



A.C.T.I.O.N. STRATEGY 2020 ANNUAL REPORT



Together. Stronger. Safer.

Resources of the A.C.T.I.O.N. Strategy



The **ACTION Team** is a proactive and preventative unit comprised of five teams, totalling 24 officers on bikes and foot patrol. The officers are deployed to the areas of the city that experience violent crime and disorder issues.



The **Mounted Patrol Unit** is a highly visible police unit that performs operational police functions, crime prevention, crowd management, and provides search and rescue capabilities. The Mounted Patrol Unit is comprised of six horses, and five officers. The MPU works closely with the ACTION Team and patrols areas identified by hotspot analysis and require focused patrols.



The **Bail Compliance Unit (BCU)** is a proactive, crime prevention strategy designed to promote public safety and reduce fear of crime by holding offenders on bail release and their sureties accountable. The two officer unit actively monitors offenders to ensure they are adhering to the bail conditions imposed upon them by the courts. The BCU will actively search for and arrest those offenders who are breaching court imposed conditions.

Executive Summary

The Addressing Crime Trends in Our Neighbourhoods Strategy otherwise known as the A.C.T.I.O.N. Strategy is based on a disciplined approach to strategic and targeted patrol techniques. The A.C.T.I.O.N. strategy utilizes the resources of three different units; the ACTION Team, Mounted Patrol Unit (MPU) and Bail Compliance Unit (BCU).

The Hamilton Police Service (HPS) utilizes a comprehensive approach to the prevention and disruption of street gang activity and violent crime. Since 2010, the HPS Community Mobilization Division (CMD) has proactively engaged community partners and stakeholders to work with officers in their mission to prevent disorder and violence. The CMD adheres to the Ontario Association of Chiefs of Police Mobilization and Community Engagement model. The highly visible ACTION Team is deployed to communities throughout the city and partners with them to address community concerns.

In 2020, the ACTION Team arrested 403 persons, removed approximately \$70,440 in drugs from our streets, and issued 2242 offence notices. In addition, the ACTION Team has continued to be an indispensable resource to the Hamilton Police Service for large community event planning, managing related street level disorder and major incident response.

The Mounted Patrol Unit (MPU) made 3 arrests and issued 23 provincial offence notices. This Unit has continued to play a key role in crime prevention due to its high visibility, managing problems in the downtown core and entertainment district, assisting with search and rescue, park and trail patrol, community relations, and performing regular police functions (including investigations, arrests, and enforcement).

The Bail Compliance Unit (BCU) continues to monitor violent offenders who have failed to comply with their release conditions. In 2020, the BCU arrested 103 offenders and 7 Hamilton Drug Treatment Court offenders.

A.C.T.I.O.N. Strategy Quantitative Results

A significant and positive impact on community safety was accomplished by the units dedicated to the A.C.T.I.O.N. Strategy in 2020. The ACTION Team and MPU figures included below are a breakdown of categories over the last five years (2016 to 2020).



ACTION Team Performance Measures

Performance Measure Type	2016 Total (January to December)	2017 Total (January to December)	2018 Total (January to December)	2019 Total (January to December)	2020 Total (January to December)
ACTION Arrests	656	869	825	407	403
ACTION Firearms Seized	3	1	*56	0	1
ACTION \$ Drugs Seized	\$23,917.00	\$81,889.60	\$16,249.25	\$13,875.50	\$70,440.00
ACTION PONs	3,627	5,049	5,346	3,898	2,242
ACTION Charges	477	416	534	426	756
SNP Total Referrals	52	56	24	29	42

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

Mounted Patrol Unit Performance Measures

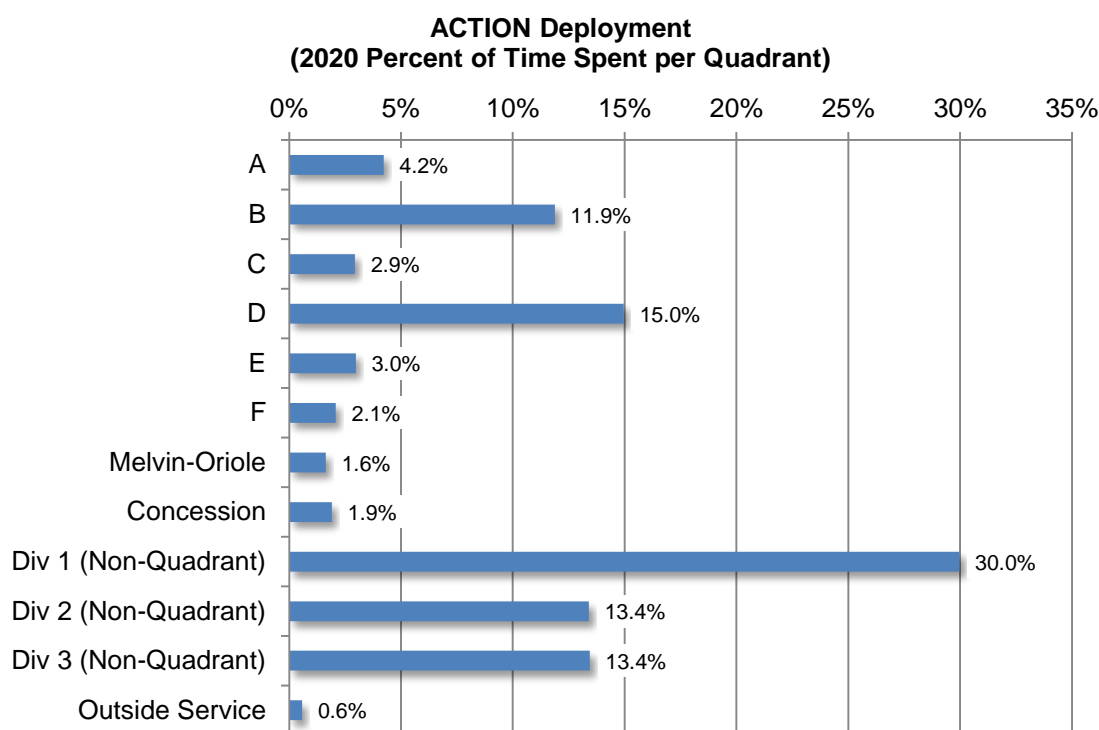
Performance Measure Type	2016 Total (January to December)	2017 Total (January to December)	2018 Total (January to December)	2019 Total (January to December)	2020 Total (January to December)
MPU Arrests	21	17	17	4	3
MPU PONs	287	275	275	57	23



