

# 2012 Herman Goldstein Awards

## Hamilton Police Service A.C.T.I.O.N. Strategy





## THE ACTION STRATEGY

### **Scanning:**

The City of Hamilton is situated on the western end of Lake Ontario. Currently, the Hamilton Police Service (HPS) provides policing services to 525,697 residents.<sup>1</sup> Hamilton economy has gone through dramatic change over the past twenty years with the decline in the manufacturing base. This has led to financial instability and reduction in economic growth throughout the city including the downtown core. Several studies concluded that the city has potential however there is a need to restore safety and security in the core. Any solution would have to be cost efficient as there is limited money to put into policing.

### **Analysis**

The crime study confirmed that the downtown area was a hot spot for violent crime. By following crime prevention models, it was determined that there was a

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<sup>1</sup> Ontario Municipal Benchmarking Initiative



need for high enforcement and crime suppression. This was the first step towards creating a safer and engaged community.

### **Response**

The provincial and federal government grants provided the revenue to implement the crime prevention strategy. An innovative approach was used in deploying the grant money. Instead of hiring a few officers, the police service transferred 40 officers from various Divisions, creating a team to Address Crime Trends In Our Neighbourhoods. (ACTION). The grant money was used to supplement occasional overtime in the Division caused by staff shortage from the transfers. A second grant was used to create a mounted unit. This highly visible unit patrolled in the downtown core.

### **Assessment**

The ACTION strategy has led to a significant decrease in crime:

- Robberies down 49%
- Break and Enter down 33%
- Stolen Autos down 32%
- Theft from Autos down 61%
- Violent Crime down 25%
- Assaults down 15%



The decrease in crime coincided with an increase in the perception of safety and security. There has also been record growth in economic development in the downtown area. The strategy has followed the Crime Prevention models. There has been a decrease in enforcement and arrest with an increase in social assistance and community involvement. The Hamilton's downtown is in the process of revitalization. Mayor of Hamilton Bob Bratina statement summed up the changes, "Excitement has returned to the city as more and more people realize downtown Hamilton is the place to be."

## **SCANNING**

The City of Hamilton is situated on the western end of Lake Ontario. Currently, the Hamilton Police Service (HPS) provides policing services to 525,697 residents.<sup>2</sup> Hamilton's economy has gone through dramatic change over the past twenty years with the decline in the manufacturing base. This has led to financial instability and reduction in economic growth throughout the city including the downtown core.

In 2007 the City of Hamilton's Clean and Safe Task Force commissioned a study on safety and security of the downtown area. The report entitled "Protecting the Future" concluded that more needed to be done to enhance the perception of safety in the downtown area. Until the perception of safety was increased, there would be a limit on any economic development or investment into the downtown core.

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<sup>2</sup> Ontario Municipal Benchmarking Initiative



In 2008, the downtown area stakeholders signed the “Downtown Core Business Plan”. The stakeholders included the area business improvement associations, the Hamilton Police Service and the City of Hamilton. The business plan mission statement was “The Hamilton Downtown Core beat stakeholders are committed to working together to solve recurring quality of life issues. The strategic directions of the plan included: Downtown Cleanliness, Crime Reduction and Prevention, Traffic and Parking, Drug Use, Disorderly People, Communications, Property Standards and Licensing, Police Visibility and Long Term Visioning. The plan outlined several goals for each of the stakeholders. One main goal of the police was to examine ways to make the police more visible.

A 2009 McMaster University Study from the Centre for Spatial Analysis identified twenty-four (24) health, social and economic variables for each neighbourhood in Hamilton. If a neighbourhood was at the lowest 20% of a category, it was identify as a red zone. The downtown core was in the red zone in all twenty-four categories. <sup>3</sup>

The study led to a series of articles in the Hamilton Spectator outlining the disparities between neighbourhoods in Hamilton. The introduction to the series started with the following quote;

“A 21 year difference in life expectancy separates some of our neighbourhoods. A neighbourhood where nearly half of all babies are born underweight. That’s

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<sup>3</sup> <http://www.thespec.com/news/article/8827--code-red-links-to-the-original-2010-series>



three times greater than some Third World countries. A neighbourhood where 662 of every 1,000 adults have a university degree. Another neighbourhood where only seven of every 1,000 adults have university degree. Code Red is about your health and your neighbourhood.”

At January, 2010 study of Hamilton by the Canadian Urban Institute entitled *Building Momentum: Made in Hamilton Infrastructure Solutions*, outline the effects of the loss of the city’s manufacturing base and the decline of the downtown area. The report concludes the city needs to mobilize its limited resources through integrated strategic investment and planning. “The response from interviewees and stakeholders during the course of this research has been very positive, and there is a sense of optimism about the future. Hamilton has huge potential: what is needed now is targeted, strategic investment to unlock that potential.”<sup>4</sup>

**Scanning Summary:**

The lost of the manufacturing base led to a decline of the downtown core. Several studies concluded that the city has potential however there is a need to restore safety and security in the core. Any solution would have to be cost efficient as there is limited money to put into policing.

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<sup>4</sup> Canadian Urban Institute, *Building Momentum: Made in Hamilton Infrastructure Solutions*, 2010



## ANALYSIS

### The Study on Violent Crime Areas

Prior to developing a response to the safety and security issue, it was important to determine if violent crime was prevalent in the downtown area. A detailed crime analysis was undertaken by the Hamilton Police Service Corporate Planning Branch; examining violent crime within the city of Hamilton. This includes hotspot and cluster analysis.

The data used for this analysis included shooting and robbery crime incidents as well as violent calls-for-service in the following groups:

Group 1: Homicide, Shooting, Stabbing, Person with Weapon, Robbery and Sexual Assault

Group 2: Assaults

Group 3: Priority Zero<sup>5</sup>

ArcGIS 9.3 was used to create density maps. The violence-prone areas were identified based on the intersection of the Group 1 hot spots, Group 2 hot spots and Robbery hot spots. Cluster analysis was applied to the data to confirm identified patterns. As well, the Division Analysts, Intelligence Analyst, Gangs and Guns Sergeant and Crime Managers were consulted to confirm the areas of focus based on their respective divisional knowledge and experience.

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<sup>5</sup> June 2006, a priority level "Emergency Event" (EMER EVT) with a Priority 0 for incidents where injury is occurring or is imminent

**Results:****A. Violent, Property and Other Crimes Comparison**

1. In 2009, 44.1% of the violent crimes that occur in the City of Hamilton are in Division One. (Downtown Division) This compares to 28.9% in Division 2 and 25.7% in Division 3.
2. In 2009, 37.6% of the property crimes occur in Division 3 compared to 29.4% and 31.1% in Divisions 1 and 2 respectively.
3. In 2009, Division 1 has the highest percentage of prostitution (79.0%) and drug crimes (42.0%)

**B. Hot Spot Analysis**

1. The high density of violent crime concentration begins just west of the downtown core and extends six kilometres east.
2. The more violent events occurring in the identified violence-prone areas are within 1.7% to 2.4% of the total area of the City.
3. Over 57% or more than half of the identified violent events have occurred in the violence-prone areas over the past 4 years.

**C. Target Area Analysis**

Seventeen target locations within the violence-prone areas were identified. The five target areas with the highest volume and density of violent crimes are all located in Division 1. See appendix one for a ranking of the violent crime areas.





## **Crime Analysis Recommendations**

Based on the findings presented in the crime analysis, the following were recommended.

1. Resources should be focused in the downtown core.
2. Further ongoing analysis should be conducted in the violence-prone areas as well as the target areas. All crimes should be examined using both spatial and temporal factors. As well, identifying repeat offenders and linking Modus Operandi of suspects will greatly support crime reduction in these areas. Examining these elements will reveal the what, where, when, how and who of the crimes.
3. Demographic profiles should be included in the granular analysis to gain a better understanding of the neighbourhood characteristics and perhaps reveal why an area is facing specific challenges.
4. Continue to identify and map assets and liabilities within the City of Hamilton to better understand neighbourhood challenges.
5. Crime data from the Service's Record Management System should be used for ongoing analysis. The data in this system have been properly categorized which is necessary for a more focused or granular analysis.
6. Crime analysis should continue to be used Service-wide to support and drive problem-solving initiatives.



Based on the Crime Analysis and initial recommendations, deployment quadrants were established to focus on the area of Hamilton with the greatest challenges. These deployment areas are around the downtown core: See appendix two for a map of the deployment area.

### **Implementation of established Crime Prevention Models**

Upon determining that the downtown area was a hot spot for violent crime, the Police Service examined two crime prevention models to provide a framework to address the crime issue. The Ontario Association of Chief's Of Police (OACP) Crime Prevention Model outlined in appendix three and the Camels Hump in appendix four<sup>6</sup>. In the OACP model, the goal is to move from the red zone requiring high enforcement and crime suppression to the green zone of community engagement and liaison. The camels hump model also utilizes high enforcement, followed by social and community participation, leading to a rejuvenated community.

The Hamilton Police Service crime prevention strategy must provide resources to initiate a high level of enforcement. This leads to a reduction in crime and disorder creating an opportunity for expanded social services and programs to empower citizens into taking ownership of their neighbourhoods, in turn creating a positive community, committed to be self-sustaining.

