

2015 BUSINESS PLAN PERFORMANCE REPORT

STRATEGIC DIRECTION	GOALS	PERFORMANCE MEASURES	PERFORMANCE INDICATORS	DIVISIONAL ACTIONS & HIGHLIGHTS
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 78 POP projects were implemented in 2015 in our divisions: <ul style="list-style-type: none"> Division 1 - 17 Division 2 - 25 Division 3 - 27 ACTION - 7 Support Services - 2 Marine Unit conducted 124 media, education and community events and 5 media releases. 	<ul style="list-style-type: none"> Divisional Officers initiated POP projects to share responsibility with the community in resolving identified concerns. Some examples in the three divisions included Project ATV, Project Lawful Lawfield, Project Pharma-Assist, Project Maximum Overdrive, Project Smokehouse, Project Spring Thaw, Project Spring Check-in, Project Compliance, Project Cobra, Project Safe Streets, Project Gremlin, Project Warrant, Project Frozen; Project No High-Zone, Project Book End, Project Disallow on the Brow, Project Sanatorium Speedway, Project Smash & Grab, Project Last Call, Project Bus No Muss, Project Bicycle Lanes, Project Friendship Club, Project Branch Line, Project 600 Lookout and Project Walk with Kwok. Crime Managers and Divisional Support Officers continued facilitate and assist with divisional POP projects. Division 1 Criminal Investigation Officers actively utilized 2 Crime Stoppers re-enactments to get the public involved in solving crimes. Division 1 D Squad participated in 16 events with various cultural and community groups to strengthen and network relationships for future improved community policing efforts. Marine Unit partnered with local marina owners and their customers to promote watercraft safety and increased vessel compliance. Marine Unit conducted Vessel Safety Inspections resulting in: 195 Canada Shipping Act warnings and 27 charges, 2 Liquor License Act charges and 1 other by-law charge; 22 marine patrols; 165 Lake Ontario patrols; 87 marine visits and "Dock & Walks"; 105 trail and park patrols; 292 port/pier patrols, and; 138 traffic enforcement stops resulting in 635 PONs issued. ACTION team increased collaboration with community and other stakeholders to address safety concerns by making 30 referrals to Social Navigator Program and engaged with Crime Managers in 10 POP projects. Traffic Safety Support continued representation on City and Provincial committees relating to 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 with social and health services. Increased efficiencies with special events. 	<ul style="list-style-type: none"> Division 3 Senior Support Officer made 10 referrals to the Catholic Family Services for senior assistance. Division 2 Senior Support Officer made 43 referrals to the Catholic Family Services for senior assistance. Social Navigator Program received 109 referrals and connected/ re-connected 304 people to services. Mobile Crisis Rapid Response Team took 413 persons in crisis to hospitals between April and December 2015. Support Services Special Events reviewed all events and identified numerous efficiencies. This review reduced costs to organizers by over \$80,000 which also carried over to the City who provide grants.

2015 BUSINESS PLAN PERFORMANCE REPORT

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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. • HPS main account @HamiltonPolice which provides information on crime and community alerts, grew by over 13,000 followers in 2015. 	<ul style="list-style-type: none"> ■ Corporate Communicator continued to provide Social Media training in 2015 with members who have access to a HPS designated social media account. ■ ACTION Team Twitter account increased followers by 6.9% from 4,817 in January to 5,149 in December and further developed information sharing and media discussions. ■ Marine Unit Twitter account to educate and inform the public of watercraft safety is very active and continues to grow in engagement. Twitter analytics show impressions over 600,000. Followers have increased by 500 to 1,289 and over 1,300 re-tweets were recorded ■ Victims of Crime - Child Abuse Branch Detectives investigated several high-profile sexual abuse major cases and utilized various social media channels to enhance investigations and to draw information from the public/community in relations to these crimes. ■ Victims of Crime – Crimes Against Seniors Unit Detectives provided several senior's tip related media releases and live interviews highlighting a number of current scams, trends and crimes that were occurring locally and across the province.
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"> • A new Hamilton Police Service website was developed and implemented in August 2015. • In September, all social media platforms were integrated into the news release section of the website. 	<ul style="list-style-type: none"> ■ Victim Services page of the HPS website was updated expanding the information available on specific types of crime along with safety plan information and live links to other community agencies. ■ Homicide Unit utilized a consistent presence on the HPS website to assist in solving cold cases by re-releasing a re-enactment and posting a story on the Cold Case page of the Crime Stoppers section of the HPS website. ■ ACTION Team continued to provide current information with a page on the HPS website.

