



HAMILTON POLICE SERVICE
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WESTDALE MOBILIZED

An application for the Herman Goldstein Award for
Excellence in Problem-Oriented Policing

By

John Petz

**Superintendent, Division One Patrol
Hamilton Police Service**

June 29, 2006



HAMILTON POLICE SERVICE

RECIPIENT OF THE WEBBER SEAVEY AWARD FOR
QUALITY IN LAW ENFORCEMENT

June 29, 2006

Mr. Rob Guerette
Goldstein Award Coordinator
School of Policy and Management
University Park, PCA 366B
Florida International University
11200 S.W. 8th Street
Miami, FL 33199

Dear Mr. Guerette:

Please accept this letter and the **Westdale Mobilized** application package for the 2006 Herman Goldstein Award for Excellence in Problem-Oriented Policing.

One of the strategic goals in our 2003-2006 Business Plan was to mobilize communities so citizens can work closely with police to solve local problems and improve the quality of life in their respective area.

In 2004, a new service delivery model called Neighbourhood Safety Project (NSP) was implemented as a pilot in one of our three patrol divisions. Two years later, NSP was fully implemented in all three divisions.

NSP is all about building beat teams to promote geographic ownership and cross-squad teamwork. The commitment that builds from meeting and planning with community members promotes ownership. This in turn facilitates the communication between Beat Officers that work on different squads and rarely see each other.

This Community Mobilization model was successfully demonstrated in the community of Westdale which is located in Patrol Division One. It is an example of a new

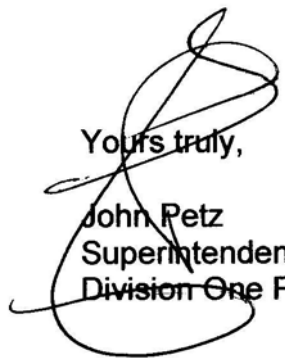
CHIEF OF POLICE BRIAN J. MULLAN

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service delivery that was developed using beat ownership, cross-squad team work and collaborative police/community problem solving.

The Hamilton Police Service is very proud of our new service delivery model. Problem-oriented policing projects such as the Westdale Mobilized story intensify our confidence that we are moving closer to realizing our mission “to *be leaders with our communities in the achievement of public safety and security*”.

Should you have any questions, please do not hesitate to contact me by telephone at (905) 546-4945 or by email: jpetz@hamiltonpolice.on.ca.



Yours truly,
John Petz
Superintendent,
Division One Patrol



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PROJECT SUMMARY

INTRODUCTION

Hamilton is a city of half a million people in Southern Ontario. Historically known as a steel producer, it is also home to one of Canada's most prestigious universities. McMaster University is located in the Westdale beat area. This area is a community of expensive homes with affluent and influential residents surrounding the university. The university has grown dramatically over the years and its student population has become younger. Needless to say, this mix of housing has created a clash between residents, business people, university and students.

SCANNING

In the late 1990's, the Hamilton Police started a re-engineering project, examining the way it deals with quality of life issues in the community. After studying several other police services throughout the world, Hamilton launched the new neighbourhood safety project. Beat teams were built to promote geographic ownership and break down the barriers that inhibit community problem solving by providing a consistent police approach.

In November of 2002, the police conducted a public safety forum in Westdale. The goal of the forum was to consult citizens about the development of the services 2003 – 2006 business plan. Several quality of life issues were raised at the meeting, including police response times, traffic safety, crime prevention and disorderly conduct. In 2004, the Westdale community held two public forums to discuss the quality of life in the community. Both meetings were attended by several hundred angry citizens. Unkempt student houses, noisy parties, drunken behaviour, graffiti and property crimes were the main sore points. Major stakeholders decided that they need immediate action to improve the quality of life in Westdale.

ANALYSIS

Police statistics revealed that calls for service continued to increase in the Westdale beat. From the public forums, it was obvious that there was growing displeasure with how the calls were being handled. It was also apparent that none of the stakeholders were communicating. To address this lack of cooperation, all the stakeholders in the community were brought together to discuss the complaints from the public forums.

RESPONSE

All the stakeholders worked together to develop a beat business plan. The plan set goals to deal with the issues raised at the public forums. Each stakeholder agreed to work together to address graffiti, break and enters, traffic safety and disorderly persons. The business plan was signed in a public ceremony. Each area in the business plan was addressed using the SARA model. Scanning and analysis was used before determining the best response.

ASSESSMENT

During the year, the responses were assessed which often led to future analysis and additional responses. The Westdale Business Plan was extremely successful and community members noted improvements in all the areas of the plan. The goals and objectives to reduce graffiti, reduce property crimes, improve road safety and reduce disorderly behaviour were achieved. Due to the success of the plan, a 2006 Business Plan was created, continuing upon the successes of the 2005 plan. In addition, several new stakeholders joined the group, leading to enhanced problem solving.

CONCLUSION

The new police Neighbourhood Safety Project, created an atmosphere that led to community members coming together to address quality of life issues. This community is now mobilized and working together to improve the quality of life in their area, providing an excellent example of the benefits of community problem solving.



PROJECT DESCRIPTION

I. BACKGROUND

In the late 1990's, the Hamilton police undertook a critical examination of all facets of their service delivery and determined that they were not properly addressing quality of life issues in the neighbourhoods. To help improve the level of service, a diverse project team of eleven members came together in 1998 to form a research team. The primary goals of this project were to improve the efficiency and effectiveness of our service delivery, increase proactive time and encourage community involvement.

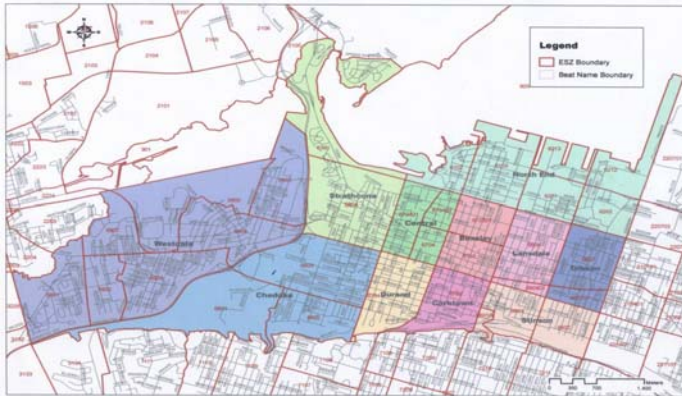
A year later, a blue print for change was created. A new model of policing that required a paradigm shift in the way the Police Service currently operated was introduced to the Hamilton Police Service. Communication, teamwork, accountability, police/community partnerships and community development were the key success factors.

This model, now called the Neighbourhood Safety Project (NSP), embraces beat ownership and community involvement in problem solving. Community policing is now the responsibility of teams of patrol officers instead of something that is done by community specialists. Restructuring resulted in beat teams that are responsible for geographic ownership and cross-squad teamwork. The commitment that results from meeting and planning with community members also promotes geographic ownership. Deployment based on the NSP model, is designed to break down the barriers that inhibit community problem-solving by providing a consistent police approach.

As a result of the new service delivery model, the stage is set for the Hamilton Police Service to engage in problem-oriented policing strategies specific to the needs of the patrol divisions and neighbourhoods.

II. INTRODUCTION

As shown on the map below, Westdale is one of three beats in the Westtown Sector in the City of Hamilton. The Westdale Beat Team¹ provides policing services to the Westdale beat.



Westdale is dark blue and the furthest beat to the left on the Division One beat map. Westdale is a community of expensive homes with affluent and influential residents surrounding McMaster University, whose many students live in student houses

interspersed throughout the community. The university has grown dramatically over the years, and its student population has become younger. Needless to say, this mix of housing has created a clash between residents, business people, the university and students. Unkempt student houses, noisy parties, drunken behaviour and graffiti are the main sore points.

This is a story of how a team of patrol officers tamed the relationship between the university, its students and the business and residential community that surround it by bringing the stakeholders together to collaboratively problem solve their issues.

III. SCANNING

In November of 2002, the police conducted a public safety forum in Westdale. Citizens consulted about the development of the services 2003 – 2006 business plan. Several quality of life issues were raised at the meeting, including police response time, traffic safety, crime prevention and disorderly conduct.² In 2004, residents of the Westdale community attended two public forums. The first

¹ The Westdale Beat Team includes: Staff Sergeant Scott Rastin, Sergeants G Narozniak, R. Hayward, B. Easto and Constables I. Boiago, H. Carter, J. Majik, K. Garland, P. Hannon, R. Hardy, J. Keosongseng, S. Moreton, T. Oliver, B. Robinson.

² Appendix A: is a summary of the concerns raised at the meeting

hosted by McMaster University in February, brought residents together to voice their concerns about quality of life issue in their neighbourhoods. Absentee landlords, poorly kept student houses, disorderly students, noise and graffiti were the main issues identified by residents. These recurring issues of concern to the public and the police were recorded and put in a file for future reference.

In September 2004, the neighbourhood association, known as the Anslie Woods, Westdale Community Association (AWWCA) hosted their general meeting. This meeting was attended by over 200 angry people who voiced their displeasure with the university, city officials and the police, for lack of action on their quality of life issues. People expressed comments such as *“What is being done about noise, vandalism, drunken behaviour, etc along Sterling Street?”*; *“Our taxes have increased, yet we have to put up with hooting and hollering, particularly after 2 a.m.”*; *“We want the basics of life so we can sleep so we can go to work in the morning”*.³

It was obvious that better understanding by the community stakeholders of the community problems as well as immediate actions were required if the quality of life in this community was to be turned around. The stakeholders were identified as BIA, local residents, , the City of Hamilton, McMaster University, Student Union and the Westdale Beat Team.

