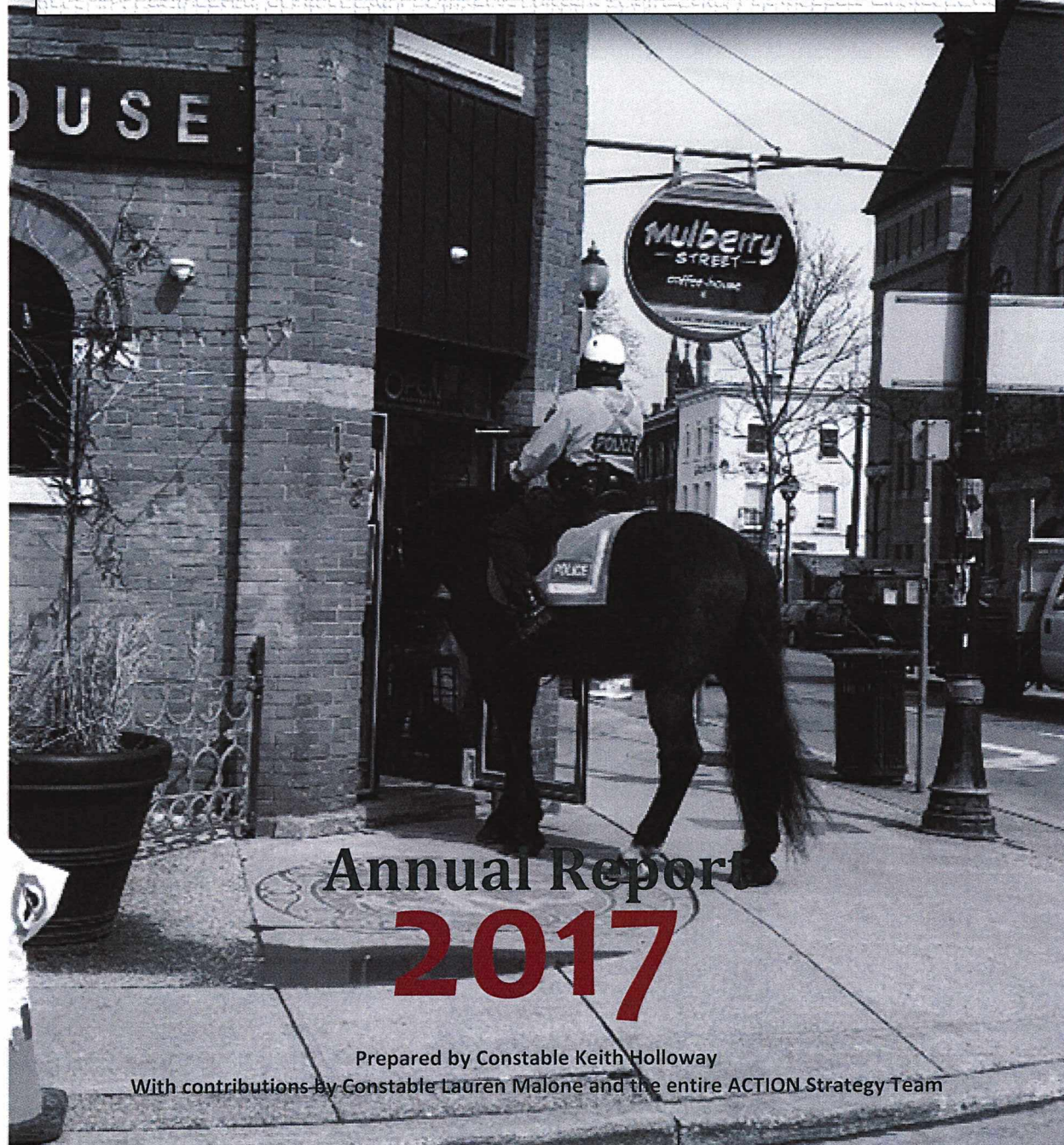
Eric Girt
Chief of Police

EG/G. Huss
Attachment: *A.C.T.I.O.N. Strategy Annual Report – 2017*

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

ACTION

Addressing Crime Trends In Our Neighbourhoods



Annual Report 2017

Prepared by Constable Keith Holloway
With contributions by Constable Lauren Malone and the entire ACTION Strategy Team

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Resources of the ACTION Strategy



The **A.C.T.I.O.N. Team** is a proactive and preventative unit of five teams (each with a supervisor), totaling 33 foot and bike patrol officers. They are deployed to the areas of the city that experience violent crime and disorder issues.



The **Mounted Patrol Unit** is a highly visible Police Unit that performs operational police functions, crime prevention, crowd management, and provides search and rescue capabilities. The Mounted Unit is comprised of 5 horses, and 7 officers (including 2 spares and a supervisor). The MPU works closely with the ACTION Team and responds to areas identified by hotspot analysis that require focused proactive patrol.



The **Bail Compliance Unit** is a proactive, crime prevention strategy designed to promote public safety and reduce fear of crime by holding offenders on bail release and their sureties accountable. The 2 officer unit actively monitors the offender to ensure that they are adhering to the bail conditions imposed upon them by the courts. The BCU will actively search for and arrest those offenders who are breaching court imposed conditions.

Executive Summary

The *Addressing Crime Trends in Our Neighborhoods* (A.C.T.I.O.N.) Strategy is based on a disciplined approach to strategic and targeted patrol techniques.

The Hamilton Police Service (HPS) utilizes a comprehensive approach to the prevention and disruption of street gang activity and violent crime. Since 2010, the HPS Community Mobilization Division (CMD) has proactively engaged community partners and stakeholders to work with local officers in their mission to prevent disorder and violence. The CMD adheres to the Ontario Association of Chiefs of Police Mobilization and Community Engagement model. The highly visible ACTION Team from this division is deployed to communities throughout the city and partners with them to address challenges.

In 2017, ACTION Team officers arrested 869 persons, removed \$81,899.60 in controlled drugs from our streets, issued 4,902 offence notices, and assisted with 165 searches/canvasses, and 48 protests and demonstrations. In addition, the ACTION Team has continued to be an indispensable resource to the Hamilton Police Service for large community event planning, managing related street level disorder and major incident response.

The Mounted Patrol Unit has arrested 17 persons, issued 275 offence notices, attended 86 community events, and assisted with 33 searches. These units have continued to play a key role in crime prevention due to its high visibility, managing problems in the downtown core and entertainment district, assisting with search and rescue, park and trail patrol, community relations, and performing regular police functions (including investigations, arrest and enforcement).

The Bail Compliance Unit (BCU) has continued to maintain a zero-tolerance approach to violent offenders who have failed to comply with their release conditions. In 2017, 120 High Risk Bail Compliance Offenders and 26 Hamilton Drug Treatment Court offenders were arrested. The BCU monitors each of these offenders and conducts regular investigations to ensure compliance with court mandated conditions.

Overall, the ACTION Strategy has contributed to a reduction in violent crime and other crime type categories as evidenced by multiple decreasing trend lines within the primary deployment areas.

This report outlines the successes of the HPS ACTION Strategy as it enters its ninth year.

