

2014 BUSINESS PLAN PERFORMANCE REPORT

STRATEGIC DIRECTION	GOALS	PERFORMANCE MEASURES	PERFORMANCE INDICATORS	DIVISIONAL ACTIONS & HIGHLIGHTS
1. PUBLIC SAFETY	1.1 Develop adequate and effective approaches to respond to crime and safety concerns.	1.1.3 Reduce drug crime.	<ul style="list-style-type: none"> 2014 Drug Crime has increased 1.08% from 1,572 to 1,585. In 2014, CDSA Possession Offences have increased 3.15% from 1,302 TO 1,343. The Only Drug Possession category that was reduced was Possession of Cocaine that saw 15.12% decline from 205 to 174. CDSA Trafficking Offences have dropped 0.89% from 225 to 223 last year. CDSA Importation and Production Offences fell 57.78% from 45 to 19. However, Drug Crime Clearance Rate increased by 0.97% over the previous year. 3 out of the 74 POP projects implemented in 2014 were designed to reduce Drug Crime in the neighbourhoods. 	<ul style="list-style-type: none"> Division 3 Youth Officer participated in 7 drug sweeps which were conducted in area secondary schools. Division 2 School Resource Officers conducted 50 drug sweeps at Division 2 schools. Division 1 HEAT Team executed CDSA search warrants to reduce drug crime. Division 3 School Resource Officers conducted 19 drug sweeps.
1. PUBLIC SAFETY	1.1 Develop adequate and effective approaches to respond to crime and safety concerns.	1.1.4 Reduce domestic violence incidents.	<ul style="list-style-type: none"> 2014 Domestic Violence incidents have increased 2.57% from 6,336 to 6,499. It is important to note that while we have a goal to reduce domestic violence, it is also a priority for the Service to encourage more public reporting of crime such as domestic violence and sexual assault etc. The changes in the domestic violence numbers might be reflecting more reporting by the public. 	<ul style="list-style-type: none"> Victims of Crime - Sexual Assault Unit participated in the Sexual Assault Awareness Month and the Domestic Violence Month to promote more public reporting to police. Both events were well attended by HPS members and received wide media coverage. In response to the new DVRM (Domestic Violence Risk Management Report) created by the Ministry of Community Safety, Training Branch incorporated an e-learning module in the 2014-2015 Block syllabus to train all officers on the proper use of the Domestic Violence Risk Management Report. 24 officers received Domestic Violence Officer course. Training Branch introduced a tour of local women's shelter in Recruit Training syllabus. Training on domestic violence is also delivered to all recruit classes.
1. PUBLIC SAFETY	1.1 Develop adequate and effective approaches to respond to crime and safety concerns.	1.1.5 Reduce Other C.C. Incidents.	<ul style="list-style-type: none"> 2014 Other C.C. Incidents have decreased 2.3% from 2,605 to 2,545. Significant decrease in these Other C.C. Violations categories: <ul style="list-style-type: none"> Bail Violations reduced 15.8% from 761 to 641. Obstruct Peace Officer fell 44.9% from 69 to 38. However, there was an increase in these Offences: <ul style="list-style-type: none"> Total Weapon Violations jumped 26.6% from 109 to 138. Indecent Acts increased 63.4% from 71 to 116. Other C.C. Violations Clearance Rate increased from 84% to 87% in 2014. 	<ul style="list-style-type: none"> Major Fraud investigated a large Mortgage Fraud involving four financial institutions, several victims and losses in excess of 1.2 millions. A bookkeeper was investigated and charged with misappropriation of \$219,000 from a local business. Major Fraud investigated an investment fraud where an investment advisor misappropriated 1.4 million in client funds. Division 2 A Squad's ATV-trained officer used the ATV to conduct two searches for mission person investigations. In both investigations, the missing persons were located. Division 3 Seniors Support Officer delivered 30 presentations on new and ongoing scams targeting seniors and how to protect themselves from becoming a victim.

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1. PUBLIC SAFETY	1.1 Develop adequate and effective approaches to respond to crime and safety concerns.	1.1.6 Reduce total crime.	<ul style="list-style-type: none"> 2014 Total Crime (excluding traffic) has reduced 5.58% from 23,733 to 22,409. Total Crime Clearance Rate has increased slightly from 33.36% to 36.39%. 3 out of the 74 POP projects implemented in 2014 were designed to reduce prostitution; 15 to reduce disorderly incidents while 9 were designed to reduce Other Criminal Code Incidents in the divisions. 	<ul style="list-style-type: none"> Division 2 Crime Managers in conjunction with their Beat Officers created 16 POP Projects to deal with issues relating to criminal code incidents. ACTION conducted 962 Bar Checks; 3,097 Building Sweeps and submitted 188 Intelligence Reports. Division 2 B Squad conducted 62 STOP checks, 78 Bail/Wanted Person Checks and 46 Criminal Intelligence Reports. Division 2 C Squad conducted 51 STOP checks, Park & Walks, executed warrants and conducted Bail Compliance Checks. A criminal intelligence report resulted in Vice and Drugs Unit executing a CDSA search warrant and seized a substantial amount of drugs and arrested several offenders. Crime Stoppers completed the storyboard of Captain Canuck, a special edition comic book featuring Hammertown Hero and Captain Canuck designed to educate youth in community to reduce crime. Division 1 C Squad partnered with CN Police, City Bylaw and Div. 2 Officers on 2 POP projects to target criminal and provincial offences that occurred along the CN rail lines. These resulted in CDSA charges, seizure, TTPA and LLA charges. Block Training included scenario-based Case Law lecture to help officers understand how to interpret the law and effect legal searches, seizures and arrests in order to reduce total crime.