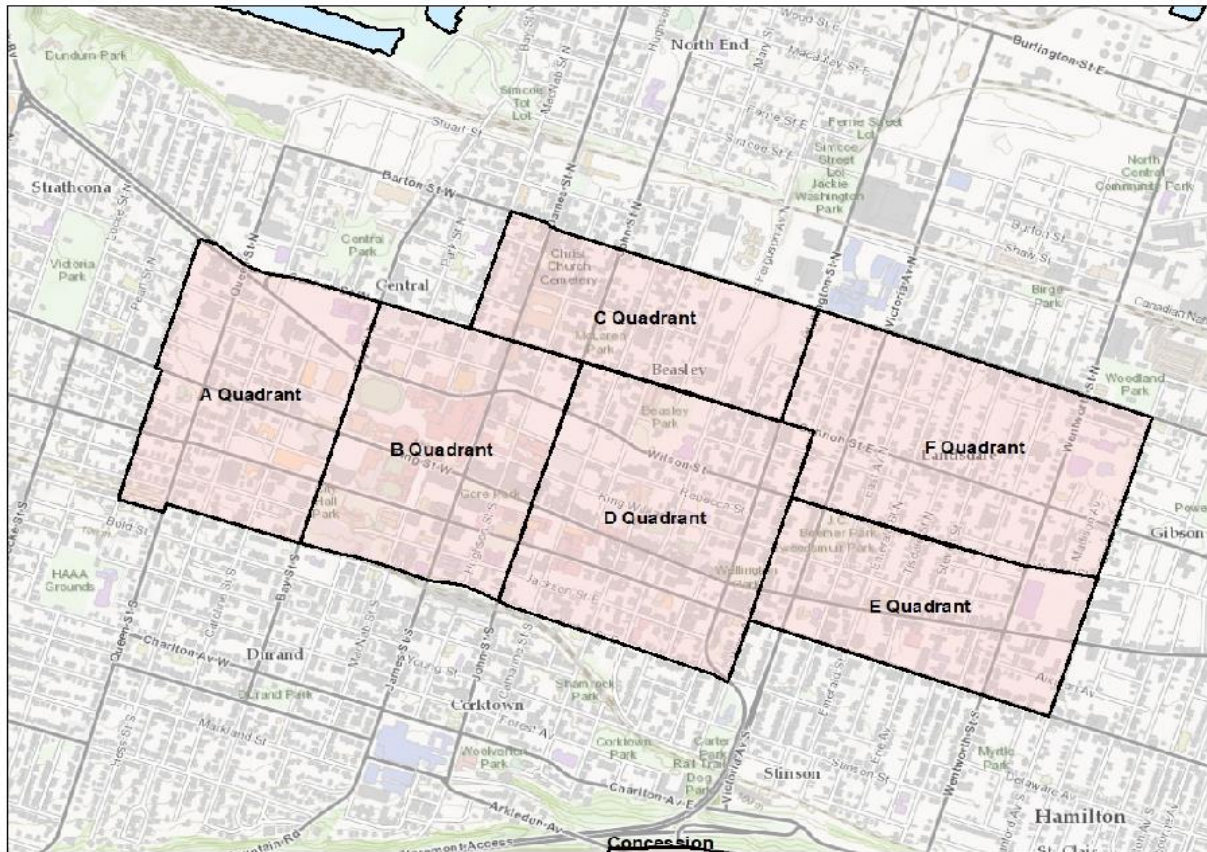
Deployment Zones

The development of effective and innovative response approaches to crime and safety concerns is the identification of appropriate deployment areas and providing high visibility. The focused patrol deployment areas for the ACTION Team continue to include the initial A.C.T.I.O.N. strategy. Primary deployment areas/quadrants are the Downtown BIA area, the Hess Street Village entertainment area, the Concession Street BIA area, and the McQuesten Neighbourhood (including Melvin-Oriole Crescent). Other identified areas of concern are those that have been strategically identified by the Divisional Crime Managers, Divisional Analysts, and/or the ACTION Analyst. These other areas are generally identified through Problem Oriented Policing (POP) Projects, Special Attention areas (identified via problems or complaints), and geographical violent crime “hot spots” (as determined by crime analysis).

In 2020, the majority of the deployment time was in Division 1, with focus on the Hamilton Downtown core. The following graph represents the percentage of time spent within the quadrants/other areas of the City.



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



Violent Crime Trends

Violent crime decreased in three of the four major quadrant deployment areas in 2020 and remained the same in the fourth quadrant (Concession St).

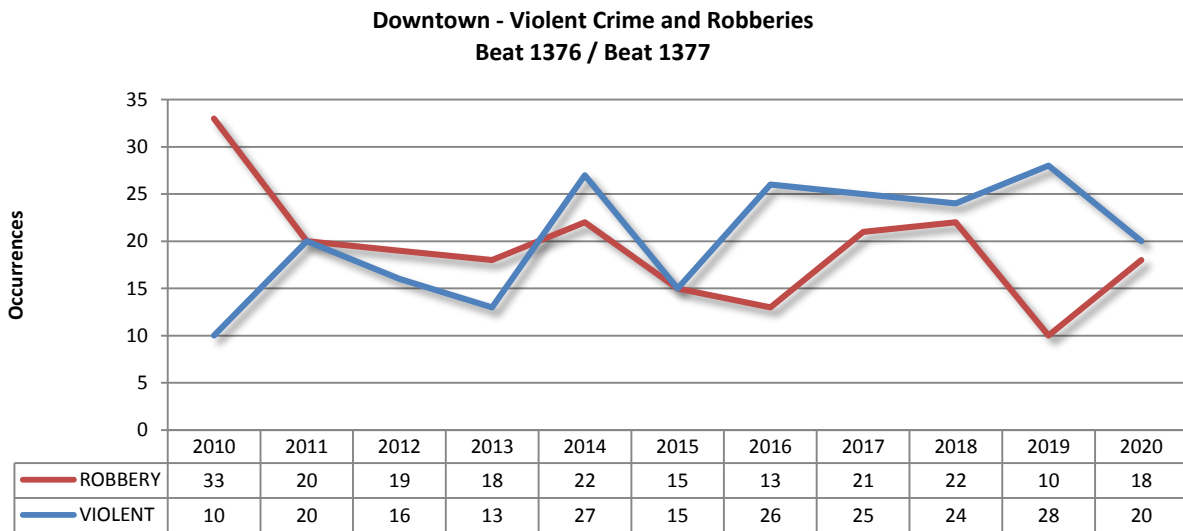
Overview of 2020 stats compared to 2019

- robberies (which are a subset of violent crimes), showed a significant increase downtown
- slight decrease in McQuesten, with Concession and Hess Village seeing significant decreases
- assaults increased in three of the four major quadrants
- break and enters also decreased significantly in three of the four major quadrants
- theft of auto decreased in two of the four quadrants with Concession and Downtown slightly increasing
- theft from auto has decreased Downtown but increased significantly in the other three quadrants



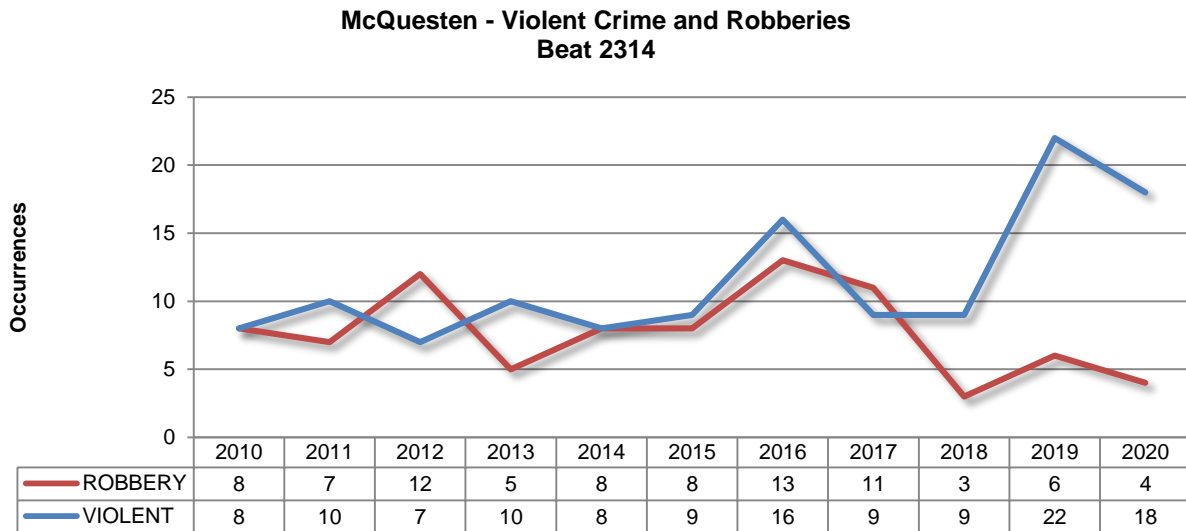
The following graphs were developed by the Strategic Analyst of the Crime Information Analysis Unit. The data was extracted from Niche with the following removed – Domestic, Attempts, and occurrences situated at 155 King William Street.