Quantitative Results

A significant commitment was made to public safety by the ACTION Strategy as evidenced by the achieved Performance Measures shown below for both the ACTION Team and the Mounted Patrol Unit. The ACTION Team and Mounted Patrol Unit figures include a breakdown of categories over the last five years (2013 to 2017). While many of the numbers are significant; it is noteworthy to mention the 1146 intelligence reports submitted since January 2013. Just as significant are the 78 intelligence reports submitted by the Mounted Patrol Unit officers since January 2013.

ACTION Team Performance Measures

Performance Measure Type	2013 Total (January to December)	2014 Total (January to December)	2015 Total (January to December)	2016 Total (January to December)	2017 Total (January to December)
ACTION Arrests	1130	1045	766	656	869
ACTION Firearms Seized	6	*95	*92	3	1
ACTION \$ Drugs Seized	\$55,063.30	\$32,719.40	\$87,068.10	\$23,917.00	\$81,889.60
ACTION PON's	4,970	4,683	3,041	3,627	4,092
ACTION Charges	934	706	614	477	416
ACTION Intel Reports	481	188	197	151	129
SNP Total Referrals	69	123	156	52	56

* Includes firearms or ammunition seized by Action Team related to the HPS Firearms Amnesty

Mounted Patrol Unit Performance Measures

Performance Measure Type	2013 Total (January to December)	2014 Total (January to December)	2015 Total (January to December)	2016 Total (January to December)	2017 Total (January to December)
MPU Arrests	35	33	23	21	17
MPU PON's	332	536	298	287	275
MPU Intel Reports	31	10	18	5	14

2017 Goals and Objectives HPS Business Plan (2016-2018)

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

“Deployment Zones”

Crucial in developing effective and innovative response approaches to crime and safety concerns is the identification of appropriate deployment areas and providing high visibility. The directed patrol deployment areas for the Action Team in 2017 continued to include the initial ACTION strategy primary deployment areas or quadrants (i.e., the Downtown BIA area; the Hess Street Village Entertainment Area; the Concession Street BIA area; and the McQuesten Neighbourhood (including Melvin-Oriole Cres). Other patrol areas include areas of concern that had been strategically identified by the Division Crime Managers, Division Analysts, and the ACTION Analyst. These other areas were identified through Problem Oriented Policing (POP) Projects and Special Attention areas (identified via problems or complaints); and geographical violent crime “hot spots” for police patrols (as determined by crime analysis).

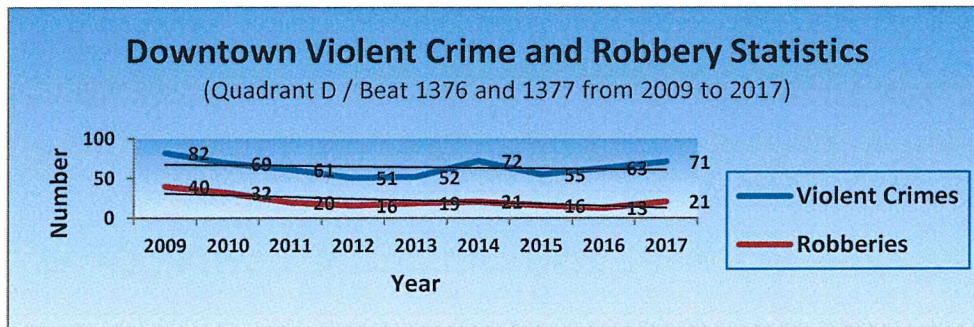
Between January and December of 2017, the majority of the Action Team deployment time was spent within the Hamilton Downtown core (i.e., 45.5% within the Hess Village Entertainment Area - Quadrant A & B/ Beat 1374, and 7% within the Downtown Core Area – Quadrant D/ Beat 1376 & 1377). Furthermore, this same time period witnessed an increase in deployment time spent within both Division Two and Division Three (i.e., 8% in Division Two – an increase of 3% from 2016, and 10% in Division Three – an increase of 5.5% from 2016).

The Mounted Patrol Unit deploys during dayshift in the BIA areas throughout the city; however, their primary focus is the Downtown core. Mounted night shifts are concentrated in the entertainment zones. The ACTION Strategy (high visibility and enforcement), has contributed to a decrease in violent crime and total crime as evidenced by multiple decreasing crime trends within the primary deployment areas.

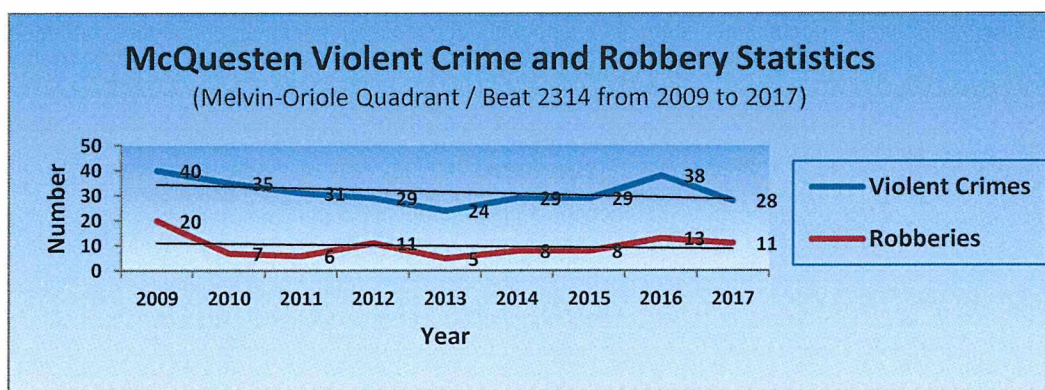
“Violent Crime Reduction”

Violent Crime increased in two of the four major quadrant deployment areas in 2017 when compared to 2016 figures (i.e., Downtown, and Hess Village). As well, Robberies (which are a subset of Violent Crimes), also showed increases in two of the four quadrants, when comparing this same time period (i.e., Downtown and Hess Village). Despite these recent increases, Violent Crimes and Robberies have

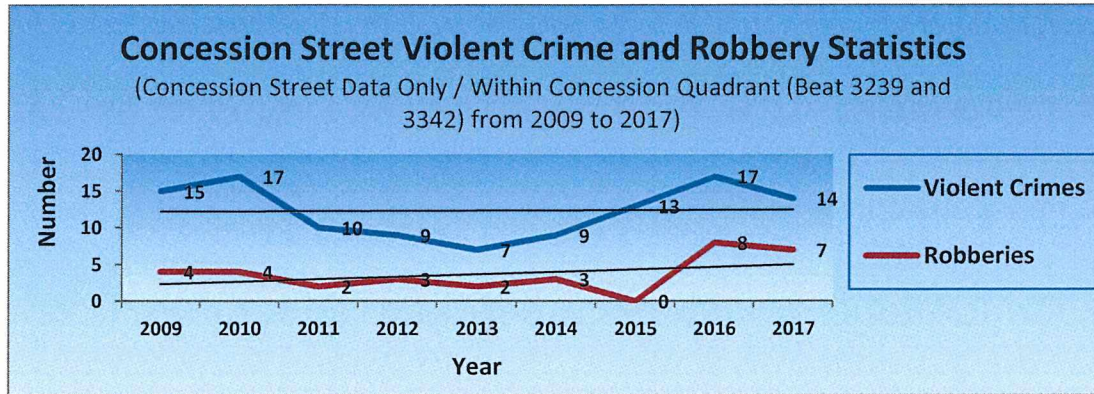
continued to show a downward trend since the inception of the ACTION Strategy, within three of the four primary deployment areas. Those quadrant areas not evidencing downward trends show trend lines that have flattened or are now increasing in nature, due to the recent spikes.