1. PUBLIC SAFETY	1.1 Develop adequate and effective approaches to respond to crime and safety concerns.	1.1.7 Reduce youth crime (number of youth charged and not charged).	<ul style="list-style-type: none"> 2014 Youth Crime (Youth Charged and Not Charged) has dropped 7.04% from 1,876 to 1,744. At year-end, a total of 83 Drug Sweeps were conducted Service-wide - Div. 1 (22), Div. 2 (43) and Div. 3 (18); resulting in 72 arrests, 33 Pre-charge Diversion and 131 grams of Marijuana seized. Across the Service, 546 STOP Checks were conducted - Div. 1 (182), Div. 2 (230) and Div. 3 (134). 	<ul style="list-style-type: none"> Division 1 C Squad arrested and charged 28 STOP targets throughout the year. Division 1 B Squad conducted 74 STOP checks, made 3 arrests and laid 8 charges. Division 1 D Squad conducted 70 STOP checks and all at-risk youth found compliant with conditions. Division 2 Youth Officer conducted presentations to the squad to increase frontline officers' knowledge of youth crime trends and the YCJA. Division 3 Youth Officer performed 52 STOP checks and continued to maintain the STOP targets database. Division 3 A Squad conducted 31 STOP checks in 2014.
1. PUBLIC SAFETY	1.2 Improve the safety of our community's pedestrians, drivers, cyclists and passengers.	1.2.1 Provide traffic safety information to public.	<ul style="list-style-type: none"> Increased number of participants at traffic safety information sessions. Provided continued traffic support to our community. 2014 Road Safety Programs implemented: <ul style="list-style-type: none"> Speed Watch - 664 Safe Road Letters - 4,972 Aggressive Driver Hotline - 628 Infant Car Seat Installations - 912 Lock-It-Or-Lose-It flyers - 9,479 	<ul style="list-style-type: none"> Community Relations collaborated with Crime Prevention Branch to provide traffic safety sessions to Newcomer Communities. About 45 people attended the traffic safety information sessions. Traffic Branch completed 11 Holiday Weekend Enforcement strategies resulting in 6,180 HTA offences and 36 Criminal Code (Impaired) charges. Of the 532 inquiries from the Last Drink Program, 261 were answered resulting in 42 bar names given and 42 letters sent to licensed establishments. The Speed Watch Trailer was deployed 12 times for 7 days each time. Division 3 Seniors Support officer gave 25 educational presentations about driver and pedestrian safety.

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1. PUBLIC SAFETY	1.2 Improve the safety of our community's pedestrians, drivers, cyclists and passengers.	1.2.2 Increase traffic enforcement.	<ul style="list-style-type: none"> ● In 2014, a total of 68,738 Provincial Offence Notices (PONs) were issued; a decrease of 3.9% from 71,535 issued in 2013. ● Hazardous Violations (red light, stop sign infractions, speeding, careless and distracted driving etc.) and Non-hazardous Violations (seat belt, fail to surrender permits etc.) have decreased 2.5% over 2013; from 67,522 to 65,839. ● However, RIDE Stops have increased 0.79% from 238,454 to 240,344. ● Almost half (35) of the 76 POP projects created in 2014 were designed to address Traffic Safety in neighbourhoods. 	<ul style="list-style-type: none"> ■ Division 1 A Squad submitted 3,598 PONs for the year; B Squad did 3,359 PONs, C Squad issued 3,177 PONs for various traffic violations and D Squad implemented many POP projects which culminated in 3,414 PONs; 12,404 vehicles stopped in RIDE and seatbelt lanes and 8 impaired arrests while D Squad issued 4,288 PONs. ■ Division 1 Safety Officers despite not having full complement, still finished the year with 3,419 PONs. ■ Division 2 Crime Managers identified key traffic problem areas based on community concerns and designed 11 POP projects to address specific complaints. ■ Division 2 A Squad issued 3,905 PONs at year-end; C Squad issued 4,091 PONs, and D Squad issued 3,797 PONs. ■ Division 2 was short one Divisional Safety Officer in 2014, however, still issued over 2,764 PONs. ■ ACTION continued to improve traffic safety of community by issuing PONs and Part 3's to compliment the Social Navigator Program. ■ Mounted Patrol Unit gave out 536 tickets which included 278 PONs and 258 Bylaw Notices. ■ Central Breath Unit submitted 5,022 HTA offence Notices at year-end. ■ They coordinated Heavy Truck Inspection Days with DSOs, Marine, K9, Halton Police, MTO and MOE Tobacco Enforcement on two occasions which resulted in 108 trucks inspected, 70 trucks taken out of service for equipment violations and 239 total charges issued. ■ Division 3 Crime Managers participated in 5 Truck Enforcement Days. Also conducted 6 proactive enforcement days with the School Liaison Officers at various special attention locations. ■ Division 3 A Squad issued 6,281 PONs, B Squad issued 4,720 PONs, C Squad issued 4,645 PONs and D Squad issued 4,571 PONs. ■ Division 3 School Resource Officers implemented Project Rush and Project Full and Complete to address stop sign enforcement. ■ Division 3 Youth Officer also participated in Truck Lanes enforcement. ■ Division 3 Safety Officers issued 5,134 PONs in 2014 and participated in 13 Truck Enforcement Days in conjunction with MOT. ■ Marine Unit submitted 756 HTA offence notices at year-end.

