

# 2019 Annual Report

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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 24 officers on bikes and foot patrol. 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 six horses, and five officers (including 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 two 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 Neighbourhoods (ACTION) Strategy is based on a disciplined approach to strategic and targeted patrol techniques. The ACTION strategy utilizes the resources of three different units; the ACTION Team, Mounted Patrol Unit (MPU) and Bail Compliance Unit (BCU).

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 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 is deployed to communities throughout the city and partners with them to address challenges.

In 2019, ACTION Team officers arrested 407 persons, removed approximately \$13,875.50 in drugs from our streets, and issued 3898 offence notices. 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 (MPU) made 4 arrests and issued 57 provincial offence notices. This Unit has 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, arrests, and enforcement).

The Bail Compliance Unit (BCU) has continued to target violent offenders who have failed to comply with their release conditions. In 2019, the BCU arrested 120 offenders and 3 Hamilton Drug Treatment Court offenders. This report outlines the successes of the HPS ACTION Strategy.

## **Quantitative Results**

A significant commitment was made to public safety by the ACTION Strategy. The ACTION Team and MPU figures include a breakdown of categories over the last five years (2015 to 2019).

## ACTION Team Performance Measures

Performance Measure Type	2015 Total (January to December)	2016 Total (January to December)	2017 Total (January to December)	2018 Total (January to December)	2019 Total (January to December)
ACTION Arrests	766	656	869	825	407
ACTION Firearms Seized	*92	3	1	*56	0
ACTION \$ Drugs Seized	\$87,068.10	\$23,917.00	\$81,889.60	\$16,249.25	\$13,875.50
ACTION PONs	3,041	3,627	5,049	5,346	3,898
ACTION Charges	614	477	416	534	426
SNP Total Referrals	156	52	56	24	29

\* Includes firearms or ammunition seized by Action Team related to the HPS Firearms Amnesty \*\*includes criminal debriefs

## Mounted Patrol Unit Performance Measures

Performance Measure Type	2015 Total (January to December)	2016 Total (January to December)	2017 Total (January to December)	2018 Total (January to December)	2019 Total (January to December)
MPU Arrests	23	21	17	17	4
MPU PONs	298	287	275	275	57

## 2019 Goals and Objectives

### HPS Business Plan (2019-2021)

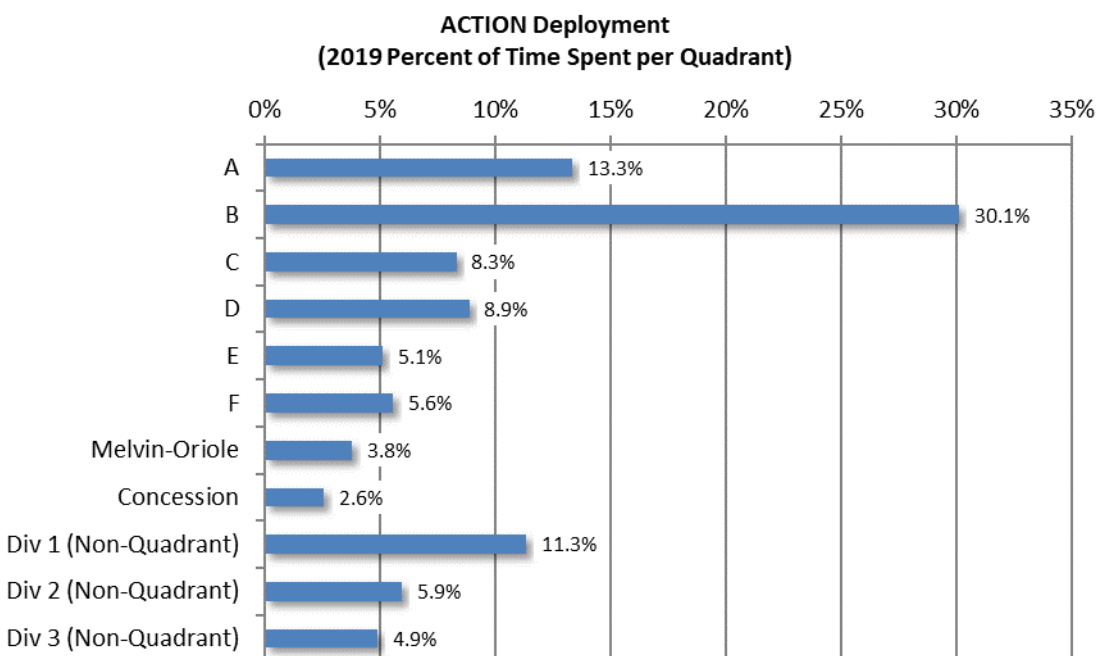
Goal: Community Safety - To ensure the safety of the communities we serve. Public safety, crime trends, education, traffic safety, communication and harm reduction.

### 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 continued to include the initial ACTION strategy primary deployment areas/quadrants (the Downtown BIA area; the Hess Street Village Entertainment Area; the Concession Street BIA area; the McQuesten Neighbourhood (including Melvin-Oriole Crescent) and

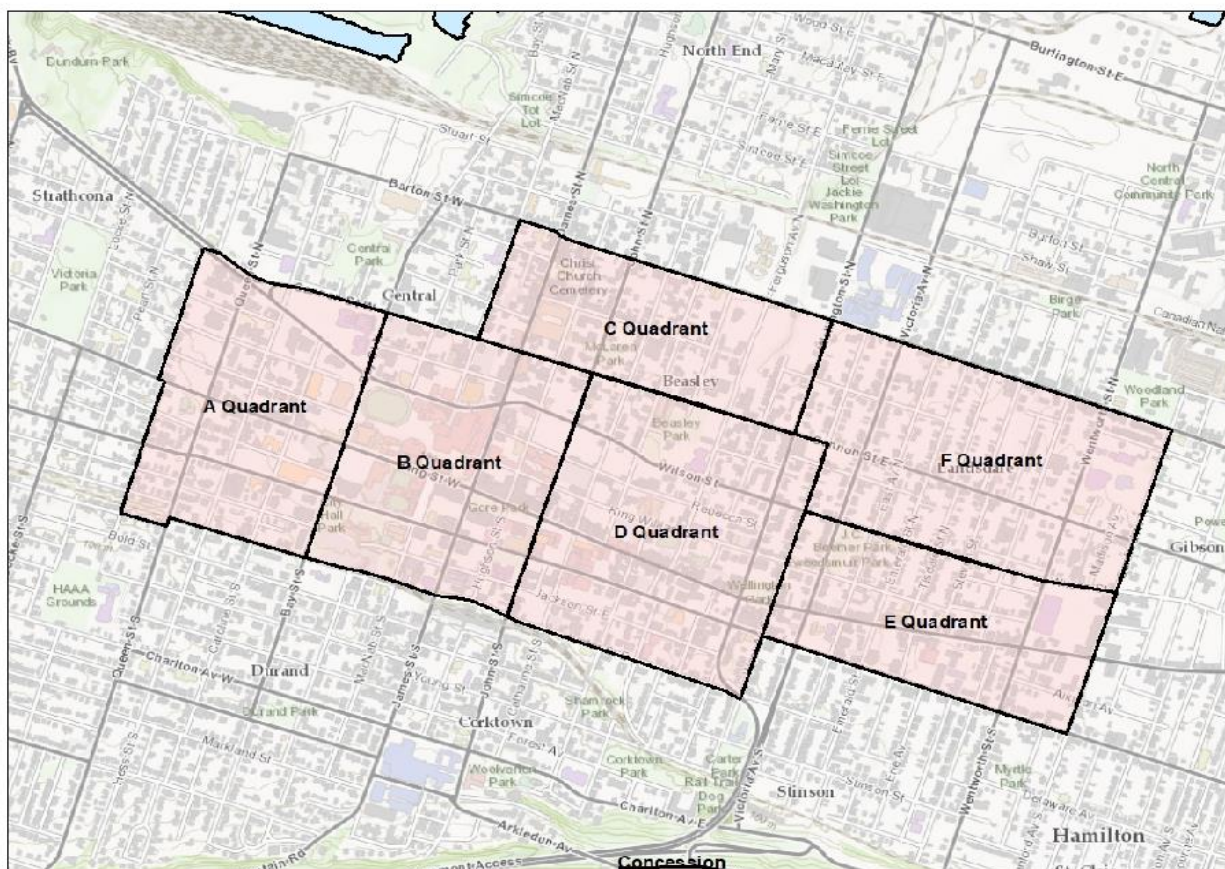
identified areas of concern that had been strategically identified by the Division Crime Managers, Division Analysts, and the ACTION Analyst. These other areas were identified through Problem Oriented Policing (POP) Projects, Special Attention areas (identified via problems or complaints), and geographical violent crime “hot spots” (as determined by crime analysis).