IV. ANALYSIS

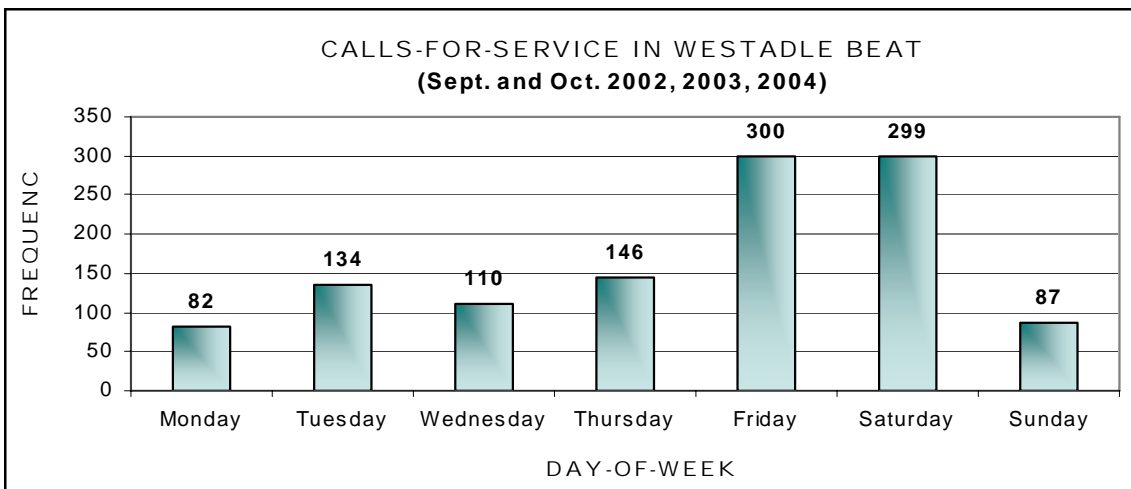
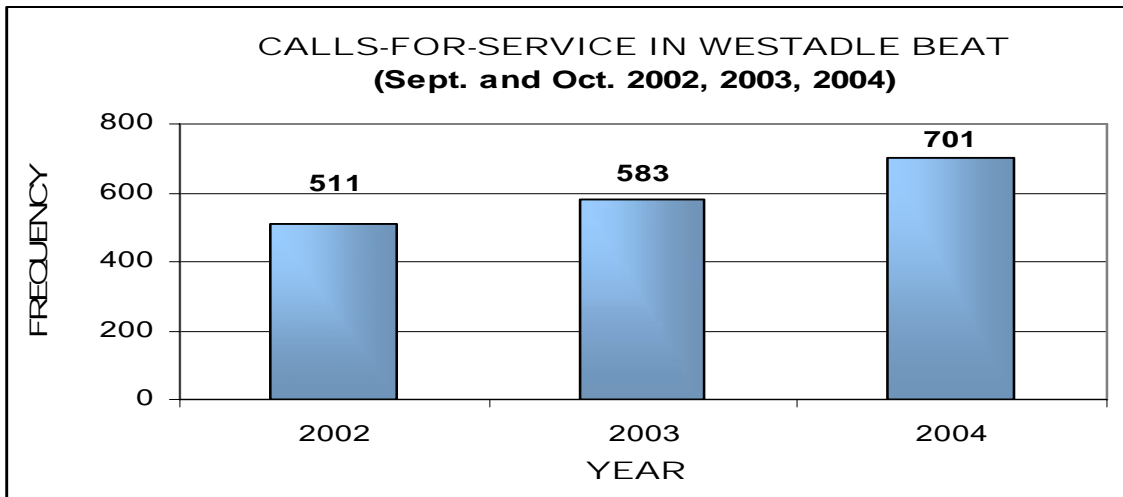
One of the first steps the Westdale Beat Team took was to convince all the stakeholders to attend a planning meeting to discuss the various problems in the community. The purpose of the planning meeting was to identify and understand the events and conditions that precede and accompany the community problems expressed by the Westdale citizens. Concerns were vocalized, problems identified at the previous three public forms were discussed. In addition, the stakeholders reviewed the following information:

- Accident locations – even though no clear accident locations were identified it was discovered that the area did have a high mix of pedestrian, vehicle

³ Appendix B: 2005 AWWCA General Meeting notes

and bicycle. Bicycle were also reported to be disobeying all stop signs near the university

- Police dispatch information. Calls for service increased by 20% in 2004. In 2003, the Province of Ontario eliminated grade 13 from the high school system. As a result, younger students were now attending university. The combination of younger students and alcohol could help to explain this spike in disorderly calls.
- Calls for service were 300% higher on Friday and Saturday nights



V. RESPONSE

Using results of the analysis, the stakeholders created a document called the Westdale Business Plan. This plan included goals that target reducing graffiti and property crimes, improving road safety and dealing with disorderly persons. It also outlined how each stakeholder would assist with achieving the goals and it was signed by all parties involved in a public ceremony.

Stakeholders agreed to use the SARA model of problem-solving when designing responses to each area of concern. In addition, each response was required to address not only the immediate goal but also the larger goal within the framework of the business plan. From the beginning, the Westdale Beat Business Plan was designed to be a living document. This commitment is outlined below through the specific strategies implemented, assessment results and the ongoing monitoring of each area of concern documented in the Westdale Beat Business Plan.

A. GRAFFITI REDUCTION

1. Problem-Oriented Policing Project

Previously, the police had attempted to combat the ongoing graffiti problem in Westdale by implementing a problem-oriented policing (POP) project. The project included three components – promotion of public awareness; increase in police patrols and property checks and removal of illegal graffiti. While the increase in police patrol did lead to a few arrests, the project fell short in the areas of eradication and public awareness. Through close examination of the project by the West Hamilton Improvement Committee it was determined that community involvement in the eradication and public awareness components were the critical missing factors.

As a result, the police continued to administer the graffiti reduction project. Extra patrols were dedicated to problem areas and young officers were put undercover and dressed up as skateboarders, wandering around the back alleys. In addition, members from the Citizens On Patrol (COP) program were enlisted to

patrol the affected areas. Volunteers were given cell phones and were asked to patrol problem areas, with instructions to call the police if they witness offences.

At the same time, both the City of Hamilton and the BIA committed to cleaning up graffiti ASAP. Research conducted by the originators of the graffiti POP project determined that *“It is necessary to remove graffiti within 48 hours. If graffiti is left on a building, it represents an impression that it is acceptable thus allowing more graffiti tags to appear.”*

2. Westdale Clean-up Day

To further assist with increasing public awareness about graffiti, the AWWCA and the McMaster University Student Union committed to hosting a graffiti clean up day during the first week of university in the Fall. Police officers, citizens, elected officials, business people and students showed up for a one-day cleanup in the core of the Westdale community.

B. REDUCTION IN PROPERTY CRIMES

1. Crime Prevention

As outlined in the Westdale Beat Business Plan, all stakeholders were committed to providing relevant crime prevention information to the public. The police used e-mail to circulate information on crime trends and security tips on how to protect your home against the modus operandi used by criminals. In addition, crime maps created in Beat Tracker a police application that displays the locations of crimes in a beat on a map were sent monthly via e-mail to Westdale residents.⁴

Auxiliary Officers, who are volunteers within the Police Service, are trained to provide advice on crime prevention through environmental design (CPTED). These officers were made available to the public to do free security audits of homes. McMaster Security placed home security crime prevention seminars on line for both students and home owners to use. As well, the police crime prevention officer conducted free CPTED audits for all businesses associated with the BIA. The AWWCA continued to e-mail information regarding suspects and crime prevention tips to their members, keeping people aware and focused on fighting property crime.

⁴ Appendix C – copy of Beat Tracker monthly report

2. Increased Enforcement

When suspect information was available, it was provided to the public and in turn the public was asked to provide assistance. For example, during the spring of 2005, a suspect on a red bicycle was breaking into residential homes. A description of the suspect was e-mailed to the community. This resulted in several tips from the public and the ultimate identification of the suspect.

This type of enforcement is an ongoing task. The police routinely monitor crime statistics in the area and respond immediately. For example, a spike in crime was discovered this past Fall and the police quickly responded by increasing resources. A special break and enter squad was set-up to target the area and known criminals. This special unit was operational for one month, made several significant arrests and quickly reduced the number of break and enter offences in the area.

C. ROAD SAFETY

1. Community Enhancement Report and Enforcement

To tackle the traffic problem, the public began by identifying problem locations and notifying police. The police responded by launching The Community Enhancement Report.⁵ The police used these reports to identify locations for targeted enforcement.

2. Bicycle Safety

In response to aggressive cyclists, the police worked with the university Alternative Commuting Transportation Committee. Bicycle violation fines were posted in their newsletter, reported in the student newspaper and broadcasted on the student radio station. This was followed by a warning period. An enforcement campaign followed and over 100 bicycle violations were issued. The message soon became clear that bicycle violations would not be tolerated. This was evident when the D.J. for the local student radio station receive a bicycle violation ticket and complained on air about the police targeting students. Interestingly, the student newspaper rebutted this claim, and pointed out that several faculty members had received tickets for failing to stop for the same stop signs.

⁵ See Westdale Community Enhancement report in Disorderly Person section for details

D. DISORDERLY PERSONS

1. West Hamilton Community Enhancement Report

Sergeant George Narozniak came up with the idea of creating a community report card for citizens to report concerns and for the Westdale Community Policing Center volunteers to coordinate and action through the police. This report-card was called the West Hamilton Community Enhancement Report. It was supported by all the members who signed the Westdale Beat Business Plan.⁶ The goal of the program was to provide a vehicle for citizens to report quality of life issues, as well as both good and bad behaviour of people (mainly students). Police volunteers who received the reports would forward them to the appropriate agency for follow-up. For example, the police would respond to traffic, disorderly persons and crime issues; the City of Hamilton officials responded to By-law infractions and road issues; and, the University departments responded to student landlord issues.

All agencies involved were responsible for responding back to the volunteer, in order to ensure the complainant was informed that the situation was addressed. The West Hamilton Community Enhancement Report was launched as a pilot project to the members of the AWWCA. Feedback on the program was gathered prior to being rolled out to all members in the community.

2. Mac91 & Mac92

Staff Sergeant Rastin compiled all of the statistics on disorderly persons into a proposal and presented the results to McMaster University and the McMaster Student Union. He was able to convince the university that they too should take ownership of this problem and share in its resolution. It was recommended that university and the student union split the costs and pay for two special-duty officers to be deployed in the area surrounding the University on Friday and Saturday between 2300 – 0400 hrs during the school terms. These special cars were aptly named the Mac91 and Mac92 units. McMaster University and the Student Union

⁶ Appendix D: Hamilton Police Service, West Hamilton Community Enhancement Report, Hamilton, Ontario, 2005.

bought into the plan and split the \$65,000 in policing costs. The Hamilton Police Service provided the equipment and vehicles as an in-kind contribution.⁷

Officers assigned to these units are required to patrol the area looking for house parties and to pay close attention to students as they left both University and local pubs.

In addition, Westdale residents are able to identify problem student houses through the piloted Community Enhancement Report. A delinquent list is generated and given to the officers assigned to the Mac 91 & 92 Units. These officers are required drop by and make a proactive visit to the people who occupy the houses on the list. If the occupants continue to “behave,” the house is removed from the list. In addition to these proactive visits, the units look for developing parties. They again drop by, say hello and advise the people to be good neighbours and respect the community.