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1. PUBLIC SAFETY	1.2 Improve the safety of our community's pedestrians, drivers, cyclists and passengers.	1.2.3 Reduce impaired driving.	<ul style="list-style-type: none"> ● 2014 Impaired Driving has increased from 4.34% from 530 to 553. ● It is important to note that while it is our goal to reduce impaired driving, the increase in Impaired Driving charges could also reflect increased enforcement efforts. 	<ul style="list-style-type: none"> ■ To address impaired driving, Division 1 A Squad conducted 83 RIDE lanes with 8,053 vehicle stops, 1 impaired arrest and 4 suspensions. Div. 1 B Squad conducted 89 RIDE lanes, stopped 7,304 vehicles, issued 130 Equipment Warning, 33 PONs, 11 Tests, 1 Charge and 1 suspension; Div. 1 C Squad conducted 73 RIDE Lanes with 8,981 stops which resulted in 13 Tests, 4 Warnings, 63 HTA violations and 1 CDSA arrest; and Div. 1 D Squad initiated 144 RIDE events topping 16,191 vehicles which contributed to 3 impaired arrests and 4 drug arrests. ■ Division 2 A Squad completed 179 RIDE events with 20,189 vehicle stops; Division 2 C Squad conducted 253 RIDE lanes with a total of 26,498 vehicles stopped to reduce impaired driving and raise public awareness; and Division 2 D Squad conducted 190 RIDE events with 23,624 vehicles stopped and checked. ■ Division 3 A Squad conducted 174 RIDE lanes resulting in 9,175 vehicles stopped, 39 tests, 8 Warnings, 2 refuse to provide, 5 impaired, 11 over .08 and 2 other Criminal Code charges. Division 3 B Squad did 164 RIDE lanes resulting in 10,550 vehicles stopped, 7 ASD demands, 3 Warnings, 2 suspensions, 1 over .08 and 2 Criminal Code arrests. C Squad conducted 279 RIDE lanes resulting in 14,878 vehicle stops, 14 PONs, 9 Tests, 1 roadside suspension and 46 vehicle equipment warnings. D Squad conducted 178 RIDE lanes resulting in 27 tests, 4 Warns, 1 Impaired Driving are, 1 refuse breath sample charge, 1 drug possession arrest, 1 possession of stolen plates arrest and 79 PONs were issued for various HTA violations. ■ Division 3 DSOs participated in 21 RIDE lanes. ■ EDU/ERU also assisted with the goal of reducing Impaired Driving by completing over 50 RIDE lanes in 2014.