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<sup>6</sup> The Camel Hump Model on Community Redevelopment was created by the Toronto Police Service PAVIS Team

**Analysis Summary:**

The crime study confirmed that the downtown area was a hot spot for violent crime. By following crime prevention models, it was determined that there was a need for high enforcement and crime suppression. This was the first step towards creating a safer and engaged community.

**RESPONSE****The Options:**

Prior to May 2010, the downtown area was patrolled by sixteen (16) officers who worked four separate twelve hour shifts. Therefore the maximum number of officers available at any time was four, which was rare due to annual leave, sick leave and training. The downtown area was considered a “red zone” in the OACP crime prevention model which required a high need for police attention. Due to the financial position of the City, there was no additional money available in the police budget to implement the crime prevention strategies. In 2009 the Federal Government announced the Police Officers Recruitment fund. This was followed by the 2010 Provincial Government funding to police agencies through the Provincial Anti-Violence Intervention Strategy (PAVIS). Both the federal and provincial governments became valuable partners in getting the police section of the problem solving initiated. The PAVIS funding provided the service with



\$400,000 per year. The police had several options on how to deploy this grant money.

1. Hire four additional plain clothes detectives to work in gangs and guns to focus on people responsible for violent crime
2. Hire four additional uniform police officers to patrol the downtown area
3. Stretch the value of the PAVIS grant. Create a team of forty (40) officers by transferring existing officers from other stations. The 2 year PAVIS grant totalling \$800,000 could be used to pay overtime for officers covering the occasional shortage created by the transfer. Had the City of Hamilton paid for an additional forty (40) officers in the core, it would have been a \$4,000,000 per year investment.

In addition to this funding, the police service used the federal government recruitment provided \$350,000 for community bases projects. Once again the Hamilton Police had options to deploy this grant money.

1. Hire four additional officers to patrol the downtown.
2. Create a highly visible mounted patrol unit and use the funding to hire four officers to patrol on horseback in the downtown area

After reviewing the options, it was decided to stretch the funding to create a team of forty officers and a mounted patrol unit. The key to the response was to enhance police visibility. Forty officers are better than four, and one officer on horse can be seen blocks away. Therefore the Hamilton Police used the



government assistance to initiate the Addressing Crime Trends in Our Neighbourhoods (ACTION) strategy.

**The staffing model:**

The forty officers, known as the ACTION team, use highly visible officers on foot and bike to address violent crime and disorder issues within the community. The department is comprised of five teams, seven Constables and one Sergeant assigned to each team. The teams are deployed in shifts that provide for a great deal of crossover and information sharing, and are supervised by a Staff Sergeant. These shifts also allow the Service to field ACTION Teams every day, afternoon and evening. This consistent police presence allows the officers to have a significant impact in terms of enforcement, visibility, and crime prevention in higher crime areas. It has been said that an officer on bike gives the perception of eight officers because of their ability to reach all areas with speed and agility.

The mounted unit consists of five riders and four mounts. The Mounted Unit mandate is to address public concern about police visibility, while enhancing the ability of the Hamilton Police Service to manage entertainment districts and improve the image of both the city of Hamilton and the Hamilton Police Service. To reach this goal, the unit spends 80% of their patrol time doing crime prevention in the downtown core. This provides enhanced visibility for businesses during weekdays and entertainment facilities on weekend nights.

**Response Summary:**

The provincial and federal government grants provided the revenue to implement the crime prevention strategy. Using the money to supplement overtime as well as creating a mounted unit allowed the service to deploy a large number of highly visible officers in the downtown core.

## **ASSESSMENT**

**Crime Reduction**

The impact of ACTION was immediately felt with a high level of arrests in the first eighteen months. From May 2010 to December 2011, ACTION officers contributed to over 8,900 tickets, 1,912 arrests and approximately \$490,500 in drugs removed from the streets. The strategy also led to over 42,880 positive contacts with residents and businesses.<sup>7</sup> The increased enforcement also led to a decrease in crime in the downtown area. Table one demonstrates the decrease in crime since the beginning of the ACTION strategy.<sup>8</sup> See table 2 for a list of crime reduction.







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<sup>7</sup> ACTION PAVIS Statistics 2012

<sup>8</sup> Hamilton Police Statistics 2012.02.27



**Table 1**

Offence	Change Since 2009
Robberies	 49 %
Break and Enter	 33 %
Stolen Autos	 32 %
Theft from Autos	 61 %
Violent Crime	 25 %
Assaults	 15 %

Statistical data was gathered from records management system to show the impact of ACTION on the downtown core and Hess Village areas in the category of Violent Crime (Robberies, Assaults, Weapons Offences, Homicides and Stabbings). The downtown area had a tremendous reduction in violent crime. The entertainment area to the west of the core is still presenting a challenge. This area is patrolled on weekend nights by special duty officers. ACTION officers patrol the surrounding neighbourhood. Violent crime is still a problem in the bar districts, however property crime in the surrounding neighbourhoods has significantly declined. See appendix five for a comparison of downtown crime and the entertainment area Hess Village.



## **Economic Development**

The reduction in crime has also coincided with an increase in economic development. Prior to 2010, most economic development was led by public sector investment. In 2011 there was an increase in private sector investment, with a 39% increase in building permit applications leading to 35% increase in capital investment in downtown Hamilton. Office vacancy rates dropped 2.5% and 330 new jobs were created.<sup>9</sup> The two downtown Business Improvement Associations reported that 35 new businesses opened.<sup>10</sup> Construction started on the first hotel in several years, the Art District had record growth and the Province announced plans to create all day GoTransit commuter train service to Toronto. This trend is continuing in 2012 as three new condo projects and a second hotel are already in the plans. McMaster University is also planning to build a downtown Medical Centre.

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<sup>9</sup> City of Hamilton Planning and Economic Development Statistics 2012

<sup>10</sup> Downtown Business Improvement and International Business Improvement Areas Year End Reports January 2012





## **Perceptions of Safety**

In 2007 the Downtown Business Improvement Association hired a consultant to make recommendations on improving the perception of safety in the core. The consultant completed a survey on the perception of safety. This survey was repeated in 2011, providing a pre and post strategy comparison. The survey in appendix six indicated that there was a forty-five of respondents indicated an increase in the perception of safety.

There was concern that the strategy would displace people who had a lawful right to live in the downtown area. The survey asked people if they were a victim of crime during the last year. Seeing a panhandler, drunk or loiterer was considered being a victim. The survey results show that the number of people who encountered panhandlers, drunks or loiterers actually increased. However, the reports of crimes such as break and enter, vandalism and thefts declined significantly. Thereby showing that people were not being displaced. See appendix eight.

In the fall of 2011, Nipissing University conducted a study in downtown Hamilton on police visibility and perception of safety. The results indicated over 90 percent of people surveyed reported seeing ACTION and Mounted officers, which lead to increased perception of safety. See appendix seven for survey results.



## **Changes in Drug Arrests**

There was also a significant change in the types of drug arrests. When comparing the drug arrests from the summer of 2010 and 2011 the following was deduced:

- The amount of people ACTION encountered carrying hard drugs such as Crack, Cocaine, and Ecstasy decreased in 2011
- There were more incidents involving Marijuana in 2011 then 2010, but the amount of people ACTION encountered carrying a significant amount (>10g) decreased slightly

See appendix nine for drug arrest comparison.

## **Response Adjustments**

Even though enforcement is an important part of the strategy, ACTION officers continue to encounter repeat offenders and individuals who are “at risk” of becoming involved in criminal activities. It is obvious that the judicial system is not the best solution for these people. The reduction in crime has lead to the strategy entering the amber zone of the OACP Model (Appendix three), requiring additional partnerships. To address this, the police are working with the City of Hamilton Neighbourhood Renewal and Emergency Medical Services (EMS) to create the Social Navigator. Members of the ACTION team refer repeat offender and “at risk” individuals to a city subsidized social worker who works with a paramedic to navigate them to the appropriate social agency. The goal of the social navigator program is to “Improve the quality of life for “at risk” and repeat offenders by ensuring they receive the proper social assistance, thereby reducing negative contact with the police and EMS. City of Hamilton Director of Neighbourhood Development Paul Johnson



stated "it is important to prevent and break the cycle of arresting, re-arresting and respectively handing out tickets for the same infractions to the same people..."

Since it began in July 2011, thirty-six (36) people have been referred. To be considered navigated an agency must be taking the lead to provide support or care, in addition to a reduction in negative police contact. Presently sixteen individuals have been successfully navigated. Thirteen people are still in the process of being navigated and seven have been unsuccessful, where the individual has refused assistance from several agencies.

The below quote from Hamilton's most chronic aggressive panhandler summarizes the positive benefits to both the community and individuals of the Social Navigator Program.

