



HAMILTON POLICE SERVICES BOARD

NOTICE OF MEETING PUBLIC AGENDA

Friday, June 16, 2017
2:00 o'clock p.m.
Hamilton City Hall
Council Chambers

Lois Morin
Administrator

AGENDA

1. CALL TO ORDER

- 1.1 Changes to the Agenda

2. PRESENTATIONS & DEPUTATIONS

- 2.1 Members of the Month
- 2.2 Cheque Presentation to Crime Stoppers of Hamilton & the Law Enforcement Torch Run in Support of Special Olympics
- 2.3 Use of Force – 2016
- 2.4 A.C.T.I.O.N. Strategy – 2016

3. GENERAL

- 3.1 Declarations of Interest

4. CONSENT AGENDA

4.1 Approval of Consent Items

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

4.2 Adoption of Minutes – May 11, 2017

The minutes of the meeting held Thursday, May 11, 2017, be adopted as printed.

4.3 Auction Account Fund

Support / Upcoming Events

RECOMMENDATION(S)

- That the Board provide support to the Crisis Workers' Society of Ontario 33rd annual conference, in the amount of \$500, to be paid from the auction account.
- That the Board provide sponsorship to Walk a Mile in Her Shoes Hamilton 2017, in the amount of \$250, to be paid from the auction account.

4.4 For the Information of the Board:

- a) Auction Account Expenditures – For Board Approval: May 2017 (PSB 17-076)
- b) Budget Variance Report as at April 30, 2017(PSB 17-078)
- c) Year-End Report: Use of Force - 2016 (PSB 17-17-077)
- d) Year-End Report: ACTION Strategy - 2016 (PSB 17-072)
- e) Correspondence from Lisa Hewison, President, Ontario Women in Law Enforcement thanking the Hamilton Police Service for the Silver Sponsorship.
- f) Outstanding Issues as of June 16, 2017

5. DISCUSSION AGENDA

5.1 Adoption of City of Hamilton Procurement Policy (PSB 12-115c)

- a) That the Board approve the adoption of the City of Hamilton Procurement Policy By-law 17-064, approved by City Council on April 12, 2017, for the Hamilton Police Service
- b) That the Board approve the amendments to the City of Hamilton Procurement Policy as listed below.

5.2 Year-End Report: Budget Variance Report – 2016 (PSB 17-079)

That the Hamilton Police Services Board approve the Allocation Plan for the 2016 Operating Budget favourable variance of \$76,986, retaining the surplus in the Police Tax Stabilization Reserve.

5.3 Performance Audit – Police Reserves (PSB 17-080, see also City Audit, Finance and Administration Committee Report AUD 17011)

That the Hamilton Police Service Board approve closure of the Provision for Police Litigation Reserve 112210 and the Police Special Events Reserve 112220 and transfer the December 31, 2016 ending balances of \$259,851 (\$254,733 – 2015) and \$113,487 (\$111,252 – 2015) respectively to the Police Tax Stabilization Reserve 104055.

That the Hamilton Police Service Board approve maintaining the Police Vacation Liability Reserve 112029 as a separate Reserve.

That the Hamilton Police Service Board direct the Board Administrator to refer the Board motion together with this report for execution of the motion to the City of Hamilton.

5.4 Police Service Cost to Support City of Hamilton's Specialized By-Law Enforcement Unit (PSB 17-081)

That the Hamilton Police Service Board approve waving the cost recovery for salary/wages of a Special Duty Officer for the City of Hamilton's By-law Enforcement Unit.

6. NEW BUSINESS

6.1 Transgender / LGBTQ Update

7. ADJOURNMENT

THE POLICE SERVICES BOARD WILL 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**

4.2

Thursday, May 11, 2017
2:07pm
Hamilton City Hall
Council Chambers

The Police Services Board met.

There were present: Lloyd Ferguson, Chair
Madeleine Levy, Vice Chair
Fred Eisenberger
Walt Juchniewicz
Don MacVicar
Stanley Tick
Terry Whitehead

Absent with regrets: None

Also Present: Chief Eric Girt
Deputy Chief Dan Kinsella
Acting Deputy Chief Nancy Goddes Ritchie
Superintendent Jamie Anderson
Superintendent Debbie Clark
Superintendent Ryan Diodati
Superintendent Mike Worster
Acting Superintendent Glenn Bullock
Inspector Greg Hamilton
Inspector Dave Hennick
Inspector Greg Huss
Inspector Scott Rastin
Inspector Marty Schulenberg
Staff Sergeant Andrea Torrie
Constable Steve Welton, Media Relations
Marco Visentini, Legal Counsel
Rosemarie Auld, Manager, Human Resources
Dan Bowman, Manager, Fleet and Facilities
Ross Memmolo, Manager, Information & Technology
John Randazzo, Manager, Finance
Yakov Sluchenkov, Labour Relations
Lois Morin, Administrator

Chair Ferguson called the meeting to order.

- | | | |
|----------------------|------------|--|
| | 1.1 | Additions/Changes to Agenda |
| | | <ul style="list-style-type: none">• None |
| Presentations | 2.1 | Member of the Month |
| | | Chair Ferguson and Chief Girt presented the Member of the Month Award for December 2016 to Detective Sergeant Matt Kavanagh, Detective Greg Rodzoniak, Detective Greg Jackson and Detective Andrea Richard. Detective Sergeant Kavanagh and Detectives Rodzoniak, Jackson and Richard were commended for their extraordinary efforts in the relentless pursuit of offenders. |

2.2 Cheque Presentation to Crime Stoppers of Hamilton

Chair Ferguson presented a cheque to the Crime Stoppers of Hamilton in memory of members of the service and their family members who passed away in 2016. Chair Pieter Ciere, Ms. Pat Gillie, Ms. Amy Eleftheriou and Coordinator Hannah Carter were present to receive the cheque. Coordinator Carter provided a short synopsis of the duties and statistics for Crime Stoppers of Hamilton. Ms. Carter further thanked the Board for their support.

2.3 Youth Crime Report 2016

Sergeant Jon Alsbergas provided a presentation with respect to the 2016 Youth Crime Report.

Moved by: Vice Chair Levy
Seconded by: Member Tick

That the presentation with respect to the 2016 Youth Crime Report be received, as provided.

Carried.

General**3.1 Declarations of Interest**

None

Consent Agenda**4.1 Approval of Consent Items**

Moved by: Member MacVicar
Seconded by: Member Juchniewicz

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

Carried

4.2 Adoption of Minutes – April 13, 2017

The minutes of the meeting held Thursday, April 13, 2017, be adopted as printed.

4.3 Registration information to attend the Canadian Association of Police Governance Annual Conference

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

4.4 Registration information to attend the International Association of Chiefs of Police Annual Conference

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

4.5 Auction Account Fund

Support / Upcoming Events

RECOMMENDATION(S)

- That the Board provide support to the Catholic Children's Aid Society of Hamilton, 2017 Serendipity Silent Auction, by providing a certificate for Lunch with the Chief, to be paid from the auction account.
- That the Board provide support to the Hamilton Police Retirees Association Annual Golf Tournament in the amount of \$500, to be paid from the auction account.

4.6 For the Information of the Board:

- a) ISD Project Status Update (PSB 16-120b; see also PSB 16-120 and PSB 16-120a)
- b) Auction Account Expenditures – For Board Approval: April 2017 (PSB 17-064)
- c) Year-End Report: Youth Crime - 2016 (PSB 17-050)
- d) Year-End Report: Crime Prevention Branch – CPC Volunteers – Auxiliary Unit - 2016 (PSB 17-070)
- e) Correspondence from Jean Milligan, Executive Director, ProAction Cops & Kids with respect to the Niagara Region's Inaugural Chief's Gala.
- f) Email from Meg Smith with respect to the deputation provided by Ms. Erin O'Neil.
- g) Outstanding Issues as of May 11, 2017

**Discussion
Agenda****5.1 Grant Agreement: Civil Remedies for Illicit Activities Project
Cellebrite (PSB 17-068)**

As recommended by Chief Girt in PSB 17-068 dated May 11, 2017, the Board approved the following:

Moved by: Member MacVicar
Seconded by: Vice Chair Levy

- a) That the Hamilton Police Services Board enter into an Agreement with Her Majesty the Queen in Right of Ontario as represented by the Attorney General (the "AG") whereby the AG provides to the Hamilton Police Service a Grant in the amount of \$43,967.00 to be used for Enhancements to the Technological Crimes Unit.
- b) That the Chair be authorized and directed to execute such an Agreement, in a form satisfactory to Legal Counsel, to the Police Service.

Carried.

**5.2 Victims and Survivors of Crime Week 2017: Grant through the
Department of Justice Canada Victims Fund (PSB 17-069)**

As recommended by Chief Girt in PSB 17-069 dated May 11, 2017, the Board approved the following:

Moved by: Member Eisenberger
Seconded by: Vice Chair Levy

- a) That the Board approve the acceptance of a Grant in the amount of \$4,500.00 from the Department of Justice Canada Victims Fund to provide for the Victims and Survivors Week Initiatives facilitated by the Hamilton Police Service Victim Services Branch.
- b) That the Chair of the Board be authorized and directed to enter into said Grant, in a form satisfactory to Legal Counsel to the Hamilton Police Service.

Carried.

New Business**Update on Gun Crime**

Chief Girt provided an update with respect to the gun crime taking place in the community noting the officer in charge was Superintendent Ryan Diodati. Superintendent Diodati provided an update with respect to the investigations taking place.

Recognition of the 23rd Commemoration of the Genocide Against The Tutsi of Rwanda

Member Juchniewicz attended the Recognition of the 23rd Commemoration of the Genocide Against The Tutsi of Rwanda. He thanked the service for their involvement in the planning of such a great event. He further thanked Inspector Schulenberg for connecting with the community to further their partnership with the Hamilton Police Service.

Police Week

Chief Girt provided an outline of the upcoming Police Week events.

Chair Ferguson provided the following comments:

- On behalf of the Board congratulations to Chief Girt on his one year anniversary.
- Congratulations Chief Girt on the successful Chiefs Gala which will provide some funding to Crime Stoppers of Hamilton and the Law Enforcement Torch Run for Special Olympics Ontario.
- Police Week takes place next week – Sunday, May 14 through to Saturday, May 20, 2017. This week is an opportunity to feature programs that showcase police services and officers working with local agencies or service providers to help keep your community safe. What a great week to celebrate everything that this service does for the community. Thank you to the civilian sworn members of this service for the great work and for planning a wonderful week of celebration. Well done!

Next Meeting of the Board

Chair Ferguson announced that the next meeting of the Board is scheduled for Friday, June 16, 2017, 2:00pm, at Hamilton City Hall, Council Chambers.

Adjournment

Moved by: Member MacVicar
Seconded by: Member Tick

There being no further business, the public portion of the meeting then adjourned at 3:18pm.

Carried.

* * * * *

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

Taken as read and approved

Lois Morin
Administrator

May 11, 2017
lem:

Lloyd Ferguson, Chair
Police Services Board

Auction Account Fund

Support / Upcoming Events

RECOMMENDATION(S)

- That the Board provide support to the Crisis Workers' Society of Ontario 33rd annual conference, in the amount of \$500, to be paid from the auction account.
- That the Board provide sponsorship to Walk a Mile in Her Shoes Hamilton 2017, in the amount of \$250, to be paid from the auction account.

HAMILTON POLICE SERVICES BOARD - INFORMATION -

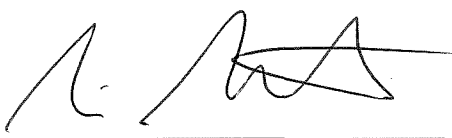
DATE: 2017 June 16
REPORT TO: Chair and Members
Hamilton Police Services Board
FROM: Eric Girt
Chief of Police
SUBJECT: *Auction Account Expenditures – For Board Approval
May 2017
(PSB 17-076)*

BACKGROUND:

The Hamilton Police Service is one of several municipal police organizations that utilize the services of Police Auctions Canada, an internal based company that holds public auctions on line to sell property that is acquired by police services in compliance with the *Police Services Act*.

The monthly report capturing all expenditures that have not yet been approved by the Board is attached.

For Board Approval, the expenditures from the Auction Account from May 1 to May 31, 2017, totaled \$900.61.