3. Good Student Report Program

Recognizing that it important to acknowledge good behaviour as well as bad behaviour and problems, residents were asked to nominate a good student neighbour. This was done via the Community Enhancement Report or through an email nominating system. In April 2006, 24 students were nominated for being exceptional community neighbours. These students were given an appreciation letter signed by the Mayor of the City of Hamilton, President of the University, Student Union President and the Chief of Police. This letter can be used as a reference for future lodgings, job applications or other academic positions. The winners will be publicly acknowledged next September, and they will be used as a role model for next year’s students.⁸

VI. ASSESSMENT

A. GRAFFITI REDUCTION

1. Initial Assessment

⁷ Appendix E: Hamilton Police Service, Executive summary of the Mac91 & Mac92 Proposal, Hamilton, Ontario October 2004

⁸ Appendix F: is a copy of the good student letter

- a) The increased patrols again led to arrests. Police made seven significant arrests during the year, and used intelligence led policing to identify other possible offenders.
- b) The city's commitment to removing graffiti ASAP led to the cleaning of public property. Many had graffiti removed that was years old. The elected councilor was called by community members when they discovered new graffiti on city property. He arranged to have it removed, normally within a few days.
- c) The AWWCA and the McMaster Student Union hosted the community graffiti clean-up day. Over sixty volunteers attended and cleaned up property around the Westdale BIA. Canada Post Corporation provided cleaning supplies, because most of the graffiti was on mailboxes. The City of Hamilton also replaced all traffic signs that were marked with graffiti. The event was a tremendous success and was followed by a community barbeque. This was the first event on record, where both homeowners and students worked together on a community project. Much of the area remained graffiti free, however, graffiti did return to some areas, mainly mailboxes.
- d) Even though the graffiti was removed from city property and several businesses, the problem of graffiti on mailboxes continued. Canada Post Corporation has a policy of cleaning its mailboxes, however it was not a high priority, and graffiti remained on a boxes for months before any clean up was attempted.
- e) A Westdale Mobilized Feedback Survey was e-mailed to all the members of the neighbourhood association asking for opinions on the quality of communication, partnerships, service delivery, and general quality of life. Two hundred and four surveys were sent to residents and 56 surveys were returned to the police.⁹ Questions referring to graffiti generated the following responses:
- 55% of respondents stated that their concerns over graffiti had decreased
 - 93% indicated that their concern was the same or decreased
 - 7% indicated their concern with graffiti had increased.

2. Follow-up Analysis

Community members walked around the neighbourhoods and determined that 80% of the mailboxes were marked with graffiti. Several of these boxes were reported to Canada Post, however the graffiti remained. Several of the participants of the Clean-Up Day event reported that upon seeing graffiti returning to the areas they cleaned, they became upset. They asked if they could assist in keeping the boxes clean. Canada Post Corporation was impressed with the community commitment to keeping the area clean. They were willing to provide funding to purchase equipment to keep the boxes clean.

3. Follow-up Response

Community members were recruited to adopt a mailbox. Their responsibility was to call the police when graffiti was spotted on their mailbox. The police would respond to photograph and document the graffiti. Then the adopted owner of the mailbox removes the graffiti with a cleaning product purchased by Canada Post.

Presently the program has over 60 volunteers who own over 90% of the 130 mailboxes in Westdale. The program is expanding to include electrical and traffic boxes. It is being adopted by two adjacent beats and frontline officers are adopting boxes as part of their personal policing goals.

4. Follow-up Assessment

1. Adopt-a-box participants also track the number of times they are required to clean the boxes. These statistics were submitted after four months into the program. Only one volunteer was required to return to clean the box. He cleaned it two times. A young offender was subsequently arrested tagging this box and it has not been necessary to clean it since.¹⁰ Volunteers are now asking to help clean other property.

B. PROPERTY CRIMES

1. Initial Assessment

a) The combination of the crime prevention and enforcement led to a decrease in break and enters from 159 in 2004 to 117 in 2005. This is a decrease of over 25%.

⁹Appendix H: is a copy of the survey with the final results

¹⁰ Appendix I: is a copy of the Adopt a Box reports

b) It was discovered that over 60% of the break and enter offences were at student houses.

c) The Westdale Mobilized Feedback Survey generated the following responses pertaining to break and enter crimes:

- 27% indicated that their concerns had decreased
- 76% had the same concern of less
- 21% indicated their concern over break and enter crimes had increased
- 81% found the crime prevention tip valuable
- 85% found Beat Tracker reports were valuable

2. Follow-up Analysis

Upon examination it was found that student houses are more vulnerable to being broken into because of poor crime prevention techniques and the houses are often left vacant for long periods of time when students return home for visits.

3. Follow-up Response

Westdale Beat Officer Rob Hardy discovered a student watch program at another university. This program encouraged students to watch other student houses. Due to the mix of students and full time residents in Westdale, it was decided to promote good student resident relations by asking home owners to watch student houses. The AWWCA agreed to partner with the McMaster University Student Union and implement the Student Watch Program. This program requires a student to submit a request to have a neighbour assigned to helping them look after their home. The neighbour then links the student to crime prevention information and looks after the home while the student is away. This program will be assessed in 2007.

C. ROAD SAFETY

1. Initial Assessment

a) Several tickets were issued in a variety of locations addressing community concerns. However in the winter of 2006, a female student was fatally injured while crossing a busy street on her way to the university.

- b) Cyclists in the area quickly started to obey the traffic rules, which increased community safety.
- c) The Westdale Mobilized Feedback survey indicated respondents' concern with traffic safety mostly stayed the same. In the area of police visibility, 73 % noticed an increase in police presence.

2. Follow-up Analysis

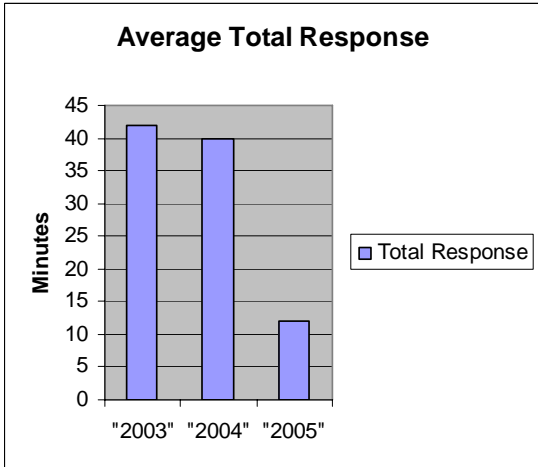
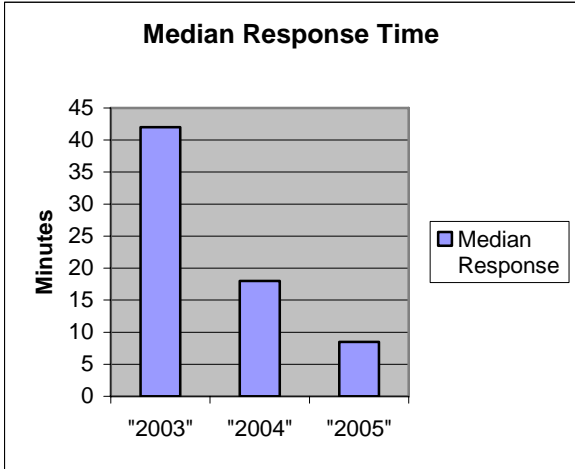
In the Spring of 2006, the elected councilor of the Westdale area initiated a Traffic Re-engineering Committee that involves all stakeholders. Committee members will examine all aspects of traffic around the university, taking into consideration the needs of pedestrians, bicyclists and vehicles. In addition options including, road redesign, traffic calming, and enforcement will be examined. Recommendations for an appropriate response to these issues will be forthcoming. Assessment will follow implantation of changes.

D. Disorderly Persons

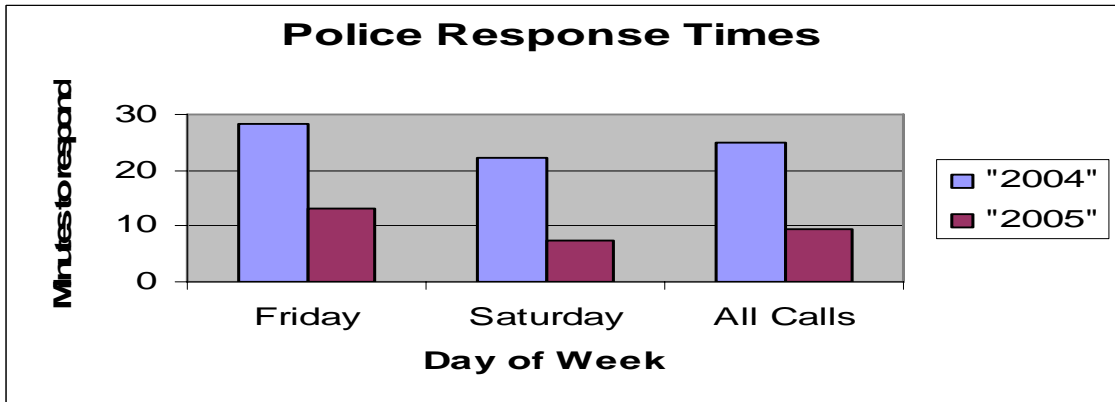
1 Initial Assessment

- a) The Mac 91 & 92 program has been very successful because the two units are dedicated to calls for service in Westdale only and only for calls likely generated as a result of student misbehaviour. The vast majority of these problem houses soon become "good neighbours". One student commented, "*It is tough to have a good party when your parents keep dropping by*".
- b) The Mac 91 & 92 program also led to an decrease in response time to noise problems. Police response time statistics for noise complaints, 2003, 2004, and 2005 were evaluated. Random weekends were selected in March, April, September and October. The comparison revealed that police and Bylaw average response time dropped from over 40 minutes in 2003 & 2004 to around 12 minutes in 2005. The median times also dropped significantly.¹¹

¹¹ The study included the 2nd week of March, 3rd weekend of April, 2nd&3rd weekends in September, and the 2nd and 4th weekends in October. Only the time periods that Mac91&92 patrolled were evaluated. N# -2003 - 33, 2004 - 43, 2005 - 29