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1. PUBLIC SAFETY	1.2 Improve the safety of our community's pedestrians, drivers, cyclists and passengers.	1.2.4 Reduce motor vehicle collisions.	<ul style="list-style-type: none"> ● Total MVCs have increased 9.17% from 8,714 in 2013 to 9,513 last year. ● Of the total MVCs, Property Damage MVCs have increased 22% from 1,316 to 1,608; Personal Injury MVCs increased 10.9% from 1,364 to 1,513 and Citizens Reported MVCs also increased 5.9% from 6,034 in 2013 to 6,392 in 2014. ● Total number of fatal MVCs increased 21.4% from 14 to 17. ● All sworn officers and supervisors received "Drive for Life" training by June 2014. ● As a result of regular audits on Service vehicles to ensure excessive speeds were justified and provide additional training/counselling to those cases where excessive speeds were not justified, officer-involved collisions were reduced by 15% over the previous year. 	<ul style="list-style-type: none"> ■ Training Branch included "Arrive Alive" program as part of 2014-2015 Block syllabus to promote public and officer safety. It highlights the consequences of excessive speed, not wearing a seatbelt and other negative driving behaviours that can put the community and officers at risk. This program has been very well received and numerous officers have commented that the thought-provoking lecture has changed their mind-set in relation to speeding and wearing their seat-belt. ■ Training Branch also implemented the "Drive for Life" simulator-based program in 2014 Block Training to produce better driving decisions. This innovative teaching model encourages officers to retrain the brain and correct bad driving habits to reduce collisions. ■ In 2014, Professional Standards Branch completed first GPS audit, advised Commanders and addressed speed issue with individual officers. Tip of the Week educational component was rolled out and assisted with Chief's letter regarding speeding and safe driving to all members. ● Over a 16-week period in the summer of 2014, Crime Prevention Branch ran a successful Cyclemania Program - Hamilton's largest cycling safety program and taught 5,394 elementary school students. ● Crime Prevention Officers played an essential supervisory role with HPS volunteers and ensured that divisional requests (mostly traffic POP projects) were supported by volunteers who executed thousands of vehicle warning through Red Light Runner and Speed Watch. ● The Earn-A-Bike program identified 130 elementary school youths who performed community service hours thereby earning them a new bicycle and helmet, including training on bike and helmet safety. ● Trained volunteers presented Fatal Vision Goggles at public events. ● Divisional Safety Officers initiated POP projects to address speeding, street racing and illegal modified vehicle issues in order to reduce serious personal injury collisions.

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1. PUBLIC SAFETY	1.3 Provide more knowledge and skills to the public on how to prevent and reduce crime in our community.	1.3.1 Use all available means of communication to inform the public.	<ul style="list-style-type: none"> Increased public education opportunities. Increased public awareness of police crime prevention and public safety programs. Improved communication channels. 	<ul style="list-style-type: none"> Corporate Planning analyzed 2013 crime trends and presented highlights at Police Services Board meeting and 2014 Municipal Election candidates. Community Relations Coordinator completed 4 Newcomer sessions on personal safety and information on how to access police services. Auxiliary Officers conducted one presentation in French at McMaster University on personal safety for Newcomers to Hamilton. Victims of Crime - Child Abuse Branch completed hardcopy of Hate Crime pamphlet and on-line copy for the public. Victims of Crime - Child Abuse Branch used Social Media such as Twitter to educate public on Abuse and Neglect, Bullying and Internet Safety, Senior Abuse and Neglect and the Be Aware - Take Care book, Hate Crime and Prevention Guide. They also used traditional media to conduct presentations regarding Personal Safety to Wild Waterworks staff; Seniors Fraud to Elliot Heights Church, at the Long Term Care Homes Conference, Federal Retirees Association and West Hamilton Seniors Association; and Hate Crime and Prevention to the City's Committee Against Racism. Vice and Drugs Unit successfully completed 32 presentations to various agencies including Citizens Police College, Management levels of HWDC, John Howard Society, City of Hamilton Bylaw and Children's Aid Society. Division 1 Crime Managers used Social Media to provide Crime Alerts to McMaster students when the new school year begins. Division 1 B Squad attended 9 community meetings and BIA meetings with their Crime Managers to discuss and implement POP projects. Division 1 School Officers conducted presentations on Drug Use and Sexting to ensure students are informed on decisions they make. Division 3 School Resource Officers delivered 386 presentations to area schools and submitted weekly tweets from @HPSDiv3schools.
1. PUBLIC SAFETY	1.3 Provide more knowledge and skills to the public on how to prevent and reduce crime in our community.	1.3.2 Tailor information to reach as many members of the community as possible.	<ul style="list-style-type: none"> 16% increase in number of homeowners safeguard requests over 2013. 152% increase in number of business audits as a result of using CPTED-trained Auxiliary Officers to train CPC volunteers to do break and enter call backs. 266% increase in number of Crime Prevention and Personal Safety presentations and displays by the Auxiliary Unit to the community. Improved information pamphlets and posters set up in Court Branch and CPC centres as a result of OIPRD accessibility audit. At year-end, all HPS public sites (stations) were found to be 100% in compliance with OIPRD standards. 	<ul style="list-style-type: none"> CPTED-trained Auxiliary Officers worked with and trained CPC volunteers to conduct Break and Enter call backs. Auxiliary Officers presented 11 Crime Prevention and Personal Safety presentations and displays to the community. Major Fraud delivered 15 presentations to community to provide information on Identity Theft, Technology Crime and Mass Marketing Fraud. They also used Twitter to notify the public of current fraud schemes and trends; were featured in 2 media interviews and disseminated several media releases. Quality Assurance conducted OIPRD accessibility audit in public access locations to ensure OIPRD access standards are met. A secondary site audit was completed to ensure HPS stations all have seamless access in having public complaints addressed.