Eric Girt
Chief of Police

EG:A. Torrie

**FOR BOARD APPROVAL EXPENDITURES
FROM HAMILTON POLICE SERVICE AUCTION ACCOUNT
MAY 2017**

DATE	NAME	DETAIL	TOTAL	DESCRIPTION
05/01/2017	Rose's Crafts & Things	Rose's Crafts & Things; Invoice: March 8, 2017; Bereavements X8	\$ 589.86	NON-APPROVED
05/29/2017	Rose's Crafts & Things	Rose's Crafts & Things. Invoice: May 18, 2017; Bereavements x4, Liberation of Holland Commemmoration x1 (tulips)	\$ 310.75	NON-APPROVED
TOTAL			\$ 900.61	

HAMILTON POLICE SERVICES BOARD
- INFORMATION -

DATE: 2017 June 16
REPORT TO: Chair and Members
Hamilton Police Services Board
FROM: Eric J. Girt
Chief of Police
SUBJECT: *Budget Variance Report as at April 30, 2017*
(PSB 17-078)

BACKGROUND:

As at April 30, 2017, net expenditures are \$50,304,663.19 or 31.97% of the 2017 Operating budget of \$157,333,370. 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*

Hamilton Police Service
Budget Variance Report
Period Ended April 30, 2017

Appendix A

YTD Budget % : 33.33%

	Annual Budget	YTD Budget	YTD Actual	Available Balance	% Spent	Comments
Revenues						
Grants and subsidies	\$ 7,563,824	\$ 2,527,936	\$ 2,533,006	\$ 5,030,818	33.49%	In line with budget.
Fees and general revenues	2,706,844	895,612	790,469	1,916,375	29.20%	Revenues is less than anticipated due to cyclical demand as well as timing of collection in Gen Occur/Photo ID Sales, False Alarm Fees, Tow Fees, Police Visa Clearances and Special Duty revenues. This is offset by increase in Police Fees revenues.
Reserves/Capital recoveries	799,200	266,404	266,404	532,796	33.33%	In line with budget.
Total revenues	11,069,868	3,689,952	3,589,879	7,479,989	32.43%	
Expenses						
Employee Related Costs	150,960,457	50,321,404	48,860,175	102,100,282	32.37%	The YTD Budget includes Collective Agreement budgeted % increase to be determined at the end of the year.
Materials and supplies	5,887,543	1,961,568	1,426,976	4,460,567	24.24%	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	1,997,000	665,672	553,817	1,443,183	27.73%	
Buildings and grounds	2,426,494	808,820	811,497	1,614,998	33.44%	In line with budget.
Consulting expenses	27,600	9,200	0	27,600	0.00%	
Contractual expenses	793,590	264,540	175,945	617,645	22.17%	
Agencies and support payments	34,300	11,432	11,432	22,868	33.33%	
Reserves/Recoveries	4,297,084	1,432,372	1,432,372	2,864,712	33.33%	
Cost allocation	660,250	220,084	220,084	440,166	33.33%	
Capital Financing	1,027,200	342,400	342,400	684,800	33.33%	
Financial/Legal Charges	291,720	97,248	59,845	231,875	20.51%	
Total expenses	168,403,238	56,134,740	53,894,543	114,508,695	32.00%	Overall, expenditures are within Budget.
Total Net Expenditure	\$ 157,333,370	\$ 52,444,788	\$ 50,304,663	\$ 107,028,707	31.97%	Net Budget is on target for the year.

HAMILTON POLICE SERVICES BOARD

- INFORMATION -

DATE: 2017 June 16
REPORT TO: Chair and Members
Hamilton Police Services Board
FROM: Eric Girt
Chief of Police
SUBJECT: *Year End Report: Use of Force - 2016*
(PSB 17-077)

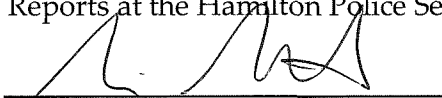
BACKGROUND:

Attached you will find the annual Use of Force Report for 2016. This report is completed to capture information forwarded to the Service Armourer/Use of Force Training Sergeant by members who have completed a Use of Force Report.

As per the *Police Services Act* Regulation 926 Sec. 14.5(1) Reports on Use of Force: A member shall submit a report to the Chief of Police or Commissioner whenever the member,

- (a) draws a handgun in the presence of a member of the public, excluding a member of the police force while on duty, or points a firearm, or discharges a firearm;
- (b) uses a weapon other than a firearm on another person; or
- (c) uses physical force on another person that results in an injury requiring medical attention.

P&P 1.02 *Use of Force* addresses the member requirements for submitting Use of Force Reports at the Hamilton Police Service.



Eric Girt
Chief of Police

EG/M. Spencer

Attachment: *2016 Use of Force Statistical Report*

cc: James Anderson, Acting Deputy Chief, Field Support

Nancy Goodes-Ritchie, Superintendent, Professional Development Division

2016 Use of Force Statistical Report

Prepared by Sergeants Scott
Galbraith & Darren Murphy

A statistical summary of reported Use of Force Incidents by the
Hamilton Police Service

HAMILTON POLICE SERVICE

TRAINING BRANCH

USE OF FORCE SECTION

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2016 Use of Force Statistical Report

Introduction

This report will provide a statistical summary of reports of Use of Force incidents that occurred in 2016; where a particular Use of Force option was utilized by a member of the Hamilton Police Service. The report will also compare the number of 2016 Use of Force incidents with the number incidents from the years 2000 to 2015. The report will also compare the total number of force options used in 2016 to the total force options used in the years 2008-2015. In addition this report will focus upon Use of Force incidents by Service Branch (i.e. Patrol, Support or other) and by officer's years of service, as well breaking down 2016 incidents into the following categories: incidents per month, incidents per day of the week and incidents per time of day. The source material for the data is Use of Force reports and/or Hamilton Police Service Conducted Energy Weapon (CEW) reports submitted by the involved officer(s). All data prior to 2005 was provided by the Professional Standards Branch.

As per the Ontario Police Services Act Regulation 926 Sec. 14.5(1) Reports on Use of Force and Hamilton Police Service Policy and Procedure 1.02, Use of Force Reporting, Hamilton Police Service members shall complete and submit Hamilton Police Service Use of Force Reports to the Chief of Police, through their Command Officer, prior to the completion of their shift, as follows:

Parts A and B of the Use of Force Report are required whenever the Member:

- a. Draws a handgun in the presence of a member of the public, excluding a Member of the Police Service while on duty, points a firearm at a person, or discharges a firearm other than on a Police Range; in the course of a training exercise, target practice or ordinary firearm maintenance, in accordance with Service Policies and Procedures;
- b. Uses a weapon other than a firearm on another person, with the exception of a weapon other than a firearm used on another Member of a Police Service in the course of a training exercise in accordance with Service Policies and Procedures;
- c. Uses physical force on another person that results in an injury requiring medical attention, with the exception of physical force used on another Member of a Police Service in the course of a training exercise in accordance with Service Policies and Procedures; or
- d. Handles a Police Service Dog where the dog bites a suspect or any member of the public as the result of the involvement of the Canine Branch.
- e. While operational as a Mounted Unit Officer, uses the equine to apply force to a member of the public that results in an injury requiring medical attention.

Parts A, B of the Use of Force Report and parts C, D of the CEW report are required whenever the Member deploys a Conducted Energy Weapon (CEW) in the cartridge deployment mode.

Parts C and D are required whenever the Member draws, points or displays a Conducted Energy Weapon in the presence of a member of the public, excluding a Member of the Police Service while



on duty, other than on a Police Range; in the course of a training exercise or ordinary CEW maintenance in accordance with Service Policies and Procedures.

This report only summarizes those incidents in which a Use of Force Report was submitted and does not totally reflect all instances in which a Use of Force option was used upon a member of the public. For example, handcuffing a person is considered a Use of Force application; however if no injury is incurred a Use of Force report is not required.

The Use of Force options that are tracked by Use of Force reports are:

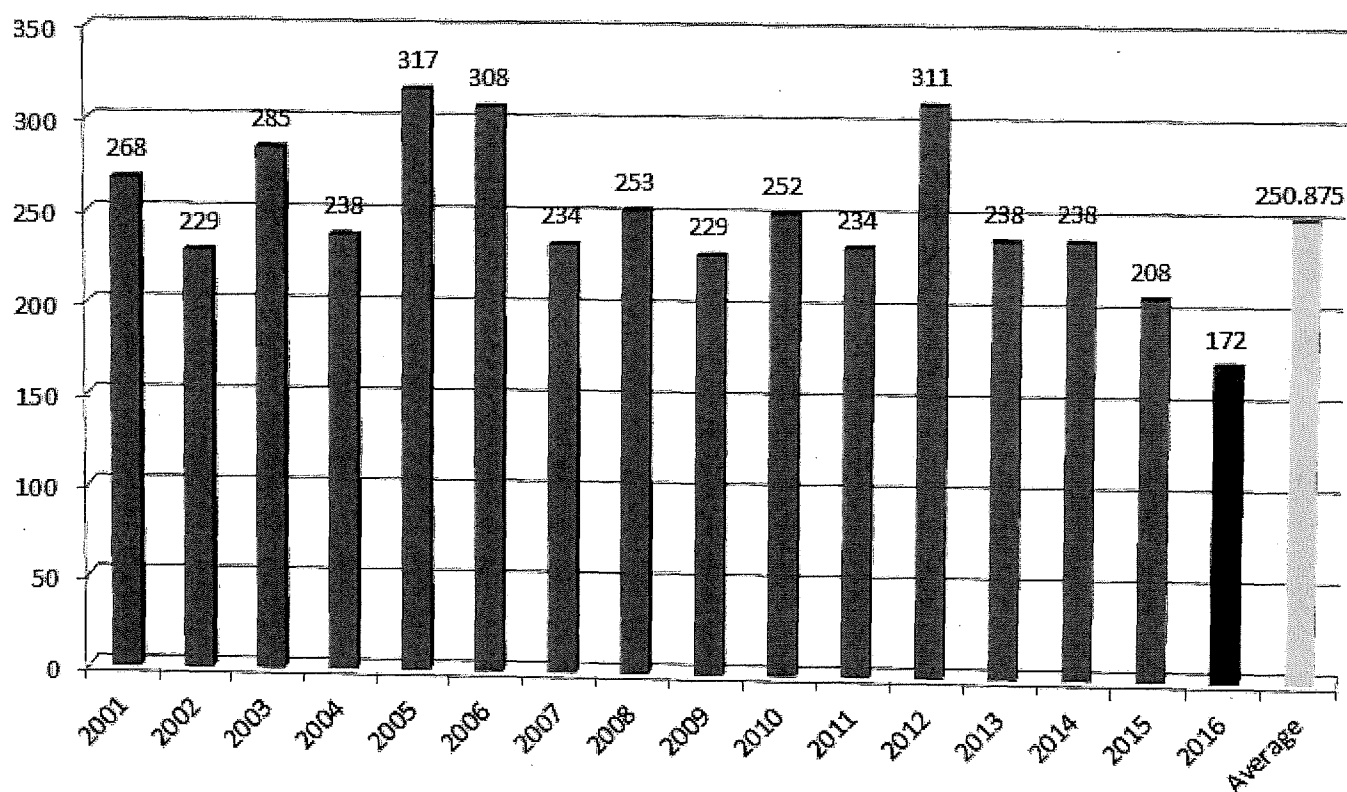
- Firearm Discharged
- Firearm Pointed
- Handgun Drawn
- Aerosol Weapon (Oleo capsicum (OC) spray or foam)
- Impact Weapon Hard (ASP Baton)
- Impact Weapon Soft (ASP Baton)
- Empty Hands Hard
- Empty Hands Soft
- Other (K9 bites, Mounted Patrol Unit, weapons of opportunity)
- Conducted Energy Weapon (CEW) in the cartridge deployed mode.



Statistical Summary of Use of Force Incidents

During the sixteen year period from 2001 – 2016 the average number of incidents reported was 250 incidents per year, with a low of 172 incidents in 2016 and a high of 317 incidents in 2005. The total number of Use of Force incidents in 2016, 172, is lower than the fifteen year average of 250 incidents per year.

Total Incidents 2001 - 2016



In 2016 our officers reported 172 Use of Force incidents. There were 81 incidents where more than one Use of Force option was used. This number increased from 43 incidents in 2015. For example an officer(s) may use more than one option to resolve an encounter, such as initially attempting empty hands soft and then deploying an aerosol weapon. Of note, there were an additional 102 CEW display mode reports. These reports do not factor into the statistics captured on the standardized Use of Force report submitted to the Ministry of Community Safety and Correctional Services for statistical purposes.



Summary of Use of Force Options 2008 - 2016

	Firearm Discharge	Firearm Pointed	Handgun Drawn	Aerosol Weapon	Impact Hard	Impact Soft	Empty Hands Hard	Empty Hands Soft	K9 Bite / Misc	CEW	Total Incidents
2008	33	91	27	46	15	1	13	7	3	35	253
2009	45	91	18	28	10	1	17	8	2	27	229
2010	42	112	17	28	5	2	22	26	3	45	252
2011	43	110	13	21	6	1	19	31	4	22	234
2012	46	145	52	22	7	2	35	39	5	49	311
2013	62	99	22	13	7	4	32	21	0	41	238
2014	47	100	23	14	3	1	15	18	2	64	238
2015	30	145	59	9	4	0	13	12	0	47	208
2016	18	98	40	7	1	1	26	25	4	38	172
Avg.	41	110	30	21	6	1	21	21	3	41	237

****NOTE**** Adding the cells from any given year will not result in the sum calculated in the "Total Incidents" cell. This is due to the fact that some incidents involve multiple options therefore producing a number of a lower value when totalled.