I couldn't have done it without their help. It beats going to jail or getting tickets everyday...sometimes I would get tickets twice, three times a day for panhandling. I was told I had over \$50,000 in fines from the police. I had a lot of guilt when my girlfriend died in a car crash in 2002. She was on her way to come see me because I was sick. I've been blaming myself every since. I've been addicted to crack cocaine ever since and I would panhandle all day just to get money for crack and sometimes just sleep on the street. Its pretty bad when the cops know you by name...I was robbed and beaten up too many times to count. I was losing my teeth and was as skinny as a rail but I just knew that I didn't want to die on the streets and that's what would have happened. Now I wake up sober every day. I got into a men's rehab centre and I really like it here. I go to bed early and wake up early and I'm gaining some weight. Everything is just better now. I was lucky, I had a lot of people who believed in me, my workers, the police, they were the ones who helped me get into this place. I never thought I would ever trust the police but these people might have saved my life. I know I still have a long way to go but it just feels good to have people on my side.



In addition to the Social Navigator programs, the strategy has also implemented other crime prevention initiatives. Communication with the community is important. ACTION officers have obtained email addresses of downtown business creating two-way communication. In addition, since the beginning of the program, the police have sent out an ACTION Update to downtown stakeholders. See appendix ten for a copy of an ACTION update. ACTION and Auxiliary Officers are attending all businesses in the core and providing valuable crime prevention information on break and enter, shoplifting and robbery prevention. Businesses are also offered free individual security audits, performed by CPTED trained officers.

In 2012, two new initiatives were started. The CCTV camera system was enhanced. Police Auxiliary Officers monitor the cameras and provide information on potential crime to the patrolling ACTION Officers. Two officers were selected to begin a Bail Compliance Unit. (BCU) The mandate of the BCU is to promote public safety and reduce the fear of crime. This program is a service-wide crime prevention initiative intended to identify and manage repeat / violent offenders through education and bail compliance investigations. The officers work with offenders and sureties of serious violent crimes. The program is designed to assist the offender in complying with conditions. However, any breaches lead to



incarceration. Since the program began in January 2012 the unit has made over 200 compliance visits with only four non-compliances and arrests.<sup>11</sup>

The police continue to work with the entertainment area bar owners and neighbours associations, in an attempt to develop new strategies to help reduce violent crime in this area.

### **Following the Crime Prevention Models**

Even though the number of officers in the core has remained steady, the number of arrests has continued to decline since the initial months of the strategy. This follows the crime prevention models, enforcement leads to arrests, which leads to a reduction in crime and arrests.<sup>12</sup> Appendix eleven shows the Camel's Hump crime prevention model, with the number of arrests over time. The ACTION strategy continues, as visibility is important in preventing a return of criminal behaviour.

### **Sustainability and Public Comments**

The Hamilton Police, the City of Hamilton and the Business Improvement Areas are all working together to continue the economic growth. The Hamilton Police are now part of the Downtown Acceleration Taskforce. Prior to 2011, policing was not considered a partner in economic renewal.

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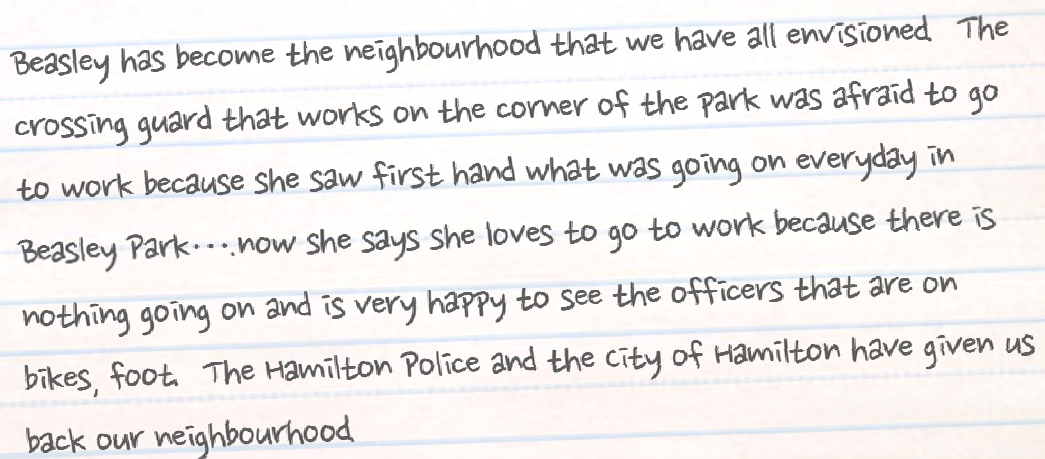
<sup>11</sup> HPS Bail Compliance Unit Statistics – March 2012

<sup>12</sup> The Camel Hump Model on Community Redevelopment was created by the Toronto Police Service PAVIS Team including Hamilton ACTION Strategy results



The City of Hamilton and Business Improvement Areas continue to promote economic growth. The City has been approached by post secondary education facilities examining the feasibility of downtown campuses. Developers are continuing to work on new condo projects. The City of Hamilton is examining sites to create a police horse stable in the core, thereby reducing travel time and increasing crime prevention patrols. Funding for the Social Navigator program has been secured and McMaster University has applied for a grant to study the successes of the ACTION strategy. ACTION deployment continues to help change the landscape of the downtown core in the City of Hamilton.

The majority of community responses echo the above statement. The best measure of success comes from the words of our citizens. The following is a quote from a letter sent to the Chief of Police from the chair of a Downtown Beasley Neighbourhood Association.



Beasley has become the neighbourhood that we have all envisioned. The crossing guard that works on the corner of the park was afraid to go to work because she saw first hand what was going on everyday in Beasley Park....now she says she loves to go to work because there is nothing going on and is very happy to see the officers that are on bikes, foot. The Hamilton Police and the city of Hamilton have given us back our neighbourhood.



Many letters of public support have been sent to the Police Service echoing these comments. See appendix twelve for sample public comments / letters of support and appendix thirteen for photos / media articles.

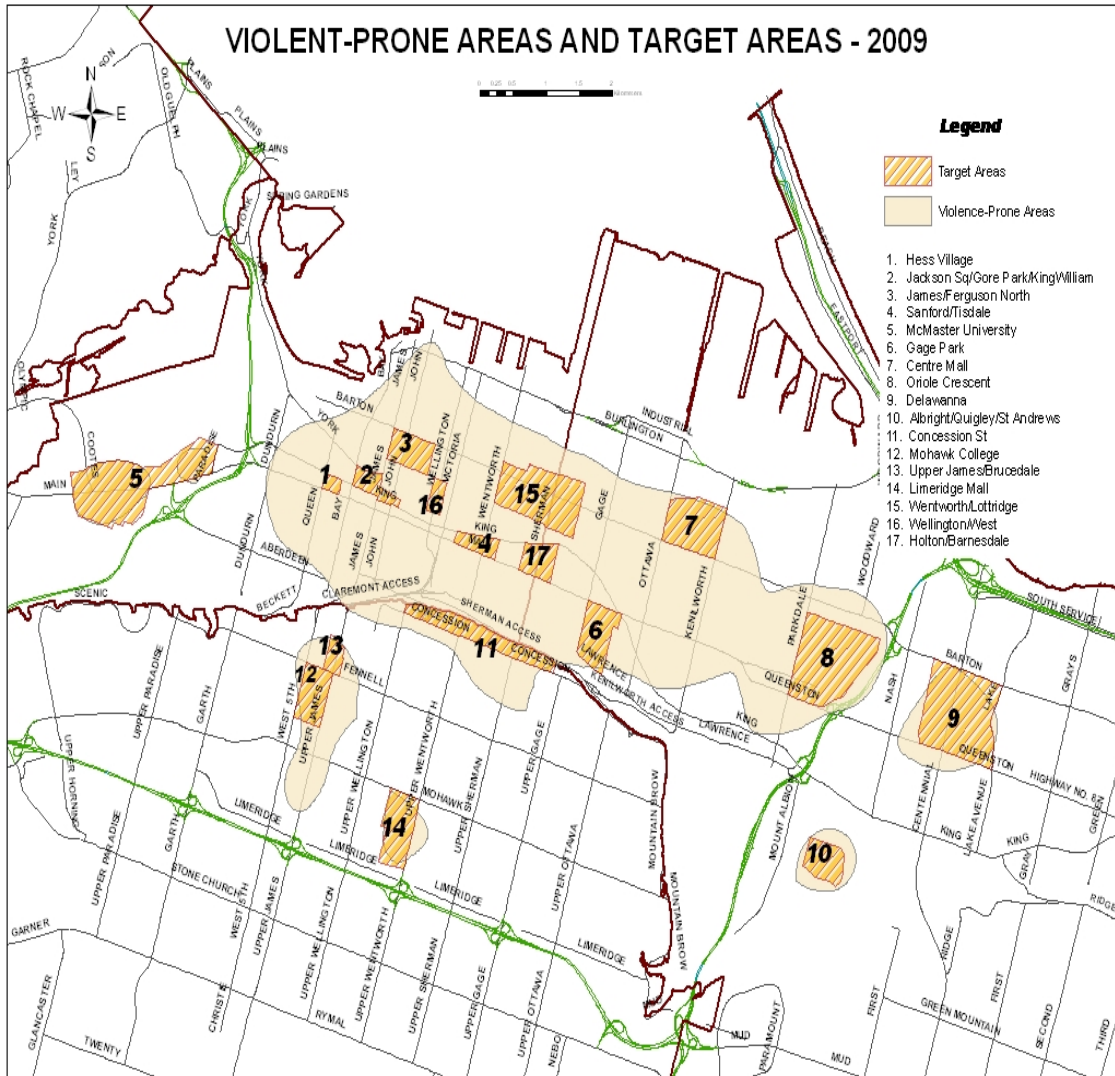
### **Assessment Summary**

The ACTION strategy has led to a decreasing in crime, as well as an increase in the perception of safety and security. There has been enhancement to the strategy, creating a Social Navigator, improved CCTV cameras, and a bail compliance unit. This has also coincided with a boom of economic development in the downtown core. Following the OAPC Crime Prevention model, the strategy has assisted the City of Hamilton in moving the downtown area from a “red zone”. Even though it is still a long way from “green”, we are moving in the right direction.