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1. PUBLIC SAFETY	1.3 Provide more knowledge and skills to the public on how to prevent and reduce crime in our community.	1.3.3 Create new crime prevention programs or modify existing programs to expand services and engage a broader audience.	<ul style="list-style-type: none"> Improved crime prevention services. CPTED-trained Auxiliary Officers increased the number of residential and small business security audits in 2014. Crime Prevention Branch improved liaison with division Crime Managers to sharpen crime prevention focus via Crime Alerts, Lock-it-or-lose-it flyers and implemented road safety programs in identified neighbourhoods. 	<ul style="list-style-type: none"> Crime Prevention Branch facilitated a 32-hour training session for Auxiliary Officers to enhance their CPTED knowledge base and increase the number of security audits for residences and small businesses. Crime Prevention Branch also provided resources to division Crime Managers to assist them with crime spikes in their respective communities and neighbourhoods. Crime Prevention Branch created a Landscape Design CPTED presentation for community members.
2. COMMUNITY MOBILIZATION	2.1 Work with the public to share responsibilities for community safety problems and issues.	2.1.1 Meet with community leaders to identify police and non-police responsibilities.	<ul style="list-style-type: none"> Increased number of agencies, organizations and foster connections with Hamilton Police. Increased awareness of police responsibilities and non-police responsibilities. Increased collaboration with community to promote and improve officer safety as well as community safety. In November, the Hamilton Police Service and Violence Against Women Shelter developed and agreed upon the content of a new Shelter protocol. New Shelter Protocol has been shared with all Hamilton Police Service members and incorporated into Performance Leadership Training. 	<ul style="list-style-type: none"> Bail Compliance conducted 724 surety checks and 18 sureties ended their responsibilities, resulting in 18 surety revocation warrants / arrests. Training Branch established a community working group to review CEW occurrences to ensure community safety standards are being met. CEW members will be trained with the most recent and updated training information made available to ensure that community safety remains a priority. Officers are exposed to scenarios which stress the importance of using effective de-escalation strategies for solving issues safely. During Immediate Rapid Deployment training, members are trained and made aware of recent incidents and also advancements in training and tactics. This annual training ensures that officers are able to respond quickly in a safe manner, thus saving lives. In Use of Force, officers are provided training based upon recent statistics and trends to promote and ensure public safety. Area of focus will deal with Vehicle Containment Strategies, Officer Ambush response as well as an increased emphasis on verbal de-escalation strategies. Members of HPS Domestic Violence Unit form part of several community committees helping to build and maintain positive working relationships. These committees help in identifying police and non-police roles and solidifying working relationships via protocols between agencies. Corporate Planning conducted external environmental scans to better understand community needs before bringing in Service members to work with community leaders to develop new 2016-2018 Business Plan. Support Services Towing Coordinator met with towing industry partners for consultation and education on Hamilton Police expectations regarding tow services. New towing contract has been approved and rolled out.

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2. COMMUNITY MOBILIZATION	2.1 Work with the public to share responsibilities for community safety problems and issues.	2.1.2 Work with the community so they can take the lead in helping the police.	<ul style="list-style-type: none"> ● Increased cultural relations and respect for differences. ● Increased cultural awareness and connections. ● A total of 76 POP projects were implemented in 2014 in our 3 patrol divisions: <ul style="list-style-type: none"> - Division 1 - 20 - Division 2 - 28 - Division 3 – 23 - ACTION - 5 ● 180 marina owner/vessel checks recorded 90% compliance rate. 	<ul style="list-style-type: none"> ■ Community Relations Coordinator Worked with a wide spectrum of diverse community members, organizations and agencies seeking information and navigational aid through the policing terrain, especially as it relates to discrimination, bias, racism, Islamophobia, Homophobia, Anti-semitism as well as Anti-Aboriginal discrimination and other related forms of hatred. ■ Divisional Officers initiated POP projects to share responsibility with the community in resolving identified concerns. Some examples in the three divisions included Project Suspended Motion, Project Eye Brow, Project Intel, Project Beacon, Project Water and Fire, Project Interceptor, Project Walk with Kwok, Projects Back Alley, Gotchya, Project Snap Crackle Pop, Project Meadowlands Speedway, Projects ATV and Heavy Trucks; Project Rocking the Chapel and High School. ■ Crime Managers of all three divisions continued to establish open lines of communication with the ward councillors, BIAs, as well as various community groups to strengthen the police/community relationship. ■ Hosted several community forums and events designed to increase cultural awareness and foster connecting across differences. ■ ACTION team increased collaboration with community and other stakeholders to address safety concerns by making 25 referrals to Social Navigator Program and engaged with Crime Managers in 10 POP projects. ■ Marine Unit partnered with local marina owners and their customers to promote watercraft safety and increased vessel compliance. ■ Traffic Safety Support continued representation on City and Provincial committees relating traffic safety and legislation.