2015 vs 2016 Options Used / Total Incidents

Option	2015	2016	Percentage increase or decrease
Firearm Discharge	30	18	-40
Firearm Pointed	145	98	-32
Handgun Drawn	59	40	-32
Aerosol Weapon	9	7	-22
Impact Hard	4	1	-75
Impact Soft	0	1	100
Empty Hand Hard	13	26	100
Empty Hand Soft	12	25	108
K9 Bite/Other	0	4	400
CEW (Both modes)	145	143	-1
Total Options	417	363	-13



Firearm Discharged

The discharging of a service pistol, shotgun, or one of the tactical firearms is a very serious but not uncommon occurrence. Officers are taught as per the Ontario Use of Force Model and Police Services Act Regulation 926, Sections 9 and 10: "that they shall not draw a handgun, point a firearm or discharge a firearm unless he or she believes, on reasonable grounds, that to do so is necessary to protect against loss of life or serious bodily harm," or "to call for assistance in a critical situation, if there is no reasonable alternative; or to destroy an animal that is potentially dangerous or is so badly injured that humanity dictates that its suffering be ended."

There were 18 incidents in 2016 where Hamilton officers discharged a firearm. The nine year average for discharge firearms is 41 incidents per year. The most common use of service firearms is to euthanize injured animals. In 2016 fifteen firearms discharged incidents were for this purpose. Two of these euthanizations involved both a pistol and a shotgun. For tracking purposes each firearm was counted as a statistic. One additional incident is currently under investigation by the Special Investigations Unit.

Firearm Pointed

Again, officers are taught as per the Ontario Use of Force Model and Police Services Act Regulation 926, Section 9; "that they shall not draw a handgun, point a firearm or discharge a firearm unless he or she believes, on reasonable grounds, that to do so is necessary to protect against loss of life or serious bodily harm." The types of incidents where a service pistol is removed from its holster (or rifle, shotgun, etc.) and pointed at a member of the public, range from officers making high risk arrests where weapons are believed to be involved, to the Emergency Response Unit (ERU) making dynamic entries; i.e.: barricaded individuals, warrant execution involving weapons, etc.

The nine year average for Firearm Pointed is 110 incidents per year. In 2016 there were 98 firearm pointed incidents. This is a decrease of 32% compared to 2015's 145 incidents.

Handgun Drawn

The drawing of a member's handgun from its holster is something different from the pointing of a firearm, in that as per Regulation 926 s. 14.5(1)(a) a Use of Force Report is only submitted when a handgun is drawn in the presence of a member of the public. Again, officers are taught they can only draw their handgun if "he or she believes, on reasonable grounds, that to do so is necessary to protect against loss of life or serious bodily harm." The numbers reflected in this category are much lower than the pointing of a firearm. This can be attributed to the fact that an Officer will respond to a serious call that warrants the pistol being drawn, but at the time of deployment is not directly pointed at a member of the public; i.e.: pistols are drawn prior to a dynamic entry or building search and this is witnessed by members of the public; therefore a Use of Force report is required to be submitted. There were 40 incidents in 2016 where an officer drew their handgun in front of a member of the



public. This is above the nine year average of 30 incidents per year and 32% less than 2015's 59 incidents.

Aerosol Weapon (Oleo Capsicum – (O/C)

O/C is classified as an "intermediate weapon" and a subject/threat must exhibit at minimum, "actively resistant" behaviour before its use can be considered. There were 7 O/C incidents in 2016 which is below the nine year average of 21 incidents per year and 22% less than 2015's 9 incidents.

The use of O/C significantly decreased with the introduction of the CEW in 2005. In 2004, O/C was deployed 68 times but its' use plummeted to 39 incidents in 2005 when CEWs were introduced. It was anticipated that O/C use would continue to decline or plateau as CEW use became more widespread; and overall, O/C use has generally declined since 2005.

Impact Weapon Hard

Impact weapons "hard" refers to using the ASP Baton to strike an "assaultive" subject. The ASP Baton was used 1 time in 2016 to strike a subject displaying assaultive behaviour, which is lower than the nine year average of 6 incidents per year and 75% less than 2015's 4 incidents.

Impact Weapon Soft

Impact weapons "soft" refers to using the ASP Baton as a point of leverage while depressing a pressure point on a subject. This option would generally be applied to suspects displaying passive resistant to active resistant behaviour and historically this option is very rarely utilized. There was 1 reported incident of Impact Weapon Soft in 2016, 100% more than 2015's 0 incidents and consistent with the nine year average of 1 incident per year.

Empty Hands Hard

The use of empty hands "hard" refers to the striking of a generally assaultive person. This would include punches, kicks, elbow strikes, knee strikes and grounding techniques. As per Reg. 926 s.14(c) an officer is only required to submit a report for Empty Hands Hard if they "use physical force on another person that results in an injury requiring medical attention." However, an officer is also required to submit a report if they use another force option that requires a report in conjunction with Empty Hands Hard even though medical attention was not required; i.e.: Empty Hands Hard in conjunction with O/C.

There were 26 reported incidents in 2016 of Empty Hands Hard. This is slightly above the nine year average of 21 incidents per year and an increase of 100% when compared to 2015's 13 incidents.



Empty Hands Soft

The use of empty hands “soft” refers to the application of joint locks, some grounding techniques and/or pressure points to a person. Again, as per Reg. 926 s.14(c) an officer is only required to submit a report for Empty Hands Soft if they “use physical force on another person that results in an injury requiring medical attention.”; or if they use this option in conjunction with another option that requires mandatory reporting i.e.: Empty Hands Soft in conjunction with OC or CEW. In 2016 there were 25 reported incidents of Empty Hands Soft. This is slightly above the nine year average of 21 incidents per year and an increase of 108% compared to 2015’s 12 incidents.

Conducted Energy Weapon (CEW)

Conducted Energy Weapons, also known as TASERs were authorized for limited police use in Ontario, late 2004. Their use was originally limited to Tactical Teams, Containment Teams and Front Line Patrol Supervisors and designates when acting in a supervisory capacity. The definition of Front Line Supervisor was expanded in 2007, 2008, 2009 to include Crime Managers, Vice and Drug Officers, Gangs and Weapons Enforcement Officers, Break, Enter, Auto Theft and Robbery Unit (B.E.A.R.) Officers, Fugitive Apprehension Unit Officers, Mounted Patrol Unit and Addressing Crime Trends In Our Neighbourhoods (A.C.T.I.O.N) Supervisors.

In August, 2013 the Ministry of Community Safety and Correctional Services announced that they would be moving forward to eliminate restrictions on which police officers would be authorized to carry a CEW. The Hamilton Police Service implemented a training plan in September, 2013 in which all active officers would be trained in the use of a CEW. In November, 2013 the Ministry announced that each Police Chief in partnership with their Police Service’s Board could designate which classes of officers within their organization would be authorized to carry a CEW and effective August 11, 2014 any Hamilton officer trained to carry a CEW would be authorized to do so. The Hamilton Police Service currently has over 700 qualified CEW officers.

In 2005 a Hamilton Police Service TASER Report was implemented to track CEW use and deployment mode(s) that were not being captured by a Use of Force report. Officers are only required to submit a Use of Force report with respect to CEW use when a cartridge is fired at a subject or when directly applied in the contact mode.

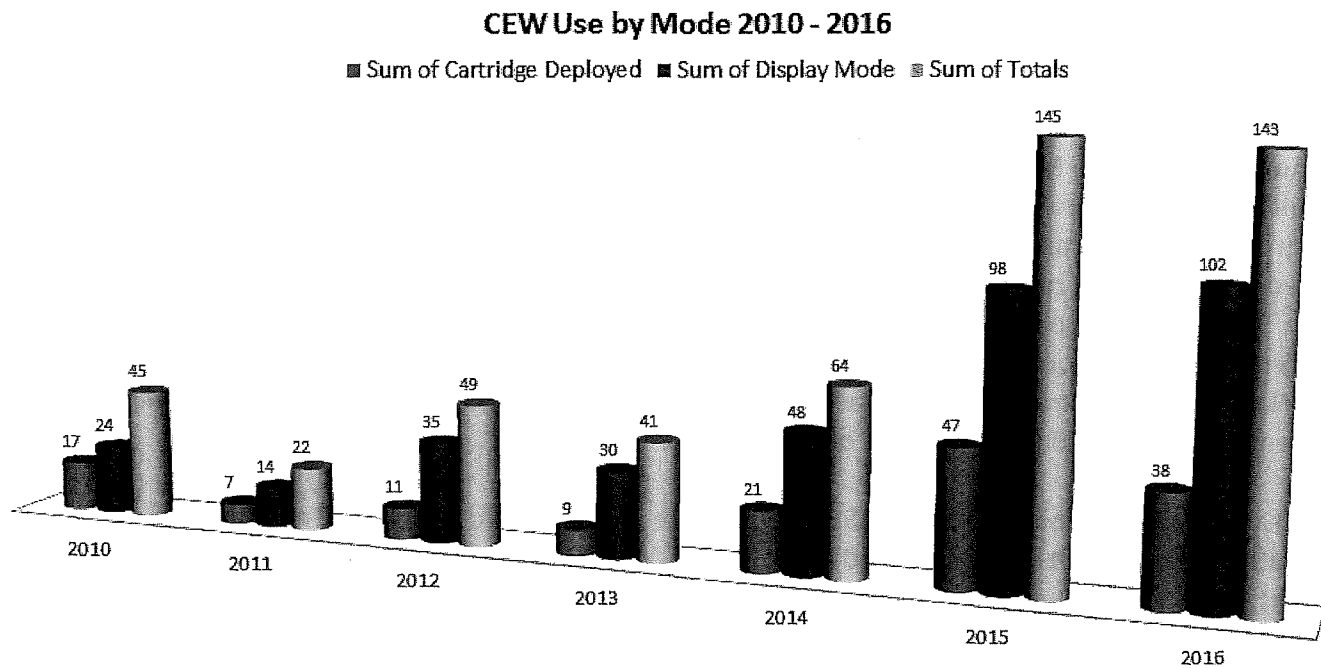
The TASER report captures the following deployment modes: a) CEW used in the “cartridge deployed” mode where a cartridge is fired at a subject; b) CEW used in the “contact” mode where the CEW is applied directly to a subject otherwise referred to as “touch tase, drive stun or push stun” and c) Force Presence/Display mode; in any instance in which the CEW is removed/drawn from its holster in front of a member of the public; or where the CEW’s laser sight is applied to a subject; or when the CEW is “spark tested” in front of a subject in the effort to gain subject cooperation without having to actually apply the CEW. The use of the Hamilton Police Service TASER Report was discontinued in early 2006; but was re-designed and re-implemented in November, 2007. The report was further re-designed and is now Parts C and D of the H.P.S. Use of Force Report



As per the Ontario Use of Force Model, the CEW is an “intermediate weapon”, which police can consider to use when a subject exhibits “actively resistant” behaviour. However, in June, 2009 the Hamilton Police Service changed its CEW policy to; a subject must exhibit at minimum “assaultive and/or serious bodily harm or death behaviours to themselves or another person” before CEW use can be considered. This is a reflection of current national and provincial best practices.

CEW Use

The CEW was used 143 times in 2016; a decrease of 1% from the 145 incidents in 2015. There were a total of 172 Use of Force incidents reported in 2016. In 81 incidents there were multiple Use of Force options used. In 35 of these incidents the CEW was included as one of the multiple options used. In 38 incidents the CEW was used in deployment mode meaning probes were fired from the cartridge. In 102 incidents the CEW was used in display mode meaning it was a show of force / de-escalation tool and no probes were fired from the cartridge. As per the below chart, since 2010, the majority of CEW use is in the display mode.