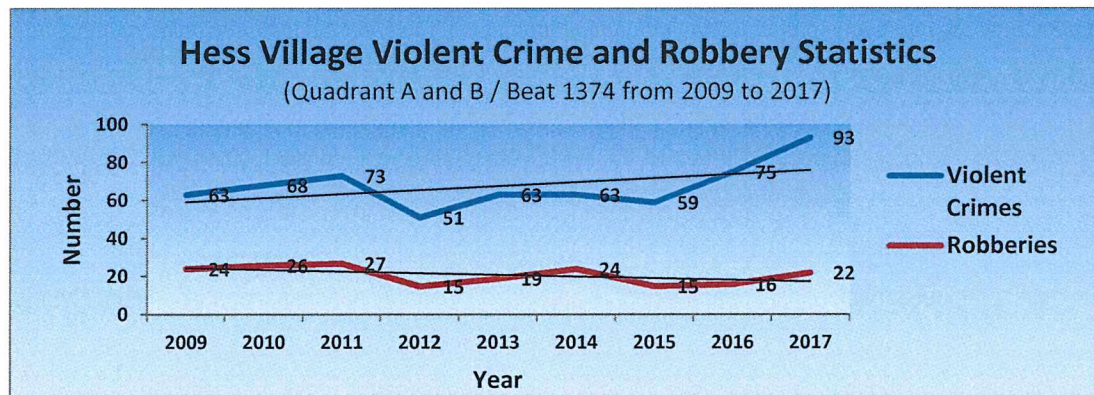
Violent Crime incidents within the Downtown Quadrant area increased between 2016 and 2017; yet, they remained lower than pre-ACTION Team figures in 2009. The increase observed in 2017 was a reflection primarily of increases seen in more serious assaults with a weapon (almost all incidents involved a known suspect resulting in an arrest and charges, or the complainant declined to lay charges). Robbery incidents also increased between 2016 and 2017 within the Downtown Quadrant, and also remained lower than pre-ACTION Team figures in 2009. This increase was a reflection of increases seen in street robberies (mugging, swarming, and purse snatching). The robberies reported in 2017 were unrelated and occurred without pattern throughout the year. The overall trend lines for both Violent Crime and Robbery incidents continued to show decreasing slopes.



The Action Strategy has supported Patrol, HEAT and Division Two Crime Managers in improving the quality of life for those living in the McQuesten neighbourhood. Both Violent Crimes and Robbery figures showed a decrease in 2017 in this neighbourhood as compared to 2016. Decreasing trend lines were still apparent over the past 8 years in both crime categories. Of note, 2017 totals for Violent Crimes and Robberies have continued to remain lower than the pre-ACTION Team figures in 2009.



The ACTION Team and Mounted Patrol Unit are committed to assisting Division Three with increased Police Visibility. Both Violent Crimes and Robberies decreased in 2017 within the Concession Street BIA area, compared to 2016. The robberies reported in 2017 were unrelated and occurred without pattern throughout the year (3 street type robberies, 3 business robberies and 1 vehicle jacking robbery). The overall trend line for violent crimes has continued to show a flat to slightly decreasing slope. The overall trend line for Robberies is now slightly increasing in nature (due to the recent higher numbers over the last two years). The Concession Street BIA area was one of the geographical “hot spot” police patrol areas identified in a city-wide robbery initiative which started in the fall of 2016 and continued into 2017. The ACTION Strategy played a role in this initiative and was deployed to this location and others identified within the three Divisions.

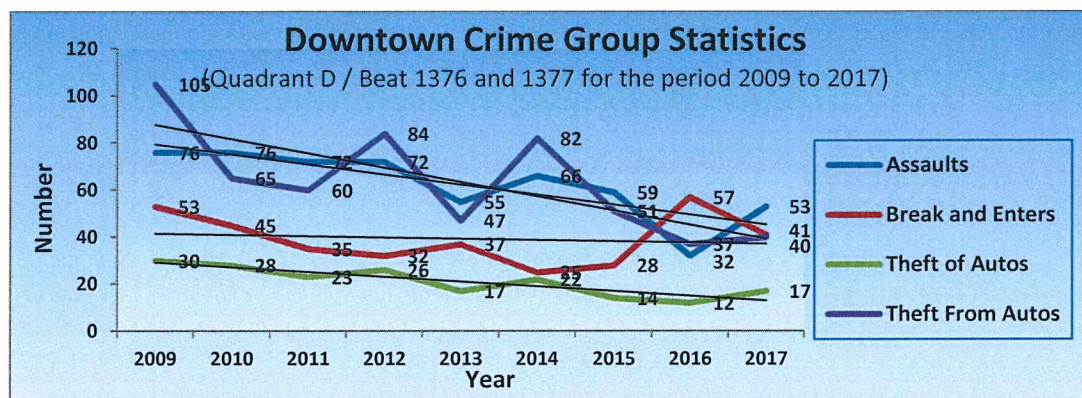


Continuing the reduction of Violent Crime in the Hess Village Entertainment Area is a priority of the ACTION Strategy. Between 2009 and 2017 the ACTION Team has averaged 50% of its deployment time within the Hess Village area (Quadrant A & B). Despite this continued effort, a violent crime increase was observed in this area during 2017. This marked the 2nd straight year with an increase in violent crime. The overall trend line for Violent Crimes shows an increasing trend line in 2017; whereas it had been relatively flat in 2016, and was decreasing in nature in previous years. The increase over the last year was a reflection of increases seen in more serious assaults with a weapon (the majority in which the

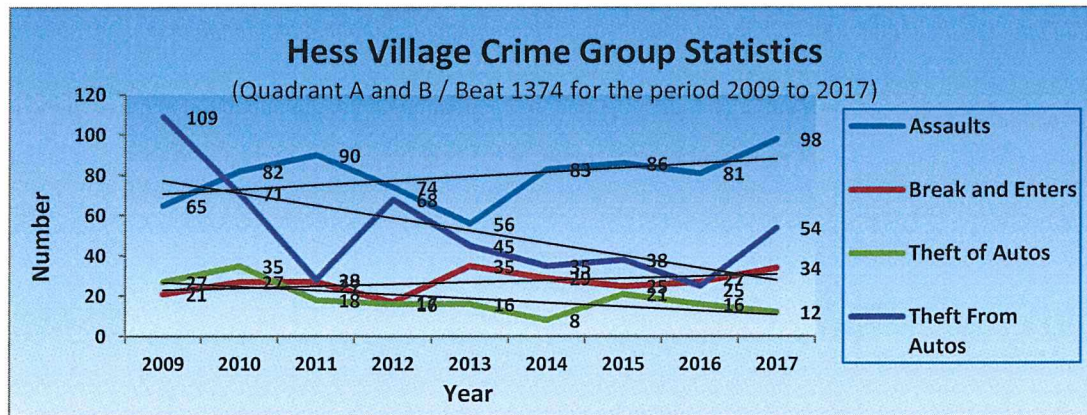
suspect was arrested and charged, or the complainant declined to lay charges), weapons related offences (the majority in which a suspect was arrested and charged, and some associated to officer initiated investigations), and sexual assaults (the majority in which the suspect was known, arrested or subsequently identified). Robberies increased in 2017, compared to 2016. The increase in robberies was a reflection of an increase in street robberies (mugging, swarming, and purse snatching), and home invasion robberies. The overall trend line for robberies has continued to show a decreasing trend line. Of note as well, the robbery total has continued to be lower than the pre-Action Team figure in 2009.