In 2019, the majority of the deployment time was spent within the Hamilton Downtown core (i.e., 43.4% within the Hess Village Entertainment Area - Quadrant A & B/Beat 1374). The following graph represents the percentage of time spent within the quadrants/other areas of the City.



The MPU deploys during dayshift in the BIA areas throughout the City; however, their primary focus is the Downtown core. MPU night shifts are concentrated in the entertainment zones. The below map shows the quadrant areas A through F.



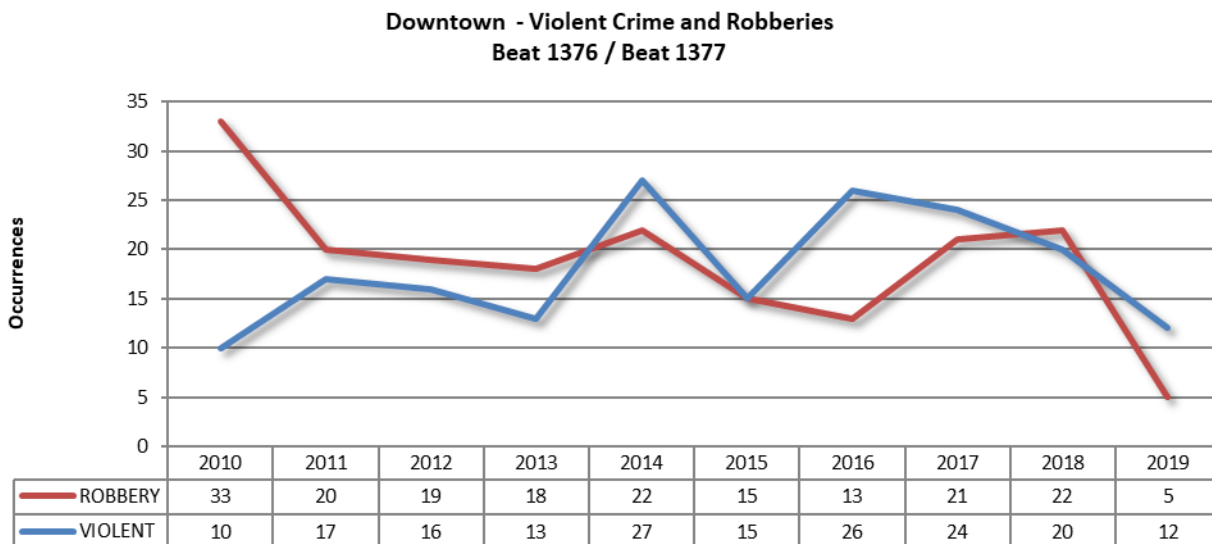


## Violent Crime Trends

Violent Crime decreased in 2 of the 4 major quadrant deployment areas in 2019 when compared to 2018 figures (“Downtown” and “Hess Village”). It increased in “McQuesten” and stayed the same in “Concession”. Robberies (which are a subset of Violent Crimes), showed a significant decrease Downtown. They remained the same in McQuesten. Concession saw a slight increase, while Hess Village saw a slight decrease. Assaults have decreased in all four of the major quadrants between 2018 and 2019. Break and Enters have also decreased significantly in all four major quadrants between 2018 and 2019. Theft of Auto has decreased in three of the four quadrants with Concession remaining the same between 2018 and 2019. Theft from Auto has remained the same Downtown but decreased significantly in the other three quadrants between 2018 and 2019.

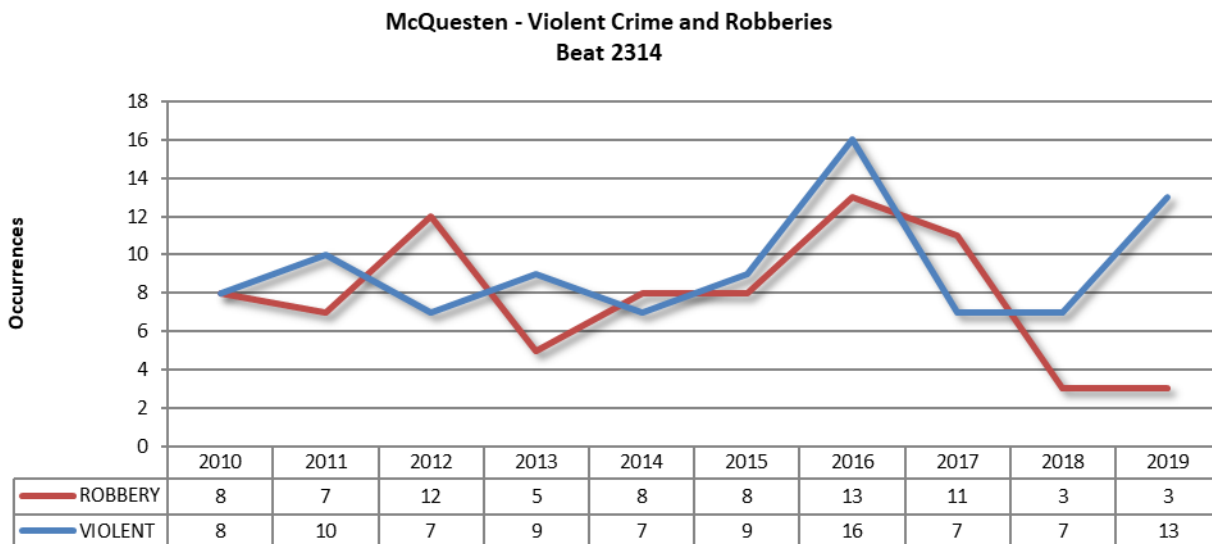
The following graphs were developed by the Strategic Analyst of the Crime Information Analysis Unit. The data was extracted from Niche with the following removed – Domestic, Attempts, and occurrences situated at 155 King William Street.

Graph 1a



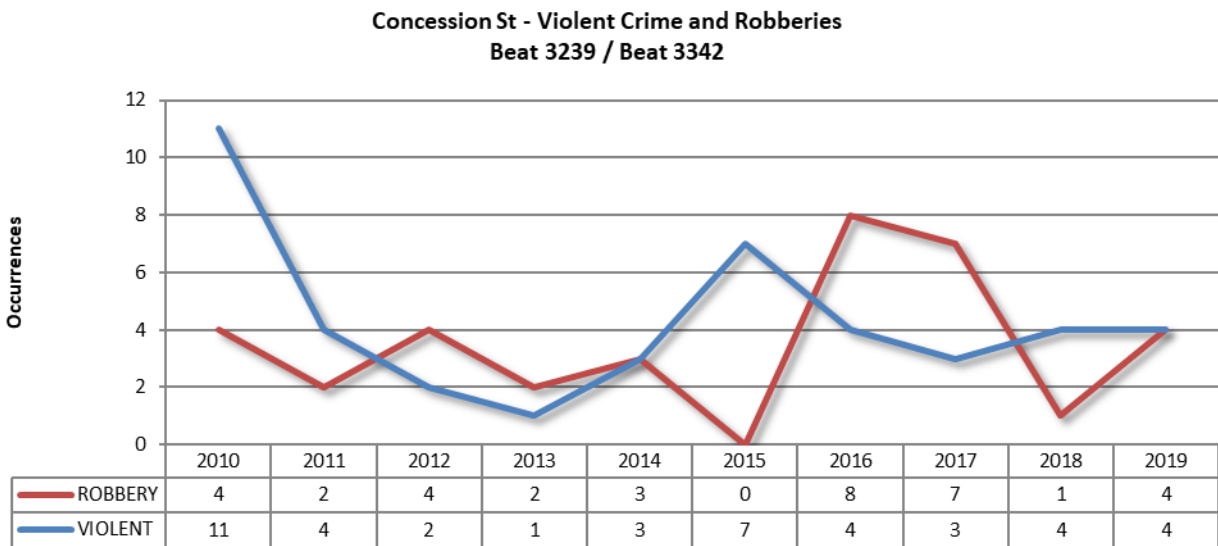
Robbery incidents within the Downtown Quadrant area decreased between 2018 and 2019 and is significantly reduced when compared to the pre-ACTION figures. Violent incidents also decreased between 2018 and 2019 within the Downtown Quadrant.