2015 BUSINESS PLAN PERFORMANCE REPORT

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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. Increased use of social media, e.g. YouTube, Twitter feeds resulting in more valuable tips and successful identification of suspects and witnesses for several homicide investigations. Human Resources increased use of websites, social media and email to share all external sworn, civilian, volunteer and student job postings and recruiting event information. A HPS LinkedIn account was formally launched and shared with all community partners. Members from different sections of HPS were added as administrators to add information and interact. 	<ul style="list-style-type: none"> Division 3 Crime Managers sent over 300 tweets on traffic concerns, Lock-it-Or-Lose-it, successful investigations resulting in arrests, property/weapons seizures, community organizations with pictures and educational components. Division 1 Crime Managers filmed monthly safety videos with McMaster University Student Union. Videos were distributed to the community via Twitter and Facebook. Safety Alerts were also created and delivered to Community Associations and City Councilors by email. Homicide Unit Detectives effectively used Facebook and Twitter and Crime Stoppers Cold Case page on the Service's website to reach out to community about a homicide. Video footage was uploaded to YouTube and the link was shared. Traditional media releases were concurrent. Community Relations Coordinator provided 9 media releases relating to hate bias crime incidents and information relating to the taxi cab industry. Recruiters target colleges and universities through their messaging portals with respect to employment opportunities and recruiting events. A recruiting video was updated to reflect the current vision and process including job requirements for police constables, cadet and civilians. It was used at various events. Human Resources posted 3 sworn, 8 civilian and 2 student job postings on HPS and COH websites via LinkedIn and Twitter and via Community Champions. Traffic Safety Support Branch continued to develop and maintain media resources including radio, TV, print and social media. ACTION Team attended 15 BIA meetings and events to share information through presentations and discussions. Division 1 Criminal Investigation Detectives used traditional and social media successfully in identifying suspects in a shooting incident and a robbery. Division 3 Criminal Investigation Detectives submitted several media releases regarding a home invasion, missing person and gas station assault.

2015 BUSINESS PLAN PERFORMANCE REPORT

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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"> Victim Services re-established and led the Hamilton Human Trafficking Committee January 2015 to address the needs of this vulnerable population. The Connect Protect Program was developed and implemented to benefit citizens of any age who are prone to wandering away from their environment. New crime prevention programs were organized for youth, adults, seniors and racialized community members. Mobile Crisis Rapid Response Team (MCCRT) facilitated over 20 Ride-Alongs to educate participants and to discuss ways to improve collaboration. MCCRT facilitated a meeting with the Office of the Attorney General, various media agencies, Community Mental Health partners and Police Services from across Canada. Again this year, Divisions within HPS took advantage of ProAction funding to implement a number of programs for youth. The benefits of this program include a better respect and understanding between police officers and young people. 	<ul style="list-style-type: none"> The Hamilton Human Trafficking Committee led by HPS Victim Services Branch, continues to expand membership from a cross-section of community stakeholders. Professional Standards Branch met with a complainant and representative of The Interval House to explain/educate and complete a Public Complaint. Missing Persons Coordinator announced the implementation of the Connect Protect Program. This program was developed and implemented in partnership with MedicalAlert. Throughout the year, Crime Managers, Divisional Support Officers, and Beat Officers participated in Pro-Action Youth Initiatives in diverse communities and many other community events. ACTION Teams attended two ProAction events. Community Relations Coordinator organized a successful Chinese New Year celebration at City Hall, hosted a Youth Panel Discussion at the Hamilton Spectator Auditorium and facilitated meeting requests from Aboriginal and Faith demographics as well as other diverse communities. Community Relations Coordinator sent out media releases relating to Taxi Cab industry, incidents relating to hate crimes and matters affecting the Aboriginal, Faith and diverse communities. Mounted Patrol Unit attended and 42 events in the community.. Mounted Patrol Unit also made 533 BIA visits among the 13 BIAs, an average of 41 visits a month. Crime Prevention Branch facilitated youth programs for racialized communities including two Cop Camps – one was held at a downtown Mosque and 25 Muslim children attended, the second camp drew 23 diverse children from the Central Hamilton area. Lesson plans on Bullying, Bicycle Safety, Team Building and Gambling/ Video Gaming Awareness and Safety. Crime Prevention Branch again facilitated Citizens' Police College for over 60 candidates from a wide range of diverse backgrounds of which 59 received graduation certificates. Mobile Crisis Rapid Response Team conducted Ride Alongs with PSB members, Chief's Advisory Board members, Members of Parliament, the media, surrounding Police Services and members of specialty units within HPS.