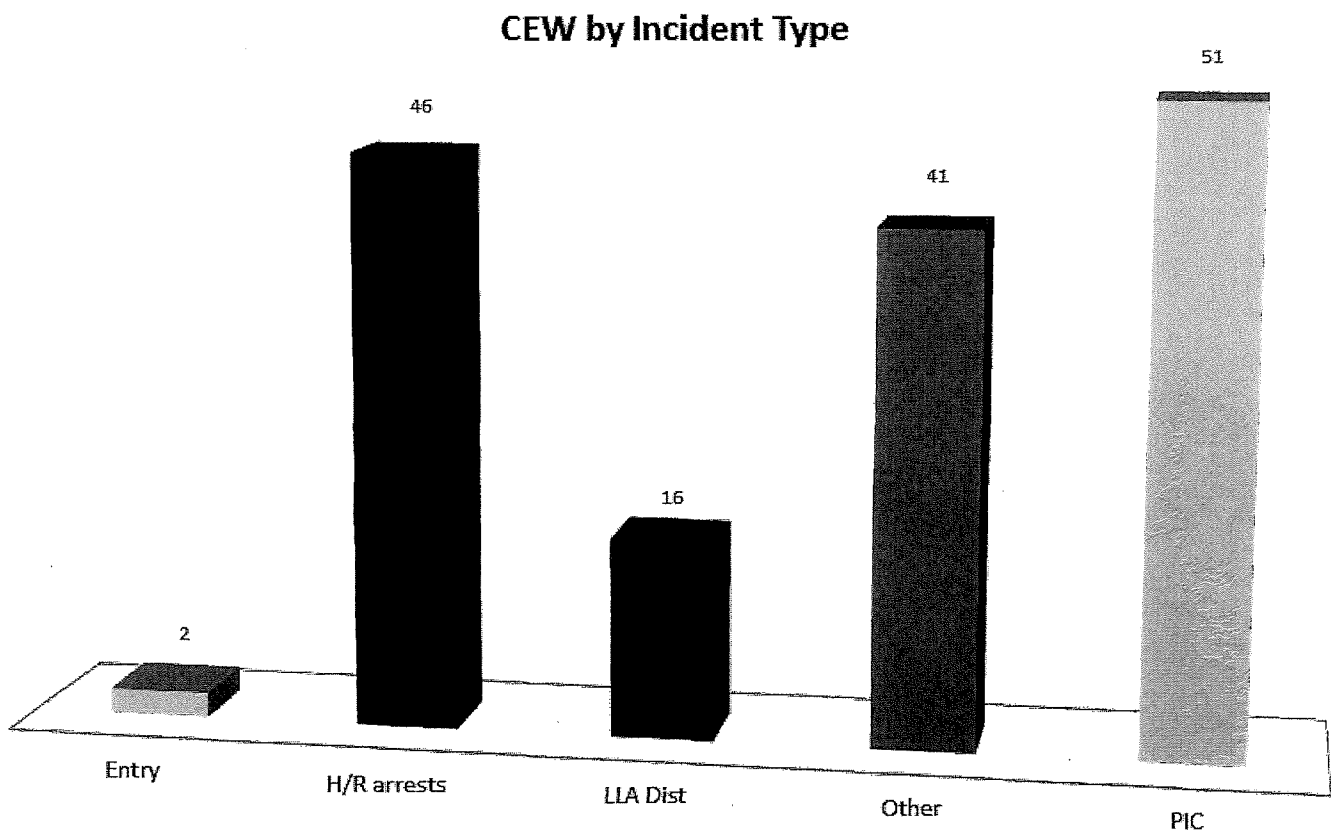
NOTE * 2015 represents the first year that contact mode has been discouraged in training as it cannot achieve neuromuscular incapacitation. As a result, the contact mode statistics from the previous years were not included as to give a proper comparison. When adding the totals (Deployment + Display) a lower number is explained by those missing contact mode incidents. A higher number is explained by multiple modes used in a single incident.



CEW by Incident Type

The CEW was deployed to apprehend/control persons in crisis (51 incidents), High Risk Arrests where an individual was armed or thought to be armed with a weapon (46 incidents - **This is a 229% increase from the 14 incidents in 2015**), Disturbances, usually involving Liquor License Act violations, (16 incidents), Other Incidents, which are general arrests involving assaultive suspects (41 incidents) and Dynamic Entry (2 incidents).

In 52 of the 2016 CEW incidents the subjects were displaying or had immediate access to a weapon. 25 involved a knife of some type, 2 involved a firearm or replica and 19 involved an "other" implement (chair, sword, crowbar, hammer, needle, meat tenderizer, ninja sai, baton, bat, fork and glass).

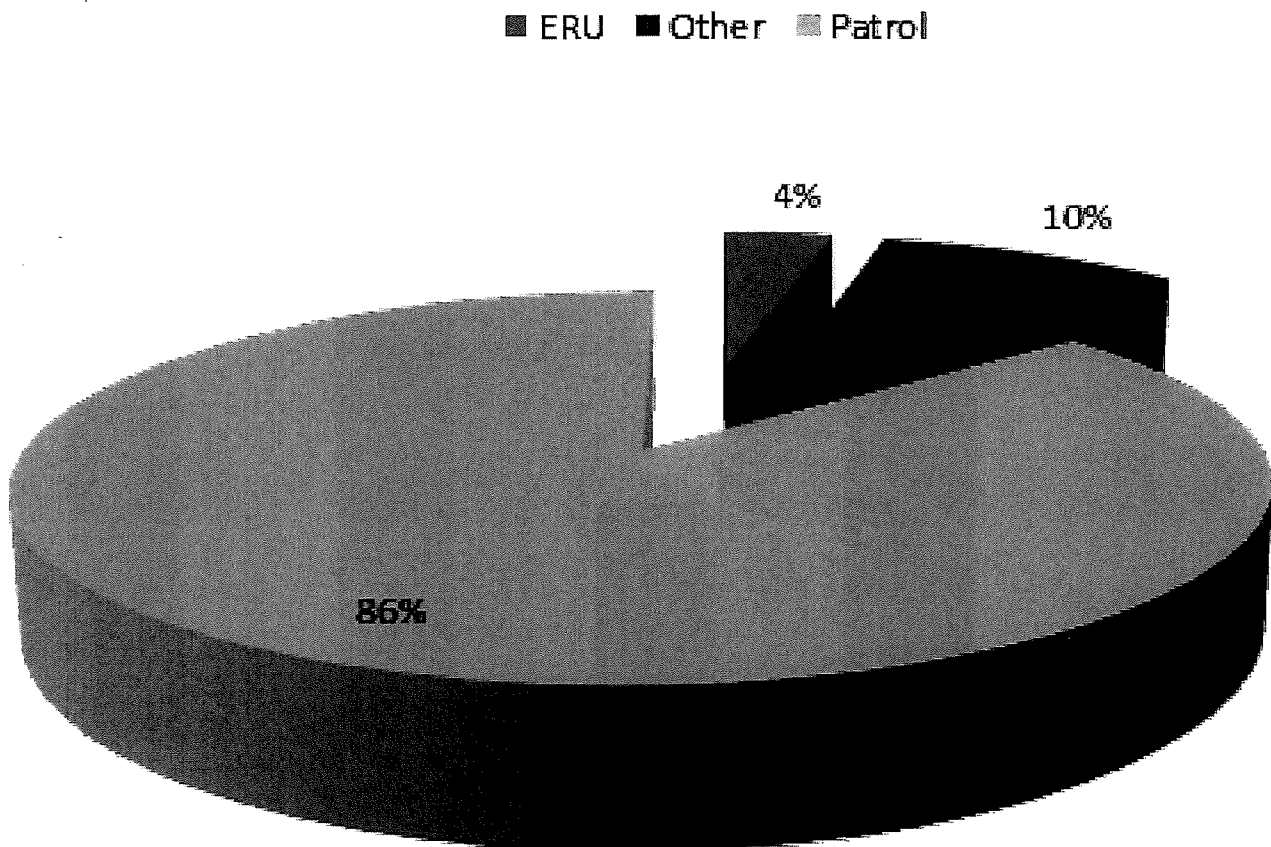


CEW Use by Service Branch

With respect to Use of Force by Branch, the Service is divided for statistical purposes into five groups or branches; 1. Uniform Patrol 2. Emergency Response Unit (ERU) 3. Other (Vice and Drugs Intelligence, BEAR, HEAT, A.C.T.I.O.N., etc.) 4. Courts/Custody 5. Paid Duties. CEW use in 2016 by Branch is as follows; Emergency Response Unit-5 incidents, Other-14 incidents and all other incidents were identified as General Patrol (118). In four incidents the CEW was used in both display and deployment modes

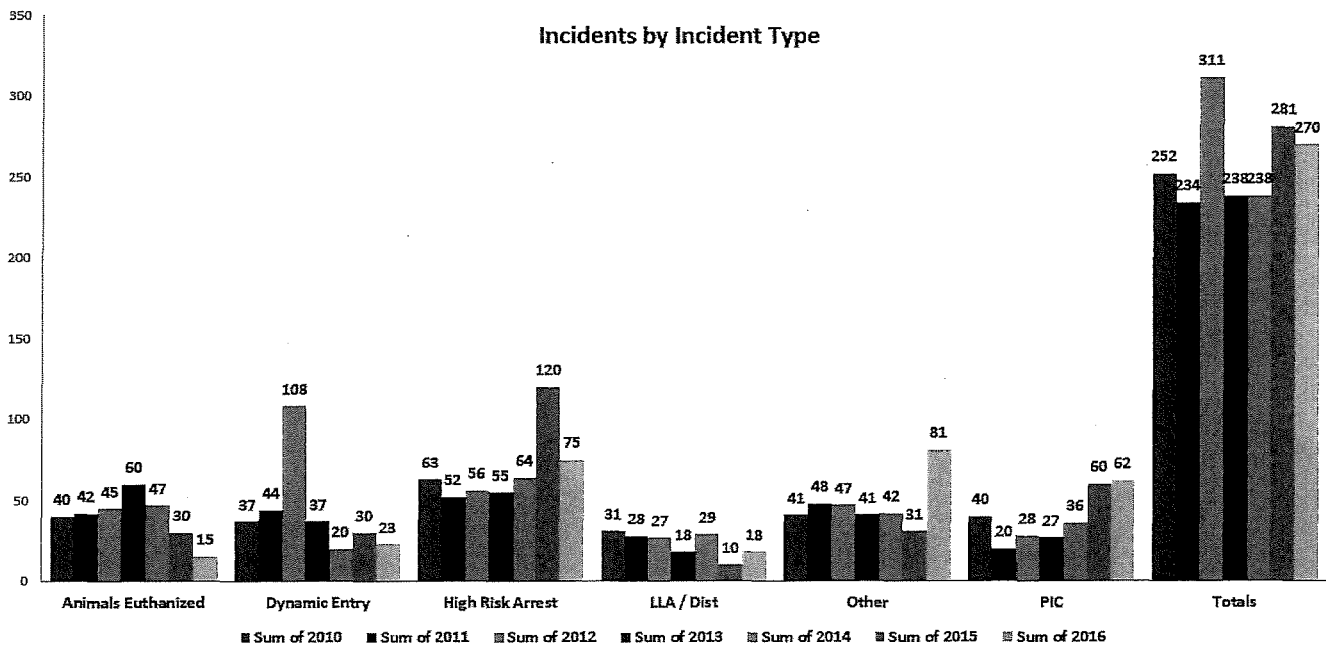
CEW use remained consistent in 2016 when compared to 2015 and was predominantly deployed in the Force Presence/Display Mode. The increase of the CEW in the Force Presence/Display in recent years would suggest that the presence of a CEW at an incident appears to act as a general deterrent and de-escalation tool.

CEW Use by Service Branch



Use of Force by Incident Type

Use of Force incidents were grouped into the following categories: 1. High Risk Arrests where a subject was/believed to be armed with a weapon; 2. Persons In Crisis (PIC), 3. Liquor Licence Act/Disturbances, 4. Dynamic Entry Warrant Execution generally upon a premise, 5. Other; which includes subjects who were assaultive, as well as Court and Custody incidents and 6. Animals euthanized. During the 5 year period from 2010-2014 police use of force rates at specific incident types remained fairly constant.