Graph 1b



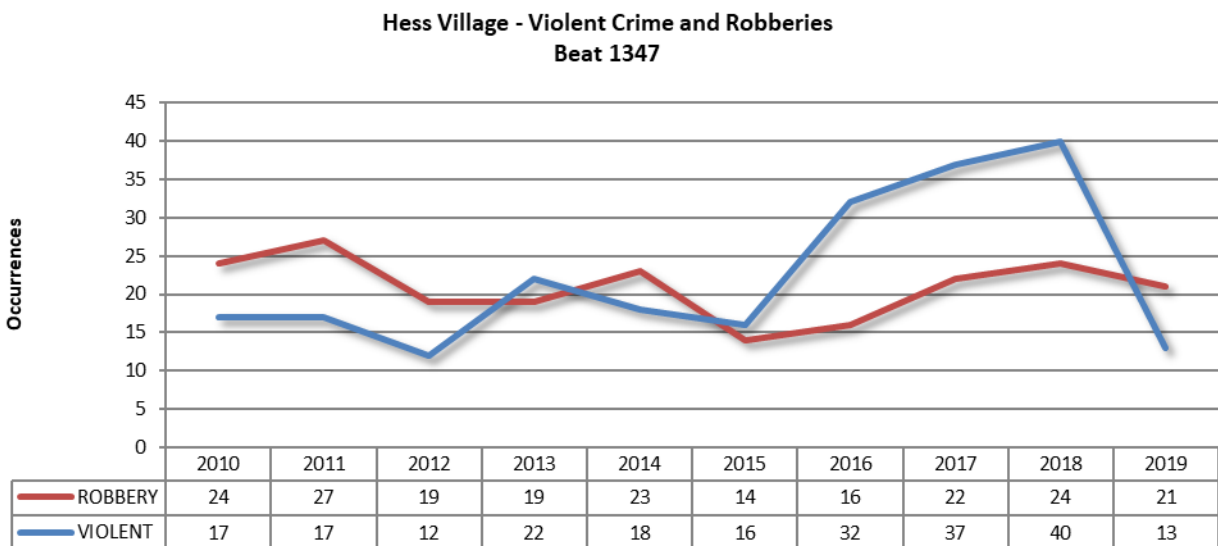
Robbery incidents remained the same in 2019 compared to 2018 and remains significantly lower than pre-ACTION figures in 2009. Violent incidents saw a slight increase between 2018 and 2019; and are higher than pre-ACTION figures in 2010.

Graph 1c



Robbery incidents saw a slight increase in 2019 compared to 2018 and are the same as pre-ACTION figures in 2010. Violent incidents between 2018 and 2019 remained the same are lower than the pre-ACTION figures in 2010.

Graph 1d

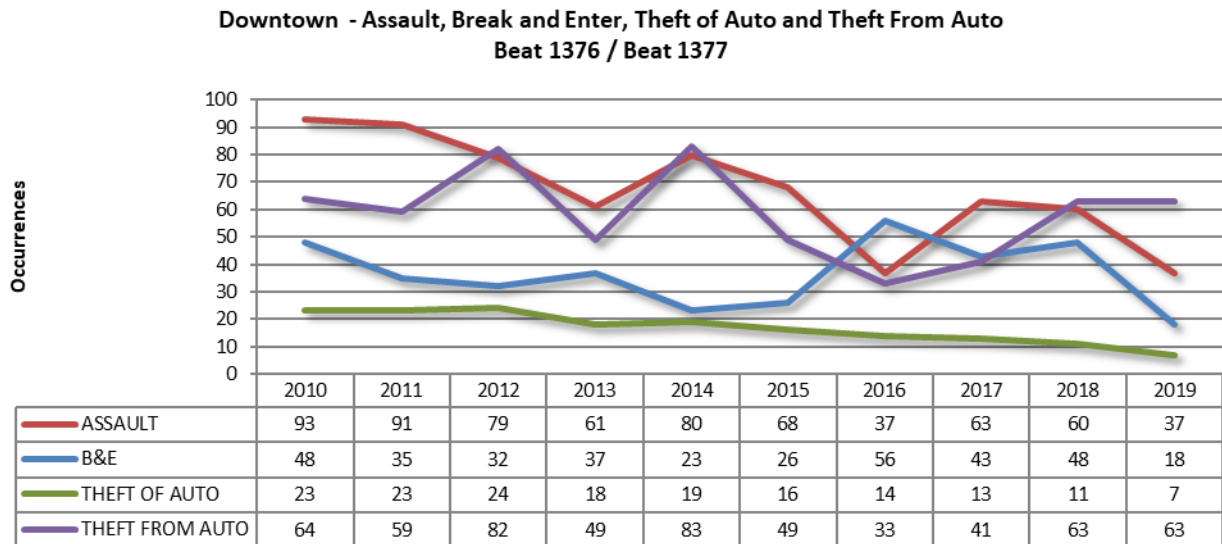


Both robbery and violent incidents decreased in 2019 compared to 2018 and are now lower than pre-ACTION figures in 2010.