2. COMMUNITY MOBILIZATION	2.1 Work with the public to share responsibilities for community safety problems and issues.	2.1.3 Achieve efficiencies of service in order to make better use of our resources.	<ul style="list-style-type: none"> ● Enhanced customer satisfaction with police services. ● Increased coordination and cooperation of divisional youth services and seniors services. 	<ul style="list-style-type: none"> ■ Divisional Youth Officers interact with habitual missing persons to determine their needs and referred them to external programs with the goal of reducing the need for police investigations on habitual missing persons cases. ■ Division 3 Senior Support Officer made 8 referrals to the Catholic Family Services for senior assistance. ■ Division 1 Senior Support Officer with the help of other divisional Senior Support Officers organized a very successful Christmas Drive for senior citizens in our communities who required a little support over the holidays.

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2. COMMUNITY MOBILIZATION	2.2 Increase the use of all media to communicate with the public.	2.2.1 Increase training, knowledge and use of social media.	<ul style="list-style-type: none"> • Social media training provided to more HPS units. • A review of analytics on social media platforms indicated the Service has increased its ability to reach citizens. • 465 tweets including pertinent victims of crime information, educational and preventative material were delivered via Twitter to 2,130 followers by Victims of Crime - CAB unit. • Also, 7 messages were put out in 7 languages since August 2014. • Victim Services had a successful social media outreach via HPS Facebook and Twitter accounts to recruit over 100 new applicants during the annual recruitment process. • For the first time, the complete Victim Services application process for new volunteers was managed online via the City of Hamilton website. 	<ul style="list-style-type: none"> ■ Marine Unit initiated a Twitter account to educate and inform the public of watercraft safety. ■ Major Fraud sent over 30 tweets regarding current fraud schemes and trends, with tips for public to protect themselves. Several tweets were re-tweeted, media releases were sent out and media interviews completed. Major Fraud staff attended seminars and course on Open Source Intelligence and Using the media to warn the public about scams & fraud. ■ Division 1 Crime Analyst gave 10 presentations to frontline officers, School Resource Officers, Youth Officers and supervisory staff on the use of Social Media (Facebook, Twitter) and their usefulness in investigations. ■ Victims of Crime - Child Abuse Branch Detective Sergeant trained to use Twitter to notify the public of successful arrests and educational points. ■ Victim Services attended Social Media training in 2014 and met with HPS Corporate Communicator to discuss a potential social media tool for Victim Services to promote services available to victims of crime and trauma. Decision to submit occasional media messages for dissemination through Corporate Communicator.
2. COMMUNITY MOBILIZATION	2.2 Increase the use of all media to communicate with the public.	2.2.2 Update HPS website.	<ul style="list-style-type: none"> • Service information offered by HPS Records Branch updated on Online Police Checks site. • Certain sections of our website, e.g. ACTION page, Cold Cases page, were regularly updated. 	<ul style="list-style-type: none"> ■ Records Business Centre updated the Online Police Check site to include details on pardon application process, access to information and an educational component on police checks for employers and businesses. ■ The electronic ACTION newsletter was maintained and sent regularly to community members and BIAs. ■ Homicide Unit ensured that contact information for outstanding cases was updated on the HPS website to assist the solving of cold cases.
2. COMMUNITY MOBILIZATION	2.2 Increase the use of all media to communicate with the public.	2.2.3 Use all media to provide consistent and current information to the public.	<ul style="list-style-type: none"> • Increased use of all media such as publications, news releases etc. to distribute information. • The swearing-in ceremony of Lou Ferrigno as Honourary Police Constable with the badge number #8477 (TIPS) was a huge media success. • Increased viewership by airing Crime Stopper ads at the Cineplex Odeon theatres. • Increased use of social media, e.g. YouTube, has increased the numbers of viewers for the videos resulting in more valuable tips and successful identification of suspects and witnesses for several homicide investigations. 	<ul style="list-style-type: none"> ■ Crime Stoppers launched the Hammertown Hero during Police Week and organized a special endorsement of The Hulk Lou Ferrigno with Crime Stoppers through a Swearing-in ceremony of The Hulk as Honourary Constable of Hamilton Police. ■ The 2nd edition of the Cineplex Ad was completed and aired at the Cineplex Odeon in the summer months. ■ Recruiters target colleges and universities through their messaging portals with respect to employment opportunities and recruiting events. ■ A recruiting video was produced to reflect the current vision and process including job requirements for police constables, cadet and civilians. ■ Using social media and location-based social media monitoring of communications that had occurred prior to, during and following homicides, Homicide investigators were successful in identifying suspects involved in several homicides as well as witnesses to the events. ■ Crime re-enactments were conducted with the assistance of Crime Stoppers and uploaded to YouTube. ■ Traffic Safety Support Branch continued to develop and maintain media resources including radio, TV, print and social media.