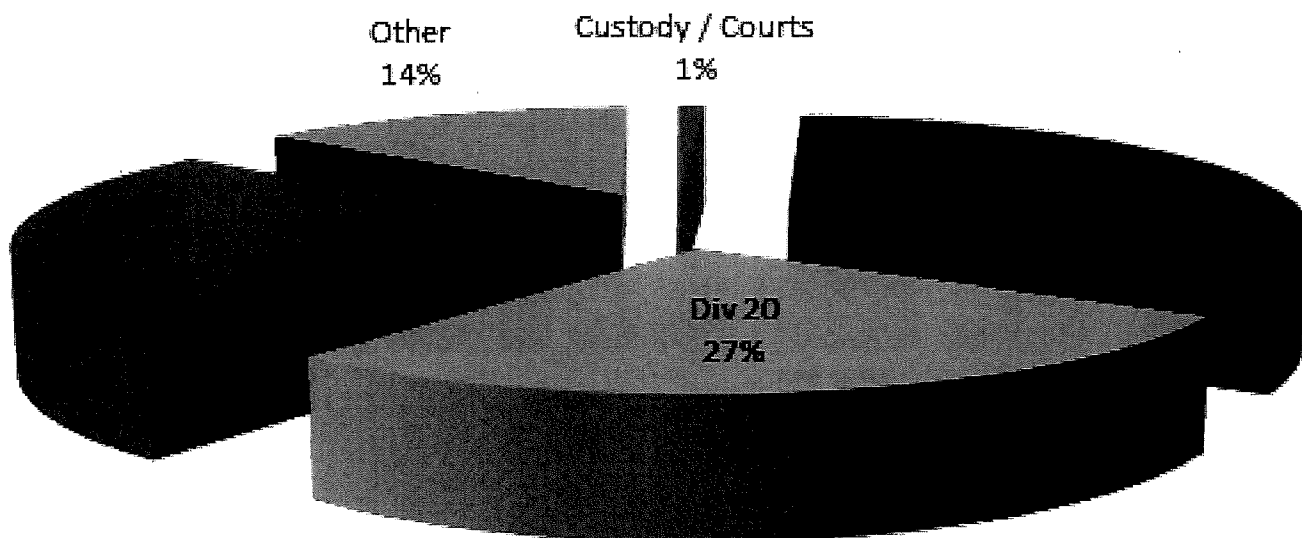
NOTE * this chart distinguishes between **incidents** and **Use of Force incidents**. 270 represents the total number of incidents reported by Hamilton Police. 172 represents the total from that 270 that are Ministry identified Use of Force incidents. Therefore, 98 incidents were CEW display only (102 display incidents – 4 that transitioned to deployments). Of the 98 CEW display mode incidents reported in the chart on page 9, 20 of those transitioned to a Use of Force incident.



Use of Force by Branch

As previously mentioned the Service is divided for statistical purposes into five groups or branches; 1. Uniform Patrol, 2. Emergency Response Unit (ERU), 3. Other (Vice and Drugs, Intelligence, BEAR, HEAT, etc.), 4. Courts/Custody, 5. Paid Duties. Although there were 172 reported Use of Force incidents in 2016, in some incidents more than one Branch responded and used force; i.e.: Patrol plus B.E.A.R., Patrol plus E.R.U., etc. Note, CEW reported data as well as Use of Force reported data has been included in the following chart. Uniform Patrol Officers accounted for 169 (85%) of reported incidents and ERU / specialized "Other" Units accounted for 28 (14%). ERU incidents are primarily dynamic entries. There were 2 incidents reported by Custody/Courts and no incidents reported by Paid Duty.

Use of Force by Branch



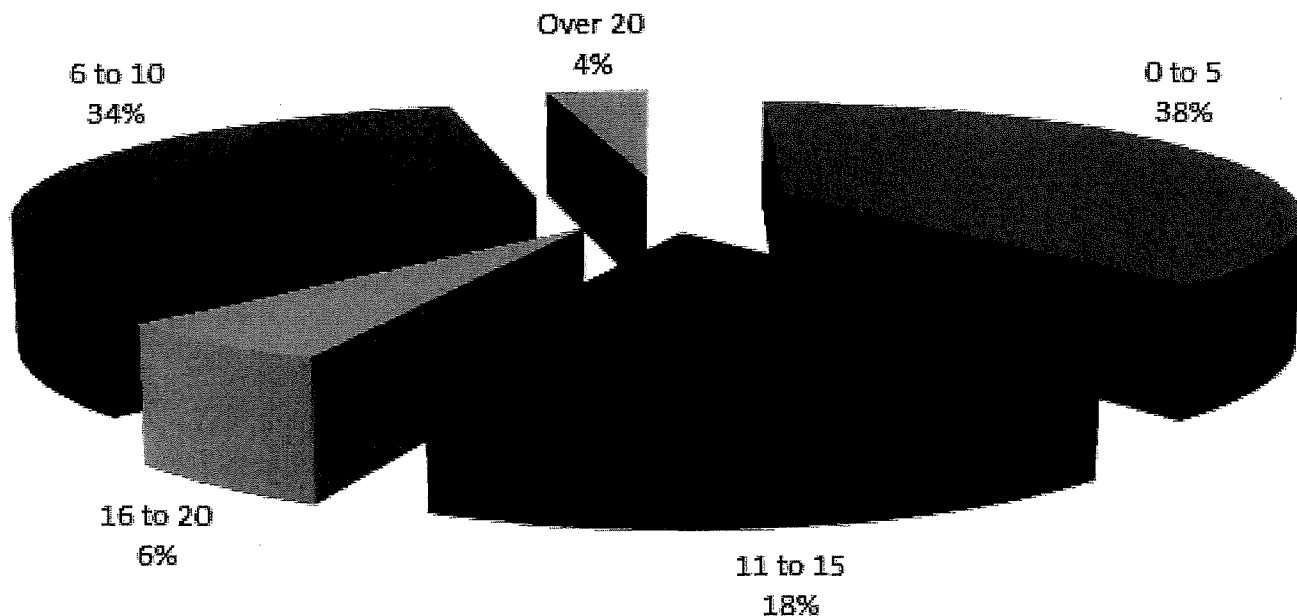
Use of Force by Years of Service

The Use of Force report has a Length of Service section to be completed by the submitting officer. In certain circumstances this section is not completed. The most common reason for this area not being completed is when the Emergency Response Unit files a "team" report and the Years of Service area is not completed and/or a CEW is used in the display mode only. Currently as per HPS Policy and Procedure 1.02, only parts C and D of the Use of Force Report must be completed if the CEW is used in the display mode only and these sections don't have a Years of Service area. This form will be revised in the future.

A risk reduction strategy has been developed in relation to the Use of Force Reporting Policy (1.02) revised in 2012. If a Use of Force report is required as a result of the actions of several officers in a common incident, each officer shall submit their own Use of Force report. The ERU shall be the only unit permitted to submit a 'team' report.

For statistical purposes officers were grouped into the following Years of Service categories: 0-5 years, 6-10 years, 11-15 years, 16-20 years, >20 years.

Officer Years of Service



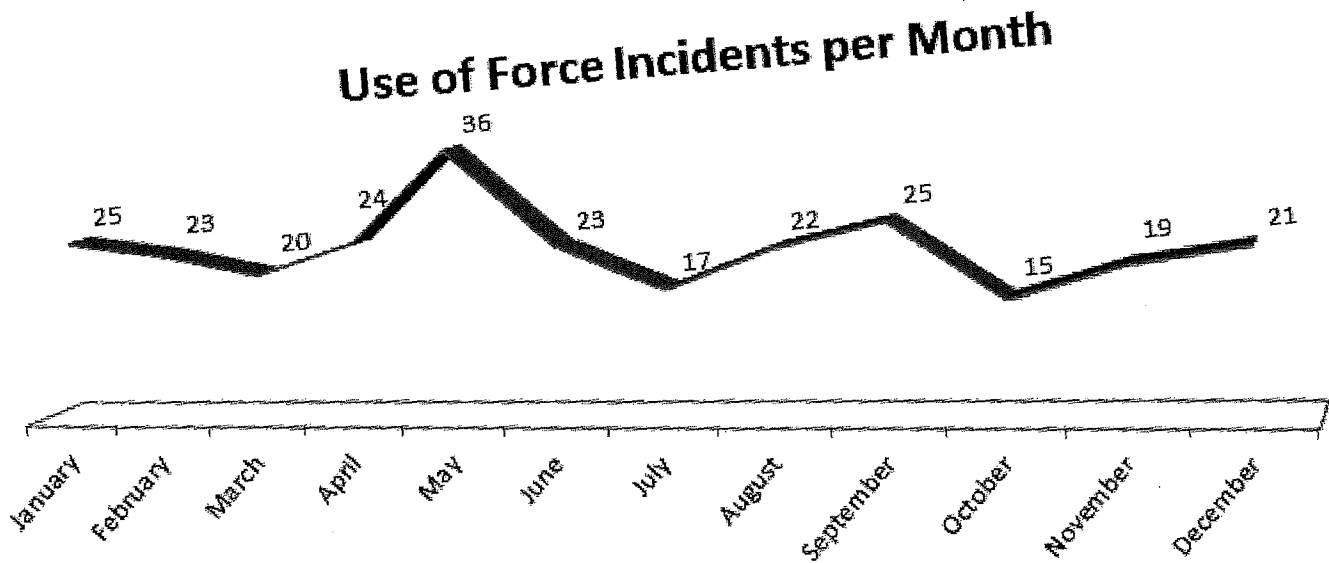
As per the Incidents by Branch and Incidents by Years of Service charts, Uniform Patrol is involved in the majority of 2016's Use of Force Incidents as would be expected. The 0-5 Years of Service group accounts for approximately 38% of the officers who completed the years of service section. This is easily explained as approximately 21%* of officers assigned to Uniform Patrol have less than 5 years of service so their involvement in Use of Force incidents is proportional to their numbers.

*Uniform Patrol and Years of Service data supplied by Human Resources.



Use of Force by Incidents per Month

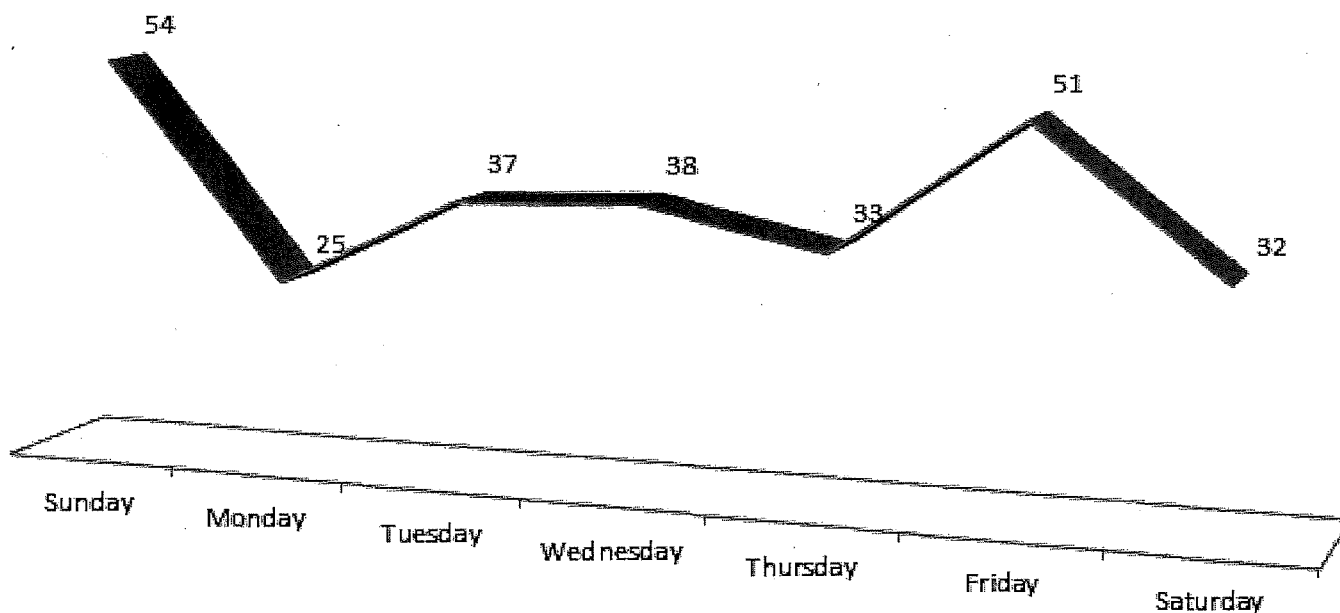
There were 270 reported Use of Force incidents in 2016 for an average 22.5 incidents per month; with a high of 36 incidents in May and a low of 15 in October. The number of Use of Force incidents appears to rise slightly in May and plateau for the remainder of the year.



Use of Force Incidents per Day of the Week

This is the ninth year that Use of Force incidents have been tracked by number of incidents per day of the week. In 2016, the day with the highest number of Use of Force incidents was Sunday with 54 incidents and the lowest was Monday with 25 incidents. When 2016 data is compared to the recent average (2007-2015) it is clear that the incident rate goes down on Mondays, rises to a peak during the mid-week, and then slightly lowers and plateaus over the weekend. There is no obvious explanation for this pattern.