Graph 1a



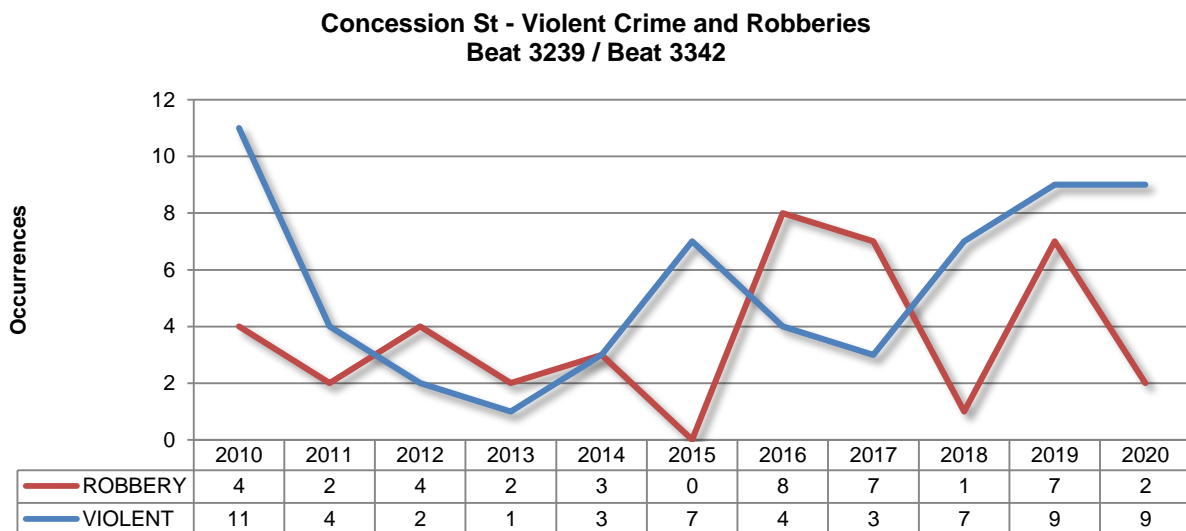
Robbery incidents within the Downtown Quadrant area have increased between 2019 and 2020 and have reduced when compared to the pre-ACTION figures. Violent incidents decreased between 2019 and 2020 within the Downtown Quadrant.

Graph 1b



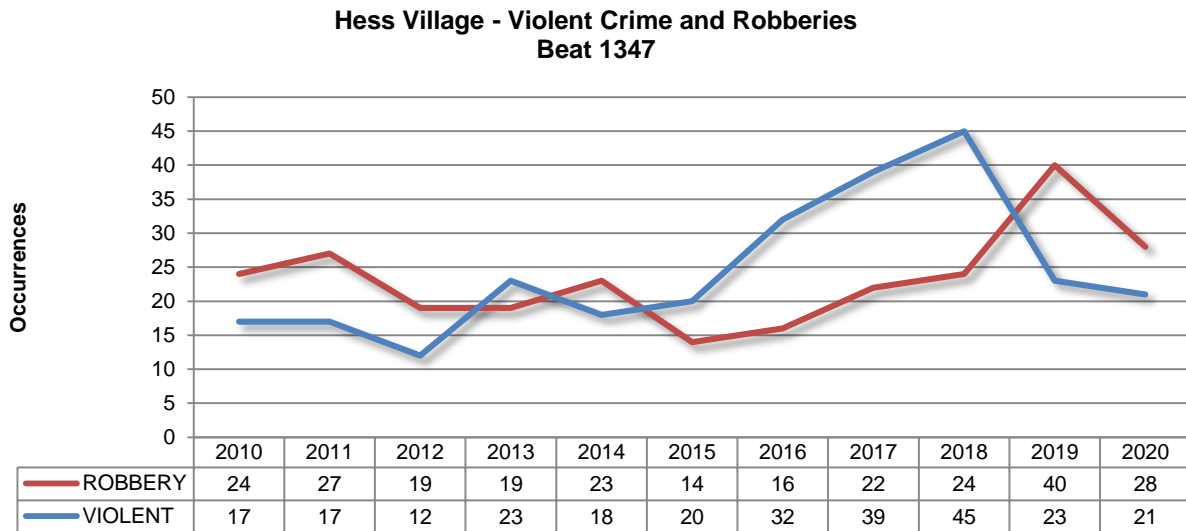
Robbery incidents decreased slightly in 2020 compared to 2019 and remains significantly lower than pre-ACTION figures in 2010. Violent incidents saw a slight decrease between 2020 and 2019; and are higher than pre-ACTION figures in 2010.

Graph 1c



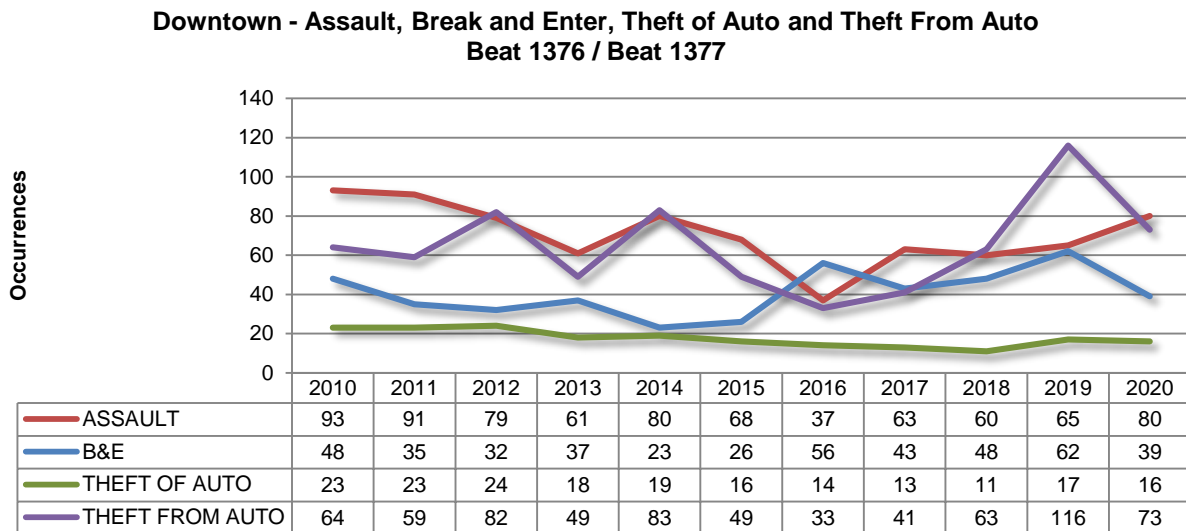
Robbery incidents saw a significant decrease in 2020 compared to 2019 and are lower than pre-ACTION figures in 2010. Violent incidents between 2019 and 2020 remained the same, lower than the pre-ACTION figures in 2010.

Graph 1d



Robbery and violent incidents decreased in 2020 compared to 2019. They are slightly higher than pre-ACTION figures in 2010.