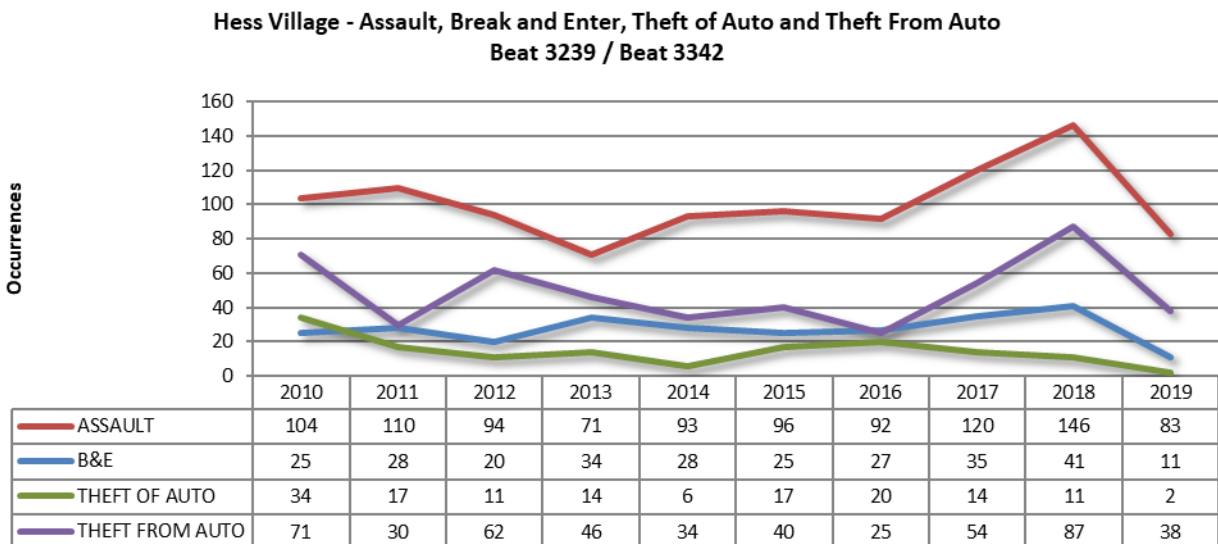
## Other Crime

Graph 2a



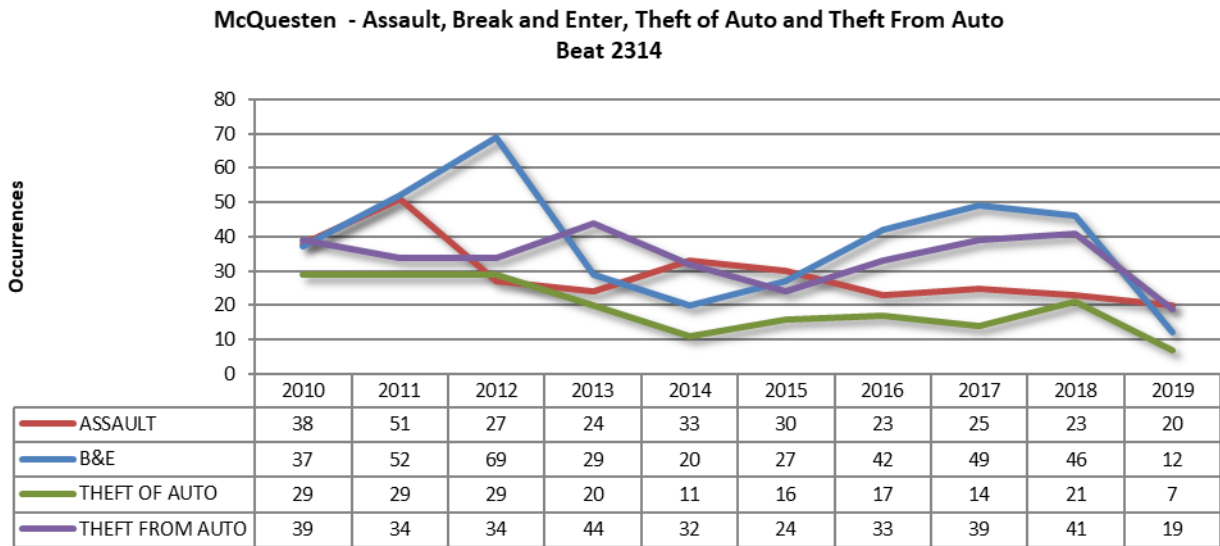
There were significant decreases in Assault and Break & Enter incidents. Theft of Auto also saw a decrease, whereas Theft from Auto incidents between 2018 and 2019 remained the same. All four crime categories are lower than pre-ACTION figures in 2010.

Graph 2b



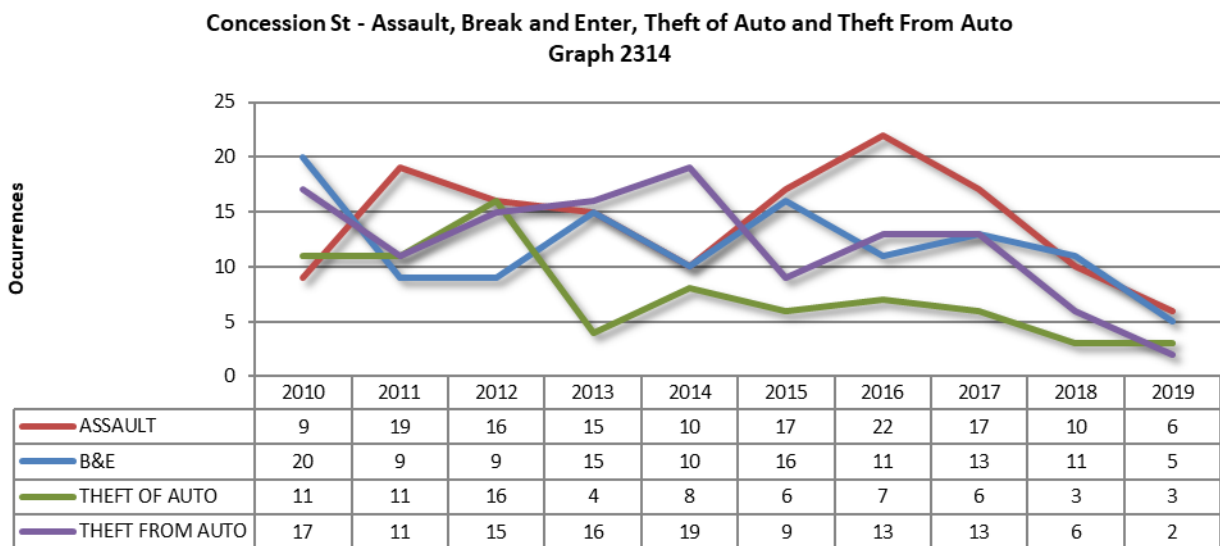
Within the Hess Village Entertainment Area, all four crime groups saw significant decreases between 2018 and 2019. All four crime groups are lower than pre-ACTION figures in 2010.

Graph 2c



In the McQuesten neighbourhood, all four crime groups decreased between 2018 and 2019. All four crime groups are lower than pre-ACTION figures in 2010.