# Appendix

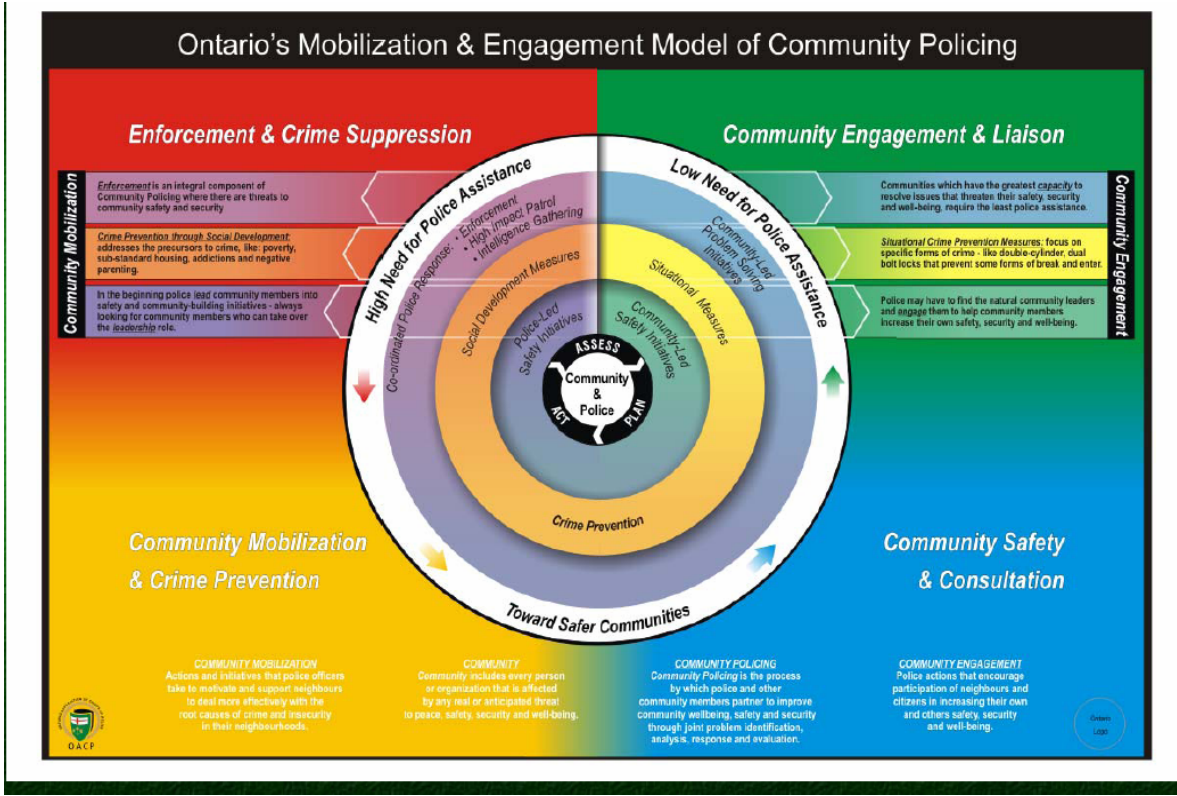
## Appendix 1: Violence-Prone Areas and Target Areas – 2009