Other Crime - Graph 2a

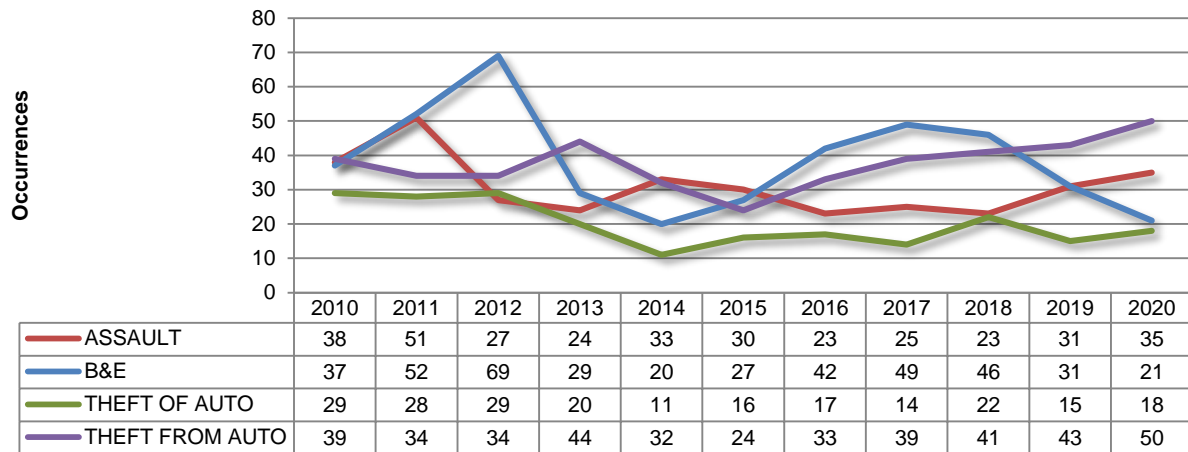


There were significant increases in Assaults and decreases in Break & Enter incidents. Theft of Auto saw a slight decrease, whereas Theft from Auto incidents decreased significantly between 2020 and 2019. All crime categories are lower than pre-ACTION figures in 2010 with the exception of Theft from Auto.



Graph 2b

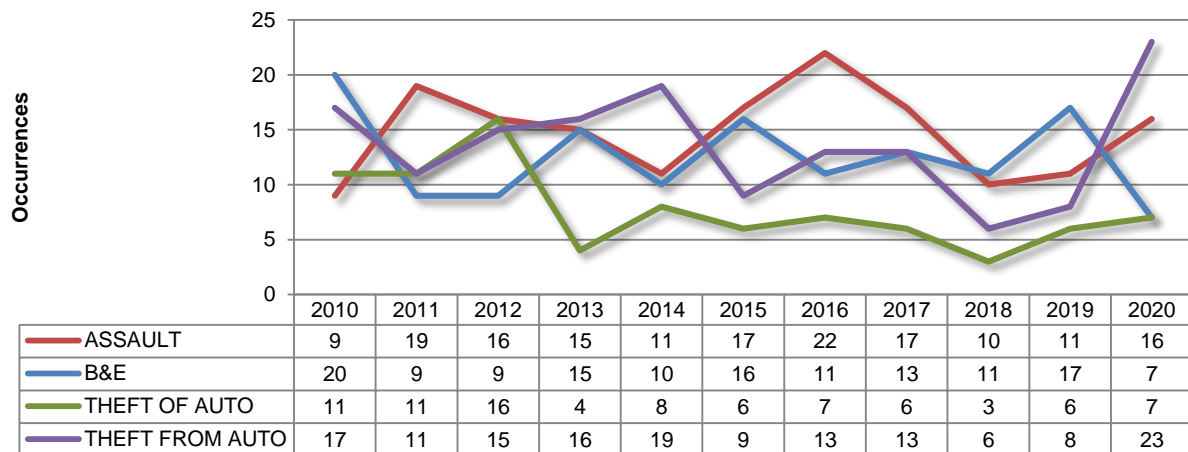
**McQuesten - Assault, Break and Enter, Theft of Auto and Theft From Auto
Beat 2314**



In the McQuesten neighbourhood, B & E's decreased between 2019 and 2020, and all 3 other crime groups increased. 2 of the 4 crime groups are lower than pre-ACTION figures in 2010.

Graph 2c

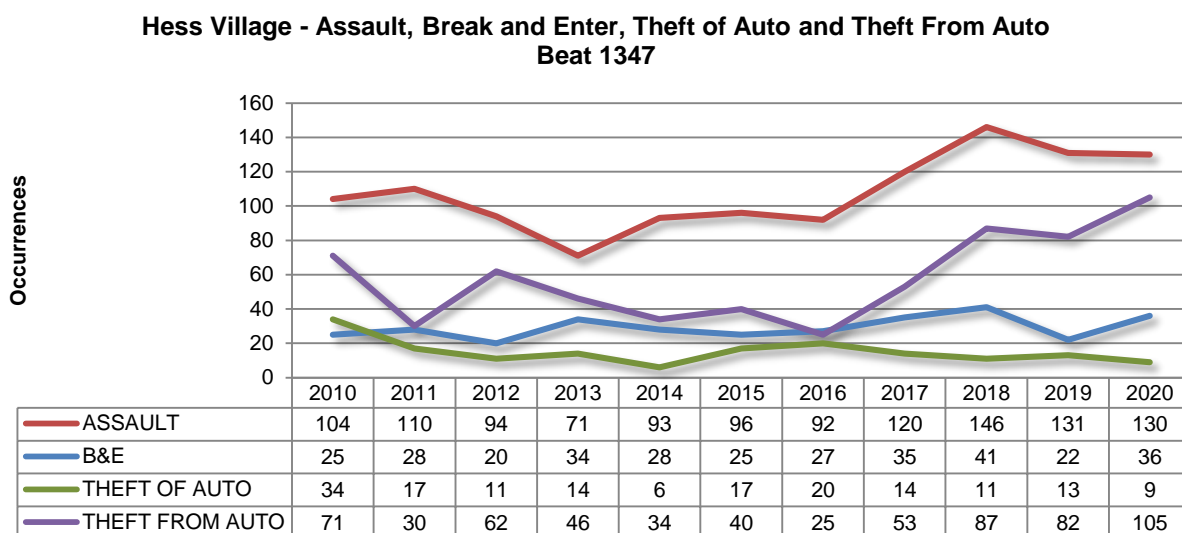
**Concession St - Assault, Break and Enter, Theft of Auto and Theft From Auto
Beat 3239 / Beat 3342**



Within the Concession St area, Assaults have increased. Theft of Auto incidents have remained the same, while B & E's significantly decreased and Theft from Auto have increased between 2019 and 2020. Assaults and Theft of Auto incidents are lower, and remaining figures are higher than pre-ACTION figures in 2010.



Graph 2d



Within the Hess Village Entertainment Area, 2 of the 4 crime groups saw significant increases between 2019 and 2020. B & E's showed a significant increase while assaults remained the same. 3 of the 4 crime groups are higher than pre-ACTION figures in 2010, with Theft from Auto showing a significant increase.