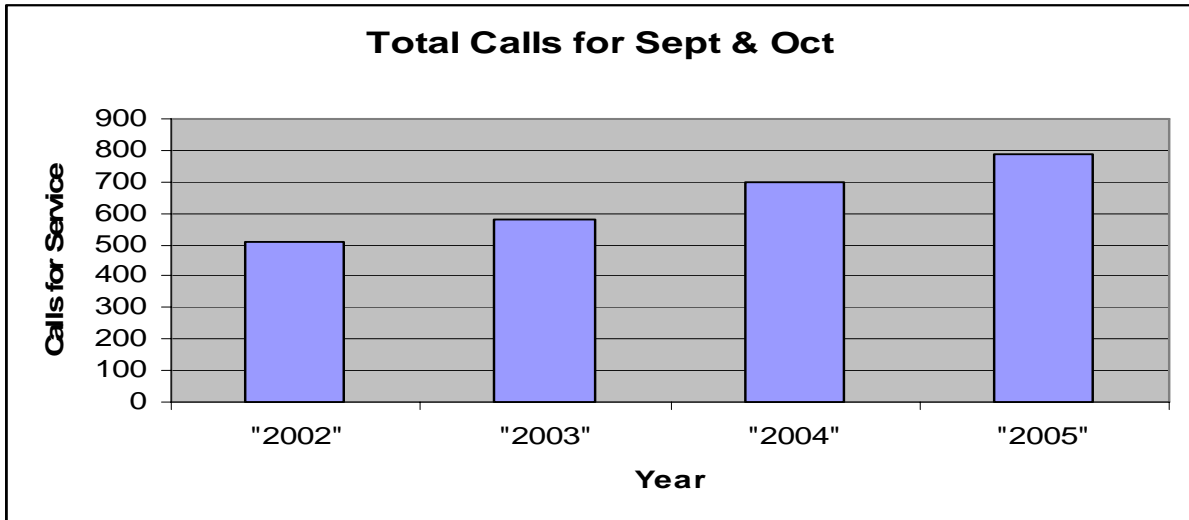


c) Police response to emergencies calls also dropped. The study of priority calls on weekend nights for Friday and Saturday nights from January to May revealed that police response times dropped from around 24.88 minutes to 9.42 minutes.

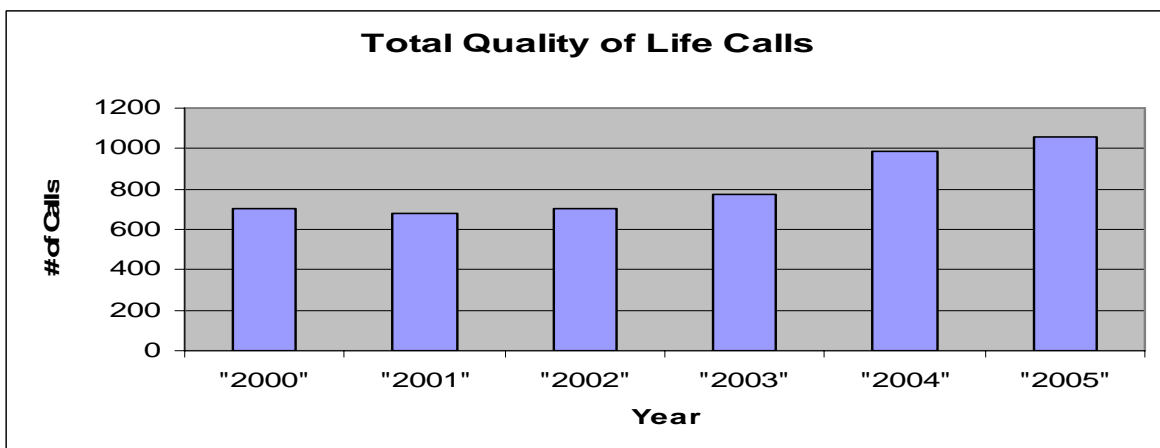


Note: Chart above shows police response times to Emergency Calls

d) As shown below, the number of calls-for-service during September and October 2005, to 2002, 2003 and 2004 has increased. One of the reasons for this was that the police continued to encourage people to call in problems. It was discovered at the general meeting that citizens did not want to bother the police and would accept the noisy party next door.



e) A study was conducted of “quality of life’ calls received during the year. These types of calls were defined as: intoxicated persons, disorderlies, disturbances, liquor license acts, mischief in progress and noise complaints. Once again there was a sharp increase in 2004. These types of calls continued to increase in 2005, but could be related to encouraging people to call and having more police units available to attend to these calls.



f) The quick response times to noise complaint led to another interesting discovery. It was discovered that all was quiet, even though police or by-law are at the call only minutes after it was called in. The complainant stated the noise was there minutes ago, however suddenly the neighbour quieted down.

g) As a result of the increased patrols, more offenders were caught committing minor offences. The police officers had two options on how to deal with

these offenders. Lay a criminal charge and change the rest of the offender's life for a silly drinking related incident, or use discretion and release unconditionally. The officers and complainants often choice the release unconditionally option. However both felt that more accountability was required.

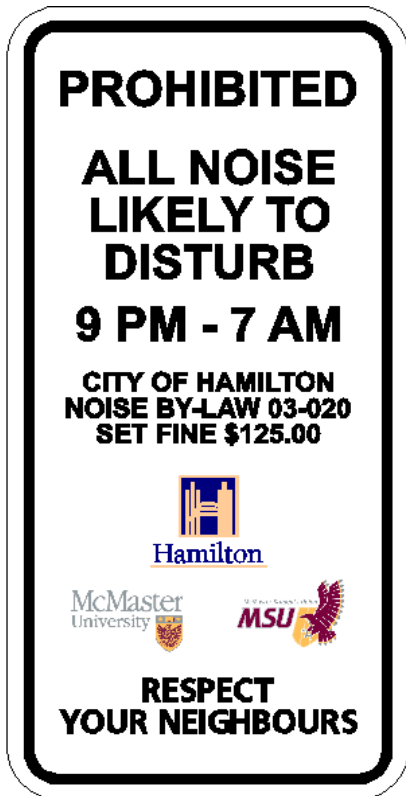
- h) The Westdale Mobilized Feedback Survey results revealed the following:
- 32 % indicated that their concerns over disorderly persons decreased
 - 27 % indicated an increase
 - 72 % indicated their concern was the same or decreased. This is a tremendous accomplishment considering the community frustration over this issue.
 - 53 % stated by-laws response was good or excellent
 - 83 % indicated that the police response for calls for service was good or excellent
 - 71% of respondents also indicated that police visibility in the community increased compared to one year ago.
- i) The Westdale Mobilized Feedback Survey revealed the following concerning the Community Enhancement Report indicated:
- 76% stated they were given information on the report,
 - 45% stated they did not know how to use the report.
 - Of those who used the report, 85 % indicated it was good or excellent.

2. Follow-up Analysis

- a) The quick response to noise complaints that were quiet led to the discovery that these noise disputes were actually noisy pedestrians walking by the house.
- b) The Aboriginal Justice system provided some unique avenues to address the issue of increasing offender accountability and improving community, victim and offender relations, leading to long term "healing" or solutions.

3. Follow-up Response

- a) City of Hamilton is posting signs in the area, warning that unnecessary noise between 9 p.m. and 7 a.m. is an offence under the By-Law with a fine of \$125.00. The signs (including the logos as shown here) paid for by the City,



McMaster University and the McMaster Student Union. A media campaign, stating that police will ticket violators, was launched by the University and the Student Union. It is hoped that the media campaign, warning signs and selected enforcement will reduce the occurrence of this problem. In September, police plan to aggressively enforce this by-law, sending a message early that this type of noise is not acceptable.

b) To address the accountability option, a restorative justice program was developed. Students committing minor offences can be referred to a restorative justice system if they show remorse and admit to the offence. The offending student is

required to attend a “healing circle”, consisting of a panel which may include: student peers, homeowners, faculty, police, or BIA members. The student has to admit his wrong and discuss the results of the wrong. The circle or panel will then select an appropriate consequence. The panel is designed to educate the offender, creating a better student. One student suggested, “paying a fine would be a lot easier than admitting guilt to the neighbourhood.” This program has been funded for two years by the university and student union and is set to launch in September 2006.¹²

c) The Community Enhancement Report was coordinated through the elected Councilors officer and put on his website. It will also be supported with additional advertising, promoting its use in September 2006. This should address the problem of people not knowing how to use the report.

¹² Appendix J: Hamilton Police Service, Restorative Justice Proposal –Executive Summary, Hamilton, Ontario, November 2005

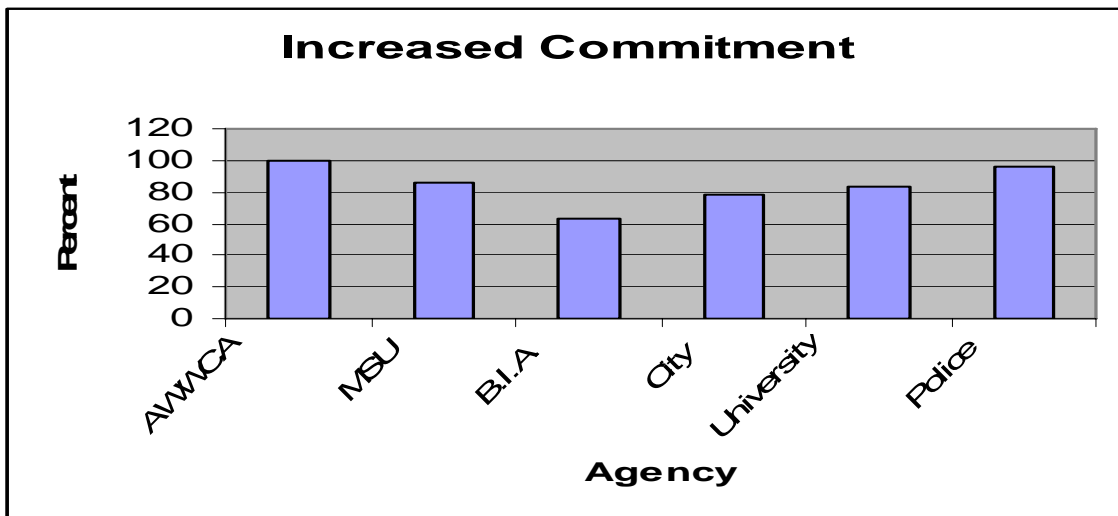
4. Follow-up Assessment

The signs have been up for one month and several charges have been laid. One officer stated that as she drove up to groups of pedestrians, all she heard was “quiet, shhussh up”. The university is presently on summer break. This campaign will be continued in the fall.