Graph 2d

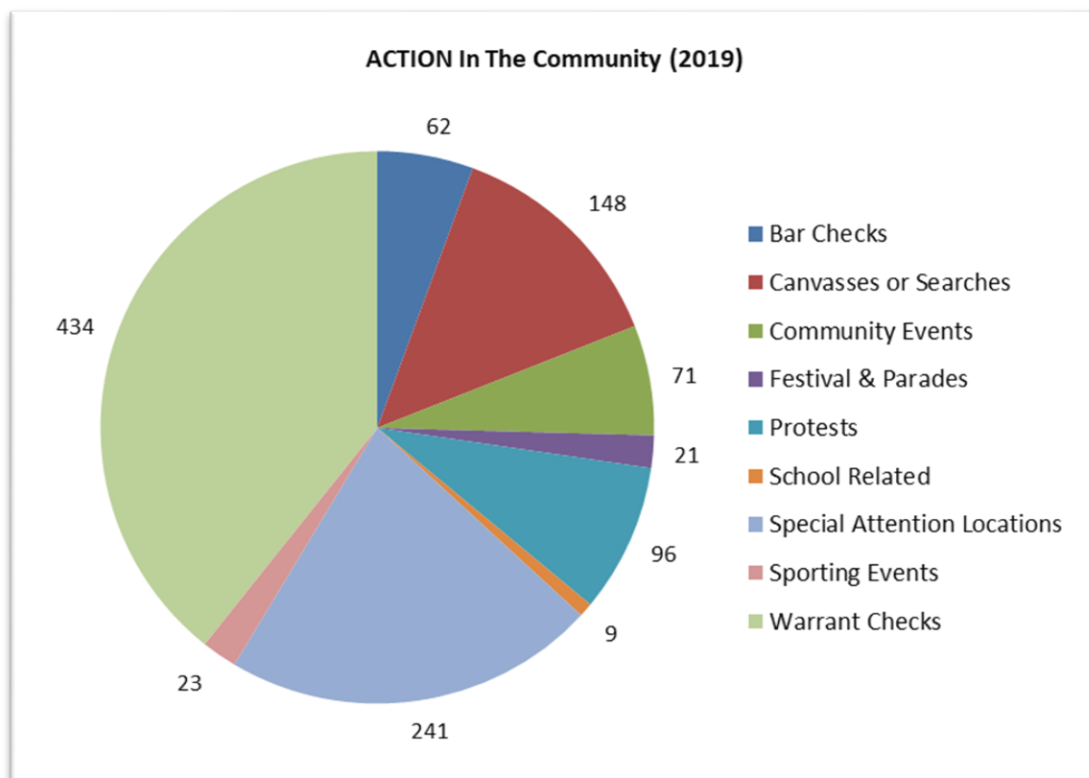


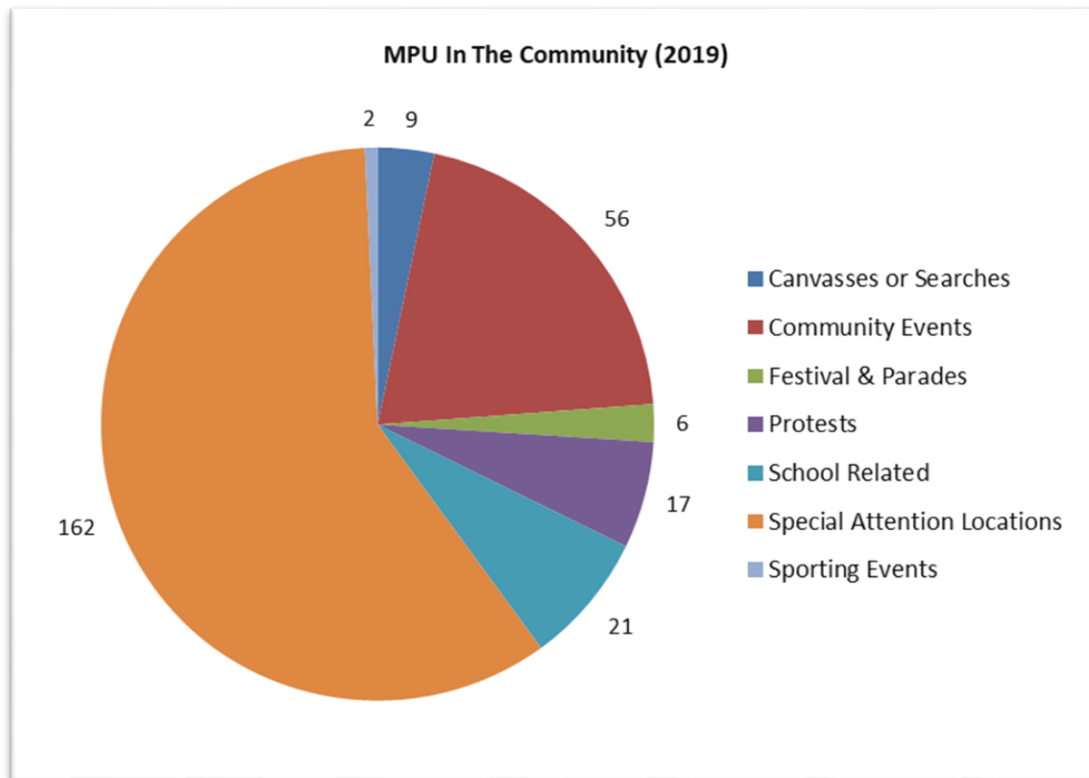
Within the Concession St area, Assault, Break and Enter, and Theft from Auto incidents have all decreased between 2018 and 2019. Theft of Auto incidents remain the same and all remaining figures are lower than pre-ACTION figures in 2010.

## Non-Patrol Deployment

In addition to directed patrol, deployment strategies also include non-patrol deployment functions. In 2019, ACTION and MPU attended various community events, parades/festivals, sporting events, school events, protests/demonstrations, and conducted regular BIA visits, bar checks, and warrant checks throughout the City of Hamilton. Having ACTION and the MPU assigned to perform these tasks has not only assisted with lessening the workload of front line officers, but it has also allowed these units to develop an expertise in this area and provided consistency in the manner they are performed. In October, 20 GPS units were issued to ACTION officers to provide accurate travel details throughout their shift. The information is used to provide further effectiveness in deployment, accuracy and tracking for missing persons and searches.

Both ACTION and the MPU also played key roles in many events and Operational Plans developed in 2019. Some of these included Art Crawl, Dundas Buskerfest, 905 Fest, Pagan Pride Harvest Festival, Festival of Friends, Dundas Cactus Festival, Winona Peach Festival, Super Crawl, McMaster Homecoming, BIA Halloween Festival, Labor Day Festival, Ribfest, and St. Patrick's Day. ACTION was involved in 96 Protests and MPU were involved in 17 Protests in 2019. The two charts below illustrate non-patrol deployment for the ACTION Team and the MPU in 2019.



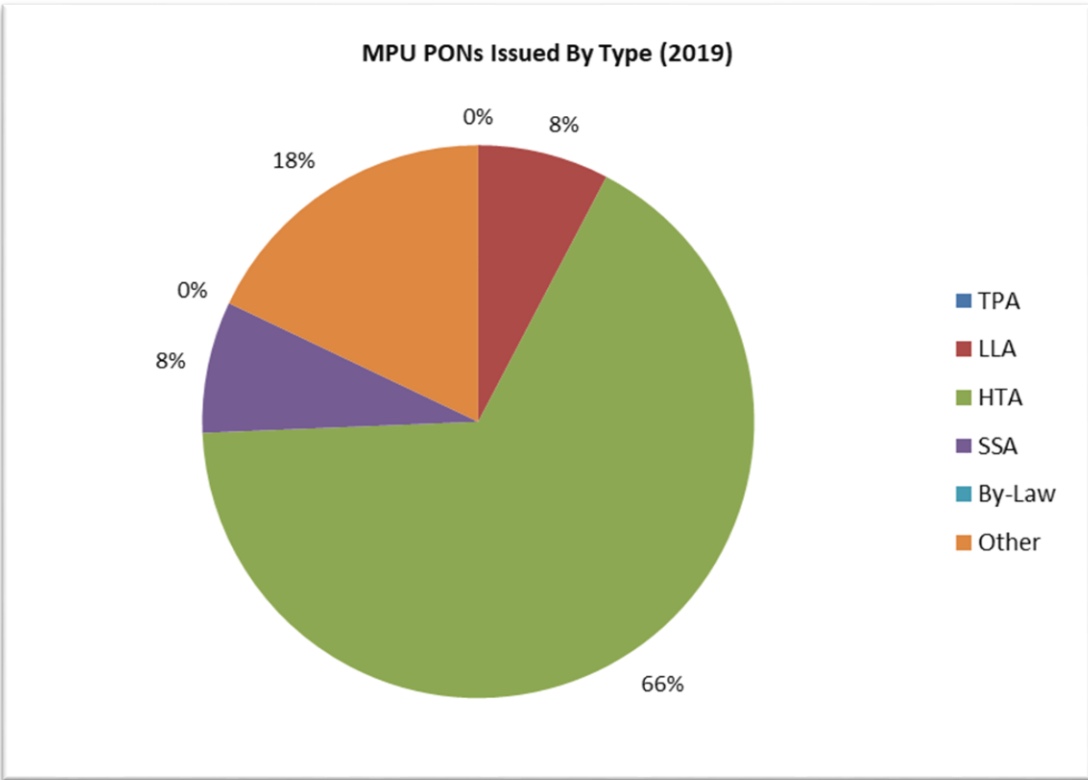
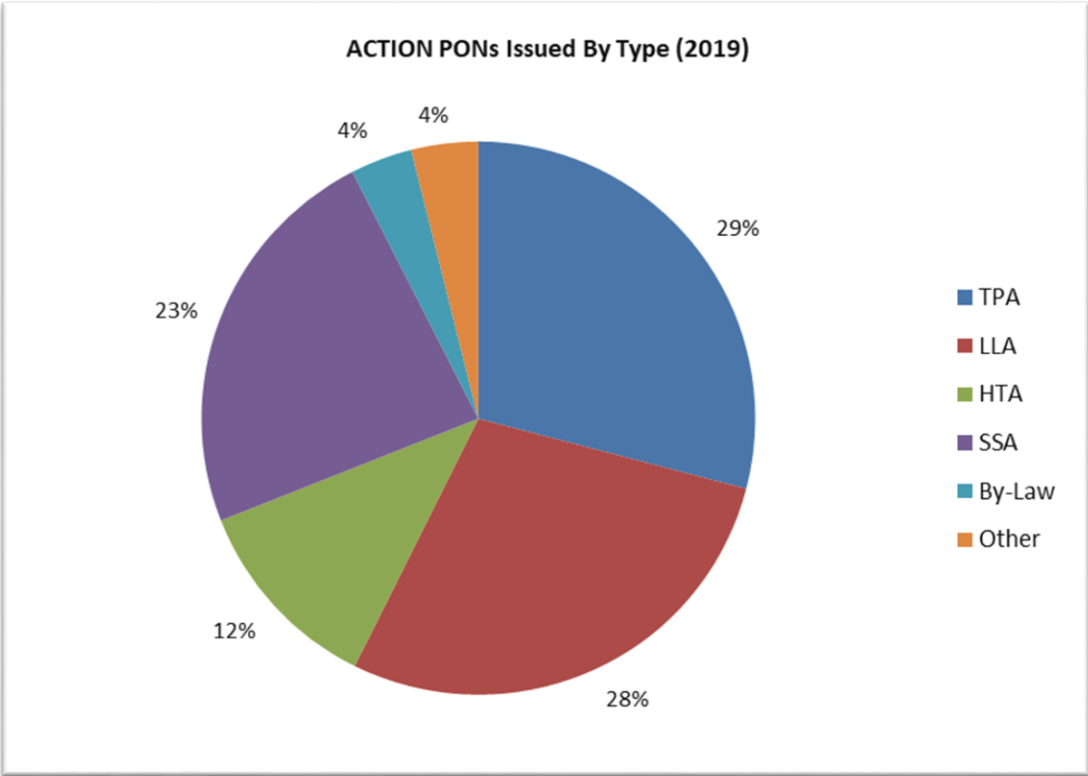