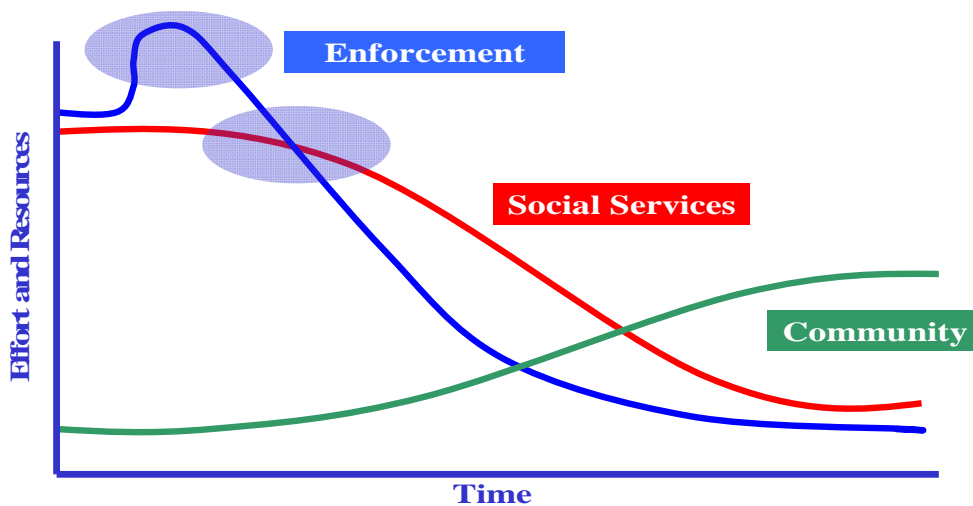




**Appendix 3: OACP Model**



**Appendix 4: the Camel's Hump**

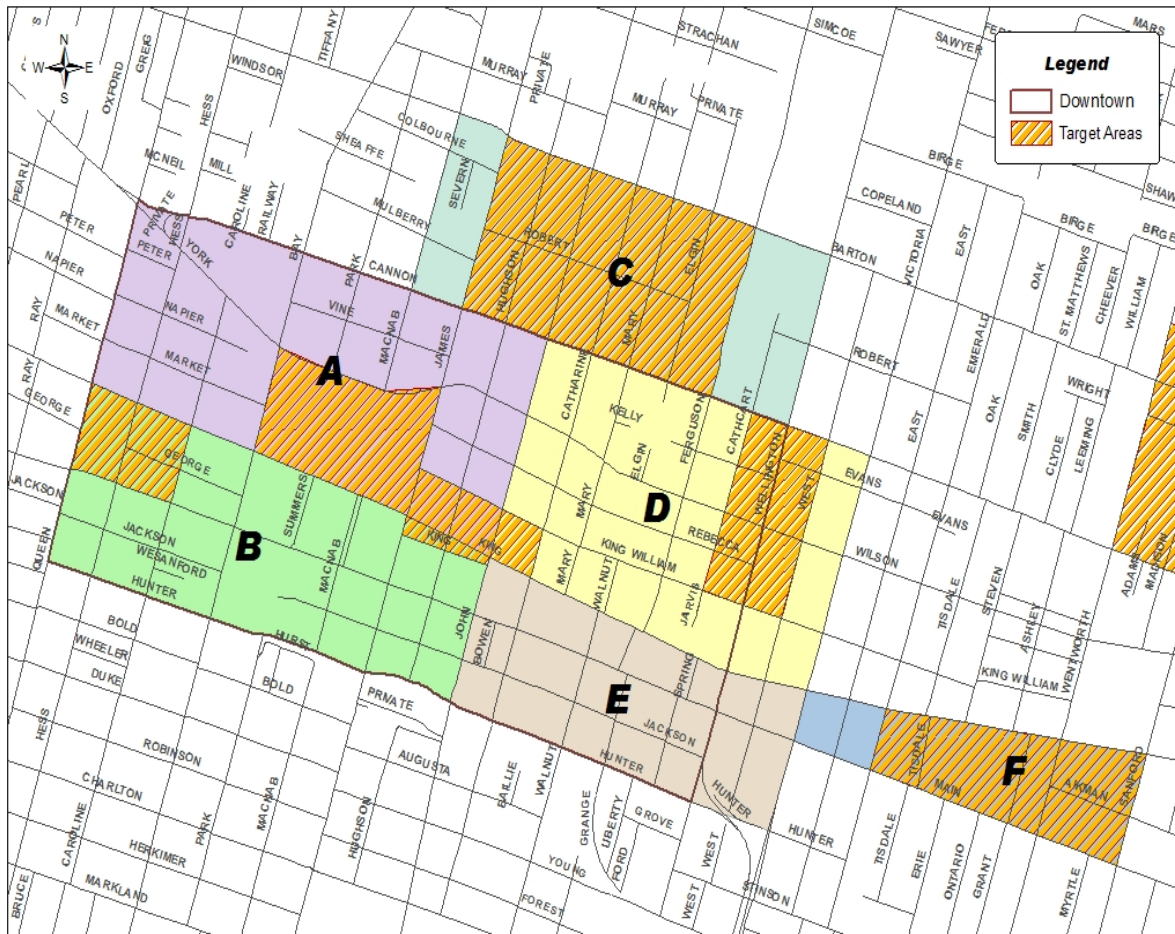




**Appendix 2: ACTION Deployment Areas**

**ACTION DEPLOYMENT AREA**

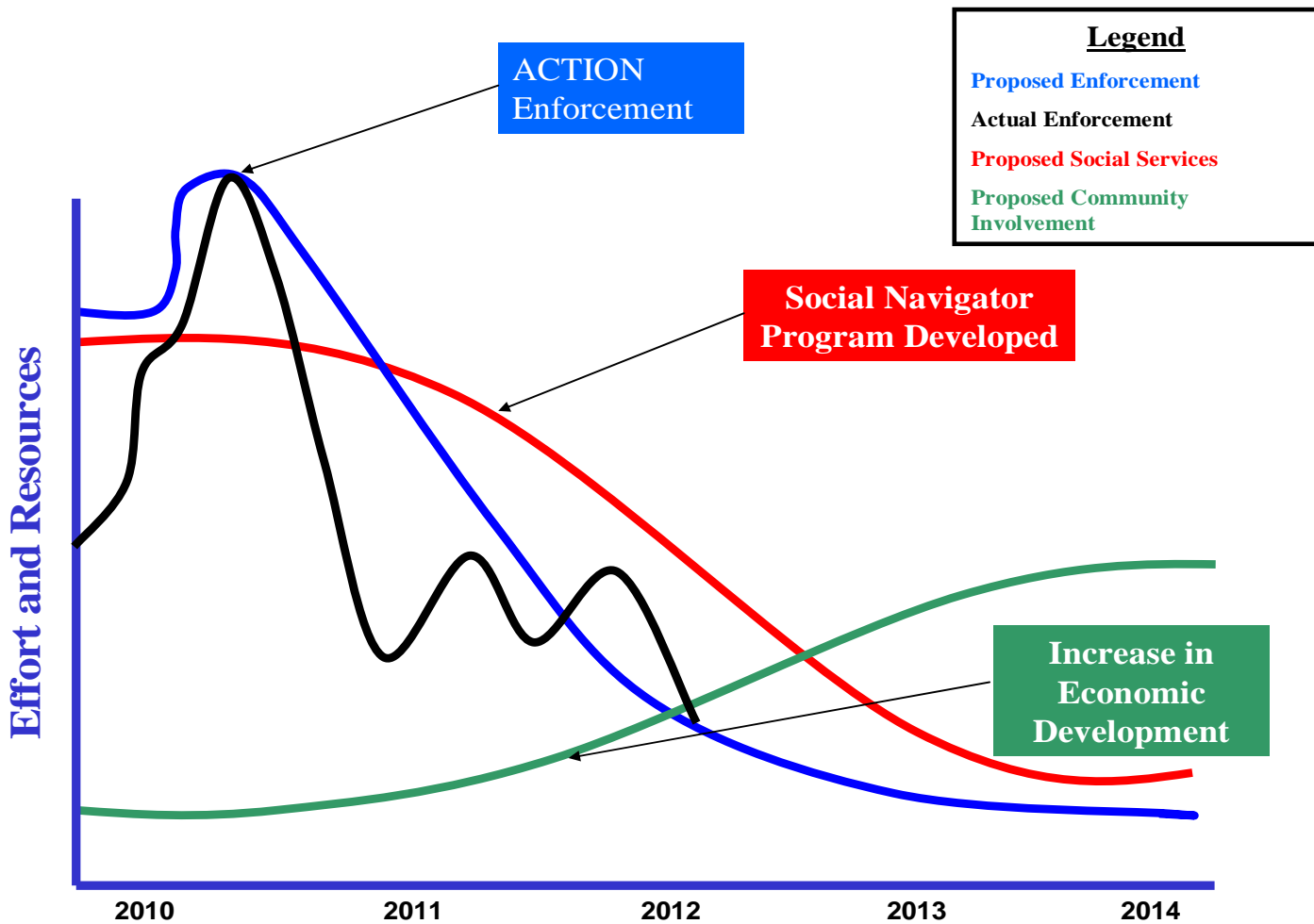
0 0.125 0.25 0.5 Kilometers



Compiled by Debbie Gifford, Hamilton Police Service, Corporate Planning - April 30, 2010

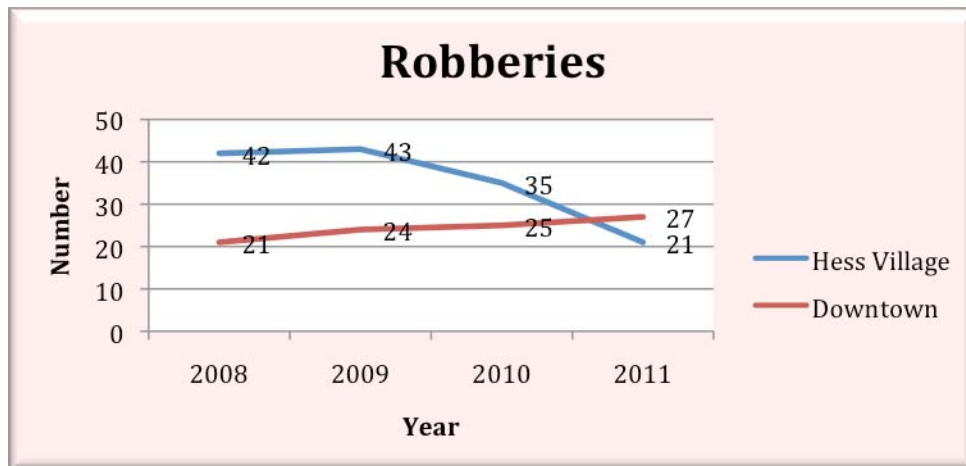
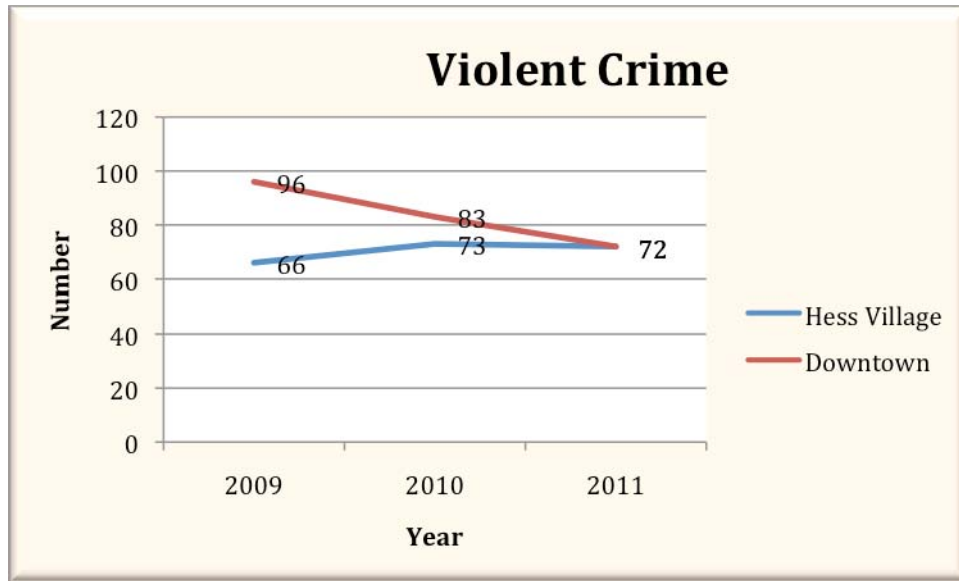