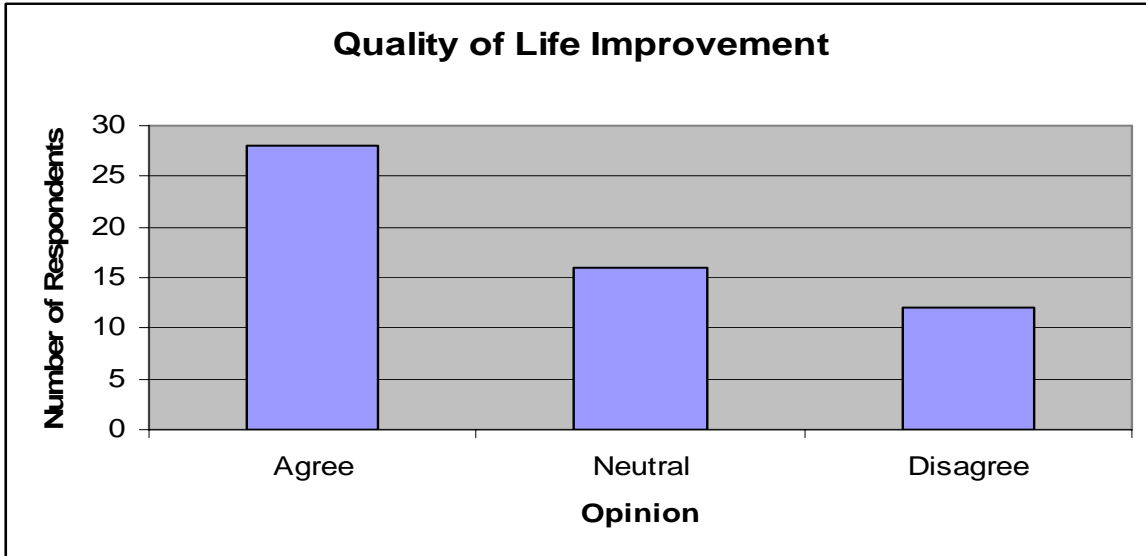
E. Business Plan

1. Initial Assessment

a) The Westdale Mobilized Feedback Survey asked if the residents noticed an increase in commitment to address quality of life issues for each community partner. The results below show that those who had an opinion, they felt that all the community partners were committed. Of note was that over 80 % thought that both student union and the university were committed. The year previous, these organizations were considered the main problem.

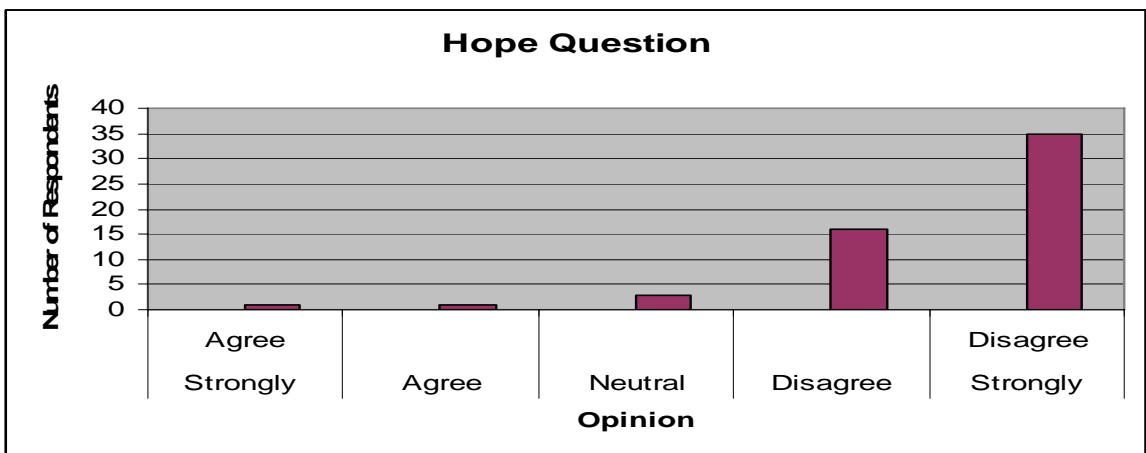


- In the area of communication, 82 % indicated that the community partners keep the neighbourhood informed about issues.
- In the quality of life area, the majority of the respondents felt that the quality had improved over the last year.



The survey also indicated that everyone agreed that the police and the community must work together to address quality of life issue. In the area of policing, 80 percent indicated they were satisfied with the police efforts to address quality of life issues.

The final area of measurement was the “hope question”. The community was asked if they felt nothing could be done to improve the quality of life. Of those who had an opinion, 96 % indicated they disagreed. This shows that people in the community have not given up and will continue to work towards improving the quality of life.



b) Town and Gown organizations are groups of stakeholders in cities and towns with universities in their midst. The Hamilton model has become a best practice and is being replicated by city throughout North America.

c) As a result of the success of the 2005 plan, the number of stakeholders has increased, including: the McMaster Student Community Services Network, West Hamilton Heritage Housing Committee, McMaster Judicial Affairs, Alternative Community and Transportation, and the Jewish Community Centre.

2. Follow-up Analysis

The 2005 Business Plan was completed and a final report was submitted.¹³ However, as indicated above, analysis and assessment led to more work being done on several of the goals. In January 2006, the stakeholders gather and discussed future direction for 2006, setting new goals. Input from all stakeholders and feedback from community meetings were used to set goals.

3. Follow-up Response

The 2006 Business Plan was launched in February of 2006.¹⁴ The plan included an increase in stakeholders and goals. Some of the old goals such as graffiti were no longer given individual attention and became part of a bigger goal of property crime. The ultimate goal of the leadership of this project is to make it community based instead of police lead. Steps towards this goal are evident in the 2006 Beat Business Plan. During the brainstorming and goal setting session, a goal was set that had no connection to the police. It was a community goal that involved the other stakeholders.

VII. CONCLUSION

Probably the clearest message of success came during Chief Brian Mullan's public forum in Westdale in November 2005. Speaker after speaker complimented the Westdale Beat Team on how well they police Westdale. In addition, many letters of support have been received praising the successful collaborative accomplishments of the Westdale Team. Within the framework of the Neighbourhood Safety Program, the Westdale Beat Team were able to bring community peace to the Westdale neighbourhoods by bringing the stakeholders together to collaboratively problem-solve their issues.

¹³ Appendix K: West Hamilton 2005 Business Plan – Final Report – December 2005

¹⁴ Appendix L: West Hamilton 2006 Business Plan – January 2006

The Westdale Business plan led to innovative community problem solving, creating initiatives such as the Westdale Beat Business Plan, West Hamilton Community Enhancement Report, MAC91 & MAC92 Units, Westdale Graffiti Clean-up Day, Adopt-a-Box program and most importantly, enhanced communications. The Westdale Community is now mobilized and working together to improve the quality of life in their area. This is the best indicator that the Westdale Beat Team and the Westdale Community are worthy recipients of the 2006 Herman Goldstein Award for Excellence in Problem-Oriented Policing.



WESTDALE MOBILIZED

A Submission for the Herman Goldstein Award



APPENDICES

APPENDIX A:

Summary of concerns raised at the West Hamilton
Community Safety Forum, November 2002



West Hamilton Community Safety Forum

November 14, 2002

Introduction

A Community Safety Forum was held on November 14, 2002 from 7:00 p.m. to 8:45 p.m. at the Westdale Secondary School Auditorium. The Forum was co-chaired by Mary Lou Dingle - Police Services Board Member and Councillor Marvin Caplan. The police panel was made up of Chief Robertson, Deputy Chiefs Tom Marlor and Brian Mullan, Supt. Mike Shea, Insp. Bob Buck, PC John Keongsong and Sgt. Jim Adams. Community Services Officer PC Joanne Serkeyn was present to note the issues discussed.

Also present were Lois Morin, Insp. Paul Morrison (Quality Assurance), Sgt. Mike Senchyshak, S/Sgt. Paul Downey, Duty Officer Vince Demascio and Rita Lee-Irvine of Planning and Research.

About 15 public members attended the forum. The purpose of the forum was to present an opportunity for residents, business owners, service providers and school board representatives to discuss strengths and weaknesses of the police and suggest areas for improvement.

Issues Discussed

<i>SUBJECT</i>	<i>ACTION</i>
<ul style="list-style-type: none">• Traffic Safety<ul style="list-style-type: none">- Westdale High School parking great difficulty at present, particularly at opening and closing of school hours.- Increased traffic on Main and Paradise, and Marion and Longwood.- Present design issue affects traffic safety.- Students being hit at Sterling and King, stop light needs delay signal.- Safety study and problem solving needed.- Crossing at King and Cline.- Public awareness - how to report erratic driving and traffic violations?- Perhaps having a hotline.- Show of hands - 12 supporters for Photo Radar.	<ul style="list-style-type: none">- Increase traffic enforcement- Increase public education- Majority support for Photo Radar
<ul style="list-style-type: none">• George R. Allen School<ul style="list-style-type: none">- Glen and Bond streets – main concern.- Having signs changed has not made any difference.	<ul style="list-style-type: none">- Increase traffic enforcement around

<ul style="list-style-type: none"> - Short term solution from City Traffic. - Want to see more enforcement 	<p>School</p>
<ul style="list-style-type: none"> • Response Time <ul style="list-style-type: none"> - Seven incidents in Westdale in the past week, mostly mid week. - Businesses and Westdale food shop window broken in the morning (smash and grab), no officer showed up until noon. - People victimized by crime and when called, response is slow. 	<ul style="list-style-type: none"> - Improve response times
<ul style="list-style-type: none"> • Community Policing Centre <ul style="list-style-type: none"> - Location is important, should be where the most needs are. 	