2015 BUSINESS PLAN PERFORMANCE REPORT

STRATEGIC DIRECTION	GOALS	PERFORMANCE MEASURES	PERFORMANCE INDICATORS	DIVISIONAL ACTIONS & HIGHLIGHTS
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 training opportunities. Training Branch was able to host several courses in addition to the regular Block Training program with assistance from sworn and civilian members with facilitation and/or instruction. Support Services Command and Supervisory staff facilitated a multi-jurisdictional Joint Incident Command scenario that involved two inter-related Crisis Sites and Command Posts. 	<ul style="list-style-type: none"> 6 Auxiliary Officers were trained in Target Hardening Level 1 and 4 were trained in Level 2. Risk Management Officer conducted risk management presentations to Auxiliary Officers, Recruits, Coach Officers and to Staff Sergeants. SIU Liaison Officer conducted presentation and led discussions about the Special Investigations Unit (SIU) to Auxiliary Officers, Recruits and Cadets. Professional Standards Officers conducted presentations about ethics, discipline and risk management to Auxiliary Officers, Recruits, Cadets, Coach Officers and Special Constables. Training Branch hosted courses for sworn and civilian members on Crisis Intervention, PowerCase, Ontario Major Case Management, Dynamic Entry, Domestic Violence, Frontline Sworn Supervision, SCAN, Critical Incident Command, Coach Officers and General Investigative Techniques. Division 2 Uniform Patrol B Squad coordinated internal Policy and Procedure training sessions and 5 officers were mentored in Vice, Firearms, Forensics Branches, Advanced Supervisory Techniques and Crisis Response Unit. Support Services Command and Supervisory staff facilitated an Incident Command Table Top exercise and a Joint Incident Command HRT scenario. Support Services ERU sent 2 negotiators to the CCI seminar and mentored 6 Officers to assist/observe ERU training scenarios. Youth Coordinator ensured that Youth Officers are afforded opportunities to attend training. 8 officers attended Peel Regional Police Education Conference; 5 officers attended the Looking Through a Youth's Lens Conference, and; 4 officers attended the Cyberbullying Toolkit for an Extrajudicial Measures/Extrajudicial Sanctions Response Conference. Youth Coordinator ensured all Youth Officers received training during their semi-monthly meetings on Pellet and Air Gun Laws, Internet Safety, Cyberbullying and Sexting, Youth Gangs in Hamilton, Hamilton Police Service International Support Network, Fetal Alcohol Spectrum Disorder.
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 continues to improve knowledge and skills with different data bases and systems. 	<ul style="list-style-type: none"> Crime Analysis Coordinator has provided training to Division Analysts on PIP, GIS and SOR.

2015 BUSINESS PLAN PERFORMANCE REPORT

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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"> ■ Chief's Executive Officer arranged ASIST training for 12 members of the Critical Incident Response Team and 10 members Peer Support Team. Both teams include sworn and civilian members and the training increased knowledge of resources available within the mental health services in our community. ■ Division Uniform Patrol Squads participated in numerous mentoring, job shadowing, training and acting opportunities in specialized units in the Service. ■ Division Criminal Investigation Branch mentored several Patrol Officers on various investigative tasks such as conducting video interviews, writing warrants, interviewing strategies etc. ■ Auxiliary Training Unit mentored Auxiliary Recruit Officers through leadership, guidance, frequent communication and detailed monthly reviews. As a result of this ongoing communication and mentorship, each Auxiliary Recruit Officer successfully completed their probationary period. ■ BEAR Officers provided mentoring opportunities to 4 officers who job shadowed with BEAR members for 2 weeks; worked with HEAT Officers in a month long break and enter project, providing guidance and information sharing; the Detective Sergeant mentored 2 BEAR Officers providing opportunities to perform supervisory duties. ■ Recruiting updated the Service's website to include biographies of 6 Recruiting Champions which are rotated on a regular basis. ■ Major Fraud Officers mentored a Patrol Constable for the entire year and a second Patrol Constable for half the year; for 2 months a Constable job shadowed the Technology Crime Analyst, and; 2 members of Major Fraud were seconded for a month to the Integrated Security of the PAN AM Games. ■ Victims of Crime - Sexual Assault Unit completed mentoring sessions for 3 officers who provided feedback to managers about the high value of the training and experience they received. Also mentored and trained a civilian in VICLAS reports and the importance of these documents in investigations. ■ Training Branch has incorporated mentoring opportunities for officers that have recently graduated. Newly sworn officers attended recruit training to provide advice, support and guidance for new hires. In addition, a program is in place at OPC to tutor new recruits prior to final exams. ■ Marine Unit officers prepared the training syllabus for Spring Training and Weekly Training based on the needs of the unit and the Adequacy Standards. ■ Public Order / Ground Search and Rescue Unit designed and delivered 40 hours of innovative and practical training for the Unit, 12 hours of training to PAN AM members and during a training week in October. ■ Victims of Crime – Child Abuse Branch and Crimes Against Seniors Unit provided mentoring and job shadowing opportunities for 2 Constables. ■ MCRRT facilitated 1 session of Crisis Intervention Training for sworn and civilian members and representatives from OPC and CN Rail. ■ Division Three Youth Officer mentored frontline officers by taking them to probation meetings and instructing them on STOP Target Checks.