**Appendix 11: The Camel's Hump Implementation**



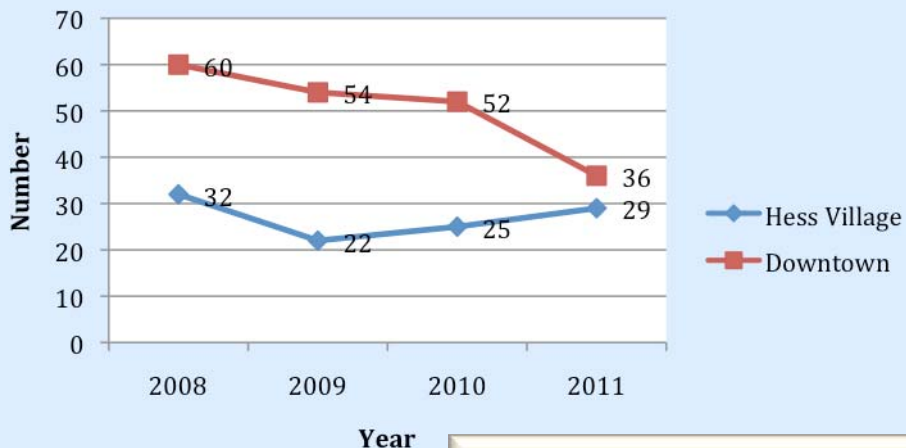


**Appendix 5: Downtown and Entertainment Area Crime Comparison**

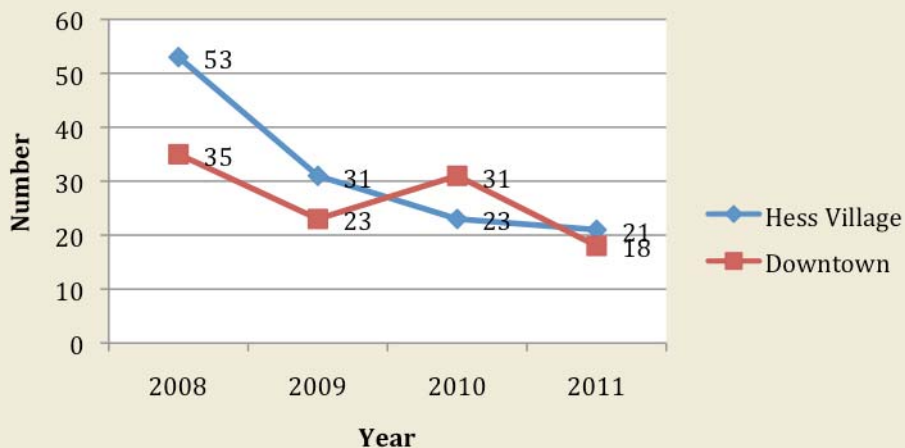




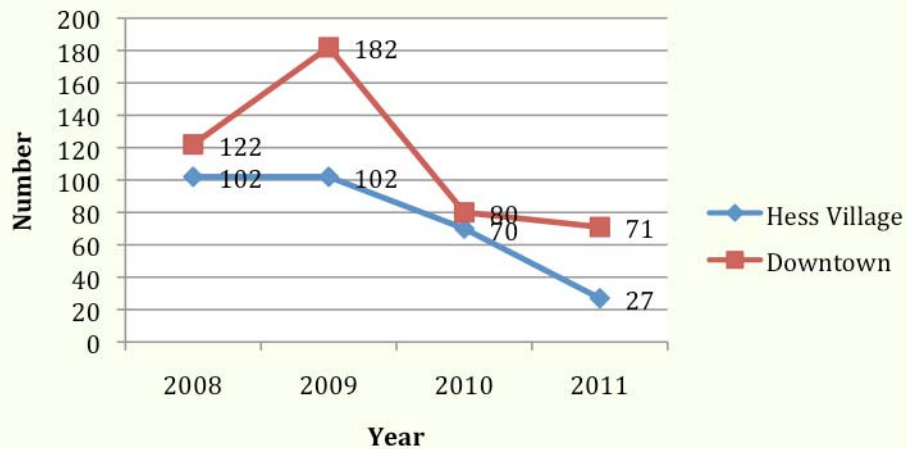
### Break and Enter



### Stolen Autos

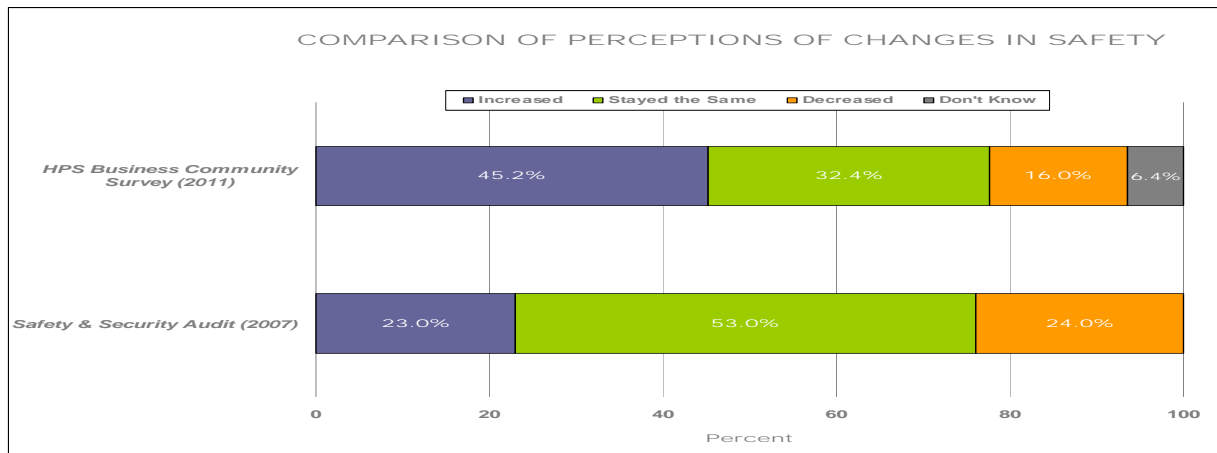


### Theft from Auto

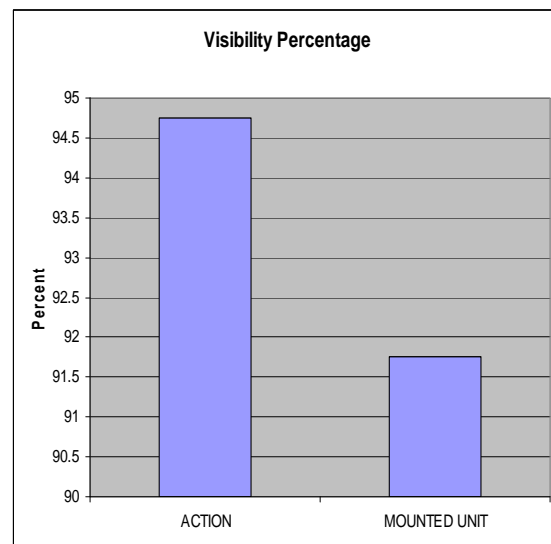




**Appendix 6: Survey Results on changes in Perception of Safety (2007 & 2011)**



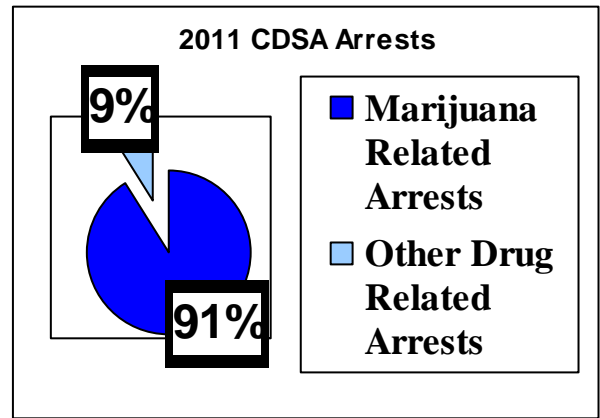
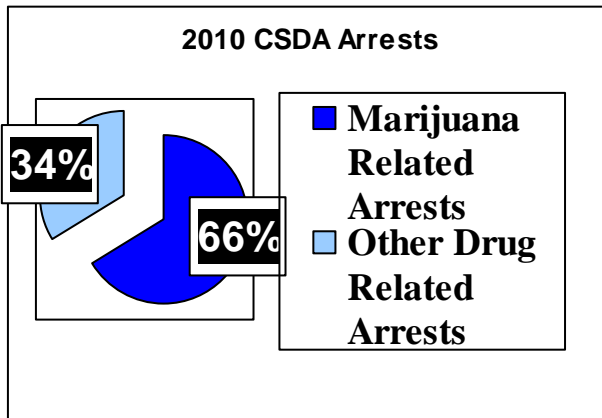
**Appendix 8: Nippising University Study<sup>13</sup>**