### Improving Traffic Safety

The ACTION team strived to improve the safety of the community by issuing a total of 3,898 Provincial Offence and Municipal By-Law Offence Notices in 2019. The majority of the Provincial Offence Notices issued included vehicle, bicycle and pedestrian traffic infractions under the Highway Traffic Act (HTA), City By-Law infractions, Liquor Licence Act (LLA), as well as Safe Streets Act violations.

The MPU strived to improve the safety of the community by issuing a total of 57 Provincial Offence and By-Law Notices in 2019. The majority of the Provincial Offence Notices issued included vehicle, bicycle and pedestrian traffic infractions under the HTA, Safe Streets Act violations.

The two charts below illustrate the breakdown of PONs issued by ACTION and the Mounted Police Unit in 2019.



## **ACTION TEAM**

The ACTION Team is a proactive unit of officers who provide strategic and directed high visibility patrols to various neighbourhoods in the city experiencing violent crime or disorder issues. The ACTION team also supports other divisions with; canvasses for investigations, searches for missing persons and evidence and managing demonstrations, protests or rallies. In an effort to foster strong relationships, the ACTION Team continues to attend various community events.

### **ACTION Team Specific Objectives**

HPS Business Plan (2019-2021)

Goal:           Engagement & Partnerships - To foster effective relationships with all of our communities.  
Community participation, volunteers, funding, information sharing

#### **Regular Communication and Attendance at BIA, School and Community Events and Meetings**

ACTION has continued to foster communication with the Business Improvement Areas by conducting regular patrols of the 13 BIA areas and attending several events in the community. Events include; BIA Halloween Festival, St. Patrick's Day Festivities, Rockton Fair, Festival of Friends, Dundas Cactus Festival, Winona Peach Festival, Supercrawl, Ribfest, Artcrawl, Buskerfest, Remembrance Day Parade, the Santa Clause Parade and sporting events such as the Hamilton Bulldogs, Raptors view Party and assisted with the RBC Canadian Open.

#### **ProAction Events and Other Community Programs**

ACTION continued involvement with area youth through programs including ProAction Cops & Kids, with events such as Cops and Cats, a planned trip with students to a Tiger Cats game, a friendly game of hockey between students from Churchill School and HPS, and supported Community Living by participating in the Ability to Walk and Roll, a fundraiser for people with disabilities.

Other community events and youth programs that ACTION Team members have supported and participated in include; Youth Empowerment Event at the Mosque, Police Dialogue Program, Bike Safety Presentation to Boy Scouts, Climb for Cancer, Walk a Mile in her Shoes, Movember, Winter Coat Drive, Police in the Park, and Cops and Rodders.



## **People in Crisis**

Working closely with the Social Navigator Program (SNP), ACTION encountered numerous individuals dealing with significant life challenges. Of these, a total of 29 referrals were made to the SNP. ACTION consistently assisted the SNP on a frequent basis with client checks and events such as the Winter Coat Drive. Overall, these activities have helped our members connect with a diversity of youth and community members. This has fostered positive community relations, and provided support for those challenged individuals so that they may reach their full potential.

## **Working with the Public to Share Responsibilities for Community Safety**

In 2019, ACTION organized and participated in three Problem Oriented Policing (POP) Projects – Project Honey Pot, Project Urban Core and Project Fab Four. ACTION was the sole unit who enforced and actively participated in POP Fab Four. This project was a result of the downtown community expressing concerns regarding the overt levels of Liquor License Act violations, panhandling, and drug use that was regularly observed in the community. Although these issues were evident throughout the downtown core, three “hot spot” locations were identified – First Ontario Centre, the Hamilton Federal Building and the Urban Core. ACTION took a zero tolerance approach to this project with the issuing of 723 provincial offence notices, 408 CAD occurrences, 9 SNP referrals and 41 arrests.

## **HPS Business Plan (2019-2021)**

**Goal:** People & Performance - To increase organizational capacity and effectiveness by attracting, developing and retaining our members.  
Recruitment, leadership, training, wellness, analysis, member communication.

## **Facilitating Mentoring Opportunities**

In 2019, ACTION members continued to job shadow and receive experiential training and knowledge in other specialized units of the Hamilton Police Service in which were of interest to them. Members job shadowed in the Fugitive Apprehension Unit, Mobile Crisis Rapid Response Unit, Social Navigator Program, Marine Unit, and the Bail Compliance 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.

## **Training and Development**

The ACTION Team continued to develop their knowledge base by attending a number of courses, training seminars, and online learning including CPKN. Training courses completed by members included the initial ACTION annual training week, Public Order Unit, Block Training, Critical Incident Training, MPU training, GIT, Search Warrant, Professional Leadership Training, an OWLE training day and Non-Violent Crisis intervention training.

## **MOUNTED PATROL UNIT**

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

## **Mounted Patrol Unit Specific Objectives**

HPS Business Plan (2019-2021)

Goal: Community Safety - To ensure the safety of the communities we serve.  
Public safety, crime trends, education, traffic safety, communication and harm reduction.

## **Deployments**

The MPU continued to focus on community engagement and crime prevention through regular patrols across the City of Hamilton. The MPU deployed to areas of concern that were identified as geographical crime “hot spots” or special attention areas. Additional areas within the City were strategically identified and benefitted from an increased police presence in response to recent crime trends such as car entries or break and enters (as identified by beat Crime Managers from all three Divisions, Divisional Analysts, and the Action Analyst). As well, the MPU responded to several calls for service to render assistance to patrol units or to alleviate the need for patrol to attend, some of which resulted in arrests and/or charges. MPU were involved in 17 Protests in 2019.

The MPU conducted patrols in Special Attention areas within the divisions. These patrols were directed within specific neighborhoods in response to violent crime incidents (i.e. shootings) that had occurred.

In 2019, the MPU conducted 129 of these patrols. The MPU met with many community members who expressed their gratitude for the Unit and the increased police presence and reassurance in their neighbourhoods.