“Other Crime Reduction”

In addition to a continuing overall trend of decreasing violent crime within multiple deployment areas in the City of Hamilton, each of the deployment areas have continued to see decreasing trends in many other types of crime.



There were increases observed in 3 of the 4 other crime group types between 2016 and 2017 (including Assaults -minor, Theft from Autos, and Theft of Autos) within the Downtown Quadrant area. Break and Enters showed a decrease from the spike observed in 2016. All of these crime types remained lower than pre-ACTION Team figures in 2009. Further, three of the four crime types (Assaults, Theft of Autos, and Theft from Autos) have continued to show an overall decreasing trend line since the inception of ACTION; while Break and Enters has evidenced a relatively flattened trend line (again due to the spike witnessed in 2016) within the Downtown BIA Area Crime Group.



Within the Hess Village Entertainment Area, Theft of Autos and Theft from Autos has continued to evidence an overall decreasing trend line since the inception of the ACTION Strategy. Assaults (minor), and Break and Enter incidents, show an increasing trend line due to spikes in 2017.

“Non-Patrol Deployment”

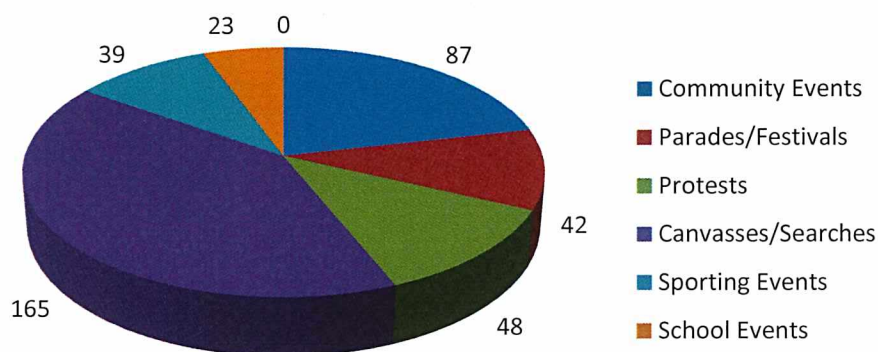
In addition to directed patrol, deployment strategies also include non-patrol deployment functions. Some of these events included community festivals, protests, sporting events, demonstrations and other special events.

In 2017, ACTION attended 87 Community Events, 42 Parades and Festivals, 48 Protests/Demonstrations, 165 Canvasses and Searches, 39 Sporting Events, 23 School Events, 75 BIA Visits and conducted 974 Daily General Patrols. The MPU attended 86 Community Events, 9 Parades and Festivals, 2 Protests/Demonstrations, 33 Searches, 10 Sporting Events, 75 School Events and 477 BIA visits. Having ACTION and MPU assigned to perform these tasks has not only assisted with lessening the workload of front line officers; but, it has allowed these units to develop an expertise in this area and provided consistency in the manner they are performed.

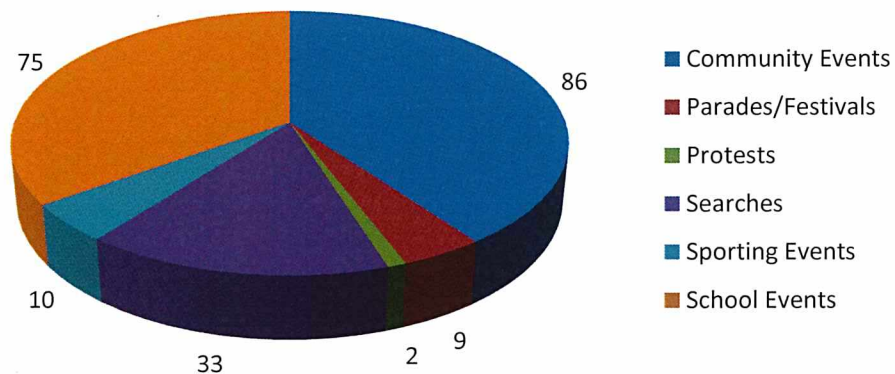
Both the ACTION Team and MPU also played key roles in many Operational Plans developed for various events in 2017. Some of these included: the Festival of Friends at Gage Park, the Around the Bay Road Race, the Supercrawl Annual Art and Indie Festival, Canada 150 celebrations, the Tall Ships Parade of Sail 2017 event, McMaster University Homecoming, The Poverty & Mental Health Awareness & Counter Rally Against the “Storm Alliance”, Buskerfest, the CP 150 Celebration Train Event, the Cupe 786 Rally, and the Hamilton Rally for LRT.

The two charts below illustrate non-patrol deployment for the ACTION Team and MPU in 2017:

ACTION Team Deployment by Event Type in 2017 (Non-Patrol)



MPU Deployment by Event Type in 2017 (Non-Patrol)



Goal 1.2 Implement effective and innovative approaches to improve traffic safety for pedestrians, cyclists, drivers and passengers

“Improving Traffic Safety”

The ACTION team strived to improve the safety of the community by issuing a total of 4902 Provincial Offence and Municipal By-Law Notices in 2017. This represented an increase in enforcement of 35% from 2016. The majority of the Provincial Offence Notices issued included vehicle, bicycle and pedestrian traffic infractions under the HTA (Highway Traffic Act), City By-Law infractions, as well as Safe Streets Act violations. This breakdown remained unchanged from 2016.

The Mounted Patrol Unit strived to improve the safety of the community by issuing a total of 275 Provincial Offence and By-Law Notices in 2017. This represented a very small decrease in enforcement from 2016 (4%). The majority of the Provincial Offence Notices issued also included vehicle, bicycle and pedestrian traffic infractions under the HTA (Highway Traffic Act), Safe Streets Act violations, and City By-Law infractions. This breakdown also remained consistent with those issued in 2016.

Goal 2.1 Reach out to share information and to build relationships and partnerships by interacting with all communities including: Children and Youth; Newcomers; People in Crisis; Seniors; and Diverse Groups

“Providing Consistent and Current Information to the Public”

The ACTION Team has continued to develop information sharing and media discussions with the public via their twitter account @HPSActionTeam4. This endeavor has been managed by Sgt. Michael Donaldson. Tweets from this account focused on HPS Media Releases, Crime stoppers, Personal Safety, the ACTION Team, the Mounted Unit and both Local Community & Sporting Events. The ACTION Team twitter account increased averaged 4 tweets and 5,306 followers per month.

“Regular Communication and Attendance at BIA, School and Community Events and Meetings”

Complementing information sharing through the media, the ACTION Team has continued to foster communication and attendance at BIA events and meetings as well as community and school events and meetings. In 2017, the ACTION Team conducted 75 BIA visits, these include meetings, festivals/events and patrols. In addition, ACTION attended 87 community events, 42 parades/festivals, 39 sporting events, and 23 school events.