2015 BUSINESS PLAN PERFORMANCE REPORT

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 Auxiliary and CPC volunteer hours. ● Increased volunteer hours in different areas of the Service. 	<ul style="list-style-type: none"> ■ Auxiliary ACTION patrolled 1,525 hours in 2015. Although an overall reduction in hours from 2014, members of the ACTION Team were significantly involved in other areas of the Unit that overall increased its hours by 8%. ■ Auxiliary Unit increased the number of CPTED audits provided to the community by 33% in 2015. ■ In 2015 there were 61 new volunteers started at the CPCs plus the addition of over 40 college and university co-op students. ■ Auxiliary Officers and CPC volunteers were used numerous times throughout the year to deliver bulletins as well as to conduct safety programs in the community. ■ Auxiliary Officers implemented a structured fitness program which resulted in a 29% increase in the number of officers who obtained their fitness pin.
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. ● Community policing Centre (CPC) volunteers have taken a leadership role in hosting many community programs including: <ul style="list-style-type: none"> - Somali Homework Circle which assisted 347 children with homework (619 volunteer hours). - Eva Rothwell After School Literacy Program assisted 2,830 children (1,049 volunteer hours). - Reading Buddies helped 1,392 children read at 3 inner-city schools (850 volunteer hours). - Child Ident Finger Printing: Trained volunteers finger printed 1,157 children at a variety of community events (1,042 kits in 2014). - Records Assistance Program: Trained volunteers to greet civilians at the Central Station Records area to assist them and reduce wait times. Volunteers gave 2,543 hours (2,794 hours of service in 2014). - Used Clothing Collection: Ancaster Volunteers collected 657 bags of used clothing the Eva Rothwell Centre (426 bags donated in 2014) - Gym for Kids: Volunteers assisted ProAction Officers with fitness training for 219 youth (183 Volunteer hours). - Ancaster Food Drive: Volunteers partnered to help organizations collect food donations (21 Volunteers). 	<ul style="list-style-type: none"> ■ Trained Auxiliary Officers “tuned up” and repaired several Cyclemania bikes for 2015 Season. The ability to internally resolve bicycle issues prevented Crime prevention from having to outsource the repair work. ■ Crime Prevention Officers managed a pool of College co-op students from Mohawk College (23), Niagara College (9) and Guelph-Humber(3). Niagara and Guelph-Humber completed their 100 hour requirement. Mohawk students were required to complete their 400 requirement by December. ■ CPC Volunteers were frequently used at numerous police events and programs including: Crime Prevention BBQ during Police Week and Crime Prevention Week, 24 volunteers were used at Comp Camp and Safety Patroller training. ■ Crime Stoppers solicited students involved in the Police Foundations/Law and Security programs to assist with Crime Stoppers events including Police in the Park, Special Olympics Torch Run and CHCH crime re-enactments. ■ Division 2 Crime Managers engaged volunteers on 20 occasions to distribute pamphlets, assist in validating traffic complaints and hand out Crime Alerts in affected neighbourhoods. ■ 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 Back to School Break In bulletins when there was an increase in residential entries into student houses. ■ Division Uniform Patrol Squads teamed up with Auxiliary members to increase visibility on our streets through strategic RIDE lanes and on regular Patrol. ■ Training Branch used 44 Auxiliary Officer to assist with set-up, tear down and act as actors during practical scenario exercises in the delivery of 17 Immediate Rapid Deployment training sessions. 9 Auxiliary member attended 2-days of IRD Train-the-Trainer course. ■ Division 1 Criminal Investigation utilized volunteers to deliver flyers containing robbery prevention tips in the downtown core after a crime pattern of business robberies was detected.