### **Commitment to Traffic Safety**

The MPU conducted enforcement in various problem areas of the City to address traffic concerns, specifically focusing on impaired and distracted driving offences. MPU addressed problem locations identified by crime managers and the community by providing high visibility in these areas.

### **HPS Business Plan (2019-2021)**

Goal:           Engagement & Participation - To foster effective relationships with all of our communities.  
Community participation, volunteers, funding, information sharing.

### **Maintaining Partnerships with Neighbourhood Groups and BIAs**

A significant amount of patrol time was dedicated to Business Improvement Areas (BIAs) throughout the City of Hamilton. These BIAs included Dundas, Waterdown, Ancaster, Stoney Creek, Concession Street, Ottawa Street, Barton Village, Waterdown, Westdale, King Street West, Locke Street, International Village, Downtown, and Main Street West. In total, the MPU made 175 BIA visits in 2019 to the 13 BIA areas. In addition, the MPU also frequented the areas of Binbrook and Winona.

The MPU spent 49% of their directed patrol time for 2019 within Division 1, 19% within Division 2, and 32% within Division 3. The deployment strategy provided high visibility for businesses during weekdays and entertainment facilities on weekends and at night. In 2019, patrol time increased within Division 1 by 1% and Division 2 by 3%, compared to 2018. Patrol time decreased 4% in Division 3 from 2018 to 2019. Furthermore, the percentage of patrol time for the MPU averaged 60% throughout the year.

The MPU maintained a relationship with Hamilton Health Sciences who often requested the MPU's presence at the local hospitals. As a result of this request, the MPU made frequent visits and attended community events at the hospitals.

## **Developing and Fostering Relationships with Children and Youth in Area Schools**

Between January and December of 2019, the MPU continued to develop and foster relationships with children and youth in area schools through scheduled visits and presentations, as well as library visits, participating in 85 community outreach and events. During these scheduled visits, the MPU provided education not only on the Unit but also on how to prevent and report crime, discussed safety, quality of life, and traffic issues. As well, the MPU hosted various youth groups such as Beavers, Brownies, Sparks, barn tours were provided to over 1000 students.

## **Providing the Community with Meaningful and Varied Volunteer Experiences**

The MPU was able to provide a number of meaningful and varied volunteer opportunities to various segments of the community in 2019. Volunteers who had an interest in the Unit and horses help with cleaning tack, grooming horses, barn maintenance and ground support in training and at special events. Additional volunteer opportunity included assistance on MPU training days as “actors” in crowd scenarios, we also had a healthy volunteer rider program. MPU continued to foster a relationship with the University of Guelph, Bachelor of Bio-Resource Management Program. This is Canada’s first-degree program to offer a specialization for Equine Management. We had two students complete their co-op work term with the MPU. In 2019, MPU implemented a high school co-op program with the first student starting in February 2020.

## **HPS Business Plan (2019-2021)**

Goal:           People & Performance – To increase organizational capacity and effectiveness by attracting, developing and retaining our members.  
Recruitment, leadership, training, wellness, analysis, member communication

## **Utilizing the SPARE Program for Backfilling**

HPS uses a SPARE program to backfill full-time members when they are away on elective time. Due to medical accommodations the Spare program was not utilized in 2019.

## **Continuation of Training**

In 2019, the members of MPU all successfully completed Simulator training, completed an in-house Large Animal Rescue training session and participated in Public Order training. Our training program combines theory and practical components, reviewing articles written to develop the equestrian, view training videos and riding lessons. This foundation is vital to success as a mounted patrol officer and develops candidates for possible future promotion. In September 2018, MPU got a new horse Argyll, the horse required the full year of training by the MPU Sergeant and an outside trainer in order for him to be ready for patrol.

## **Bail Compliance Unit**

The Bail Compliance Unit (BCU) is a visible uniform response, supportive to the ACTION Strategy. The mandate of the BCU is to promote public safety and reduce the fear of crime by implementing a Bail Compliance Program. This program is a 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 remains 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 2019, the BCU was comprised of two full time Constables and a cadet to assist with administrative duties.

## **Bail Compliance Unit Specific Objectives**

### **HPS Business Plan (2019-2021)**

**Goal:** Community Safety - To ensure the safety of the communities we serve.

Public safety, crime trends, education, traffic safety, communication and harm reduction.

### **Addressing Violent Crime in the Community**

The specific mandate of the BCU is to monitor high-risk offenders who have been released on bail for violent crimes. In 2019, the BCU conducted 1180 compliance checks, 53 arrests involving bail compliance offenders, and 72 arrests were made regarding non-bail compliance offenders. As a result, 12 arrests were made by other members of the organization involving Bail Compliance Offenders for a total of 125 arrests in 2019. Of the 125 arrests made by BCU and patrol, 26% of these arrests had a firearms component.

An additional goal was set by BCU in 2019 of continuing the Bail Compliance Check Program for those participating in the Hamilton Drug Treatment Court (HDTC) Program. In 2019, the BCU conducted a total of 415 compliance checks. As a result of these compliance checks and maintaining a zero tolerance approach, the BCU made three arrests involving members of the HDTC.

### **HPS Business Plan (2019-2021)**

**Goal:** Engagement & Participation - To foster effective relationships with all of our communities.

Community participation, volunteers, funding, information sharing.

## **Hamilton Drug Treatment Court**

The Hamilton Drug Treatment Court, in cooperation with the HPS, 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 aims 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 29.

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 2019, the number of offenders that participated in the Hamilton Drug Treatment Court ranged from 7 to 15. Throughout the year, some offenders were expelled from the program, new ones joined, and others continued on to success and sobriety.

The BCU continued with participating in pre-meetings with Justice Agro, the Federal and Provincial Crowns, Mission Services, the Canadian Mental Health Association, and Duty Counsel in regards to the HDTC participants. As opposed to arresting and incarcerating, the offender is held accountable for their actions but is provided the opportunity to rehabilitate their behaviour. The participants are given the opportunity to receive addiction treatment through programing as opposed to being untreated in custody, thus providing quality of life. The BCU thoroughly vets each applicant to ensure the program would be suitable and beneficial to them.

BCU assists in the selection of housing for the HDTC clients to ensure the residence is suitable for the individual. In 2019, BCU issued 45 PONs, submitted 6 CI reports, issued 233 warrants, opened 149 new files, and closed 93 files.

### **Providing Education and Support to Sureties along with Follow-Up Checks**

In 2019, BCU continued to provide education and support to sureties with respect to the court process and their responsibilities in relation to the person released on bail. Associated with this education and support were follow-up checks to ensure that members were abiding by their conditions. In total, BCU conducted 437 surety checks.

### **HPS Business Plan (2019-2021)**

**Goal:** People & Performance – To increase organizational capacity and effectiveness by attracting, developing and retaining our members.

Recruitment, leadership, training, wellness, anaylsis, member communication

BCU continued to develop their knowledge base by attending courses, training seminars, and online learning including CPKN. Training courses completed by members included the initial ACTION annual training week, Block Training.