“PROACTION Events and Other Community Programs”

Members of the ACTION Team continued involvement with area youth through programs such as PROACTION COPS & KIDS. One successful PROACTION COPS & KIDS event developed and participated in by one of the ACTION Teams, involved ten “at risk youth” (16-21 years of age), from the Notre Dame House located within the downtown core area. These youth (who are “street involved or homeless”), some of their house staff, and members of the ACTION Team participated in the “ALTITUDE” Program at McMaster. This unique program was designed to empower the participants through adventure programs, along with team building & leadership exercises. It also provided the chance to learn about group dynamics, leadership and how they can function most effectively in a team or group setting. This event was enjoyed by all participants, and helped to break down some of the barriers often encountered between these challenged youth and police.

ACTION Team members have also reached out to youth in identified crime hot spots or special attention neighbourhoods while on patrol (i.e., when there had been an increase in problems with youth hanging out at Memorial Skateboard Park in Waterdown after dark), and have even given up their own time and assisted with coaching area youth in high school extracurricular sports (i.e., Senior Football at Bishop Tonnos Secondary School and Badminton at Sir Winston Churchill Secondary School).

Other community charity events and youth programs that ACTION Team members have supported and participated in between January and November include: “Walk-A-Mile In Her Shoes”; the “Movember” Charity and Awareness Campaign; the “Cops Vs Kids” Loonie for Love at Our Lady of Lourdes School; the “Out of the Cold Clothing Donation Drive” in support of the Good Shepherd Centre; the “Just Give Cram-A-Cruiser food drive in partnership with the Pinball Clemons Foundation and Hamilton Food Share; HPS Cop Camp; Police In the Park @ Camp Marydale during Police Week; the Cops and Fishing Event; the Law Enforcement Special Olympics Torch Run; the “Cops and Rodders” Charity Event; the Canadian Memorial Police Ride to Remember; the HPS Project Concern Kids Christmas Party @ Carmen’s Banquet Centre; and assisting with dropping off gifts to needy families donated by the Hamilton Police Association.

“People in Crisis”

Working closely with the Social Navigator Program, the ACTION Team encountered numerous individuals dealing with significant life challenges. Of these, a total of 56 referrals were made to the Social Navigator Program where it was both deemed appropriate and welcomed by the challenged individual. These referrals included youth, seniors, persons in crisis, and newcomers.

Overall, these activities have helped our members connect with a diversity of youth and community members. This has increased community safety, fostered positive community relations and provided support for those challenged individuals and youth so that they may reach their full potential.

Goal 2.2 Collaborate with communities to help them implement solutions and manage public safety needs

“Working with the Public to Share Responsibilities for Community Safety”

ACTION Teams conducted a total of three Problem Oriented Policing (POP) Projects, targeting identified problems or complaints within deployment areas, provided support to six other Pop Projects (along with other units within HPS), participated in two city-wide crime projects; and assisted with numerous directed special attentions.

Within the Downtown Core and Entertainment District, ACTION Teams conducted two POP Projects focused on the following identified problems or complaints: i) chronic and problematic loitering, panhandling and scalpers attending sporting events in the area of the First Ontario Centre (Project Bulldog 3.0); and ii) Provincial Offences and disorderly behaviour on the property in the vicinity of the Wesley Centre at 185 Ferguson Ave (Project Wesley). These projects were continuations from similar projects initiated in 2016 and witnessed continued enforcement by the ACTION Team and collaboration between ACTION Team members, CORE Entertainment, the Hamilton Bulldogs Organization and the City of Hamilton; along with Action Team members and Wesley Urban Ministry staff respectively. A third Pop Project conducted by Action Teams focused on outstanding wanted persons living in and around the City of Hamilton (Project Evade). This POP Project resulted in a total of 49 arrests and 53 outstanding warrants being executed within a 90 day period.

Problem Oriented Policing (POP) Projects involving the ACTION Team and other Divisions and their Divisional Crime Managers included: “Notre Dame” (dealing with ongoing issues of disorderly youth loitering around the property at 14 Cannon St E in Division 1), “Trifecta” (proactive work and enforcement conducted along the James St N and York Blvd corridors which encompasses three locations within Division 1 where there are numerous complaints / i.e., Jackson Square Mall, 94 York Blvd, and First Ontario Centre), “Golden Arches Cleanup 2017” (an increase in disturbances, fights and swarming type robberies caused by youths in the area of 999 and 970 Upper Wentworth St. within Division 3 (the Limeridge Mall bus terminal and the McDonald’s parking lot) , “Pedal” (cyclist safety and proactive enforcement involving bicycles within Division 1), “All In” (proactive work and enforcement

done in and around Division 1 schools) , and “Bobby” (a Division 3 Central Mountain Robbery Project and Special Attention).

Augmenting the Problem-Oriented Policing (POP) model, the ACTION Teams participated in two city-wide crime projects (Project Morgan – a robbery initiative started in the fall of 2016 and continued into 2017, and Project 348 - a break and enter initiative); and assisted with numerous directed special attentions. Some of the directed special attentions included: panhandler enforcement within the Downtown Core and Division One areas; disorderly behaviour and open drug use near the Delta Nine Marihuana Dispensary subsequent to a robbery involving a firearm; drug trafficking and unruly behaviour at the Downtown YMCA; an increase in robberies , B &E’s, and Mischiefs in the Concession St area; an increase in problems involving youth after dark in the Waterdown Memorial Park Skateboard area; an increase in B&E’s and thefts in the Binbrook area; and an increase in the number of erected “tent cities” within the Downtown core and Division One Patrol area.

Many of these projects and directed special attentions involved collaboration with the public, business partners and HPS Divisional Crime Managers. Each achieved success and positively affected the quality of living for area residents and businesses as measured by eliminating or reducing the original problem (evidenced by crime reduction, favourable public perception or a reduction in the number of complaints received); or the quantitative performance measures achieved (i.e., arrests, charges, provincial offence notices or by-law tickets issued).

Goal 3.2 Implement and communicate formalized succession and mentoring strategies and tactics for all members that facilitate the transfer of knowledge and reflect the demographics of our communities.

“Facilitating Mentoring Opportunities”

In 2017, ACTION Team members continued to job shadow and receive experiential training and knowledge in other specialized units of the Hamilton Police Service which were of interest to them. A total of 9 ACTION Team members received job shadow opportunities (each being approximately two weeks in length), within such diverse areas as the Crisis Response Unit, C.I.D. (Criminal Investigations Division - Division One), E.R.U. (Emergency Response Unit), Vice and Drugs (Investigative Services Division), Division Two School Liaison Officer, the Marine Unit, the Social Navigator Program, the Bail Compliance Unit, and I.C.E. (the Internet Child Exploitation Unit). This program has continued to afford all participants with the opportunity to obtain valuable “on the job” training, as well as providing exposure to those areas for future career development opportunities.

Goal 3.4 Increase training to achieve our vision by sharing knowledge and resources in our communities, freeing up time for training and expanding the training budget.***“Increasing Training”***

The ACTION Team continued to develop their knowledge base by attending a number of courses, training seminars, and conferences in 2017.