2015 BUSINESS PLAN PERFORMANCE REPORT

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3. KNOWLEDGE, SKILLS & EXPERIENCE	3.2 Give volunteers meaningful work.	3.2.3 Partner with youth serving agencies such as the Scouts, Venturers etc. to recruit young volunteers.	<ul style="list-style-type: none"> Continue to expand existing volunteer programs. Expand partnerships within the community and encourage volunteers to participate in outreach programs. 	<ul style="list-style-type: none"> CPC Volunteers were frequently used at numerous police events and programs for youth including: <ul style="list-style-type: none"> Somali Homework Circle which assisted 347 children with homework (619 Volunteer hours given) Eva Rothwell After School Literacy Program assisted 2,830 children (1049 volunteers hours given) Reading Buddies helped 1,392 children read at 3 inner-city schools (850 volunteers hours given) Child Ident Finger Printing: Trained volunteers finger printed 1,157 children at a variety of community events (1,042 kits in 2014) Gym for Kids: Volunteers assisted ProAction Officers with fitness training for 219 youth (183 Volunteer hours given) Community Relations Coordinator worked with CPC volunteers to establish the Somalia Homework Circle to provide ongoing support and direction as well as liaise regularly with the affected community agencies.
3. KNOWLEDGE, SKILLS & EXPERIENCE	3.3 Development the knowledge base of the Hamilton Police Service.	3.3.1 Develop the process of using knowledge as a key resource.	<ul style="list-style-type: none"> Continue to revise Policies and Procedures systematically. Work with Risk Management networks to share best practices with HPS members. Continue to integrate corporate systems. 	<ul style="list-style-type: none"> Risk Manager organized and met with Risk Managers from across the province, attended seminars and international conferences. Adopted best practices and cascaded the information to HPS members. Division 3 Youth Officer created a STOP Target Criteria Form and collaborated with members to locate and identify all group/foster homes in the area and the history and MO of youths that reside in the home. NICHE Business Data Team continued to integrate all aspects of the NICHE development and training to ensure service-wide workflow between units.
3. KNOWLEDGE, SKILLS & EXPERIENCE	3.3 Development the knowledge base of the Hamilton Police Service.	3.3.2 Share more knowledge with internal members.	<ul style="list-style-type: none"> Improved scenario-based training to help officers in operational roles. Increased opportunities to share knowledge internally. 	<ul style="list-style-type: none"> Domestic Violence Unit (DVU) trained all members on the Ministry approved Domestic Violence Risk Management Tool Also DVU streamlined the process for frontline officers and enhanced the document to reduce errors. 8 members of the Homicide Unit instructed various lesson components as part of the Major Case Management (MCM) an OPC level course; contributed to instructing the General Investigative Techniques (GIT) course; presented on the Homicide Unit to Auxiliary members, Recruits, frontline staff and during Domestic Violence course, and; received In-service training on several topics. Division 2 Youth Officers with assistance from NICHE Business Data Team, developed a Youth Gang database. Also prepared a presentation on 2 youth gangs along with known associates that was cascaded to Patrol squads. Division Senior Support Officers presented to the Patrol Squads on topics including: role of Senior Support Officer, scams and frauds relating to current trends, report taking and evidence gathering. Risk Management continued to expand on the Tip-of-the-Week. Information is also shared with members whenever an internal or external threat exists. Victims of Crime hosted a Neurobiology of Trauma and Occupational Stress Workshop with McMaster University. Over 100 in attendance.

2015 BUSINESS PLAN PERFORMANCE REPORT

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3. KNOWLEDGE, SKILLS & EXPERIENCE	3.3 Development the knowledge base of the Hamilton Police Service.	3.3.2 Share more knowledge with internal members.	<ul style="list-style-type: none"> Increased topics of information sharing. Increased participation of members in Block Training. 	<ul style="list-style-type: none"> Division Patrol Squads conducted and received 10-12 in-service formal and informal training sessions. Topics included: Provincial Enforcement Strategies and Anti-Terrorism, Hate Crimes, YCJA, Women's Shelters, Human Trafficking. BEAR Unit conducted quarterly internal intelligence sharing meetings with Uniform Patrol and specialized units; disseminated Crime Alerts to notify Patrol Officers of bank robberies, gas station and pharmacy robberies. Major Fraud Branch delivered Identity Theft training and prepared and disseminated a mass marketing fraud tips sheet for Reception and Patrol Officers to assist with fraud reports. Technology Crime Unit delivered training to several units/branches within the Service and as part of the MCM and GIT courses. Division 1 Criminal Investigation developed and delivered a course on debriefing arrested persons. This course was part of Block Training. Crime and Information Analysis Unit delivered training at MCM and GIT courses to promote the use of other investigative methods by which cell phone analysis, crime mapping and data analysis can be used to support investigations. ERU/EDU continues to educate Service members on ERU subjects through Block Training, Sunday School, Recruit Training, Command Management Training, Use of Force and Hostage Rescue scenarios. Crime Stoppers created a presentation that highlighted the function and how Patrol Officers can access this service; updated a presentation for Communications staff on how tips are to be documented and dispatched; Crime Managers, BEAR, Vice & Drugs, Guns & Gangs, Central Mountain and Division 2 HEAT units were trained to ensure management of tips and disclosure issues. Vice and Drugs – Internet Child Exploitation Unit mentored 50 members for half hour information and knowledge sharing sessions. Vice and Drugs – Gangs and Weapons Enforcement Unit shared knowledge and information during Block Training, ACTION training and Sunday School ACTION continues to participate in monthly intelligence meetings and updates of intelligence databases. Division Safety Officers partnered with Patrol Officers to conduct joint enforcement initiatives and share knowledge. Intelligence – Source Unit provided training on dealing with informants and instructions on completing Intelligence Reports at Block Training. Victims of Crime – Child Abuse Branch provided 5 in-service training sessions with frontline officers at the divisions throughout the year. Division 3 Criminal Investigation Detectives provided training to Uniform Patrol on topics including Honour Based Violence, Best Practices for Photo Line-ups, Facebook Law Enforcement and the Police Information Portal. Quality Assurance Officer conducted a comprehensive procurement card audit and met and shared results with credit card holders. NICHE Business Data Team delivered weekly Block Training sessions.