Non-Patrol Deployment

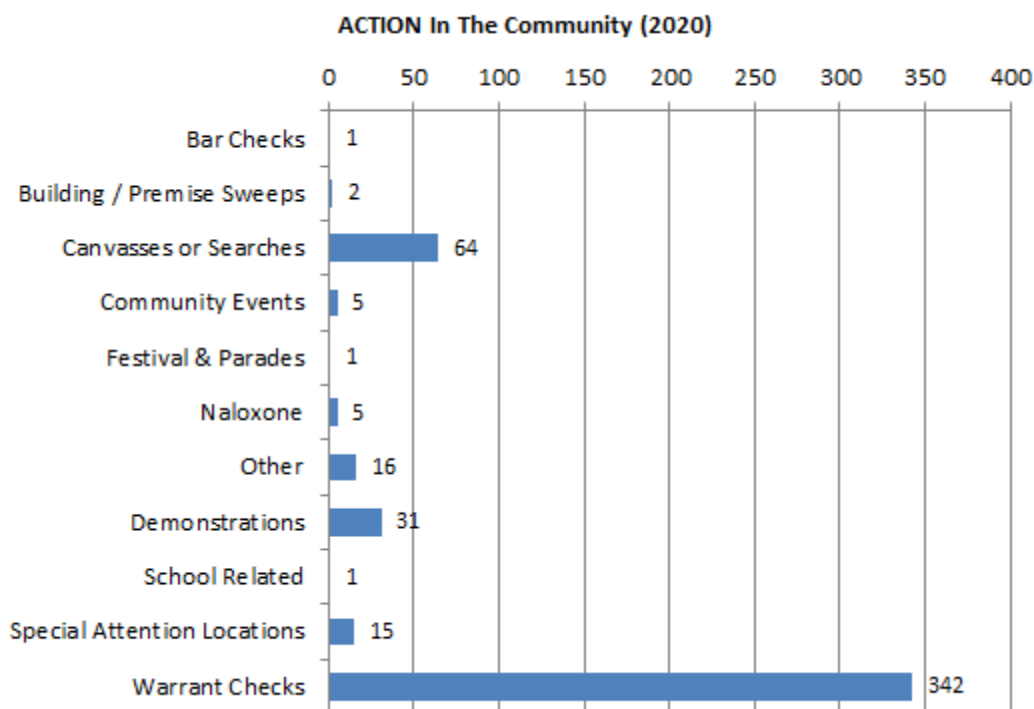
In addition to focused patrol, deployment strategies also include non-patrol deployment functions. In 2020, ACTION and MPU attended various community events, parades/festivals, sporting events, school events, demonstrations, and conducted regular BIA visits, bar checks, and warrant checks throughout the City of Hamilton. The work of ACTION and the MPU lessens the workload of our front line officers, but has also allowed these units to develop expertise and provide consistency in the manner in which they are performed.

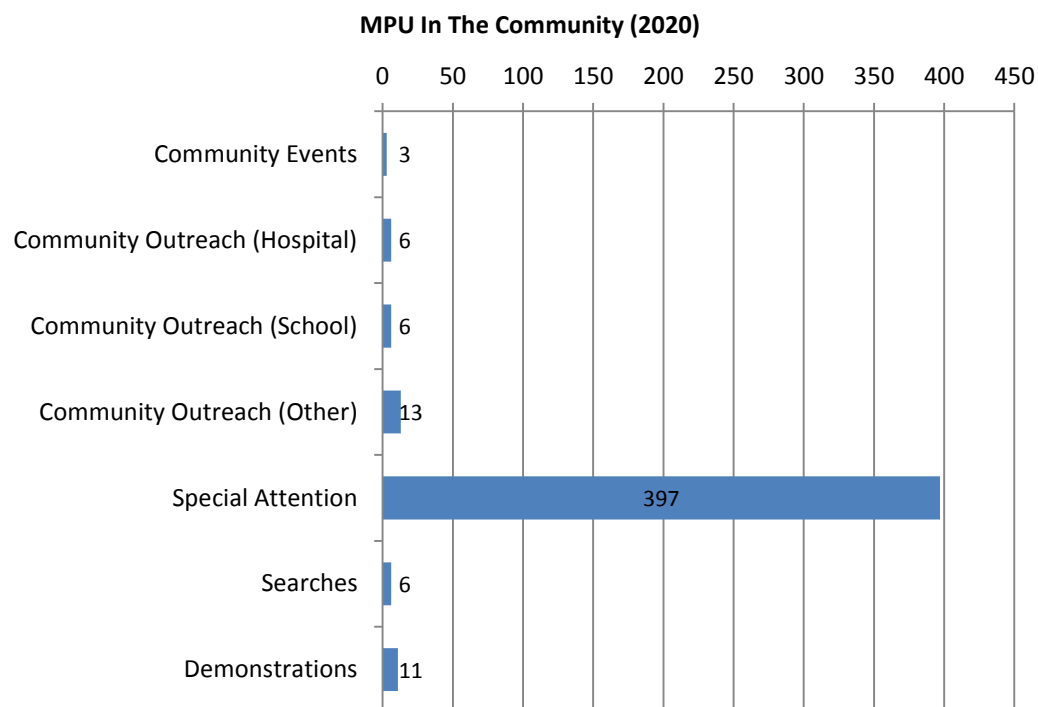
In June of 2020, the Hamilton Wentworth District School Board (H.W.D.S.B.) Trustee's voted for the removal of the Hamilton Police Service School Liaison and Community Service Officer program. As a result of the program's termination, the Hamilton Police Service was directed to cease all police-student-parent-school interactions, visits, activities, presentations and/or proactive engagements with affiliated HWDSB schools and programs during school hours, unless a call for service or school lockdown drill. The removal of these officers from the schools, as well as the COVID-19 pandemic, resulted in a significant decrease in community, school, and sporting events. Despite COVID restrictions, several demonstrations occurred and were attended by members of the public. GPS units continue to be utilized by ACTION officers to provide accurate



travel details throughout their shift. The information is used to provide further effectiveness in deployment, accuracy and tracking for missing persons and searches.

Both ACTION and MPU also played key roles in many events and operational plans in 2020. Some of the usual annual events such as Art Crawl, Dundas Buskerfest, 905 Fest, Pagan Pride Harvest Festival, Festival of Friends, Dundas Cactus Festival, Winona Peach Festival, Super Crawl, McMaster Homecoming, BIA Halloween Festival, Labor Day Festival, Ribfest, and St. Patrick's Day were all cancelled due to COVID-19. In 2020, ACTION was involved in 31 demonstrations and the MPU was involved in 11 demonstrations including Black Lives Matter, Hugs Over Masks, and Defund the Police. The two charts below illustrate non-patrol deployment for the ACTION Team and the MPU in 2020.





Improving Traffic Safety

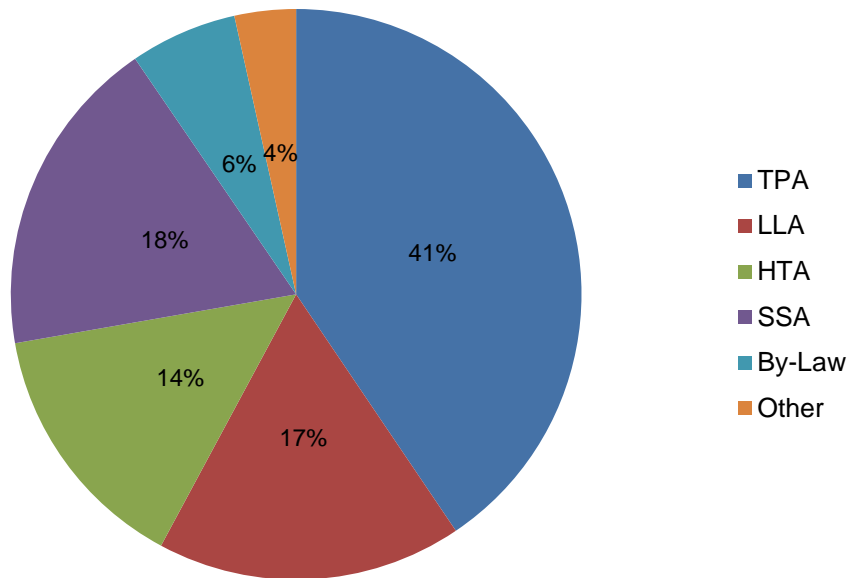
The ACTION Team improved the safety of the community by issuing 2242 Provincial Offence Notices (PONs) and Municipal By-Law Offence Notices in 2020. The majority of the Provincial Offence Notices issued were Trespass to Property Act violations.

The MPU contributed to the safety of the community by issuing a total of 23 PONs and By-Law Notices in 2020. The majority of the Provincial Offence Notices issued included vehicle, bicycle and pedestrian traffic violations under the Highway Traffic Act.