Training courses completed by members included: the initial ACTION Annual Training Week (incorporating Beginner and Advanced Bike Training); the Annual Public Order Unit (POU) Basic Training course and exercise; the Ground Search and Rescue (GSAR) training course and exercise; the Labour Relations Officer (LOR) training course; the Domestic Violence Officers (DVOR) course; the Search Warrant course; the HPS Annual BLOC Training Week (including Firearms, CEW, CPR & First Aid requalification); the Critical Incident Training (CIT) course; the General Investigative Techniques (GIT) course; the Shotgun Requalification course; a Peer Support Training course; and an ECI Backgrounder Course (Human Resources). HPS and CPKN on-line courses included: Collection of Identifying Information (COII) training course; the Frontline Management of Public Demonstrations course (related to the Line 9/10 Protest); and the Workplace Hazardous Materials Information System (WHMIS) course. Finally, training seminars, workshops and conferences included the following experiential learning: a Fentanyl and Carfentanyl information seminar; an Internet Training seminar; an Interview and Interrogation seminar; a Source Development training seminar; a Counter Terrorist Information workshop; an Advanced Power Point workshop; and the Outlaw Motorcycle Gang (OMG) Biker Enforcement Training Conference.

Goal 4.1 Keep pace with technology***“Exploring New Technologies”***

The ACTION Team Analyst utilized the Bair Analytics ATACRAIDS Dashboard (a new crime mapping tool), to assist with identifying geographical violent crime “hot spots” for deployment purposes and trend analysis within the deployment quadrants and other areas of the City. The use of this new mapping tool is still in the initial stages; however, it is hoped to assist with a shift towards “real time” crime data and analysis, instead of historical information. This same crime mapping tool will eventually be rolled out and available for all front-line officers to utilize with their own beat / sector management.

Goal 4.2 Identify, implement and improve methods to retrieve data from our corporate systems and support internal user groups including: Technology Crime Unit; Crime Information and Analysis Unit; Corporate Planning Branch; and Professional Development Division.

“Collaborating with the Crime Information Analysis Unit in Order to Improve Data Retrieval”

In 2017, the ACTION Team Analyst collaborated with the Crime Information Analysis Unit (CIAU) and explored streamlining the multi-stepped and labour intensive data retrieval method that had been previously employed in order to extract violent crime data from the Niche Database. A new violent crime query was developed and implemented for use in data analysis with the assistance of the CIAU and Computer Services Programmer.

Goal 2.1 Reach out to share information and to build relationships and partnerships by interacting with all communities including: children and youth, newcomers, people in crisis, seniors and diverse groups.

“Maintaining Partnerships with Neighbourhood Groups and BIA’s”



The MPU continued to focus a great deal of attention on operational enforcement and crime prevention through high visibility patrols across the City of Hamilton in 2017. This included a significant amount of patrol time to Business Improvement Areas (BIA’s) throughout the City of Hamilton. These BIA’s included Dundas, Waterdown, Ancaster, Stoney Creek, Concession Street, Ottawa Street, Barton Street, Waterdown, Westdale, King St W, Locke Street, International Village and Downtown. In total, MPU made 477 BIA visits in 2017 to the 13 BIA areas. Each BIA was visited at least once per month.

Additional areas within the city were strategically identified and benefitted from an increased police presence in response to recent crime trends (as identified by beat Crime Managers from all three Divisions, Divisional Analysts, and the Action Analyst). A few of these areas attended by MPU in 2017 included: i) Concession St in Division Three (where there had been an increase in area Robberies, B&E’s and Mischiefs); ii) Central Mountain in Division Three (where there had been an increase in robberies, resulting in Project Bobby); iii) Waterdown Memorial Park in Division Three (a skateboard area where

there had been an increase in problems with youth after dark); and iv) Binbrook in Division Three (where there had been an increase in B&E's & Thefts).

MPU spent 58% of their directed patrol time for 2017 within Division One. Most of this time was spent within the Downtown Core, Entertainment District and nearby BIA's. As well, MPU spent 12% of their directed patrol time within Division Two, and 30% of their directed patrol time within Division Three. The deployment strategy provided high visibility for businesses during weekdays and entertainment facilities on weekends and at night. In 2017, patrol time decreased within Division Two by 1% and increased in Division Three by approximately 6% from 2016. Furthermore, the percentage of Patrol Time for the HPS MPU ranged from 55% to 79% during 2017, and averaged 62% throughout the year.

The Mounted Patrol Unit is also a significant component of the Public Order Unit (POU) and is regularly deployed throughout the city at various protests and demonstrations. They work closely with the ACTION Team, when not operating in a POU capacity.

“Engaging with the Public”

The Mounted Patrol Unit engaged with the public both during directed patrol and while attending 86 community events in 2017.

“Developing and Fostering Relationships with Children and Youth in Area Schools”

Between January and December of 2017, the Mounted Patrol Unit continued to develop and foster relationships with children and youth in area schools through scheduled visits and presentations, as well as interactions during directed patrols. Area elementary and secondary schools, college and university campuses were visited on 75 occasions during this time period. MPU also developed partnerships with two local universities with respect to several of their research projects (i.e., the University of Guelph with studies related to horse training, and stall flooring; and McMaster University with a study related to working with people in crisis and the impact of working with horses during patrol in policing scenarios).

“Working with Diverse Groups within the Community”

In continuing to explore working with diverse groups within the community, the Mounted Patrol Unit has initiated a partnership with the Metis Women's Circle in a project entitled “Tashunke: Youth Resilience through the Horse-Human Bond”. “Tashunke” is a unique concept which combines “diverse

methods of horse-human interaction with diverse cultural populations of youth in a program of hand-on intercultural learning and reconciliation between indigenous and mainstream youth in Canada”.

“Horses can teach us to motivate, focus and respect others”.

Although the actual program will not start until 2018, the project proposal has been submitted for funding. Youth participants in the project will attend and tour the MPU barn once during the proposed 24 week program. MPU may be invited to other events and will be invited along with the Chief to the graduation ceremony /dinner at the project conclusion.

Goal 2.3 Engage the community with meaningful and varied volunteer experiences.

“Providing the Community with Meaningful and Varied Volunteer Experiences”

The Mounted Patrol Unit was able to provide a number of meaningful and varied volunteer opportunities to various segments of the community in 2017. Volunteers were utilized by the unit whom had an interest in horses with respect to clean up, and tac in the barn area; grooming of the horses; and in providing assistance with ground support at special events. Additional volunteer opportunity included assistance on Mounted Patrol Unit training days as “actors” in crowd scenario’s. These latter volunteer positions were filled by McMaster Co-op Students whom were extremely helpful every Wednesday, during both morning and afternoon training sessions throughout the year. These training scenarios often involved as many as nine co-op student volunteers at a time, making them invaluable as realistic crowd situations.

Goal 3.2 Implement and communicate formalized succession and mentoring strategies and tactics for all our members that facilitate the transfer of knowledge and reflect the demographics of our communities.

“Utilizing the SPARE Program for Backfilling”

The Mounted Patrol Unit continued to implement the SPARE program with respect to backfilling for full-time members when they were away on holiday, days off, court-time, or sick. In 2017, there were two ACTION Team members whom were fully trained Mounted Patrol Unit Spare Officers that participated in backfilling for any missing full-time Mounted Unit Patrol Officers. These designated Mounted Patrol Unit SPARE officers participated in all regular training exercises, numerous special events and ceremonies, as well as the NAPEC Training Conference and Competition.

Goal 3.4 Increase training to achieve our vision by sharing knowledge and resources in our communities, freeing up time for training and expanding the training budget.