2015 BUSINESS PLAN PERFORMANCE REPORT

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3. KNOWLEDGE, SKILLS & EXPERIENCE	3.4 Increase face-to-face communication laterally and vertically throughout the organization.	3.4.1 Command staff, managers and supervisors to improve means of informing their staff about meetings, projects etc.	<ul style="list-style-type: none"> Increased means of communication. Continuous learning. 	<ul style="list-style-type: none"> BEAR Detective Sergeant continues to hold information sessions to update BEAR members on operations and protocols that are raised at the ISD Managers meetings and Performance Leadership Training. Information meetings were held the next day in an office meeting setting. In the Patrol Divisions, Performance Leadership Training and learning initiatives were shared with Squad members. Supervisory staff was on hand at daily briefings on a regular basis throughout the year. Professional Standards Officers delivered a successful presentation on OIPRD local resolutions at the Performance Leadership Training session. SIU Liaison Officer created and delivered a new presentation at PLT regarding SIU investigations, changes and what to expect when the mandate is invoked. Professional Standards Officers delivered this presentation to Uniform Patrol and other members of the organization. Risk Management Officer presented an introduction of risk exposure chart and led a discussion at PLT and information was disseminated to all Commanders. Chief De Caire attended almost all recruit classes and senior courses and provided opening remarks. Deputy Chiefs attended all Block sessions for the 2015 -2016 year to address all civilian and sworn members. Both received high praise for his candor and open dialogue sessions. Forensics Detective Sergeant conducted face-to-face meetings with all members of the branch to share information and provide dates from Command Staff. Recruiting Officer held a Recruit Information session with all HPS volunteers and Auxiliary and attended every squad parade as well as with ACTION, Community Mobilization and Youth Officers.
4. BUDGET & RESOURCE MANAGEMENT	4.1 Provide services that are sustainable to our community.	4.1.1 Continue to provide cost benefit analysis in business cases.	<ul style="list-style-type: none"> Increased use of cost and benefit analysis in business proposals to guide decision-making. 	<ul style="list-style-type: none"> 2016-2018 Business Plan was adopted by Police Services Board and Implementation of new plan has begun. Ontario Municipal Benchmarking Initiative compares data for specific measures between police services. OMBI Data was included in the Chief's budget request to the Board and council.
4. BUDGET & RESOURCE MANAGEMENT	4.2 Develop different ways to supplement the funding of police services.	4.2.1 Take advantage of as many funding opportunities as possible aimed at extending our resources.	<ul style="list-style-type: none"> HPS received a \$198,000 grant from the Ministry of Community Safety and Correctional for a Child Victim Forensics Analyst Investigator. Training Branch extended invitations to several other agencies to attend courses offered and was able to generate \$5,450 in revenue for HPS. Support Services Division received a grant to purchased 2 Forward Looking Infrared (FLIR) cameras. 	<ul style="list-style-type: none"> Crime Stoppers continually look for alternative funding opportunities to increase resources of police services. Major Fraud Branch received a grant to implement a new Child Victim Forensic Analysis Investigation position in the Technology Crime Unit and to purchase IT equipment, training and services. With each course offered, Training explored opportunities to recoup costs by offering seats to outside agencies with the goal of cost recovery. Support Services Division purchased 2 hand-held Forward Looking Infrared (FLIR) cameras using a grant to enhance the capabilities of the Marine Unit and search and rescue operations.