<sup>13</sup> Nipissing University 2011 Study

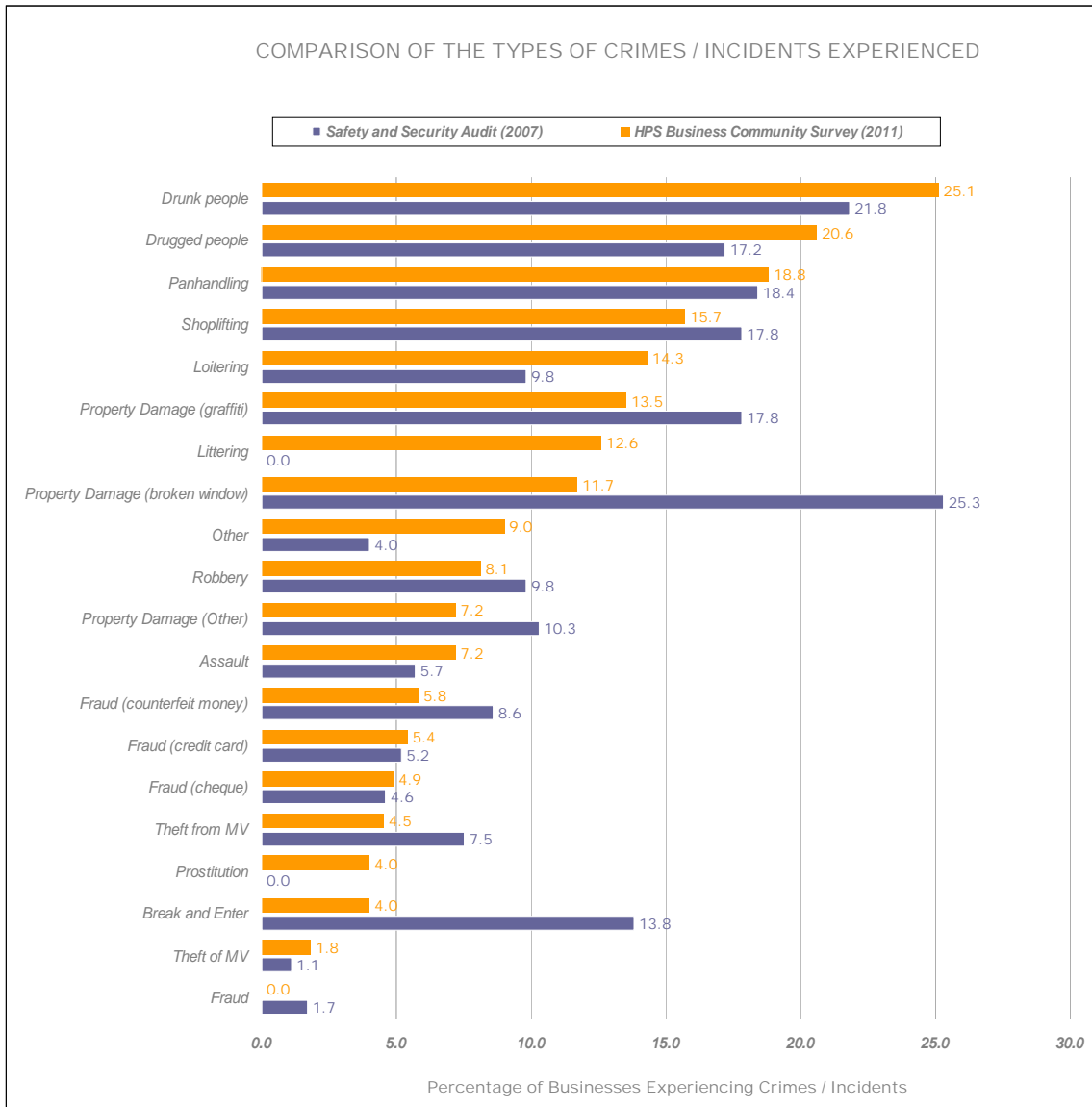


**Appendix 9: Changes in Drug Arrests**





**Appendix 7: Victim of Crime Comparison (2007 & 2011)**







Appendix 10 – ACTION Update

# THE ACTION

Addressing Crime Trends In Our Neighbourhoods

# UPDATE

March, 2012

## ACTION's new Ball Compliance Unit



In last month's issue of the ACTION Update we shared details about our new Ball Compliance Unit (BCU).

The BCU was created to enhance its anti-violence strategy, ACTION.

Now in its third month, the BCU is an offender management program. It is devoted to ensuring suspects comply with court-imposed conditions.

The statistics for the new unit are now available. In January, BCU officers completed 27 compliance checks and 67 in February. They made 15 surety contacts in January and 30 surety checks in February.

The mandate of the BCU is to promote public safety and reduce the fear of crime. This program is a Service-wide crime prevention initiative which identifies and manages violent offenders through education and ball compliance investigations.

The BCU visits the offenders and their sureties following their release and provides education about the BCU. This includes the consequences of non-compliance by both the offender and the surety.

The BCU officers conduct ball compliance checks any hour of the day or night.

Just like ACTION officers, the BCU are in uniform and highly-visible.

This strategy holds offenders and their sureties accountable. The BCU actively monitors the offender to ensure that they are adhering to their conditions imposed upon them by the courts. The BCU will actively search for and arrest those offenders who are breaching court imposed conditions.

### **Sureties\***

A surety is someone who agrees to take responsibility for a person accused of a crime. Being a surety is a serious commitment.

## Arresting Highlights

### Possession of Imitation Firearms





On March 30, ACTION Officers were assisting Detectives with the Gang and Weapons Enforcement Unit with a stop of three males who were believed to be in possession of a handgun. Information was relayed to ACTION Officers that the three males were now in a taxi cab. ACTION Officers and GWEU detectives conducted a high risk takedown of the occupants. ACTION Officers arrested the rear passenger as he dropped what appeared to be a silver Beretta handgun on the floor of the cab. The firearm was found to be a starter's pistol. Based on the circumstances surrounding this incident the occupants were charged with Possession of Weapons Dangerous to the Public Peace.

**Gun Seizure**



On March 29, while conducting a breach investigation, ACTION Officers recovered a shotgun with ammunition in the downtown core area. The shotgun was found to be stolen from a residential break and enter. Cultivating and receiving information of this nature is a top priority for our officers in their work to keep our streets safe. Removing this firearm from the hands of would-be violent offenders translates to improved safety for the whole community.

Anyone with information on the location of illegal firearms or weapons used in criminal activity is encouraged to notify police immediately or Crime Stoppers at 1 800 222-TIPS.

**Trafficking Marijuana**

ACTION officers were blding in the area of King and Hughson on March 14, 2012 at 11:14 a.m. The officers saw a hand-to-hand transaction occur between two people. As one officer advised on the direction of travel, other officers closed in on the suspects.

They located the buyer and arrested him for possession of a controlled substance. He was searched and two "dime bags" of marijuana totalling 1.8 grams were recovered. They located the seller and arrested him for a trafficking controlled substance. He was searched and three "dime bags" of marijuana totalling 2.3 grams and \$86.00 in Canadian cash were recovered. Both were arrested and charged.

**ACTION Productivity**

	February 2012	March 2012
PONs (tickets)	372	486
Street Checks	489	518
Community Contacts	3,376	4,012
Arrests	83	87
Value of Drugs Seized	\$4,988	\$3,438

**Want to be part of the ACTION?**

To read comments on ACTION or to submit your own, please go to the Hamilton Police Website at [www.hamiltonpolice.on.ca](http://www.hamiltonpolice.on.ca) or click below.

[www.hamiltonpolice.on.ca/HPS/Action/](http://www.hamiltonpolice.on.ca/HPS/Action/)

Follow us @HPSActionTeam4



Ontario

The ACTION Team (Addressing Crime Trends In Our Neighbourhoods) is

a part of the Hamilton Police Neighbourhood Safety Project. ACTION is a Ministry of Community Safety and Correctional Services provincially funded initiative dedicated to reducing violence and disorder in our neighbourhoods, increasing safety in the community and improving the quality of life for all citizens of Hamilton.



@HPSACTIONTeam4



## Appendix 12: Sample Public Comments & Letters of Support

An email submitted on Aug 29th 2011 states;

[REDACTED]

I live and work downtown and am thrilled to see Police officers at all hours of the day and night in the downtown core. I love having their presence in my neighbourhood and I believe it is making a great difference. It seems that the number of thugs hanging out downtown has decreased tremendously and I feel much safer, particularly on James Street North and at James/King/Grove Park area.

Please keep up the good work. You do not go unnoticed!

**HAMILTON POLICE SERVICE**

*Leading the way Together*



Downtown Hamilton BIA  
20 Hughson Street South  
Suite 807, Hamilton  
Ontario L8N 2A1

Tel: 905-523-1646  
Fax: 905-523-5433  
info@downtownhamilton.org



May 30, 2012

Awards Committee  
C/O Inspector Scott Rastin  
Hamilton Police Services  
155 King William Street, Box 1060, LCDE 1  
Hamilton, Ontario L8N 4C1

Dear Awards Committee:

On behalf of the Board of Management of the Downtown Hamilton Business Improvement Area I am pleased to offer our support to the ACTION team for Downtown Hamilton. We believe that increased police presence in the core has added police visibility and provided additional officers to combat drugs, thefts, vandalism and mischief which is something that the BIA has been advocating for some time.

We believe that the drop in crime rates for the downtown have been a direct result of the ACTION team's work for which the business community is grateful.

Sincerely

Kathy G. Drewitt  
Executive Director



**Appendix 13: Photos and Media**



*ACTION Officers on bike and foot patrol*



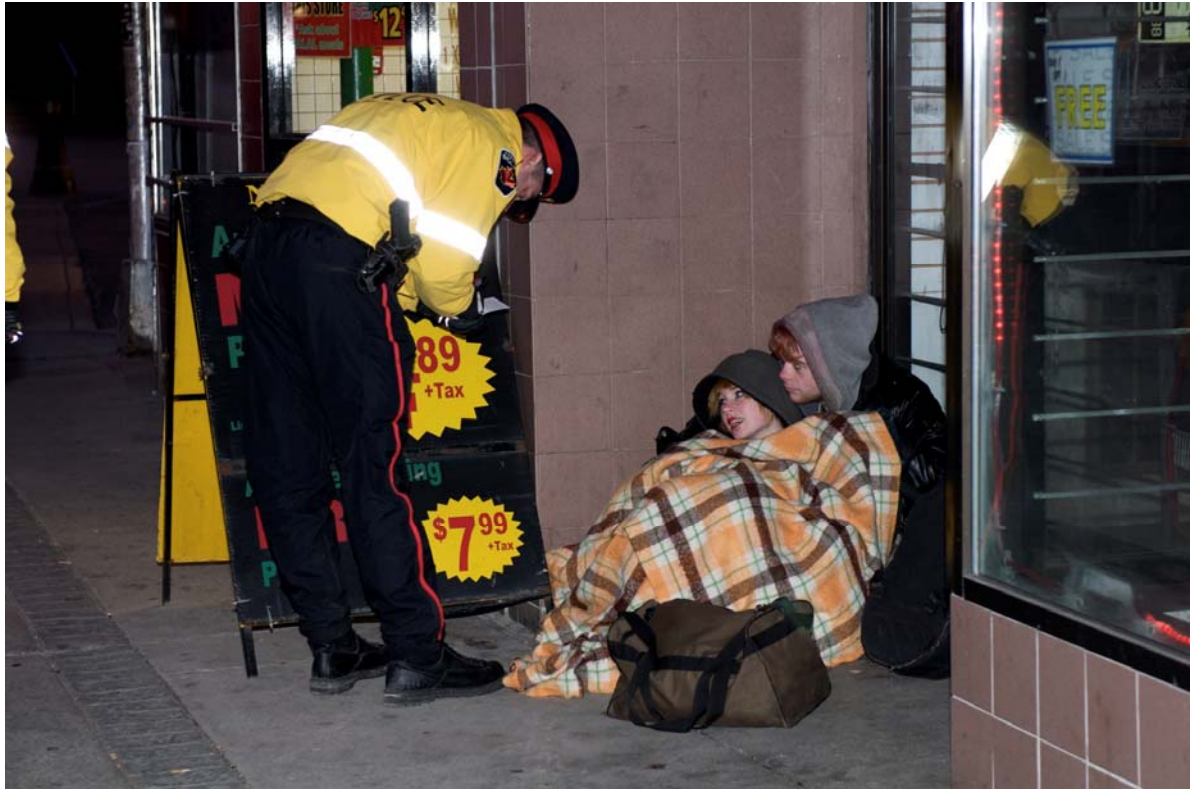
*The ACTION Team and Mounted Unit will often work together in the entertainment districts to diffuse fights and disperse crowds.*