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2. COMMUNITY MOBILIZATION	2.3 Reach out and work with all communities to enhance representation in the stakeholder groups of the Hamilton Police Service.	2.3.1 Identify and communicate towards inclusivity with community members.	<ul style="list-style-type: none"> ● HPS Recruiting attended over 100 information sessions and community events to promote career in policing. ● New online recruiting process has streamlined the wait time for applicants from a 2 - 3 month wait between stages to a 2 - 3 week wait time. ● Increased applications for both sworn and civilian recruitment processes. ● The 2014 Women's Symposium hosted by Hamilton Police in partnership with Halton, Peel, OPP and Niagara Police was a huge success. It attracted 120 females who attended to find out more about a policing career. ● New crime prevention programs were organized for youth, adults, seniors and racialized community members. 	<ul style="list-style-type: none"> ■ In 2014, HPS Recruiting's focus were: bridge the youth gap, attract diverse applicants, attract female applicants, streamline the recruitment process, and provide the best customer service. ■ A new online recruiting process was developed in 2014. ■ Recruiting posters were placed on bus shelters near universities and colleges as part of youth outreach strategy. ■ Volunteer Coordinator expanded co-op placements with Mohawk College, Niagara College and Humber College resulting in several students staying on as volunteers after co-op placements. ■ Missing Persons Coordinator attended Native Women's Shelter and Family Children Services to promote positive relationship. ■ Professional Standards Branch completed OIPRD presentation to the deaf, deafened and hard of hearing community in May. ■ Homicide Unit members attended Lean on Me - a families of homicide victims group - meetings to listen to concerns and respond to questions. They explained the need to maintain the integrity of an investigation by not disclosing pertinent facts. ■ Social Navigator participated in 7 informational meetings to increase awareness and mutual understanding. ■ Mounted Patrol Unit attended one ProAction event and 84 events in the community; 33 of these were geared towards youth in the city including school visits, fairs and youth events. ■ Mounted Patrol Unit also made 598 BIA visits among the 13 BIAs, an average of 50 visits a month. ■ Crime Prevention Branch facilitated youth and adult programs for racialized communities including a Cop Camp for 40 children with lesson plans on Bullying, Bicycle Safety and Gambling Awareness; and a Citizens' Police College for over 40 candidates from a wide range of diverse backgrounds which received excellent feedback. ■ 16 youth from the Women's Immigration Centre were chaperoned by 10 HPS officers on a one-day team-building trip to several Niagara Falls activities. ■ Throughout the year, divisional Crime Managers and Beat Officers participated in Pro-Action Youth Initiatives in diverse communities.

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3. KNOWLEDGE, SKILLS & EXPERIENCE	3.1 Improve and utilize the knowledge, skills and experience of our employees so we can meet the needs of the community.	3.1.1 Increase the number and involvement of both sworn and civilian members in projects, programs and career development.	<ul style="list-style-type: none"> ● Increased communication between the Sex Offender Registry Office and uniform patrol officers. ● Increased knowledge in Crime Stoppers work. ● Pilot projects offered more job opportunities for sworn and civilians. ● Increased training opportunities. 	<ul style="list-style-type: none"> ■ Victims of Crime - Sexual Assault Unit implemented specialized divisional training for 8 officers from the 3 divisions to help share the knowledge of Sex Offender Registry offenders and information contained in the SOR database. ■ Crime Stoppers staff attended CSUSA Training Conference in Austin, Texas and OACS Training Conference in Niagara Falls. ■ A 911 Coordinator pilot position responsible for the transition of our CAD/INet Viewer to the 9.2 CAD upgrade and the transition to digital IP 911 system is pending budget approval. ■ A pilot Special Events Sergeant position to oversee Special Events Coordinator, Paid Duty Office, Alarms Office, Towing Coordinator and Assistant Towing Coordinator was approved in March. ■ Crisis Negotiators cross-trained with ERU in scenario-based training and attended CN Conference in October. ■ Support Services Command Staff and Supervisors worked with City Emergency Operations Centre Staff to complete the Emergency Management Manual in order to provide an operational plan and process in the event of city-wide disaster events. ■ 11 members were identified to receive training on the roles and responsibilities of the Industrial Relations Unit. ■ Youth Coordinator ensured that School Resource Officers are afforded opportunities to attend training. 8 officers trained Level I VTRA; 6 officers trained Level I & II; 8 officers attended COYO conference and 6 officers attended 2-day drug seminar.
3. KNOWLEDGE, SKILLS & EXPERIENCE	3.1 Improve and utilize the knowledge, skills and experience of our employees so we can meet the needs of the community.	3.1.2 Increase training for all crime analysts.	<ul style="list-style-type: none"> ● Crime Information and Analysis Unit is up and running. 	<ul style="list-style-type: none"> ■ Crime Analysis Coordinator has provided training to Division Analysts on working with Niche to extract crime data for analysis.