2015 BUSINESS PLAN PERFORMANCE REPORT

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4. BUDGET & RESOURCE MANAGEMENT	4.3 Keep up with technology and get the most from new technologies to do our jobs better.	4.3.1 Implement new technologies and upgrade existing technologies.	<ul style="list-style-type: none"> • Computer Services and Software Policy and Procedures were revised, approved and are pending implementation due to further follow-up. • Communications upgraded CAD software, working on ongoing technical issues and accompanied mapping software still to be completed. • New digital IP 911 system complete. • Innovative ways to re-allocate existing technology resources implemented without budgetary expenditures required. • IT completed the infrastructure to allow texting service for the hearing impaired to communicate 911 emergencies. • New Archive Services for First Class Email make retrieval process easier to use. • Infrastructure implemented to support the operation of a 911 Call Centre from the Multi-Agency Training Centre (MATA). • The number of applications and system environments has grown significantly and it is a core function of IT to provide regular upgrades and general maintenance to ensure operability with minimal disruption. • New technology is helping analysts uncover connections faster and deliver timely and actionable results to support operations and major case investigations. • IT has implemented a Work request form for the purchase of new software, hardware or changes to existing systems 	<ul style="list-style-type: none"> ■ Technology Crime Unit purchased and set up 2 additional workstations for the analysis of mobile devices. ■ Also, new equipment for the analysis of mobile devices and new technology for forensic analysis were purchased and implemented ■ IT provided necessary equipment to support PAN-AM EOC operation from Central Station. ■ IT added more storage capacity to support the archiving of all emails. Tested technology and rolled-out to service-wide to all users with minimal disruption to organization. ■ IT continues to test the 911 Call Centre infrastructures at MATA to ensure a standalone operation. ■ Communication Services completed installation of the CAD/INET Viewer software to the most current 9.2 version. Also, the analog phone reporting system was being upgraded to the new digital IP 911 system. ■ IT has upgraded servers, network and security systems and upgraded or install patches to over 15 departmental applications and core applications. ■ ERU purchased Explosive Forced Entry Blast Pressure Monitors, Chemical Vapour Detector, Pole Camera and a new EDU truck to enhance safety and service delivery. ■ Crime Information and Analysis Unit leverages iBase to support the collection and integration of from both intelligence and NICHE reports. This application helps analyst uncover connections faster and deliver timely and actionable results to support operations and major case investigations. ■ Crime Information and Analysis Unit and IT are working with LEXUSNEXUS to facilitate the implementation of BAIR Analytics a new business intelligence tool for analysts. ■ IT Work request form for now available on the Intranet.

2015 BUSINESS PLAN PERFORMANCE REPORT

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4. BUDGET & RESOURCE MANAGEMENT	4.3 Keep up with technology and get the most from new technologies to do our jobs better.	4.3.2 Improve our data integration and retrieval processes.	<ul style="list-style-type: none"> ● NICHE Business Data Team is testing, utilizing and integrating new technologies into existing systems. ● A new Alarm Response and Reporting business proposal has been implemented. ● In conjunction with Risk Management, NICHE rollover into IAPRO has been completed. ● Risk Management Branch continues to work on the Early Intervention Program in IAPRO. ● CIAU has developed better data collection and retrieval methods. 	<ul style="list-style-type: none"> ■ Alarm Coordinator researched and established a new business model for Alarm Response and Reporting to improve the efficiency and effectiveness of the process. Presented the model to alarm companies highlighting the changes to the program and City By-Law. Numerous efficiencies have been recognized. ■ Risk Management Officer has established critical incidents in conjunction with risk threshold alerts in IAPRO. These are monitored by on daily/weekly basis This information is shared with Commanders to respond or approach any concerns that may be developing. ■ Technology Crime Unit implemented a new process in which digital evidence obtain during a forensic examination of a device is uploaded to a HPS network drop box and immediately made available for retrieval by investigators. TCU trained investigators on the new network drop box technology. ■ Crime Information and Analysis Unit (CIAU) developed a real-time web application to retrieve Computer Aided Dispatch (CAD) data to support internal requests for information, crime analysis and FOI requests. ■ CIAU developed better data management strategies to track and automate activity for the Mobile Crisis Rapid Response Team (MCRRT) via the creation of web-based logs and automated reports. ■ Custody Module was developed in NICHE and designed to minimize risk within the custody area. ■ Casefile Assembly was revised to ensure that it is best utilized to integrate into the upcoming E-Disclosure project. ■ COPLOGIC was developed and tested and is now ready to interface into NICHE.
4. BUDGET & RESOURCE MANAGEMENT	4.4 Increase diversity within the organization.	4.4.1 Use demographic realities and best practices to improve our recruitment, hiring, succession planning and retention initiatives aimed at reflecting our community.	<ul style="list-style-type: none"> ● Increased demographic representation in our volunteer and co-op programs. 	<ul style="list-style-type: none"> ■ CPC volunteers in conjunction with Community Relations Coordinator, continued the Conversation Circles with the Somalian Community to assist with literacy issues. ■ Collaborated with Mohawk and McMaster University to provide education and support for policing career opportunities. ■ CPC Volunteer pool has been elevated to 84% with post-secondary education, 50% are multi-lingual with 43 languages spoken. ■ Volunteers have been offered in-house recruiting information sessions and mentoring throughout the hiring process. ■ Formed partnerships with Mohawk College Faculty Advisors and Justice Studies Advisory Committee to engage in joint endeavours aimed at improving competitiveness in HPS process. ■ Community Recruiting Champion contact list has been formulated. These members will receive / share job postings and recruiting information.