<ul style="list-style-type: none"> • BIA Concerns <ul style="list-style-type: none"> - Communications staff do not know what BIA is (training required). - BIA did not report stolen benches and lights shot out incidents to police. - Merchants are worried about Christmas lights and vandalism in area. - Want more crime prevention in the area. 	<ul style="list-style-type: none"> - Train Communications staff on BIA's - Increase crime prevention education
<ul style="list-style-type: none"> • CCTV <ul style="list-style-type: none"> - Took straw vote – 8 supported and 0 opposed. 	<ul style="list-style-type: none"> - Support for CCTV
<ul style="list-style-type: none"> • Noise Problems <ul style="list-style-type: none"> - Residents in the neighbourhood for 15 years noticed great improvements in police response to noise complaints. - However, keg parties were organized and organizers profiting \$3,500 after paying a minimum \$150 fine. - Bootlegging offence and noise bylaw violations. - Police should get there sooner. 	<ul style="list-style-type: none"> - Special attention re: keg parties

APPENDIX B:

2005 AWWCA General Meeting Notes



Question and Answer Session 6 p.m. to 7 p.m. - 2004 AGM

Rob Payne, Moderator

From Hamilton Police Service (HPS): S/Sgt. Scott Rastin (Division One: West end Hamilton, Sgt. George Narozniak (Area: McMaster university and hospital, P.C. Bill Anderson (Beat 691 officer), P.C. Scott Moreton (Westdale Policing Centre)

From City Hall: Councillor Brian McHattie and Judy Downer, Co-ordinator Standards and Licensing (Bylaw)

From McMaster: Roger Trull, VP. and MSU: Jessica Fedoruk. MSU student Cecilia_____? and MSU President Shano Mohan were also in the audience.

Questions and Answers (A)

1. Kevin and wife: What is being done about noise, vandalism, drunken behaviour etc. alone Sterling?

A: Judy D: Proactive enforcement has been going on for the first few weeks of Sept. (Inspectors are out looking for problems instead of waiting for complaints) We have a list of problem houses and monitor them for infractions.

2. Kevin: The pedestrian traffic is very bad 2-3 AM. There seems to be no consequences. What is being done? How long do bylaw inspectors work?

A. Judy: Inspectors work 9 PM until 4-5 AM - as long as Police Dispatch calls. We tell people to go inside, if walking or sitting on porches. People are being fined the first time we visit -\$150.00. The second time we visit there is a \$250.00 fine. Landlords receive a bill for service calls.

3. Kevin and wife: Sterling Street is a ghetto, a student dorm. Groups of 5, 10, and 15 go along the street being very noisy and being involved in other pranks.

A. Scott R: The worst time it 2 PM when the bars close. They urinate, throw, swear, etc. We are working on a strategy with the university to have High Visibility. All the bars in the city are emptying out at 2 AM. We do charge kids with public drunkenness. Mac Security helps us by phoning HPS about problem people going off campus and into the community.

4. Kevin and wife: Our taxes have increased, yet we have to put up with hooting and hollering, particularly after 2 AM.

Can we hire off-duty police and have this cost taken off our taxes or get together and hire someone?

A. Brian McH: AWWCA President Rob Payne has given city a challenge:

a. Can we give McMaster Security more responsibility? b. Can we use off-duty officers?

Also S/Sgt Scott Rastin has sent some notes about initiatives.

5. Franc (?sp) a. Absentee landlords: should pay more taxes. Their rental properties mean more traffic etc.

b. Government: Are the landlords paying more taxes on the money they make?

c. To Judy Downey: There is a problem of dealing with your people. They say it takes three weeks to deal with problems.

We need the problems dealt with immediately.

Brian McH: Re # a. The Absentee landlords have income-producing property. (

(i) The Municipal Property Assessment Corporation needs a different category for investment properties.

(ii) We need to change the tax rates.

Judy: Re # C: We are making progress re yard maintenance. It is a three week process. The owners receive letter to comply. 8th day is their last chance.

Our contractor will then do the work. There is a \$180.00 fee, plus the contractor's fee, plus and administration fee.

In the case of rodent infestation we contact the Health Department.

6. Male (?name) Talked about the offensive behaviour. There are laws. We need to crack down on bars. Alcohol is a big problem.

Scott R: There is a Multi-Agency Task Force consisting of agencies as AGCO

(Alcohol and Gaming Commission of Ontario) Inspectors, the Health Department, Bylaw, Police, Fire, and (?). It makes spot inspections at bars, checking conditions of the premises, the patrons, their age etc.

If Beat and Bylaw officers see intoxicated students, the students are asked what bar they are from.

This information is given to HPS's Vice Dept. which goes to the AGCO and complains about the bar. Bars lose licence for 30 days- and the lose is related to drunken patrons who have left the bars.

7. Woman (?name) a. To the police: thank you for your prompt response at Broadway two weeks ago.
- b. Brick bat to the university. Initiatives re responsible drinking?
- c. Brick bat to the City: Broadway is the filthiest street in West Hamilton. The first four blocks of Broadway want something done about business' and students' garbage. We had rats for the first time last winter.

Judy: Rats are a Health Department issue.

Roger: There are several Alcohol Awareness programmes on campus. This year, Welcome Week was alcohol-free as the majority of first year students are underage. But we can do more.

8. Stephanie who lives on Paisley: If rental houses are taxed more, does this become permanent? These houses are not zoned for this.

Brian: This is a problem across Ontario. The hope is that homes go back to family homes. But I take your point.

9. Priscilla who lives on Traymore:

There are heavy trucks going down our street every 15 minutes day and night. The house shakes. They are all going to the Hamilton Health Sciences. It is so noisy we cannot sit out in our backyard. There is black soot on windowsills and elsewhere. There are 18 small children on our street who ride bicycles and we worry about their safety. Seniors including myself, who like to ride bicycles, do not feel safe. Truck drivers who have parked on the street, say they have "Clearance from above."

We are getting a petition together:

- a. We want the street blocked off.
- b. We want it made one-way going the opposite way.
- c. We need signs saying "No Truck Traffic"

Brian: During the Ainslie Wood/Westdale Secondary Planning process, this issue was brought up. The action recommended is to alter the curb and provide traffic-calming, to make it less attractive to traffic. This work is tied to the Main Entrance Construction which is to start next year.

Roger: When the new entrance is constructed next summer, this traffic-calming will be done. I will also talk to the Administration about this problem.

Brian: We can get the sign about No Truck Traffic.
I suggest that you record licence plate numbers, kind of truck etc.

10. Ann from Forsyth and King: We moved here two years ago and I regret moving. I work at Mac.

a. 40 - 70 kids walk down King Street West in packs including at 11 PM. We need more pro-active enforcement. Students start drinking at 8 PM-into late night. The university needs to take more responsibility. Use some of the tuition fees to have more security.
If a student has a second violation, kick him/her out of university.

b. McMaster: I'm tired of picking up garbage off my lawn. Put students on garbage patrol

c. There needs to be enforcement of liquor laws as open drinking/walking on the street.

d. Insurance/Standards/Rentals:

- hazard for the neighbourhood
- need to regulate the number of student homes in a neighbourhood

11. Woman from Oakwood Place:

On two occasions groups of students have partied in our swimming pool and have torn the liner. They use terrible profanity and we have two small children. We are thinking of filling in the pool. (Betty: One person suggested to me that these people get a dog; preferably a pit bull!)

-Also the students are speeding in their car, and doing quick turn-arounds on our street.

- And there is a lot of vandalism.

- Also the students have students watching out for the police.

Brian: We can change the road.

12. Man: Thanked the AWWCA and Judy Downey and HPS noting the increased activity. Has lived here for 6 years and is thinking of moving.

He is concerned about:

- speeding along Broadway.

- Sussex and Broadway: people are confused about the two-way stop. It should be a four-way stop.

- about rental properties. Property values have gone through the roof because of speculators.
- Absentee landlords are using too much of the services.

PC Bill Anderson: Your input is valuable. (POP: Problem-oriented Policing)
POP (See his related email about POP) can be used regarding Broadway
The Traymore problem is new. (Betty: It has been brought up in previous years)
There are a number of strategies/enforcement that can be done re Traymore.

13. Man who lives on Forsyth:

We want the basics of life so we can sleep so we can go to work in the morning.
For every 100 new students we lose 20 houses.
No corporation is allowed to destroy a community.
Peter George needs sensitive ears for our community.
You are hearing the cries of people who want to sleep at night.
To be a student is a privilege.
Students do not have the right to disturb, to intimidate people.

14. Iran (sp?) 27 Haddon: Lived here all of my 37 years. As a kid I used to ride my bicycle/tricycle without fear.

- a. Nothing is being done about people going down the wrong way on our street.
- b. I have had my truck vandalized.
- c. There is a city tree that is dead and should come down.
- d. 9 student homes on Arnold have all night parties, peeing on lawns
- e. This past Sunday night, students were knocking down mailboxes, Somebody is going to kill self.

Nothing has improved. It is worse.

15. Dieter lives on Sterling: I've spent years trying to solve problems. Nothing is new, it's the same issues-probably worse.

Roger and Police have done a lot but we cannot catch up with vandalism.
In last two weeks, neighbours have had their car vandalized twice so have moved.
Students and university have to do more.
Have students patrol community.

Brian: I can understand the frustration. Rob Payne is doing something different. He is saying that we need full time enforcement
It is expensive. It cost \$15,00.00 for two weeks of extra policing.

Scott R: We are taking steps re the problems.

Judy: In 2003, Police and Bylaw laid 28 charges in the first weeks.
Already in 2004, we have laid 44 charges.

There are no warnings this year, we can everyone with violations.
The community sends us numbers of problem houses. We watch these houses.
There is zero tolerance.
Example: At one house: the first time the tenant was charged. Second time, five students were charged and the landlord was charged.

Bylaw inspectors cannot get offenders' ID. We have to get the police to get the ID.

We are sending kids home, somewhat quickly, although it is difficult when kids are drunk.

*Call us about problem houses, we will monitor them.

Scott: We have a better partnership with bylaw, HPS, and McMaster Security.

Judy: Sometimes when we are doing 'Noise Infractions', neighbours come to me and say they are the complainants.

Please do not do this. We want you to remain anonymous and to be safe. Some situations involving neighbours and intoxicated persons become volatile. We need people to be safe, including our inspectors.

16. Tom who lives on Sanders:

Bishop University in Lennoxville, Quebec, is currently instituting a code of conduct which each student has to sign each year.

McMaster needs a code of conduct with rights on both sides. McMaster has not stepped up and taken responsibility for students on and off the campus.

When McMaster students trashed the residence a few years ago, they were not kicked out, but went to the community to live.

Roger: Rob Payne send me the Bishop's Code of Conduct. We do not think it will stand up but we will review it.

17. Man from Radford Place: - parking problem on Radford Place;
- Leland Ave. and Ward Ave. needs a four-way stop. Someone will be killed here.
- Need Radar trap here.

Brian: This is a city councillor's area. We have brought this to the attention of the Traffic Department.