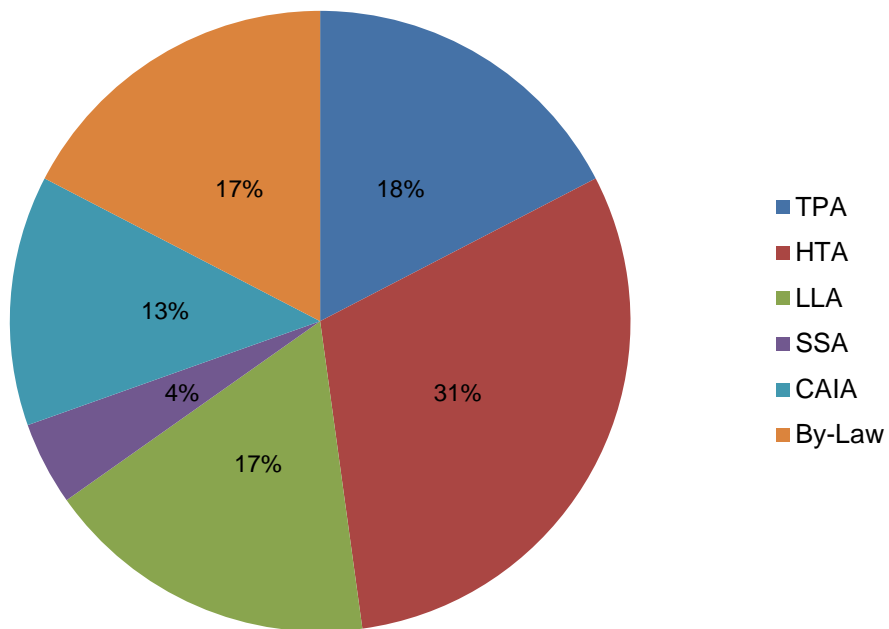
The two charts below illustrate the breakdown of PONs issued by ACTION and the Mounted Police Unit in 2020.



ACTION PONs Issued By Type (2020)



MPU PONs Issued By Type (2020)



Legend:

TPA: Trespass to Property Act HTA: Highway Traffic Act

LLA: Liquor License Act SSA: Safe Streets Act

By-Law: Municipal By-Law

CAIA: Compulsory Automobile Insurance Act



ACTION TEAM

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

ACTION Team Specific Goals & Objectives

HPS Business Plan (2019-2021)

Strategic Direction: Engagement & Partnerships - To foster effective relationships with all of our communities.

- Community participation, volunteers, funding, information sharing

Strategic Direction: People & Performance - To increase organizational capacity and effectiveness by attracting, developing and retaining our members.

- Recruitment, leadership, training, wellness, analysis, member communication.

Business Improvement Area Patrols and Community Events

ACTION has continued to foster communication with the Business Improvement Areas (BIAs) by conducting regular patrols of the 13 BIA areas despite several businesses having to close in 2020 due to the pandemic. Regular community events such as the BIA Halloween Festival, St. Patrick's Day Festivities, Rockton Fair, Festival of Friends, Dundas Cactus Festival, Winona Peach Festival, Supercrawl, Ribfest, Artcrawl, Buskerfest, Remembrance Day Parade, the Santa Clause Parade and sporting events such as the Hamilton Bulldogs, and RBC Canadian Open were cancelled in 2020 due to the COVID-19. School visits and sporting events also decreased due to the Pandemic and the removal of the School Liaison and Community Officer program from HWDSB schools.

ProAction Events and Other Community Programs

ProAction Events and community programs were cancelled in 2020 due to COVID-19. Other community events and youth programs that ACTION Team members were able to participate in



virtually included: the Climb for Cancer, Movember, and the Winter Coat Drive in adherence with COVID restrictions.

People in Crisis

The ACTION Team continues to work closely with the Social Navigator Program (SNP). Our ACTION officers often interact with individuals in our community who have significant life challenges. These interactions sometimes provide opportunities for referrals to SNP. In 2020, a total of 42 referrals were initiated by the ACTION Team to SNP. ACTION assisted SNP on a regular basis with client checks and events such as the Winter Coat Drive. These engagement activities have helped ACTION connect with a diverse group of youth and community members. These activities foster positive community relations and provide support for marginalized individuals.

Working with the Public to Share Responsibilities for Community Safety

In 2020, ACTION participated in 5 Problem Oriented Policing (POP) Projects and created 1 – POP Project entitled ‘Last Call’ where ACTION along with the Alcohol and Gaming Commission Office (AGCO) combined efforts to enforce Liquor License Act violations. This project was initiated because of several shootings that occurred in Sheila’s Place, increased entries in the area of Hess Village, and underground and unlicensed establishments selling liquor. “Hot spot” locations were identified – Shelia’s Place, Hess Village, Black Rabbit, and Shisha Bars throughout the City. As a result, 8 provincial offence notices and 12 warnings were issued over a 3 month period.

Facilitating Mentoring Opportunities

In 2020, ACTION members continued to job shadow and receive experiential training and knowledge in other specialized units within the Hamilton Police Service. Job shadowing opportunities were facilitated in the Human Trafficking Unit, Social Navigator Program, BEAR Unit, Criminal Investigations Detective office, Internet Child Exploitation Unit, and the Bail Compliance Unit. This program has continued to afford all participants with the opportunity to obtain valuable “on the job” training, as well as providing exposure to those areas for future career development.

Training and Development

The ACTION Team continued to develop their knowledge base by attending a number of on-line training seminars, and on-line learning including CPKN. Training courses completed by members



included IR200, Influential Police Leadership, Executive Diversity and Inclusion Media Primer Training, Marine Training, and Critical Incident Training. ACTION held 3 Bike training courses in 2020.

MOUNTED PATROL UNIT

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

Mounted Patrol Unit Specific Objectives

HPS Business Plan (2019-2021)

Strategic Direction: Community Safety - To ensure the safety of the communities we serve.

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

Strategic Direction: Engagement & Participation - To foster effective relationships with all of our communities.

- Community participation, volunteers, funding, information sharing.

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

- Recruitment, leadership, training, wellness, analysis, member communication.

Deployments

The MPU continued to focus on community engagement and crime prevention through regular patrols across the City of Hamilton. The MPU deployed to areas of concern identified as geographical crime “hot spots” or special attention areas. Additional areas within the City were strategically identified and benefited from an increased police presence in response to recent crime trends such as car entries or break and enters (as identified by beat Crime Managers from all three Divisions, Divisional Analysts, and the Action Analyst). As well, the MPU responded to several calls for service to render assistance to patrol units some of which resulted in arrests and/or charges. MPU was involved in 11 demonstrations in 2020.



The MPU conducted patrols in special attention areas within the divisions. These patrols were strategically deployed to specific neighborhoods in response to violent crime incidents (i.e. shootings) that had occurred. In 2020, the MPU conducted 397 of these patrols, and conducted 25 encampment visits resulting in SNP referrals. The MPU met many community members who expressed their gratitude for the increased police presence in their neighbourhoods.

Commitment to Traffic Safety

The MPU conducted enforcement in problem areas of the City to address traffic concerns, specifically focusing on impaired and distracted driving offences. MPU addressed problem locations identified by Crime Managers and the community by providing high visibility in these areas. The MPU attended 20 traffic special attentions, and 404 high visibility and reassurance patrols.

Maintaining Partnerships with Neighbourhood Groups and BIAs

A significant amount of patrol time was dedicated to Business Improvement Areas (BIAs) throughout the City of Hamilton. These BIAs included Dundas, Waterdown, Ancaster, Stoney Creek, Concession Street, Ottawa Street, Barton Village, Waterdown, Westdale, King Street West, Locke Street, International Village, Downtown, and Main Street West. In total, the MPU made 326 BIA visits in 2020 to the 13 BIA areas. In addition, the MPU also frequented the areas of Binbrook and Winona.