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STRATEGIC DIRECTION	GOALS	PERFORMANCE MEASURES	PERFORMANCE INDICATORS	DIVISIONAL ACTIONS & HIGHLIGHTS
4. BUDGET & RESOURCE MANAGEMENT	4.6 Provide adequate buildings, vehicles and equipment to meet future growth requirements.	4.6.1 Maintain safe and accessible buildings, vehicles and equipment.	<ul style="list-style-type: none"> ● Building automation system updated at Station 20 ● Purchase of new vehicles and marine vessel. ● Relocation of the marine facility is ongoing as is partnering with EMS and Fire. ● Backup communications site implementation is in the final stages. Computer Aided Dispatch failure testing and administration redirect service agreement are ongoing 	<ul style="list-style-type: none"> ■ 1992 building automation system has been upgraded to the same platform as other HPS buildings. ■ PCPG purchase of new vehicles. Used purchase for all other vehicles and RFP for marine vessel were purchased and put into service. ■ The Mounted Unit and ERU vehicles and the Patrol wagon purchased were moved to 2016 due to lack of product or significant model changes that made deferring purchases desirable. ■ An architect is has been selected and engaged for the completion of the new ISD facility. Meetings are held with the team every two weeks. ■ Design of the facility is 100% complete, geotechnical anomalies identified on property have been completed and contract documents are 50% complete. ■ Communications 'Bugout Site' or backup Communications site which will be technically supported to run independent of the primary site in the event of a critical event is nearing completion. ■ Consultation with the Waterfront development trust group confirmed marine relocation is still scheduled for a move to McDonald marine once lease expires in 2018.
4. BUDGET & RESOURCE MANAGEMENT	4.6 Provide adequate buildings, vehicles and equipment to meet future growth requirements.	4.6.2 Plan for future population growth in our asset management.	<ul style="list-style-type: none"> ● The creation of a Division 4 facility has been included in the long term capital plan. 	<ul style="list-style-type: none"> ■ Service Standard calculations were performed in anticipation of capital and infrastructure needs due to growth.



REGIONAL MUNICIPALITY OF NIAGARA
POLICE SERVICES BOARD

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April 27, 2016

SENT BY EMAIL ONLY

The Honourable Minister Steven Del Duca
 Minister of Transportation
 Queen's Park, 77 Wellesley Street West
 Ferguson Block, 3rd Floor
 Toronto, Ontario
 M7A 1Z8

Dear Minister Del Duca:

**Re: Proposed Changes to the Highway Traffic Act
 Colour Coating Obscure Interior Driver Window**

I am writing further to correspondence forwarded to you by Councillor Eli El-Chantiry, Chair, Ottawa Police Services Board, dated March 27, 2016 with respect to the above noted.

In his letter, he requested amendments to the Highway Traffic Act (HTA) to allow for the use of photometric meters by police, and drivers who record a tint reading of 70% or less of light being translated through the vehicle window be subject to a fine under the HTA, with an exemption for emergency services and police vehicles.

Chair El-Chantiry's correspondence was shared with the members of the Niagara Police Services Board at their April 21, 2016 meeting. As a result of the Board's discussion, I have been authorized to write to you offering our full support of the resolution passed by the Ottawa Police Services Board regarding the proposed changes to the HTA and the allowance of the use of photometric meters by the police.

We look forward to the Ministry's consideration of these legislative changes which will provide police with the additional tools necessary to deal with this important safety issue.

Sincerely,

Bob Gale
 Board Chair

- c. Vice-Chair and Members, Niagara Police Services Board
 Chief J. McGuire, Niagara Regional Police Service
 Chairs, 'Big 12' Police Services Boards
 President, Ontario Association of Police Services Boards