“Continuing to Implement an Officer Fitness Program, and Utilizing Equine Professionals to Successfully Compete at NAPEC, and Assist with Basic Training and Problem Solving with the Horses”

The Mounted Patrol Unit continued to implement a rider fitness program which took place on a weekly basis during the MPU troop training day. An equine chiropractor was consulted and the service of an OEF (Ontario Equestrian Federation) trainer was also utilized to assist with regular basic training and problem solving with the horses. During the week of October 12th 2017, the members and mounts of the HPS MPU attended the NAPEC training conference and competition in Philadelphia, Pennsylvania. Training for this competition started in January 2017 and peaked in September. This year the NAPEC board decided to run a Novice and Expert Equitation Class. The Novice Class was for competitors and horses that have not placed in the ribbons at any previous NAPEC event. The Expert Class was for competitors and horses that have competed in NAPEC in the past and have received ribbons.

One MPU member and mount competed in the Novice Division and finished 3rd for Equitation and 3rd in combined scores for Novice overall. There were a total of 17 competitors in that category.

Two other MPU members and mounts competed in the Expert Equitation class (as both had competed in NAPEC in the past and had received ribbons). One of these riders and mounts scored 4th in Equitation; but, did not place in the obstacles despite excellent scores. In combined scores that same rider and mount came in 8th overall. There were a total of 50 competitors in that category. The second rider and mount did not place in the Equitation class or in the obstacle division; but, performed very well in Equitation and received high scores in a number of areas. This second mount experienced some sensory challenges and separation anxiety when a team mount left the ring; but, worked through the challenges and finished well overall.

All mounts and riders showed improvement over the year. The new training program initiated in 2016, and continued in 2017 was instrumental in the successful performance at NAPEC.

“Implementing New Training”

2017 also witnessed additional new training for members of the Mounted Patrol Unit, which included mounted shooting, a biting clinic, and large animal rescue training.

Early in 2017, Sgt. Denise Leonard attended the North American Mounted Unit Commanders Conference where one of the topics covered was Mounted Shooting and its importance. Upon her return, the MPU worked with the HPS Use of Force Section to implement a rider shooting program. The HPS Program was designed after a similar one utilized by the Minneapolis Mounted Unit. That program incorporated a course designed by a Use of Force Instructor whom was also a Mounted Unit Officer for the Minneapolis Police Department. In the initial part of the HPS Program, the MPU officers were put through a training program designed for one handed shooting and clearing stoppages; as well as shooting from a side angle. This was completed on a wooden structure which simulated the height the officer sits on horseback.

The end goal of the HPS Program was to desensitize the horses to gunfire; thus allowing greater accuracy in shooting from horseback. The subsequent horse training portion was the responsibility of the Mounted Patrol Unit Sergeant. No live fire from horseback was implemented during this Mounted Unit Shooting program.

On June 12th, MPU members organized, hosted and participated in a one-day in house biting clinic presented by Dale Myler of the Myler Bit Company. The clinic was opened up to neighboring Police Mounted Units and involved a 3 hour classroom portion as well as a 4 hour practical period at the barn, working with the horses and testing bits. The end result was the selection of a new bit system which is more effective during the communication between horse and rider.

Finally, between November 17th and 19th, MPU members attended and completed a three day training session on Large Animal Rescue Training (LAR-Course); hosted by Equine Guelph (University of Guelph), at the Meaford Fire Department Training Centre. This training provided knowledge and practical skills using real life scenarios in the event that our own or other large animals within the community develop or suffer an injury, and require removal and care.

Awards and Recognition

“HPS MPU Members Recipients of Multiple Awards at Prestigious NAPEC Conference & Competition”

During the week of October 12th 2017, the members and mounts of the HPS MPU attended the NAPEC training conference and competition in Philadelphia, Pennsylvania. The competition was a culmination of the HPS rider fitness training program incorporating nine months of intensive training for both riders and mounts, under the consultation of an equine chiropractor and engaging the services of an OEF

(Ontario Equestrian Federation) trainer. Participants were judged on performance in both a Novice and Expert Equitation Class. The unit was extremely successful, finishing 3rd in the Equitation and 3rd overall in the combined scores for the Novice Division; and 4th in Equitation and 8th overall in the combined scores for the Expert Division. The NAPEC 2017 competition was a huge success, which reflected a great team effort, and training experience for the horses.

Bail Compliance Unit



The Bail Compliance Unit (BCU) is a visible uniform response, supportive to the ACTION Strategy (“Addressing Crime Trends in our Neighbourhoods”). The mandate of the Bail Compliance Unit (BCU) is to promote public safety and reduce the fear of crime by implementing a Bail Compliance Program. This program is a service-wide crime prevention initiative intended to identify and manage violent offenders through education and bail compliance investigations. The BCU visits the offenders and sureties following release and provides education concerning the Bail Compliance Program. This includes the consequences of non-compliance by the offender as it applies to both the offenders and the surety.

The strategy holds offenders and sureties accountable. The BCU actively monitors the offender to ensure that they are adhering to the conditions imposed upon them by the courts. The BCU actively searches for and arrests any offenders found breaching court imposed conditions. The HPS remain committed to monitoring violent offenders and strictly enforcing conditions to help prevent future offences. Monitoring and enforcement is done through bail compliance checks, which results in some offenders being arrested and charged. For 2017, the BCU was comprised of two full time Constables and an accommodated Constable to assist with administrative duties.

Bail Compliance Unit Performance Measures and Related Statistics

In 2017, the Bail Compliance Unit (BCU) conducted 1124 compliance checks, and 545 surety checks. This compared to 2355 compliance checks and 744 surety checks in 2016. The Bail Compliance Unit conducted 41 arrests involving bail compliance offenders and 26 arrests were made regarding non-bail compliance offenders. The BCU also issued 42 arrest warrants as a result of their investigations. As well, 53 arrests were conducted by other members of the organization involving Bail Compliance Offenders for a total of 120 arrests in 2017. Additionally, the Bail Compliance Unit conducted 9 arrests involving members of the HDTC, while 17 arrests were made by other members of the organization, for

a total of 26 arrests involving the HDTC. This compared to a total of 90 Bail Compliance Offenders and 13 HDTC program members arrested in 2016.

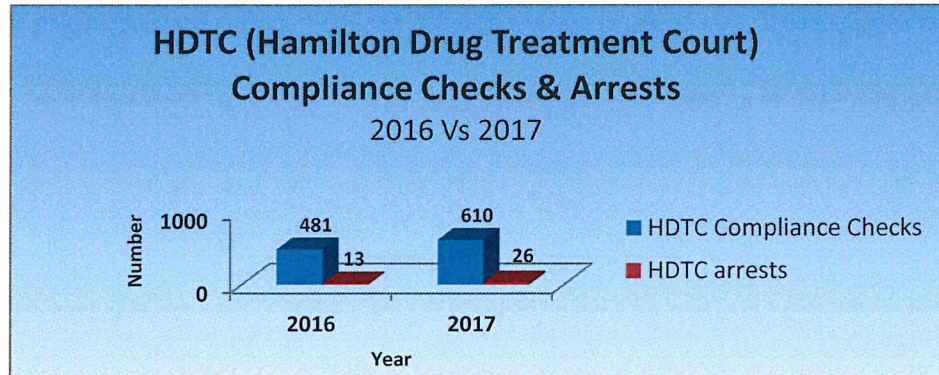
It is believed that the decrease in the number of compliance and surety checks in 2017 was a reflection of more extensive checks and investigations having been conducted on the offenders. Despite having a lower number of compliance checks (52%) and surety checks (27%) in 2017 vs. 2016; the BCU recorded the highest number of arrests and surety revocations since the implementation of the Bail Compliance Unit in 2012 (i.e., 120 arrests and 25 surety revocations, a 33% and 108% increase respectively).