In 2020, the MPU spent:

- 64% of their directed patrol time for 2020 within Division 1
- 17% within Division 2 and 19% within Division 3
- patrol time increased within Division 1 by 30% compared to 2019
- patrol time decreased 8% in Division 2 and 40% in Division 3 compared to 2019
- patrol time increased by 1% in all Divisions from 2019 to 2020
- the percentage of patrol time for the MPU averaged 60% throughout the year

The MPU maintained a relationship with Hamilton Health Sciences who often request the MPU's presence at local hospitals. Although these opportunities were limited due to COVID, the MPU attended community events at the hospitals adhering to COVID protocol. Of special note, the MPU attended St Joseph's Hospital for the 103rd birthday of a patient.



Developing and Fostering Relationships with Children and Youth in Area Schools

Between January and December of 2020, the MPU continued to develop and foster relationships with children and youth by interactions within the community. Due to COVID-19, the MPU were unable to conduct their usual school visits and barn tours. However, the MPU attended 3 community events and 6 school visits during the brief lifting of COVID restrictions. During these scheduled visits, the MPU provided education about their unit, crime prevention, safety, quality of life and traffic issues. The MPU also attended a provincial citizenship ceremony at Bishop Ryan High School in March of 2020.

Providing the Community with Meaningful and Varied Volunteer Experiences

Due to the pandemic, there was no opportunity for volunteers or co-op students for 2020. The University of Guelph co-op placements were filled however could not be completed due to COVID. In 2019, MPU implemented a high school co-op program with the first student due to start in 2020, however, this did not occur due to COVID. The MPU looks forward to continuing to provide meaningful and varied opportunities with community volunteers and students upon provincial re-opening.

Utilizing the Spare Program for Backfilling

HPS uses a 'Spare' Officer program to backfill full-time members when they are away on training courses or off on elective time. Three Constables completed the Toronto Police Service Mounted Patrol training in 2020. One of those three constables became a full time member in the Unit and the other two remain in our Spare pool of officers.

Continuation of Training

In 2020, the members of MPU all successfully completed simulator training, completed an in-house Large Animal Rescue training session, and a webinar by MPU Vet McKee Pownell focusing on colic, first aid, and lameness. The MPU training program combines theory and practical components, reviewing articles written to develop the equestrian, view training videos and riding lessons. The MPU conducted weekly equitation lessons in the Ontario Equestrian and Equine Canada format. In September 2018, MPU acquired a new horse named Argyll. The horse required the full year of training by the MPU Sergeant and an outside trainer in order to ready him for patrol. In 2020, Argyll successfully completed his training and became operational for daily patrol.



Bail Compliance Unit

The Bail Compliance Unit (BCU) is a visible uniform response, supporting the A.C.T.I.O.N. Strategy. The mandate of the BCU is to promote public safety and reduce the fear of crime by implementing a Bail Compliance Program. This program is a crime prevention initiative intended to identify and manage violent offenders through education and bail compliance investigations. The BCU visits offenders and sureties following release and provides education concerning the Bail Compliance Program. This includes the consequences of non-compliance by the offender as it applies to both the offenders and the surety.

The strategy holds offenders and sureties accountable. The BCU actively monitors the offender to ensure that they are adhering to the conditions imposed upon them by the courts. The BCU actively searches for and arrests any offenders found breaching court imposed conditions. The HPS remains committed to monitoring violent offenders and strictly enforcing conditions to help prevent future offences. Monitoring and enforcement through bail compliance checks. For 2020, the BCU was comprised of two full time Constables and a cadet to assist with administrative duties.

Bail Compliance Unit Specific Objectives

HPS Business Plan (2019-2021)

Strategic Direction: Community Safety - To ensure the safety of the communities we serve.

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

Strategic Direction: Engagement & Participation - To foster effective relationships with all of our communities.

- Community participation, volunteers, funding, information sharing.

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

- Recruitment, leadership, training, wellness, analysis, member communication.



Addressing Violent Crime in the Community

The specific mandate of the BCU is to monitor high-risk offenders released on bail for violent crimes. In 2020, the BCU conducted 1323 compliance checks, 37 arrests involving bail compliance offenders, and 51 arrests regarding non-bail compliance offenders. As a result, 15 arrests were made by other members of the organization involving Bail Compliance Offenders, for a total of 103 arrests in 2020. An additional goal was set by BCU in 2020 of continuing the Bail Compliance Check Program for those participating in the Hamilton Drug Treatment Court (HDTC) Program. In 2020, the BCU conducted a total of 103 compliance checks. As a result of these compliance checks and maintaining a zero tolerance approach, the BCU made 7 arrests involving members of the HDTC.

Hamilton Drug Treatment Court

The Hamilton Drug Treatment Court, in cooperation with the HPS, takes a comprehensive approach to reduce the number of crimes committed by a drug dependent offender. The program incorporates judicial supervision, comprehensive substance abuse treatment, random and frequent drug tests, incentives and sanctions, clinical case management, social services support, and bail compliance checks. The approach aims at reducing the harm people cause to themselves and to others through their drug use, as well as reducing the risk that these individuals will continue to use drugs and may come into conflict with the law. The HDTC began in 2014 with the first offender released into the program on January 29th.

Drug Treatment Courts focus on facilitating treatment for drug-motivated offenders who meet specified criteria. They provide an alternative to incarceration by offering an opportunity to complete a drug treatment program. In 2020, the number of offenders that participated in the Hamilton Drug Treatment Court ranged from 5 to 8. Throughout the year, some offenders were expelled from the program, new ones joined, and others continued on to success and sobriety.

The BCU continued with participating in pre-meetings with Justice Agro, the federal and provincial Crowns, Mission Services, the Canadian Mental Health Association, and duty counsel in regards to the HDTC participants. As opposed to arresting and incarcerating, offenders are held accountable for their actions and are provided an opportunity for rehabilitation. The participants are given the opportunity to receive addiction treatment through programming as opposed to being untreated in custody for their addiction, thus improving their quality of life. The BCU thoroughly vets each applicant to ensure the program would be suitable and beneficial to them.



BCU assists in the selection of housing for the HDTC clients to ensure the residence is suitable for the individual.

In 2020, BCU issued 18 PONs, submitted 1 criminal intelligence report, issued 149 warrants, opened 192 new files, and closed 124 files.

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

In 2020, BCU continued to provide education and support to sureties with respect to the court process and their responsibilities in relation to the person released on bail. Associated with this education and support were follow-up checks to ensure that members were abiding by their conditions. In total, BCU conducted 710 surety checks.

During 2020, the BCU conducted 320 COVID compliance checks as requested by the provincial emergency operations center (PEOC), and 7 COVID compliance checks generated by patrol.

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

Conclusion

The ACTION Team and the Mounted Patrol Unit have continued to be a valuable resource to the Hamilton Police Service for large community event planning, managing related street level disorder and major incident response. The A.C.T.I.O.N. Strategy will continue to focus on reducing violent crime and disorder in our neighbourhoods in order to ensure that the City of Hamilton is a safe place to live, work and play.

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

The units dedicated to the A.C.T.I.O.N. Strategy look to the Hamilton Police Service 2019-2021 Business Plan as a framework when setting their annual goals. With that in mind, they strategically addressed community concerns and engaged our community throughout 2020.