*50,000 people attended the 2011 SuperCrawl Festival on James Street North's newly revived Art District*



*ACTION "Bike Cops" as seen on the Rick Mercer Report*



*An Action Officer identifying an “at risk” youth for Social Navigation*



thespec.com

Nicole O'Reilly Wed May23 2012

### **Violent crime down in ACTION deployed neighbourhoods**

Hamilton police say certain targeted neighbourhoods, including in the core downtown, are safer and are perceived to be safer than they were two years ago thanks to the ACTION team and community partners.

A Nipissing University study conducted last fall found more than 90 per cent of people surveyed had seen ACTION and mounted officer's downtown. And a Downtown Business Improvement Area survey found more than 45 per cent of respondents felt safer in 2011 than during previous years.

Since its inception two years ago, the ACTION unit has targeted the city's downtown core, McQuesten neighbourhood and Concession Street. But most of their time is spent downtown.

Violent crime is down between 14 and 25 per cent across all three communities, including a 15 per cent decrease in assaults downtown, Inspector Scott Rastin said while presenting an annual ACTION team report to the police board Tuesday night.

He noted that while there were fewer reports of serious crimes, there has been no drop in reports of panhandlers or drunks,

"This is a very good thing, Rastin said, adding that despite some public complaints, this shows the police are not targeting people "who have a legal right to be there."

Arrests for hard drug crimes are down. But marijuana arrests are up. One guy said, "you just can't (find) good drugs in the core anymore," Rastin said. Hess Village continues to be a major problem, he noted.

Rastin credited co-operation with business owners, the city's economic development department and social services for the positive changes.

"It's a different place," said Mayor Bob Bratina, who also sits on the police board.

Board chair Nancy DiGregorio said it was great to see police and other agencies 'not working in silos,' but recognizing the need to work together.

Councillor and board member Bernie Morelli congratulated the team, but "we have a ways to go," he added.

### **Crime trends In ACTION-deployed neighbourhoods over past two years**

#### **Downtown**

- Robberies down 49 per Cent
- Violent crime down 25 per Cent
- Break and enters down 33 per cent

#### **McQuesten**

- Robberies down 82 per cent
- Violent crime down 24 per cent
- Break and enters up 18 per cent

#### **Concession Street**

- Robberies down 33 per cent
- Break and enters down 58 per cent
- Violent crimes down 14 per cent





thespec.com

Lisa Grace Marr Wed Apr25 2012

### **Hamilton building permits bouncing toward a boom**

Hamilton is on track to surpass the previous \$1-billion record building boom set in 2010 as the city gathers its first-quarter budding permit reports.

The total value of construction in the first quarter of this year is \$271 million, up \$75 million compared to the first quarter of that record setting year.

Aside from the warm winter, Neil Everson, the city's director of economic development, said part of the reason for the fast start is the issue of permits for long-awaited developments such as the \$15 million in construction at McMaster Automotive Resource Centre (MARC) on Longwood Road, expected to be complete by January 2013 at a total cost of \$26 million.

In March, the city also issued building permits worth about \$6.5 million to the first hotel — a 129-room Staybridge at the corner of George and Caroline — in Darico Vranich's massive condo and hotel plan. He is planning four buildings, containing 600 condo units, two hotels and retail space, a \$125-million complex bounded by King, Main, Bay and Hess streets.

However, it's the increase from \$26 million in industrial/commercial development in the first quarter of 2010 to \$65 million this year in a diverse set of companies that has Everson buoyant about 2012's outlook.

'The diversity is what makes us really happy,' said Everson, 'I think that's what helped Hamilton weather the 2006 recession somewhat better than other places which may be reliant on the auto sector, for example.

#### ***Sidebar***

Other key projects Januar' 1, - March 2012:

- \$63-million McMaster University (additions, renovations)
- \$42-million retail complex by Paletta International bounded by Nebo, Kilbride and Rymal roads
- \$3-million LIUNA Station - new ballroom on James Street North
- \$1 .5-million Beverly Greenhouses expansion

There was also a collection of small and not-so-small commercial projects such as the new Starsky grocery store in the east end (\$900,000); the \$7.7million Walmart on the corner of Ottawa and Barton streets; another \$768,000 phase at the Walmart power centre in Flamborough and a new Starbucks/Shoppers Drug complex across from McMaster worth about \$2.5 million.

The first-quarter results follow the release of the city's economic development department's annual review, which noted strong figures for 2011, with the critical non-residential (commercial and industrial) permits representing 21 per cent of the annual total.

Everson said it's hard to predict what will happen with the residential building permits, but he's crossing his fingers that the next quarter will be just as strong as Maple Leaf and another company, Activation Labs, start construction on new buildings.

The volume of inquiries has picked up — but Hamilton has often been the target of inquiries. Only lately have they followed through.

'They used to kick the tires; now they're buying the car, said Everson.



HAMILTON POLICE SERVICES

Leading the way



Hamilton

May30, 2012

Awards Committee  
C/O Inspector Scott Rastin  
Hamilton Police Services  
155 King William Street, Box 1060, LCDE 1  
Hamilton, Ontario L8N 4C1

Planning and Economic  
Development Department  
Economic Development Division,  
Urban Renewal Section  
71 Main Street West, 7<sup>th</sup> Floor,  
Hamilton ON L8P 4Y5  
Phone: 905-546-2424, Ext. 5780  
Fax: 905-546-2693

Dear Awards Committee:

As the Manager of the Urban Renewal Section for the City of Hamilton, it is very important to me that visitors and workers in our Downtown core find the environment to be a safe and welcoming place. We have had our struggles reaching that environment over the years, but I am very pleased to note that we have made huge strides since the creation of the ACTION Team by Hamilton Police Services, and very recently the addition of the Social Navigator Program.

The statistics speak for themselves, but the anecdotal evidence is also clear: citizens, retailers and visitors are telling us that they feel safer, see less crime and the perception of danger has been dramatically decreased. I credit the ACTION Team presence primarily, and the actions of our two Business Improvement Areas secondarily.

We as citizens are very proud of what the Hamilton Police Services are achieving. They have shown great innovation and leadership in creating the ACTION and Social Navigator Programs, and are worthy of your recognition. If there is any other information that you would like from me in support of this recommendation, please do not hesitate to contact me.

Yours truly,

\_\_\_\_\_

Glen Norton, CMA, MBA  
Manager, Urban Renewal Section  
Economic Development Department  
City of Hamilton

HAMILTON POLICE SERVICE

Leading the way



OFFICE OF THE MAYOR

BOB BRATINA  
MAYOR OF HAMILTON

Committee members:

It is with great enthusiasm, I write today to support the Hamilton Police Service ACTION strategy. Over the last decade the City of Hamilton's economy has gone through a dramatic change with a reduction in the manufacturing sector. This has led to challenges for the city. The economic impact was felt especially in the downtown core area. The City of Hamilton is committed to working with our community partners to reach our goal of creating a safe and clean downtown, where people will live, work and play.

This restoration cannot take place without commitment. The Hamilton Police Services ACTION strategy is an important partner in helping us to reach this goal. In May of 2011, the impact of the 40 highly visible officers and 4 police horses was immediately felt. The strategy instantly led to a reduction in crime and an increased perception of safety for everyone who works or lives in the downtown area. This increased safety has made it possible for our economic renewal division to work with several investors to bring back valuable investment properties. In the last year, we have seen new hotels, condos, and businesses develop. Excitement has returned to the city as more and more people realize downtown Hamilton is the place to be.

The ACTION strategy continues to develop as the program continues. The partnership with the City of Hamilton and Emergency Medical Services to create the Social Navigator program to address the needs of "at risk" youth and repeat criminal offenders is a tremendous example of innovative problem solving and one all the participants should be very proud of.

Sincerely,

*Bob Bratina*

Robert Bratina  
Mayor