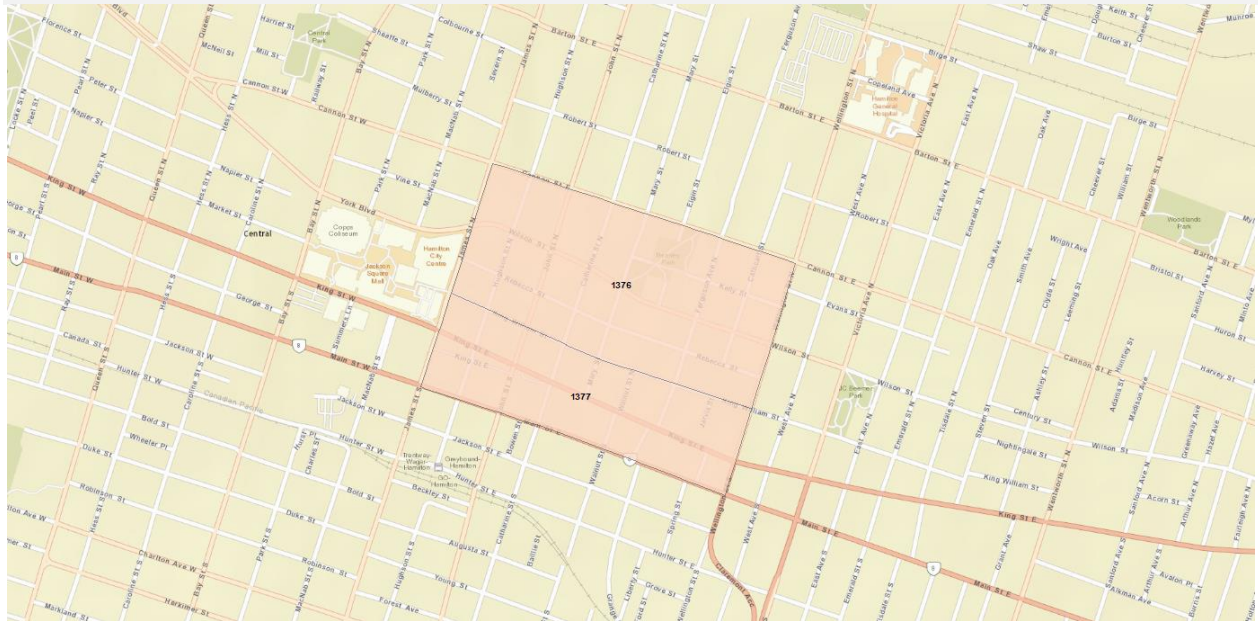
## **Conclusion**

The ACTION Team and the Mounted Patrol Unit have continued to be a valuable resource to the Hamilton Police Service for large community event planning, managing related street level disorder and major incident response. The ACTION Strategy will continue to focus on reducing violent crime 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.

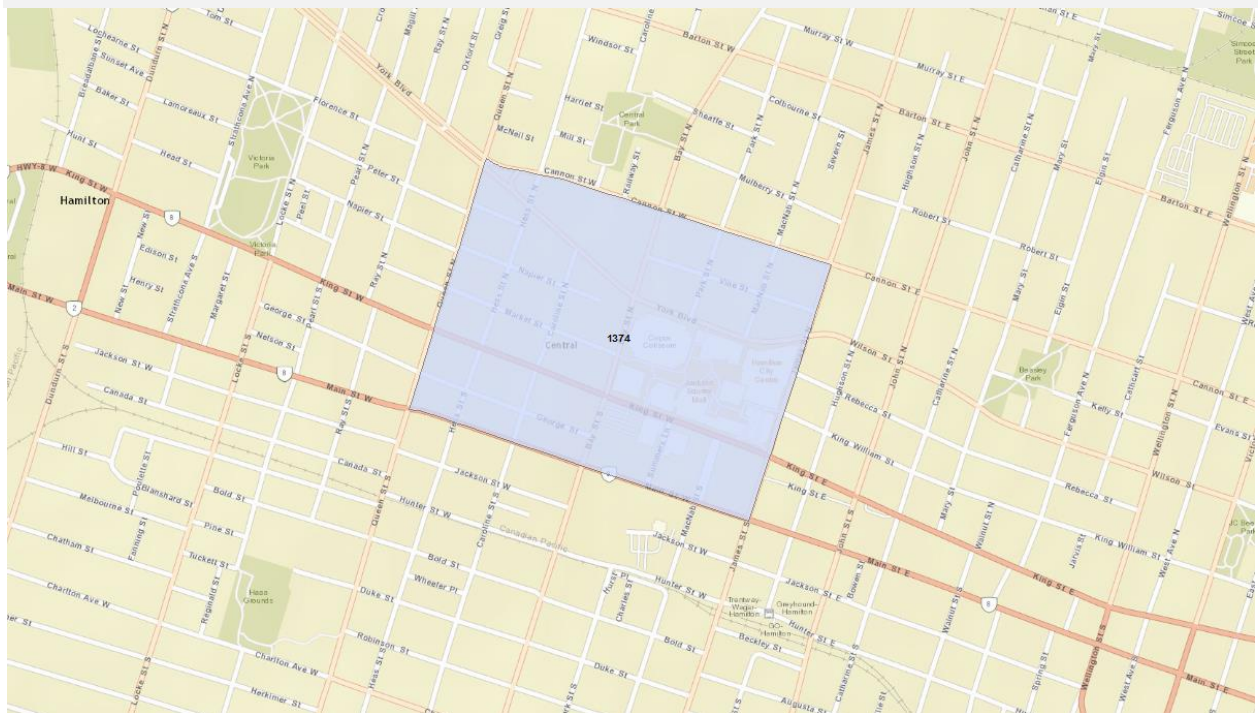
The Bail Compliance Unit has continued to develop and maintain a zero-tolerance approach to violent offenders who have failed to comply with their release conditions. They have also provided individuals suffering from drug addiction with the opportunity to receive treatment for their addiction as opposed to being untreated and incarcerated.

## Appendix A Geographical Locations

### Downtown (Beats 1376 & 1377)

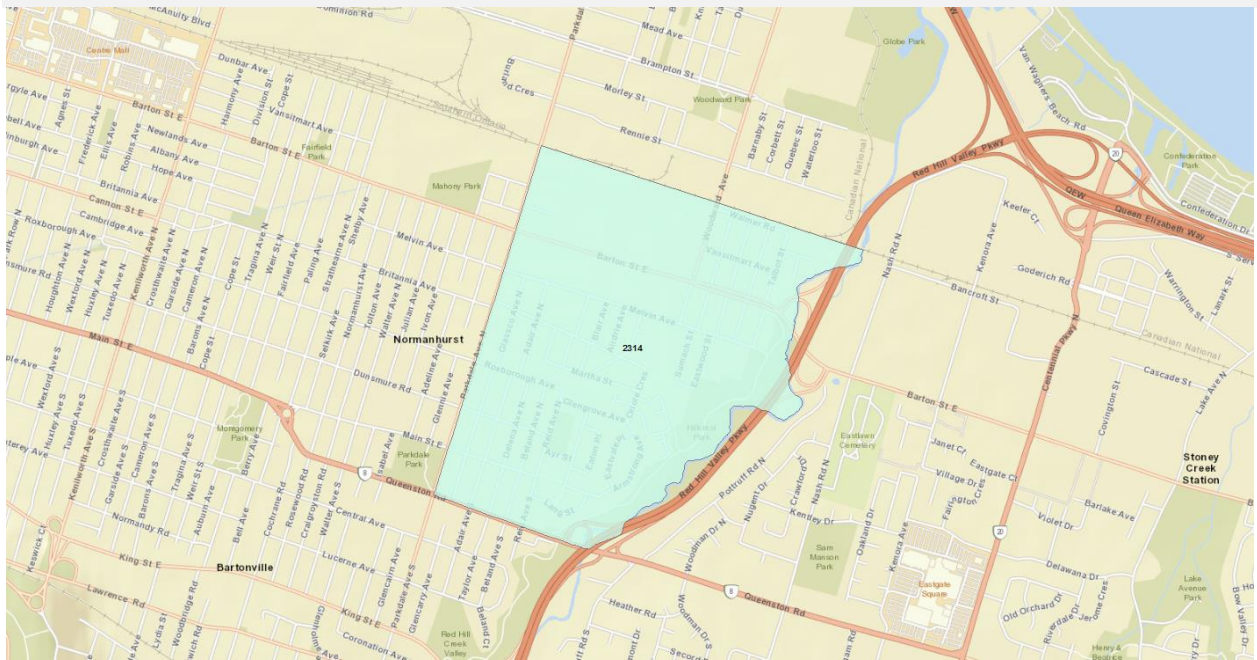


### Hess Village (Beat 1374)





## McQuesten (Beat 2314)



## Concession (Beats 3239 & 3342)