Incidents by Day of the Week

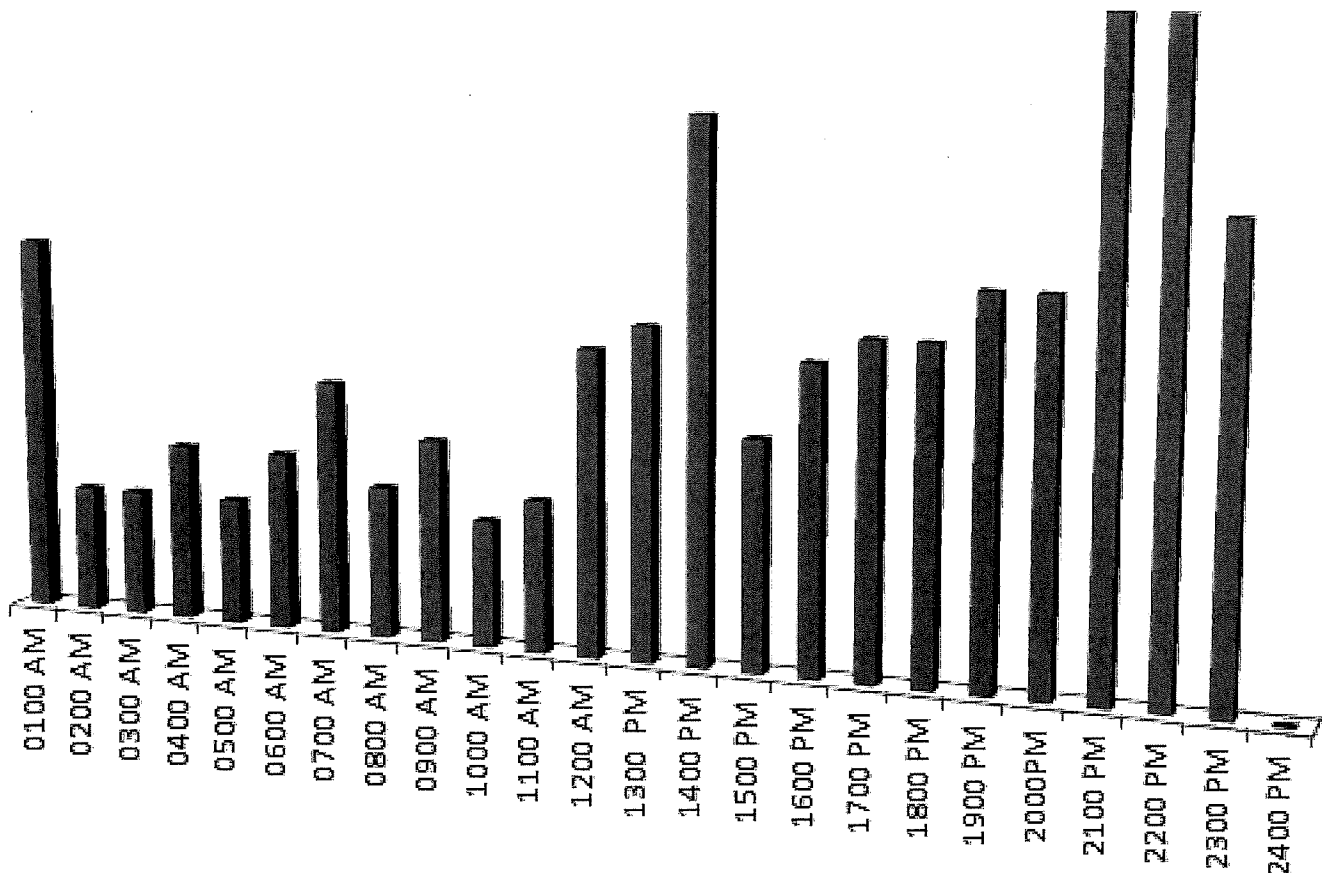


Use of Force Incidents by Time of Day

This is the ninth year that Use of Force incidents have been tracked by the time in which they occur. Historically the time was separated into 6 time periods: 0801 – 1200, 1201-1600, 1601-2000, 2001-2400, 0001-0400 and 0401-0800. In 2015 each hour was tracked.

A review of the 8 year average data (2008-2015) indicates that the bulk of Use of Force incidents occur in the twelve hour period between 1600 to 0400 hours. The least number of incidents occur in the eight hour period between 0401 to 12 noon. The number of incidents begins to rise steadily beginning at noon hour and peaks between 2001 and 0400. The below data from 2016 corresponds with the aforementioned trend.

Incidents by Time of Day



Suspects/Police Officers Injured/Require Medical Attention

In 2016 there were 27 incidents in which a subject, a police officer, or both, were reportedly injured. 27 subjects injured required medical treatment of a varying nature. 4 officers were injured and required medical attention. In the majority of incidents the injuries to both officers and subjects were reportedly minor in nature. These statistics have been steadily going down over the past 3 years.

The reasons/causes for either a subject or officers receiving an injury or requiring medical attention are as follows: Grounding, Mental Health Assessment, Self-Inflicted/Occurred prior to Police Arrival, O/C Decontamination, and CEW Probe Removal. The suspect can receive medical attention for several reasons; i.e.: MHA assessment, plus probe removal (4 incidents in 2016).

With respect to injuries by incident type, the majority of subjects were injured/required medical attention as the result of a Person In Crisis incident/call for service. In 49 of the PIC incidents the subject was taken to the hospital for a mandatory mental health assessment. **These 49 apprehensions account for 31.21% of all Use of Force encounters.**

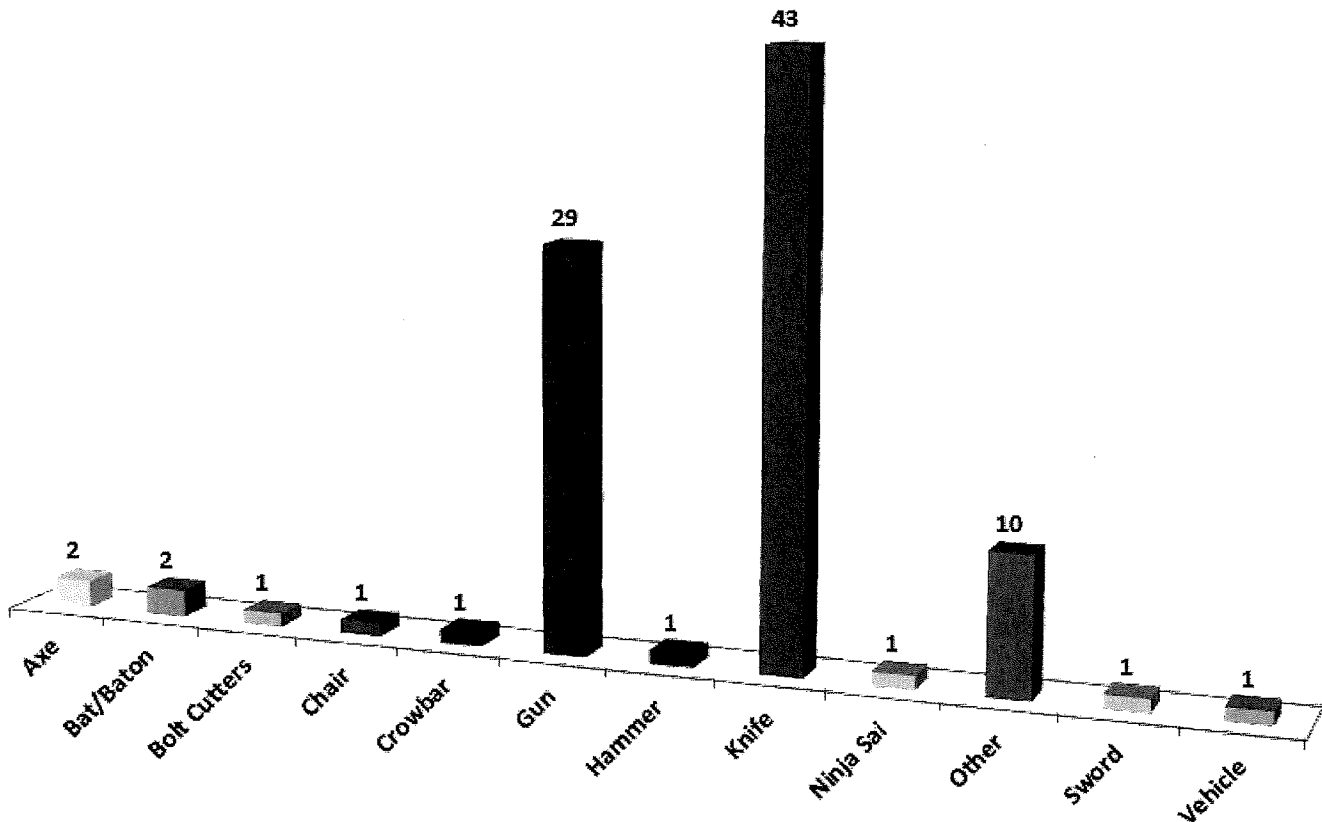


Use of Force Incidents and Suspect's Weapons

In 2016 there were 93 incidents reported where the suspect was actually carrying or had access to a weapon close-by. In 8 of the incidents the suspect(s) had access to more than one weapon type. An edged weapon of some type was the most frequently reported involving 43 knife incidents. There were 29 incidents where a firearm/replica/toy gun was used and in 1 incident a sword was identified as the weapon. Glass, meat tenderizers and furniture were also identified weapons.

In 2015 there were a total of 85 incidents involving 87 weapons. Knives were the dominant weapon (34) carried by subjects followed by firearm/replica/toy gun (25).

Weapon Use Against Officers



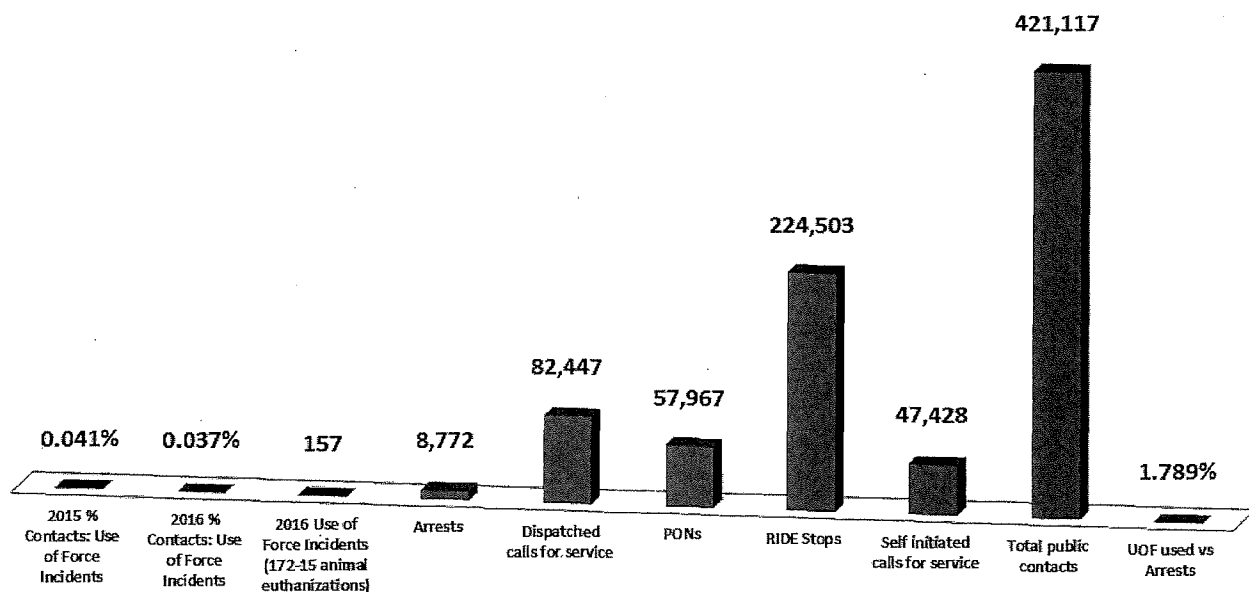
Use of Force in Relation to Public Contacts

In 2016 members of the Hamilton Police Service were involved in 172 incidents where a Use of Force report was submitted. Included in that number are 15 animal euthanizations. This ultimately means that there were 157 incidents where a Use of Force report was submitted. Compared to the total number of contacts* the police had with the public, only .037% of contacts resulted in a Use of Force incident.

In comparison, Use of Force incidents vs. public contacts dropped in 2016 compared to 2015 (0.041%) and 2014 (0.044%) despite there being an increase in the number of public contacts in both of those years.

*Public Contact data supplied by the Crime Information Analysis Unit.

Public Contacts versus Use of Force Incidents



Conclusions / Trends

During the 16 year period from 2001-2016 the average number of reported incidents is 237 per year. A low of 172 incidents were reported in 2016 and a high of 317 incidents in 2005. 2016 was the third consecutive year that Use of Force statistics have fallen.