18. Woman: I'm here every year. McMaster is doing some wonderful things. Now they are talking about a stadium. Where are they going to park? Student rentals make big money but they can't cut grass or shovel snow. There should be a list of people with multiple properties. Real Estate ads state "Nine bedrooms in bungalow." When I moved here years ago, I was told I could not have rooms in my basement. Parents must not think much of their children when the students end up in flophouses or fire traps as basements. I used to love Hamilton but now I hate it. It's a dirty filthy mess. Where is our alderman. There are weeds, garbage etc.

19. Susie: I have lived my whole life in Westdale. We need to be positive so we can win. I am a teacher. In public and high schools we have ZERO TOLERANCE. Why does ZERO TOLERANCE not apply to universities? Then the students will know that their academic year is at risk.

It is wonderful what the police and bylaw officers are doing in the west end.

20. Carol on Whitney: I used to live on Westwood but moved to a smaller place on Whitney when my children left home. A police woman made 12 bedrooms out of a three bedroom house.

Scott R: She is no longer a police woman. Police officers have to follow the same rules as everyone else. Police-owned homes get fined the same way as everyone else.

Note: I did not record what the woman said who came up to the front before the mayor arrived. And I did not record 'Dr. Bob's' remarks.

Betty



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APPENDIX C:

Westdale Business Plan, 2005



WESTDALE MOBILIZED

A Submission for the Herman Goldstein Award



Westdale

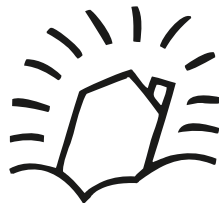


Business Plan

For 2005



Hamilton



A.W.W.C.A.



Westdale B.I.A.



Mission Statement

The Hamilton Police Service, McMaster University, the McMaster Students Union, the Westdale BIA, the City of Hamilton and Members of the Ainslie Wood Westdale Community Association (AWWCA) are committed to working together to solve recurring quality of life issues.

Strategic Directions

Reduction in Graffiti
Reduction in Property Crimes
Road Safety
Disorderly Persons

Goal One

Reduction in Graffiti

All stakeholders will work together to address the ongoing graffiti problem on the beat.

- 1.1) The beat officers will continue to administer the graffiti Problem Oriented Policing Projects, using intelligence led policing to identify offenders.
 - 1.2) The members of the Westdale BIA will attempt to clean up graffiti as quickly as possible. They will also report all new graffiti to police.
 - 1.3) Members of the AWWCA will organize a community clean up day, where citizens will help to clean up graffiti. Members will also be given information on the importance of reporting and cleaning up graffiti.
 - 1.4) McMaster University Security will assist in helping to identify offenders, by working cooperatively with police.
 - 1.5) The City of Hamilton, through the Councilors Office will clean up graffiti on City property ASAP. They will also provide available resources to help others to reach their goals.
 - 1.6) Westdale CPC will assist Goal 1.3 by working in conjunction with Division One program by organizing Community Paint Over day. Focus of Paint Over will be section of Westdale BIA to parallel paint over in Downtown BIA. HPS, Westdale
-

BIA and AWWCA to monitor section after paint over completed to report future incidents and paint over any graffiti that is tagged on wall. Corporate Sponsor to be approached for donation of paint and supplies.

- **The Westdale CPC assisted in the organization and implementation of the Westdale Community Graffiti Clean Up Day held on September 6th**

Goal Two

Reduction in Property Crimes

All stakeholders will work together to help reduce the number of property crimes on the beat through a combination of intelligence led policing and crime prevention.

- 2.1) The beat officers will continue to monitor the number of offences. They will proactively identify trends and suspects.
- 2.2) The executive of the Westdale BIA will encourage members to participate in Crime Prevention through Environmental Design audits. Using crime prevention to help reduce the chance of being victimized.
- 2.3) Members of the AWWCA and McMaster Students Union will take advantage of Operation Safeguard, using Auxiliary Officers to conduct security audits. Members and volunteers of the MSU will also encourage students to use this service and practice good crime prevention techniques.
- 2.4) McMaster Security will continue to information share with police, helping to identify possible suspects.
- 2.5) Westdale CPC Volunteers will conduct “Break and Enter Call Back” protocol for 691 Beat. Will track whether incident occurred at Student house or Residence for future statistical purposes
 - **This portion was conducted through the Landsdale/Stinson CPC**

Goal Three

Road Safety

All stakeholders will work together to address traffic concerns in the 691 beat area., by implementing innovative strategies to decrease aggressive driving.

3.1) The beat officers will continue to do enforcement at identified problem locations as well as initiate problem oriented policing traffic projects.

3.2) Members of the AWWCA will use the speed board at problem speeding locations, using a preventative approach.

3.3) The City of Hamilton through the Councilors office will provide resources that may be required to correct traffic problems.

Goal Four

Disorderly Persons

All the stakeholders will work together to identify and address the problem of disorderly people associated with both houses and establishments.

4.1) Police will use the volunteers from the Westdale Community Policing Centre to monitor a program where citizens can report problem areas. Officers will set up a plan to address repeat offenders. Officers will continue to work with the police Vice unit to identify and charge establishments that violate the LLA.

- **The Westdale CPC Maintained the database and facilitated assigning reports sent in from the community to students the appropriate beat officer**

4.2) Members of the AWWCA and MSU will participate in a pilot program where they complete “Community Enhancement Reports”, listing problem locations. Members will also provide information on good neighbours for recognition. The SCSN (Student Community Support Network) will encourage the use of this program to students and work to solicit feedback.

4.3) McMaster University will assist the police in patrolling problem locations during busy periods. McMaster University Security will continue to keep a presence at campus bars.

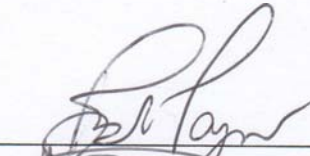




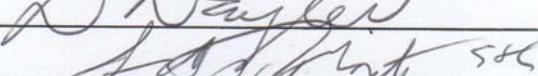

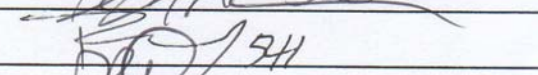
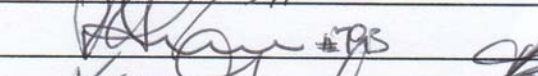
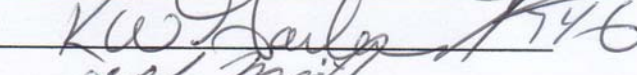
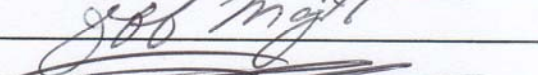

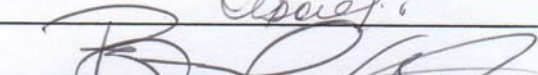
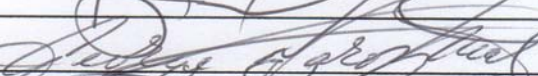
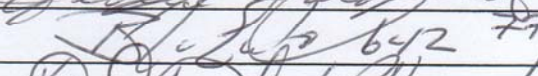
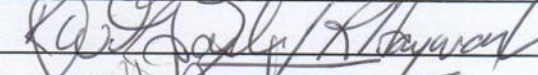
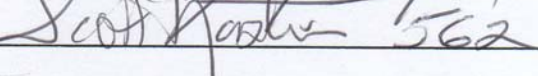
4.4) The City of Hamilton, through the Councilors office will provide resources such as by-law, fire and health to enforce offences at both bars and private dwellings.

4.5) The Westdale BIA will promote responsible business practices, with owners monitoring the behaviour of patrons.

Conclusion

The stakeholders are committed to following the direction outlined in this plan with the goal of improving the quality of life for all the members of the 691 Beat.

Signed:

	President AWWCA
	Councilor Ward One, City of Hamilton
	McMaster University
	McMaster Students Union
	Chair, Westdale BIA
	Westdale CPC Officer
	691 Beat Officers
	
	
	
	
	
	Campus Town Association
	691 Beat Sergeants
	
	691 Beat Staff Sergeant
	

“We Own It”

APPENDIX D:

Copy of a Beat Tracker Report



Break and Enters in May

Hamilton Police Service Beat Tracker - Microsoft Internet Explorer provided by Hamilton-Wentworth Regional Police

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail

Address http://hpsnet/website/Hamilton_Police/viewer.htm Go Links

Hamilton Police Service Beat Tracker

Query Builder Address Locator Lake Ontario Overview Map

Map: 587759.54, 4790534.28 -- Image: 403, 202 -- ScaleFactor: 9.021951598175812 Local intranet

Start Desktop MailBox... Micro... Westda... Beat Tr... Hamilt... 7:39 AM

Hamilton Police Service Beat Tracker - Microsoft Internet Explorer provided by Hamilton-Wentworth Regional Police

File Edit View Favorites Tools Help

Back Forward Stop Refresh Home Search Favorites History Mail

Address http://hpsnet/website/Hamilton_Police/viewer.htm Go Links

Hamilton Police Service Beat Tracker

Query Builder Address Locator Lake Ontario Overview Map

Map: 589563.93, 4791634.96 -- Image: 603, 80 -- ScaleFactor: 9.021951598175812 Local intranet

Start Desktop MailB... Micro... West... Beat ... Hami... Micro... 7:47 AM

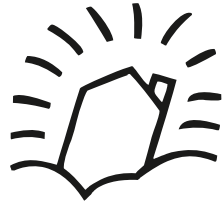
APPENDIX E:

Copy of a Community Enhancement Report





Hamilton



A.W.W.C.A.



Westdale B.I.A.



West Hamilton Community Enhancement Report

A program has been created in partnership with members of the Ainslie Wood Westdale Community Association, the City of Hamilton, the Hamilton Police Service, McMaster Students Union, McMaster University and the Westdale BIA. The goal of this program is to highlight successes that are occurring within the community and, as well, deal with By-law, Police and other issues that need to be addressed. The focus of the program will be to have citizens complete the report and submit them to the Westdale Community Policing Centre. These reports will be re-assigned to the appropriate agency with future follow-up to the initial individual who completed the report in a timely manner.