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3. KNOWLEDGE, SKILLS & EXPERIENCE	3.1 Improve and utilize the knowledge, skills and experience of our employees so we can meet the needs of the community.	3.1.3 Increase the number and involvement of sworn and civilian members in mentoring opportunities.	<ul style="list-style-type: none"> ● Increased number of mentoring sessions. ● Increased number of mentors and candidates for mentoring sessions. ● Increased knowledge and skills of members in communication, presentations and lesson planning. ● Increased succession planning initiatives. ● Increased opportunities for instructors in training courses. 	<ul style="list-style-type: none"> ■ Recruiting Branch partnered with the Hamilton Bulldogs in several initiatives including mentoring Bulldog players and participating in a 911 night with a recruiting booth. In exchange, the Bulldogs aired the HPS video before the games. ■ Recruiting also has a partnership with several education facilities including Mohawk College and McMaster University. For Mohawk, we work with the Police Foundations Group and hire the students as volunteers and provide them with life and work experience relevant to policing and bridging the gap. ■ Forensic Services trained 2 Forensic Special Constables to conduct electronic composites with acquired EFIT-V software. ■ Victims of Crime - Sexual Assault Unit completed mentoring sessions for 5 officers in the area of Sexual Assault investigations and working with \ victims of crime. ■ Vice and Drugs conducted Sunday School presentations to various squads on current drug trends, provided advice to frontline officers and Crime Managers on POP projects related to drug problems and created 4 job shadowing opportunities to allow officers to work within the Unit. ■ Training Branch strongly encourages knowledge sharing and actively seeks Service members to teach in-house courses. The 2013-2014 Block schedule provided opportunities for 30 sworn and civilian staff of varying ranks to present topics. ■ BEAR officers delivered 10 presentations to patrol squads and taught BEAR investigative techniques at Block Training. They also provided mentoring opportunities to 10 officers who job-shadowed with BEAR members throughout the year. ■ All Marine Unit officers and spares attended a week-long Marine Spring Training with RCMP and Halton officers. ■ Public Order / Ground Search and Rescue Unit designed and delivered 60 hours of innovative and practical training for the Unit. ■ All HPS members including supervisors, recruits and civilians received Ethics and Risks presentation at Block Training.
3. KNOWLEDGE, SKILLS & EXPERIENCE	3.2 Give volunteers meaningful work.	3.2.1 Increase the number of volunteer hours for each program.	<ul style="list-style-type: none"> ● Increased CPC volunteer hours. ● Increased hours of CCTV monitoring by Auxiliary Officers, CPC volunteers and Niagara/Mohawk students. 	<ul style="list-style-type: none"> ■ 3 Auxiliary Officers were provided with required skills and information to train 24 Auxiliary Officers, 23 CPC Volunteers, 19 Niagara /Mohawk students and 10 HPS employees on the procedures and operations of the CCTV cameras.

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3. KNOWLEDGE, SKILLS & EXPERIENCE	3.2 Give volunteers meaningful work.	3.2.2 Increase the opportunities for volunteer involvement.	<ul style="list-style-type: none"> ● Increased training opportunities for Auxiliary Officers to learn new skills and network with various ranks of the organization. ● Significant increase in number of Auxiliary volunteers in Immediate Rapid Deployment Training each week. ● Victim Services volunteers has a new day shift to handle on scene crisis calls and Fridays to assist with outgoing phone calls to domestic violence victims. 	<ul style="list-style-type: none"> ■ Division 1 Crime Managers called upon volunteers on numerous occasions to address increases in Theft from Auto in the Durand neighbourhood by conducting Lock-it-or-lose-it checks. Volunteers were also used to deliver 500 Safety Bulletins to student houses in McMaster University area at the start of the school year to address entries in student houses. They also assisted in distributing 450 bulletins as a part of POP project Sprockets which focused on bicycle safety and registrations. Another meaningful work for the volunteers involved monitoring problem intersections. ■ Division 2 Crime Managers have requested volunteer assistance on 50 occasions to distribute pamphlets, assist in validating traffic complaints and hand out Crime Alerts in affected neighbourhoods. ■ Division 2 D Squad teamed up with Auxiliary members to increase visibility on our streets through strategic RIDE events over the Christmas holiday season. ■ Training Branch use Auxiliary Officer to assist with set-up, tear down and act as actors during practical scenario exercises in the delivery of Immediate Rapid Deployment training. ■ Recruiters worked with Volunteer Coordinator to organize recruiting presentations for Co-op students at Niagara, McMaster and Windsor Universities as well as Mohawk and Humber Colleges. ■ Victim Services created a new day shift for volunteers to be available for on scene crisis calls. Also, volunteers attended the office on Fridays to assist with outgoing phone calls to domestic violence victims to explain information and provide resources. ■ Crime Prevention implemented an online volunteer scheduling program. Also, orientation training was provided to Co-op students to enhance their knowledge and volunteer involvement. ■ Auxiliary Unit recruited and trained 2 external volunteers to help the Mounted Patrol Unit. They have increased their volunteer time with MPU from 77 hours in 2013 to 256.5 hours in 2014. ■ Records provided training to Station 10 lobby volunteers for general inquiries, pre-qualify customer needs and re-direct customers to the appropriate resources where possible.