1. The number of times an Officer discharged a firearm decreased to 18 incidents in 2016. The average since 2008 is 41 discharges per year. The 2016 statistics are largely attributable to the number of times in which Officers are being called upon to euthanize injured animals. Hamilton officers euthanized 15 animals in 2016, with two of those incidents involving both a shotgun and handgun.
2. There is an increase in the use of Empty Hands-Hard (100%) and to a greater extent Empty Hands-Soft (108%) in 2016 compared to 2015. The use of these options in 2016 is slightly higher than the 9 year average of 21 for each category.
3. The use of Aerosol Weapons reached a plateau in the last several years with an average of 21 incidents per year since 2008. 2016 had only 7 incidents, well below the average and the lowest since records have been kept.
4. The introduction of the CEW in late 2004, early 2005 had an immediate impact on how Police Officers use force. In 2014/2015 the Hamilton Police Service began a gradual roll out of CEWs to frontline personnel. In 2014 there were 64 CEW incidents which rose to 145 incidents in 2015 and remained consistent at 143 incidents in 2016. Those incidents that are statistically captured in the Ministry Use of Force report (CEW Deployed) totaled 21 in 2014, 47 in 2015 and 38 in 2016. The nine year average is 41 incidents per year. It was anticipated that CEW use would increase with full frontline deployment; however the CEW is utilized most often in the display mode. Whether the device usage continues to increase and Use of Force incidents decrease will be a trend to monitor closely in the future.
5. Uniform Patrol is the Branch of the Service most likely to encounter incidents requiring an application of Force and therefore submits the most Use of Force reports.
6. This is the 9th year that Use of Force incidents have been tracked by number of incidents per month. There does not appear to be a significant relationship between number of Use of Force incidents and the month of the year other than they appear to rise in May for an unknown reason, fall in July and October for an unknown reason and remain relatively consistent for the remaining months. Data from future years should solidify/confirm any trends.
7. This is the 9th year that Use of Force incidents have been tracked by number of incidents per day of the week. Comparative data shows it is clear that the incident rate goes down on Mondays for an unknown reason. 2016 statistics illustrate a spike on Fridays with other weekdays remaining consistent. There is no obvious explanation for this pattern. Again, data from future years should solidify/confirm any trends.
8. This is the 9th year that Use of Force incidents have been tracked by the time in which they occurred. A review of historical data indicates that the bulk of Use of Force incidents occur in the twelve hour period between 1600 to 0400 hours. The least number of incidents occur in the eight



hour period between 0400 to 12 noon. The number of incidents begins to rise steadily beginning at noon hour and peaks between 2001 and 0400.

9. This is the 6th year where Suspects' Weapons has been tracked. It is clear that an edged weapon of some type is the weapon of choice. In 2016, 43 incidents involved a knife or some type of edged weapon, 29 incidents involved a gun or replica and 10 incidents involved an "other" item. Weapon use against officers in Hamilton is on the rise, specifically a 43% increase from 2014-2016.

10. This is the 6th year in which Officer and Subject injuries have been tracked. The injury rate for both Officers and Subjects is relatively low (4 Officers and 27 Subjects). All of the injuries that were reported in 2016 were minor in nature with the exception of one incident where the subject received a fatal injury. The most common causes for injuries to officers and subjects are the use of grounding techniques and/or a general struggle between the officer and subject while trying to affect an arrest. Use of Force should continue to train officers in proper grounding and self-defence techniques.

11. The Use of Force incident rate is extremely low when put into the context of total public contacts (421,117) compared to Use of Force incidents (157 incidents; 172 incidents minus 15 animal euthanizations), resulting in a Use of Force reporting incident rate of .037%.

12. Persons In Crisis or "PIC" incidents account for approximately one third of all Use of Force encounters by Hamilton Police in 2016.



HAMILTON POLICE SERVICES BOARD

- INFORMATION -

DATE: 2017 June 16
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 - 2016*
(PSB 17-072)

BACKGROUND:

In 2010, the Hamilton Police Service conducted a historical crime analysis to determine the areas in the city with the highest levels of violent crime and disorder. Three (3) areas were identified: the Downtown Core, McQuesten neighbourhood (East Hamilton) and Concession Street. The Hamilton Police Service set a goal to reduce violence and public disorder in these neighbourhoods, while increasing safety in the community, thereby improving the quality of life for all citizens of Hamilton, as well as assisting a greater City of Hamilton goal to promote economic growth.

In 2010, the Provincial Government announced funding to police agencies through the Provincial Anti-Violence Intervention Strategy (PAVIS). The Service allocated the funds to initiate the Addressing Crime Trends in Our Neighbourhoods (A.C.T.I.O.N.) Strategy.

In May of 2010, the A.C.T.I.O.N. Team began as an initiative using high visibility and by utilizing officers on foot and bike to address violent crime and disorder issues. The A.C.T.I.O.N. strategy expanded to include the Mounted Police Unit and the Bail Compliance Unit. All three units work together to address crime and disorder and provides service and crime prevention initiatives in additional areas across the City of Hamilton.

The Strategy has received awards for outstanding community policing from the Ontario Association of Chiefs of Police and the International Association of Chiefs of Police. Enclosed is the A.C.T.I.O.N. Strategy Annual Report – 2016, outlining the accomplishments of the Strategy.



Eric Girt
Chief of Police

EG/M.Worster

Attachment: *A.C.T.I.O.N. Strategy Annual Report – 2016*

cc Deputy Chief Dan Kinsella, Community Policing
Superintendent Mike Worster, Community Mobilization Division



Annual Report

2016

Prepared by Constable Keith Holloway
With contributions by Constable Scott Jeffery 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 30 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 Hamilton Police Service continued to partner with the Ministry of Community Safety and Correctional Services' Provincial Anti-Violence Intervention Strategy (PAVIS) in 2016. 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 2016, ACTION Team officers arrested 656 persons, removed \$23,917 in controlled drugs from our streets, issued 3,627 offence notices, and made more than 79,000 community contacts. 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 21 persons, issued 287 offence notices, and made more than 42,000 community contacts within the last year. 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, arrest and enforcement).

The Bail Compliance Unit (BCU) has continued to maintain a high compliance rate by ensuring that the clientele adhere to their conditions. In 2016, the BCU had a compliance rate of 82% and the Hamilton Drug Treatment Court had a compliance rate of 61%.

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

These innovative strategies and correlated performance indicators have resulted in the Hamilton Police Service being the past recipient of awards by the Ontario Association of Chiefs of Police (OACP), and the International Association of Chiefs of Police. This report outlines the successes of the HPS ACTION Strategy as it enters its eighth 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 (2012 to 2016). While many of the numbers are significant; it is noteworthy to mention the 1,530 intelligence reports submitted and approximately 451,000 community and business contacts made by ACTION Team officers since January 2012. Just as significant are the 94 intelligence reports submitted and approximately 154,000 community contacts made by the Mounted Patrol Unit officers since January 2012. Community Contacts include face to face contact by police with community members while on regular patrol, or attending community events.

ACTION Team Performance Measures

Performance Measure Type	2012 Total (January to December)	2013 Total (January to December)	2014 Total (January to December)	2015 Total (January to December)	2016 Total (January to December)
ACTION Arrests	1109	1130	1045	766	656
ACTION Firearms Seized	48	6	*95	*92	3
ACTION \$ Drugs Seized	\$74,220.20	\$55,063.30	\$32,719.40	\$87,068.10	\$23,917.00
ACTION Street Checks	4,803	3,684	**192	**43	**6
ACTION Community Contacts	74,785	81,395	106,665	79,646	79,019
ACTION Business Contacts	7,005	7,043	7,048	5,531	3,840
ACTION PON's	4,741	4,970	4,683	3,041	3,627
ACTION Charges	1,043	934	706	614	477
ACTION Building & Other Sweeps/Premise Checks	260	2,394	3,097	4,282	9,170
ACTION Intel Reports	513	481	188	197	151
SNP Total Navigations	59	69	123	156	52

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

**Source: ACTION Street Check Cards

Mounted Patrol Unit Performance Measures

Performance Measure Type	2012 Total (January to December)	2013 Total (January to December)	2014 Total (January to December)	2015 Total (January to December)	2016 Total (January to December)
MPU Arrests	34	35	33	23	21
MPU Community Contacts	20,949	26,042	32,375	33,177	42,187
MPU PON's	280	332	536	298	287
MPU Intel Reports	30	31	10	18	5

2016 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. Initial development of the ACTION Strategy utilized deployment to violent crime hot-spots identified throughout the City. These primary deployment areas or quadrants included: the Downtown Business Improvement Areas (BIA); the Hess Street Village Entertainment Area; the Concession Street BIA; and the McQuesten Neighbourhood

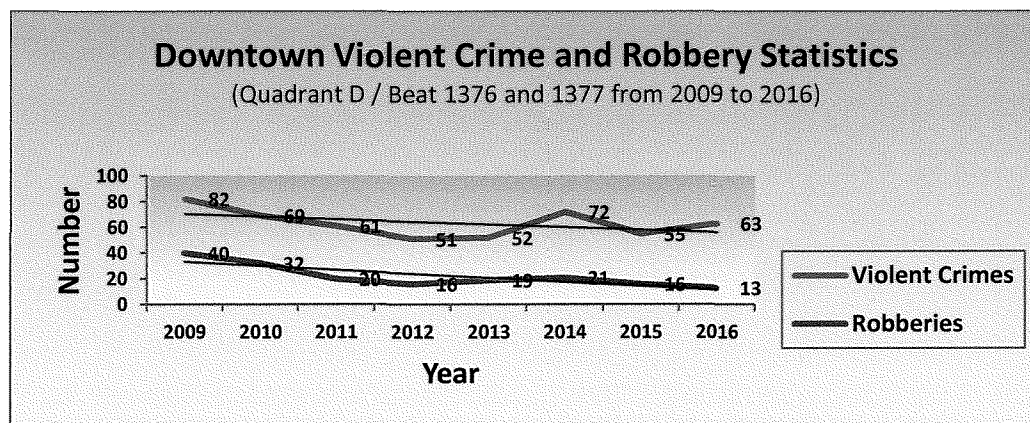
(found within the East End of Hamilton). The primary areas of deployment for the ACTION Strategy in 2016 continued to include these initial areas as well as many other identified areas of concern throughout the City of Hamilton as identified by the ACTION Analyst, Division Crime Managers, and Division Analysts. The majority of the deployment time is spent within the Hamilton Downtown core.



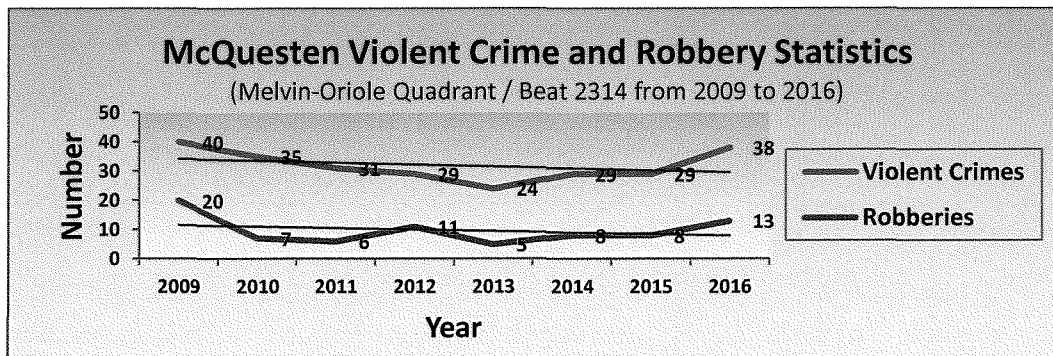
The Mounted Patrol Unit deploys during dayshift in the BIA areas throughout the city; however, their primary focus is the Downtown core. Mounted night shifts are concentrated in the entertainment zones. The ACTION Strategy (high visibility and enforcement), has contributed to a reduction in violent crime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

Violent Crime Reduction

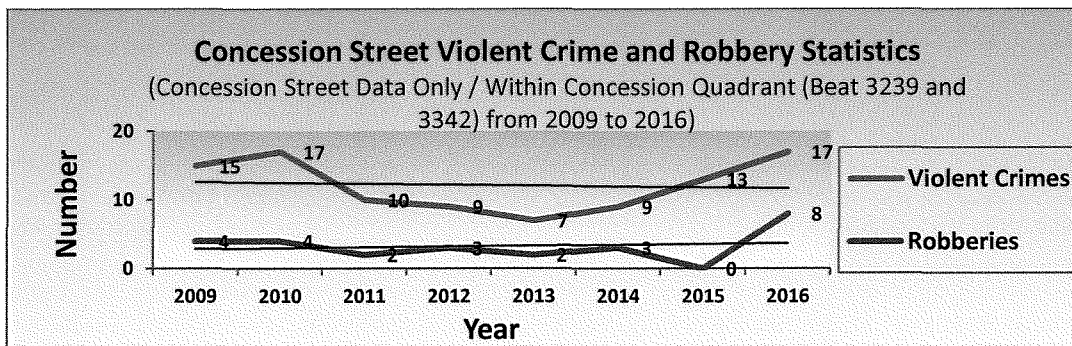
Violent Crime increased in each of the four major quadrant deployment areas in 2016 when compared to 2015 figures (i.e., Downtown, Hess Village, McQuesten, and Concession Street). Robberies (which are a subset of Violent Crimes), also showed increases in three of the four quadrants, when comparing this same time period (i.e., Hess Village, McQuesten, and Concession Street). 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 due to the recent spikes.