Report prepared by:

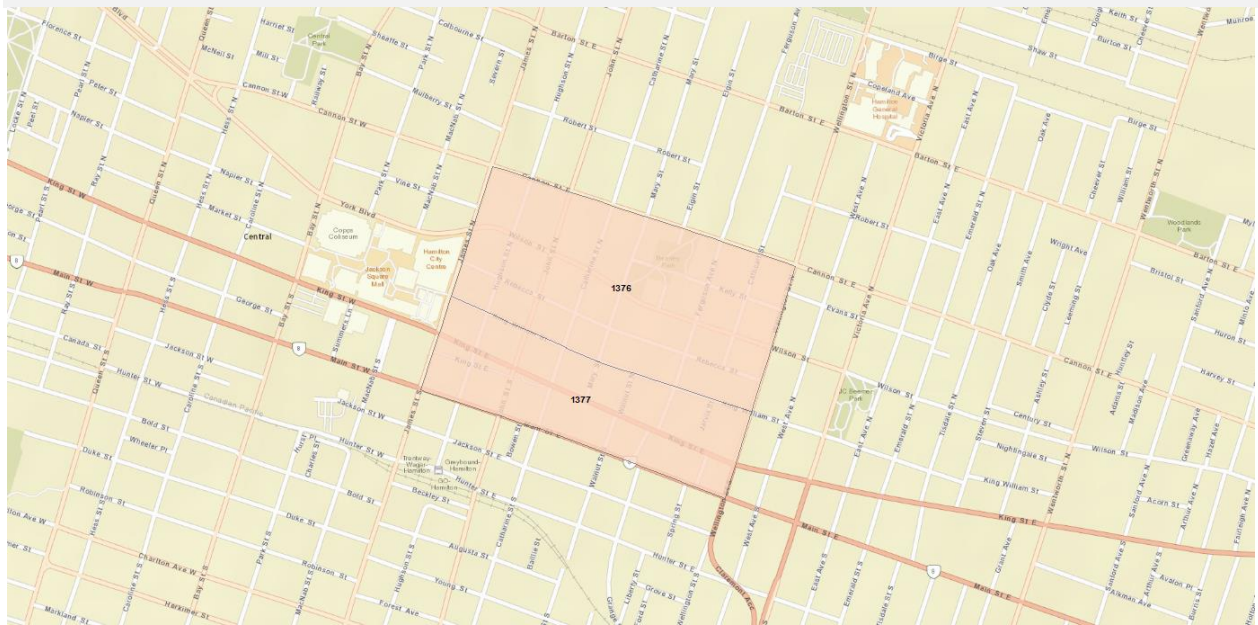
Sergeant Jennifer LaFleur – ACTION Unit

Hamilton Police Service Community Mobilization Division (905) 546-2073

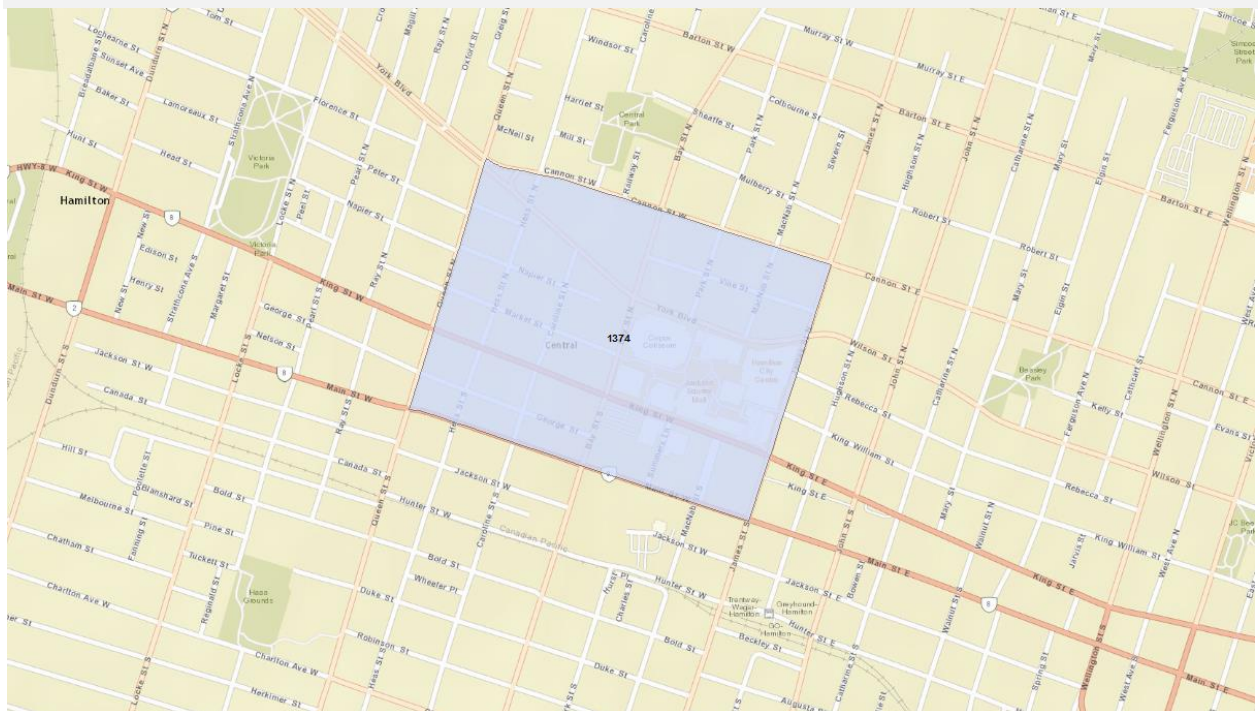


Appendix A Geographical Locations

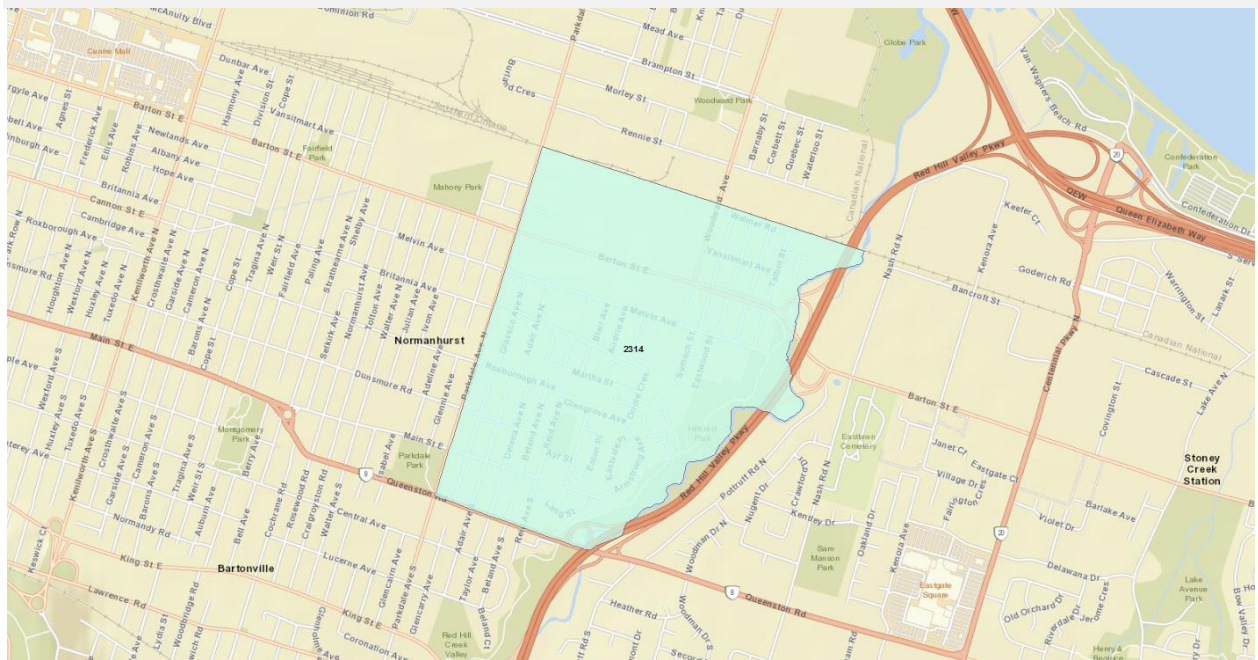
Downtown (Beats 1376 & 1377)



Hess Village Entertainment Area (Beat 1374)



McQuesten (Beat 2314)



Concession (Beats 3239 & 3342)