Of further significance in 2017 was the number of PON's issued, and the number of criminal intelligence (CI) reports submitted by BCU members. The total number of PON's issued between January and December by BCU members was 102 (113% increase from 2016); while the number of CI reports submitted by BCU members was 34 (183% increase from 2016).

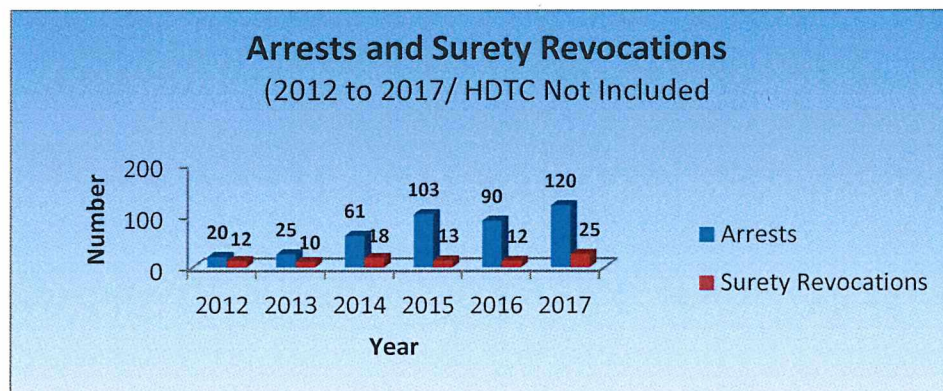
Hamilton Drug Treatment Court

The Hamilton Drug Treatment Court (HDTC), in cooperation with the Hamilton Police Service, takes a comprehensive approach to reduce the number of crimes committed by a drug dependent offender. The program incorporates judicial supervision, comprehensive substance abuse treatment, random and frequent drug tests, incentives and sanctions, clinical case management, social services support, and bail compliance checks. The approach is aimed at reducing the harm people cause to themselves and to others through their drug use, as well as reducing the risk that these individuals will continue to use drugs and thereby come into conflict with the law. The HDTC began in 2014 with the first offender released into the program on January 29th.

Drug Treatment Courts focus on facilitating treatment for drug-motivated offenders who meet specified criteria. They provide an alternative to incarceration by offering an opportunity to complete a drug treatment program. In 2017, the number of offenders that participated in the Hamilton Drug Treatment Court ranged from 3 to 11. Throughout the year some offenders were expelled from the program, new ones joined, and still others continued on to success and sobriety.



In 2017, there were a total of 610 HDTC compliance checks completed and 26 arrests made by the Bail Compliance Unit. This represented an increase of 27% in compliance checks from 2016 and an increase of 100% in arrests from 2016.



2017 witnessed the greatest number of arrests and surety revocations made by the Bail Compliance Unit since the inception of the unit in 2012. There were 120 bail compliance offenders arrested in 2017 (representing a 33% increase in the number of offenders arrested from 2016), and there were 25 surety revocations made in 2017 (representing a 108% increase in the number of surety revocations from 2016).

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

“Addressing Violent Crime in the Community”

The specific mandate of the Bail Compliance Unit is to monitor high risk offenders who have been released on bail for violent crimes. In 2017, the Bail Compliance Unit conducted 1124 compliance

checks. As a result of these compliance checks and maintaining a zero tolerance approach, 120 bail compliance offenders were found not to be compliant and were arrested.

An additional goal was set by BCU in 2017 of continuing the Bail Compliance Check Program for those participating in the Hamilton Drug Treatment Court (HDTC) Program. In 2017, the Bail Compliance Unit conducted a total of 610 compliance checks. As a result of these compliance checks and maintaining a zero tolerance approach, 26 participants in the HDTC Program were found not to be compliant and were arrested.

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

“Providing Education and Support to Sureties along with Follow-Up Checks”

In 2017, BCU continued to provide education and support to sureties with respect to the court process and their responsibilities while released on bail for violent crimes. Associated with this education and support was follow-up checks to ensure that members were abiding by their conditions. In total, BCU conducted 545 surety checks which resulted in 25 surety revocations. This was the highest number of surety revocations to date since the Bail Compliance Program began in 2012, and represented an increase of 108% in the number of surety revocations from 2016.

Conclusion

The ACTION Strategy continued to experience success in 2017. Overall, there has been a reduction in violent crime and other crime categories since inception, as evidenced by multiple decreasing crime trends within the primary deployment areas.

The Action Team and Mounted Patrol Unit have continued to be an indispensable resource to the HPS for large community event planning, managing related street level disorder and major incident response. The Bail Compliance Unit has continued to develop and maintains a zero-tolerance approach to violent offenders who have failed to comply with their release conditions.

The ACTION Strategy will continue to focus on reducing violence and disorder in our neighbourhoods; in order to ensure that the City of Hamilton is safe and to improve the quality of life for all residents.

4.4(d)



ONTARIO ASSOCIATION OF POLICE SERVICE BOARDS

180 Simcoe Street, London Ontario, N6G 1H9

TEL. 1-519-659-0434

Seeking Your Help! – PSB Members

The Ontario Association of Police Service Boards' 2018 Labour Seminar is being held from September 20-21, 2018 at the Four Points Sheraton Hotel at the Toronto Airport.

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Please contact us at admin@oapSB.ca or 1-800-831-7727 to take advantage of one or more of these unique sponsorship opportunities listed below.

Respectfully,

A handwritten signature in cursive script, appearing to read 'Eli El-Chantiry'.

Eli El-Chantiry
Chair

A handwritten signature in cursive script, appearing to read 'Fred Kaustinen'.

Fred Kaustinen
Executive Director



HAMILTON POLICE SERVICES BOARD

OUTSTANDING ISSUES as of September 13, 2018

ITEM	ORIGINAL DATE	ACTION REQUIRED	STATUS	EXPECTED COMPLETION DATE
1. Other Business	May 26, 2016	That Member Whitehead work with the Board Administrator to implement the use of Electronic devices for monthly agendas.	PSB 16-001 – Ongoing	2 nd Quarter 2018
2. Body-Worn Camera Steering Committee Second Year Report (PSB 16-127)	November 16, 2017	That the Board approve that continued investigation occur prior to accepting, rejecting or engaging in a Body Worn Camera pilot deployment program.	Ongoing	
3. Statistics on Sexual Assault Data Collection	February 9, 2017	The Hamilton Police Services to review all unfounded sexual assault cases dating back to 2010, and that Chief Girt be requested to report back to the Board as soon as possible on the findings	Ongoing	
4. Request from Shekar Chandrashekar, to Provide a Deputation to the Board	May 10, 2018	That the request from Mr. Shekar Chandrashekar be referred to the Police Services Board Budget Subcommittee.		3 rd Quarter 2018

4.4(e)