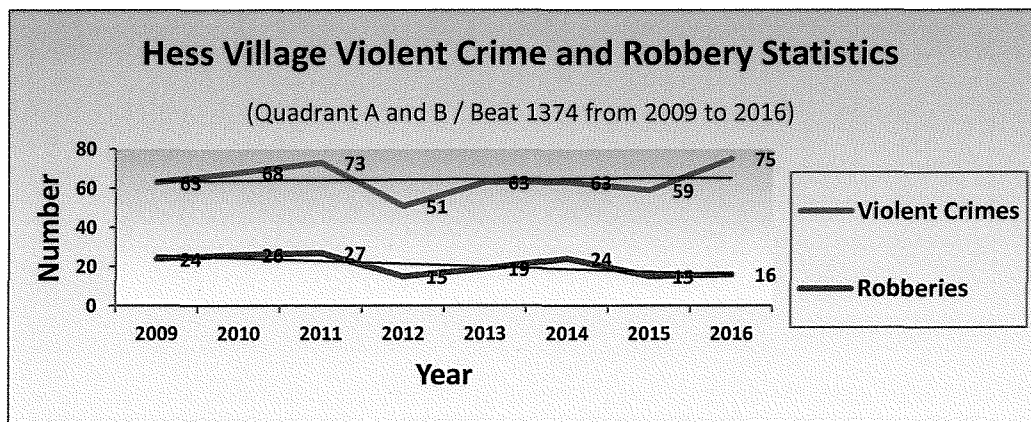
Violent Crime incidents increased in 2016 within the Downtown BIA area when compared to 2015 figures; yet, they remained lower than pre-ACTION Team figures in 2009. This increase was a reflection of increases seen in Weapons related offences (almost all associated to officer initiated investigations). Robbery incidents decreased in 2016 when compared to 2015 figures within the Downtown Quadrant. Robbery incidents also remained lower than pre-ACTION Team figures in 2009. 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 an increase in 2016 in this neighbourhood as compared to 2015. This increase in Violent Crimes was primarily a reflection of the increase in Robberies (which is a subset of Violent Crimes). The Robbery types showing an increase included Street Type (Mugging / Swarming / Purse Snatching), and Home Invasion. Despite these recent increases, decreasing trend lines were still apparent over the past 7 years in both crime categories. Of note, 2016 totals for Violent Crimes and Robberies have continued to remain lower than the pre-ACTION Team figures in 2009.



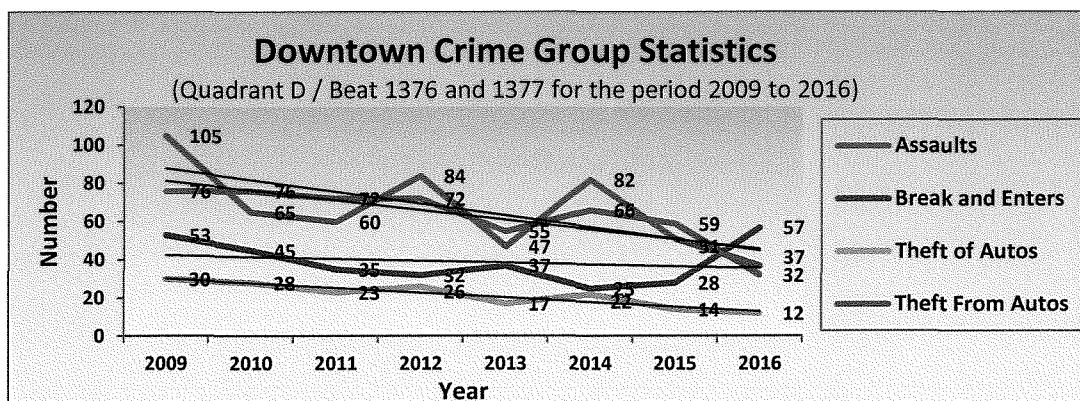
The ACTION Team and Mounted Patrol Unit are committed to assisting Division Three with increased Police Visibility. Both Violent Crimes and Robberies increased in 2016 within the Concession Street BIA area, compared to 2015. While the increase in Violent Crimes was much smaller in comparison, the increase in Robberies was dramatic (i.e., from a 6 year low of 0 in 2015 to a 7 year high of 8 in 2016). This spike was the result of robberies that were unrelated and occurred without pattern throughout the year (5 street type robberies, two business robberies and a financial robbery). Despite the recent increase in Violent Crimes; however, the overall trend line for that category has continued to show a decreasing slope. The overall trend line for Robberies has flattened and is now slightly increasing in nature (due to the recent spike). 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. The ACTION Strategy played a role in this initiative and was deployed to this location and others identified within the three Divisions.



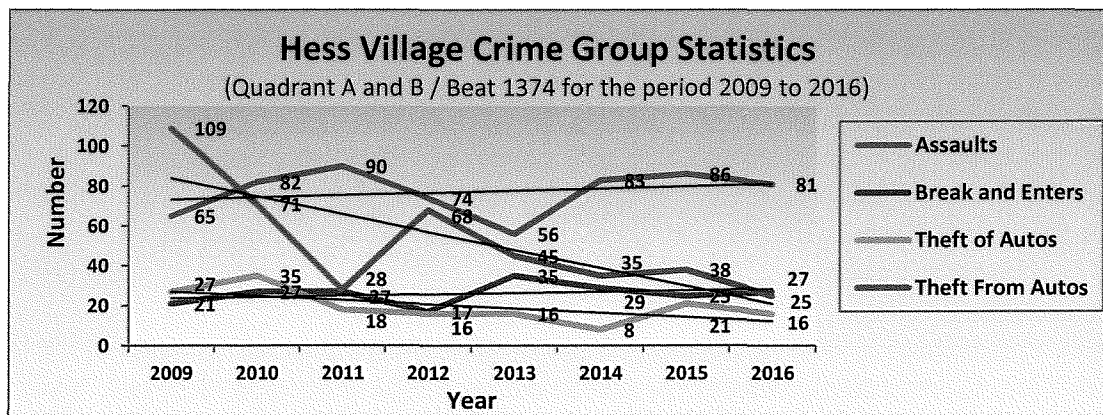
Continuing the reduction of Violent Crime in the Hess Village Entertainment Area is a priority of the ACTION Strategy. A violent crime spike was observed in this area during 2016. This spike had the effect of flattening out what had been a decreasing trend line over the previous six years. This increase was a reflection of increases seen in Weapons related offences (all associated to officer initiated investigations), and Sexual Assaults (the majority in which the suspect was known, arrested or subsequently identified). Robberies increased by 1 in 2016, compared to 2015. The overall trend line for Robberies has continued to show a decreasing trend. The robbery total has also continued to be lower than the pre-Action Team figure in 2009.

Other Crime Reduction

In addition to the 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 has continued to be an overall decreasing trend in all of the other crime group types since the inception of ACTION 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 however show a slightly increasing trend line. Of note, Assaults, Theft of Autos and Theft from Autos show decreases between 2015 and 2016.

Non-Patrol Deployment



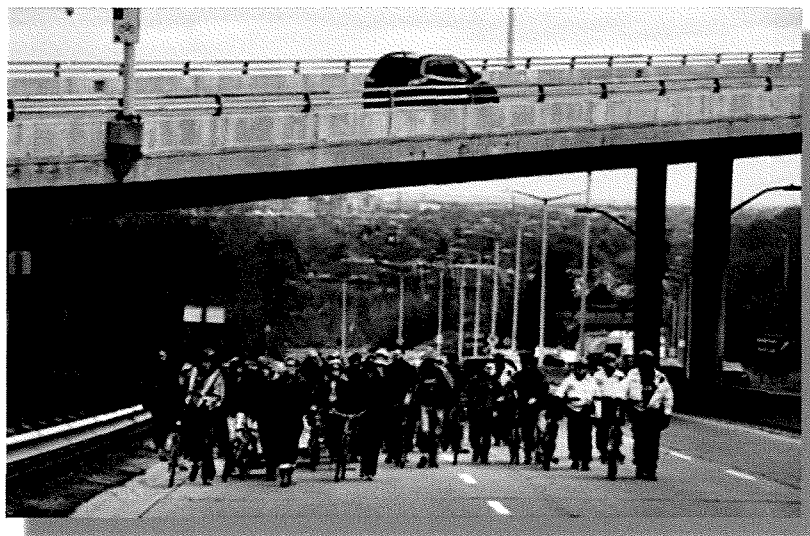
In addition to directed patrol, deployment strategies also include non-patrol deployment functions. Some of these events included community festivals, protests, sporting events, demonstrations and other special events.

Other significant non-patrol deployment events included canvasses and searches. 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.

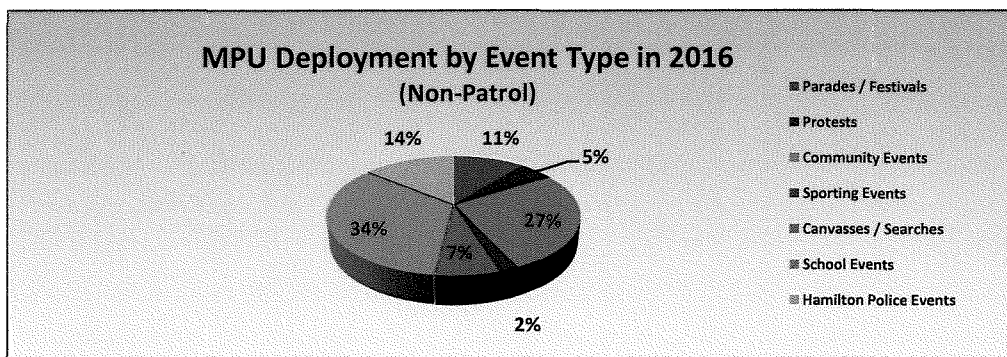
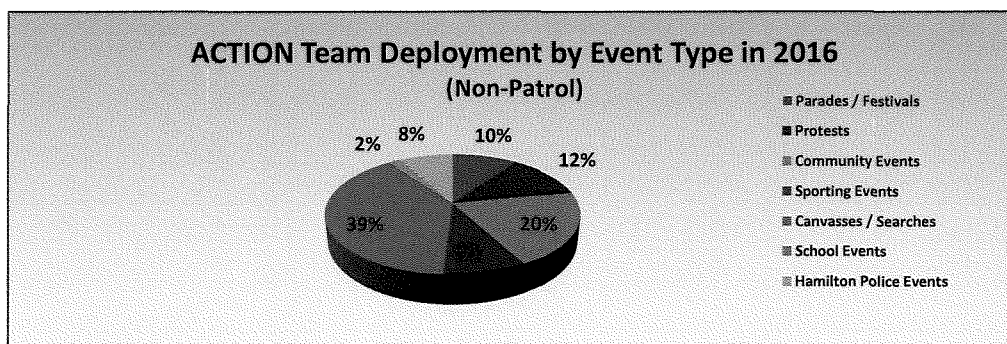


Both the ACTION Team and MPU also played key roles in many Operational Plans developed for various events in 2016. Some of these included: St. Patrick's Day Events; the anniversary of the Jesse Clark Memorial; McMaster and Mohawk "Welcome Weeks", Homecoming Weekend and "Move Out" Weeks;

the Tiger Cats Annual Labour Day Classic and Eastern Conference CFL Football Games; the CP Holiday Train; the Israeli Ambassador Visit; the Enbridge Line 10 and NEB Hearings, May Day, Black Lives Matter Protests; and the 420 Up In Smoke and Shut Down Canada Rallies.



The two charts below illustrate non-patrol deployment for the ACTION Team and MPU in 2016.



HPS Business Plan (2016-2018)

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

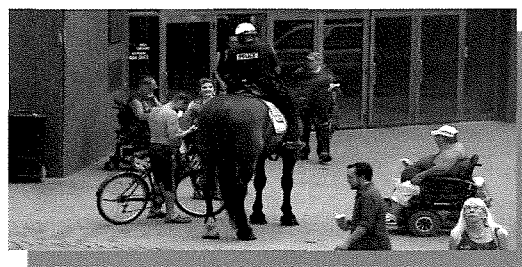
"Improve traffic safety"



The ACTION team strived to improve the safety of the community by issuing a total of 3,627 Provincial Offence and By-Law Notices in 2016. This represented an increase in enforcement of 19% from 2015. The majority of the Provincial Offence Notices issued included 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 2015.

The Mounted Patrol Unit strived to improve the safety of the community by issuing a total of 287 Provincial Offence and By-Law Notices in 2016. This represented a very small decrease in enforcement from 2015 (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 2015.