West Hamilton Community Enhancement Report

Date: 2005-03-30			
Citizen Request <input type="checkbox"/>	Business Request <input type="checkbox"/>	Police Request <input type="checkbox"/>	

Reporter's Information

Name _____
Address: _____
Business Address: _____
Phone (home) _____ (business) _____
Email Address: _____
Location of Activity _____

Type of Service Request

Recognition	
<input type="checkbox"/>	Property well maintained
<input type="checkbox"/>	Good neighbour relations
<input type="checkbox"/>	Other (Explain in information section below)

City Issues	
<input type="checkbox"/>	Abandoned / junked vehicle on private property
<input type="checkbox"/>	Unkempt / Hazardous conditions on private property
<input type="checkbox"/>	Vacant buildings / houses
<input type="checkbox"/>	Street repair
<input type="checkbox"/>	Sidewalk repair
<input type="checkbox"/>	Vacant lot cleanup
<input type="checkbox"/>	Street lighting
<input type="checkbox"/>	Noise problems
<input type="checkbox"/>	Parking / Abandon vehicles on street
<input type="checkbox"/>	Vandalism
<input type="checkbox"/>	Other (Explain in section below)

Police Issues	
<input type="checkbox"/>	Graffiti
<input type="checkbox"/>	Criminal Activity
<input type="checkbox"/>	Drinking in public
<input type="checkbox"/>	Other (Explain in section below)

Other Agencies	
<input type="checkbox"/>	Landlord Tenant Issues
<input type="checkbox"/>	Liquor License Problems
<input type="checkbox"/>	Other (Explain in section below)

Additional Information

Community Enhancement Report Follow-up Information

To be completed by Policing Centre Volunteers

Enhancement Report Received by: _____
Date: _____

Recognition Request

- Thank you letter
 Formal Recognition

Other Issues

- Good Neighbour responsibility letter
 Agency follow-up required

Follow-up Request

City Department Notified

Department: _____ Time: _____

Employee: _____ Phone Number: _____

Police Notified

Section: _____

Officer / Beat: _____ Date: _____

Other Agencies

- Liquor License
 University Security
 Disputes Resolution Committee
 Landlord Tenant
 University Administration

Person Notified: _____ Date: _____ Phone number: _____

Result of Follow-up Request

Response Received

From: _____ Date: _____ Time: _____

Follow-up Action

Reporter Follow-up

Reporter Advised of Results: yes no

Notified by: _____ Date: _____

Was the reporter satisfied with results: yes no

Comments:

APPENDIX F:

Executive Summary of Quality of Life Concern
Business Case



West Hamilton Quality of Life Concern

Business Case

Prepared by:

*Staff Sergeant W. Scott Rastin – Hamilton Police Service
Councillor Brian McHattie – City of Hamilton - Ward One
October, 2004*

Executive Summary

West Hamilton Quality of Life Concern

Business Plan

Over the past several years the citizens of West Hamilton (West Hamilton and Ainslie Wood Neighbourhoods) have become increasingly frustrated with the quality of life in their community. There has been an increase in the reported cases of vandalism, noise complains and alcohol-related disturbances. Several factors have led to this frustration, including the increasing number of houses, rented by students and an increased number of licensed establishments. The City of Hamilton Standards and Licensing department (Bylaw), Hamilton Police Services and McMaster University have developed a partnership and are working closely with the community to address this problem.

This partnership has led to new initiatives to address some of the concerns. However, more action is required to stop the apparent snowballing number of problem calls in West Hamilton. The City of Hamilton has serious budget constraints which limit any financial resources available to police and bylaw. This partnership will need to turn to McMaster University for assistance with solutions that require additional financial resources.

This business plan has set an objective to: *“By the end of 2004, develop a plan that will assist patrol officers, bylaw, McMaster University and the community in reducing the quality of life problems in West Hamilton, thereby increasing community satisfaction and morale.”*

To reach this objective, three options are presented for discussion. These options are:

- 1) The hiring of full time police officers to work with McMaster Security Services.
- 2) The hiring of two special duty police officers to patrol West Hamilton during peak times.
- 3) The hiring of a special duty police officer to ride with a City bylaw officer to patrol West Hamilton during peak times.

When filtering these options through a decision criteria, Option Two is determined to provide the best results for the stakeholders, while maintaining costs and ease to implement. The plan concludes by setting up a six step plan for implementing this option. A key step in the implementation is the development of an organizing committee.

It was suggested that the present West Hamilton Improvement Committee which involves all the stakeholders assume this responsibility. This committee has already initiated several innovative projects, which would be enhanced by the patrol vehicles.

The implementation of a police patrol in partnership under the direction of the West Hamilton Improvement Committee is an example of community problem solving which will help to address the goal of improving the quality of life for West Hamilton residents.

APPENDIX G:

Copy of the Good Student Letter





Date

Student Name
Address
City, ON, Postal Code

Dear

Congratulations! You have been selected by your neighbours for your positive influence on the community during your time at McMaster University and in the City of Hamilton.

The residents of the Ainslie Wood/Westdale community were asked to nominate student residents who, in their judgment, have demonstrated qualities and actions, which have enhanced the community and have made them good neighbours. Your name was submitted.

This program to recognize the positive contribution of students is an initiative of a partnership of the McMaster Students Union, McMaster University, Ainslie Wood/Westdale Community Association of Resident Homeowners Inc., the Westdale Business Improvement Area, Hamilton Police Services and the City of Hamilton. They are working together to create a campus town that is the envy of other town and gown communities. It is the actions of people like you that help us deserve this reputation.

We wish you success as you either continue your studies at McMaster or go on to other endeavours after graduation.

Larry Di Ianni
Mayor
City of Hamilton

Dr. Peter George
President
McMaster University

Tommy Piribaurer
President
McMaster Student Union

Brian Mullan
Chief of Police
City of Hamilton



APPENDIX H:

Westdale Mobilized Feedback Survey
with final results



WESTDALE MOBILIZED FEEDBACK SURVEY

Final Results

COMMUNICATION AND PARTNERSHIPS

1. In the past year, have you noticed an increase in commitment to address quality of life issues by the following community partner: *(please check a response for each agency)*
 - a. Ainslie Wood / Westdale Community Association
Yes 56 No 0 Don't Know 0
 - b. McMaster Student Union
Yes 39 No 6 Don't Know 11
 - c. Westdale Business Improvement Association
Yes 17 No 10 Don't Know 27
 - d. City of Hamilton
Yes 35 No 10 Don't Know 11
 - e. The Hamilton Police
Yes 54 No 2 Don't Know 0
 - f. McMaster University
Yes 40 No 8 Don't Know 8
2. Were you given information about the Community Enhancement Report?
Yes 38 No 12 Not Applicable 6
3. Do you know how to use the Community Enhancement Report?
Yes 30 No 24 Not Applicable 2
4. How would you rate the Community Enhancement Report as a good tool for community members to report quality of life issues?
Excellent 9 Good 16 Average 3 Poor 0 Don't Know 28
5. Do you think the community partners are keeping you informed about issues in your community?
Yes 46 No 5 Don't Know 5

SERVICE DELIVERY

6. Do you think that the following concerns in your community have increased, stayed the same or decreased when compared to one year ago?
 - a. Graffiti
Increased 4 Stayed the Same 20 Decreased 30 Don't Know 2
 - b. Break and Enter
Increased 7 Stayed the Same 17 Decreased 9 Don't Know 23
 - b. Disorderly Conduct
Increased 13 Stayed the Same 19 Decreased 15 Don't Know 9
 - c. Pedestrian Safety
Increased 9 Stayed the Same 30 Decreased 5 Don't Know 12
 - d. Traffic Enforcement
Increased 11 Stayed the Same 24 Decreased 12 Don't Know 9
 - e. Traffic Safety
Increased 11 Stayed the Same 27 Decreased 9 Don't Know 9
 7. Do you think the following information provided by the police has helped you reduce the risk of being targeted by criminals?
 - a. Crime Prevention Tips
Yes 40 No 9 Don't Know 7
 - b. Beat Tracker Reports
Yes 40 No 7 Don't Know 8
-

8. If you had occasion to call the Police or a By-law officer, how would you rate the time it took to respond to your call-for-service?
- a. By-law
 Excellent 7 Good 10 Average 11 Poor 4 Don't Know 24
- b. Police
 Excellent 14 Good 19 Average 4 Poor 3 Don't Know 16
9. Do you think the police presence in your community has increased, stayed the same or decreased when compared to one year ago?
- Increased 36 Stayed the Same 13 Decreased 2 Don't Know 5

QUALITY OF LIFE

10. How would you rate the following statements about the quality of life in your community?
- a. I am satisfied with the efforts of the Police Service to address quality of life issues in my community.
- | | | | | | | | | | | | |
|----------|----|-------|----|---------|----------|----------|---|----------|---|------------|---|
| Strongly | | | | | Strongly | | | | | | |
| Agree | 12 | Agree | 33 | Neutral | 7 | Disagree | 3 | Disagree | 1 | Don't Know | 0 |
- b. I think that the police and the community must work together to address quality of life issues in my community.
- | | | | | | | | | | | | |
|----------|----|-------|----|---------|----------|----------|---|----------|---|------------|---|
| Strongly | | | | | Strongly | | | | | | |
| Agree | 40 | Agree | 16 | Neutral | 0 | Disagree | 0 | Disagree | 0 | Don't Know | 0 |
- c. I think that nothing can be done to improve the quality of life in my community
- | | | | | | | | | | | | |
|----------|---|-------|---|---------|----------|----------|----|----------|----|------------|---|
| Strongly | | | | | Strongly | | | | | | |
| Agree | 1 | Agree | 1 | Neutral | 3 | Disagree | 16 | Disagree | 35 | Don't Know | 0 |
- d. Overall, I have noticed an improvement in the quality of life in my community when compared to one year ago.
- | | | | | | | | | | | | |
|----------|---|-------|----|---------|----------|----------|---|----------|---|------------|---|
| Strongly | | | | | Strongly | | | | | | |
| Agree | 5 | Agree | 23 | Neutral | 16 | Disagree | 9 | Disagree | 3 | Don't Know | 0 |



APPENDIX I:

Copy of an Adopt-A-Box Report



From: "David Hitchcock" <hitchckd@mcmaster.ca>
Subject: Re: Adopt-A-Box Update, Important Info
Date: Sat, 1 Apr 2006 14:03:29 -0500
To: "Dmitri D. Malakhov" <malakhdd@mcmaster.ca>

Hi Dmitri. Here is my report on the two Canada Post boxes on the east side of Cline Avenue South, just north of Main:

12 February: yellow paint, removed with Goof Off

9 March: duct tape, peeled off

20 March: graffiti absent

I have reported to the graffiti hotline that there are graffiti on the doors of the garages along the alley that runs just south of King Street, between Barclay and Newton. I got a call back from the police office at Lime Ridge Mall who looks into such complaints.

David Hitchcock

From: Murray Babb <babb@sympatico.ca>
Subject: Graffiti
Date: Sat, 01 Apr 2006 22:35:20 -0500
To: "Dmitri D. Malakhov" <malakhdd@mcmaster.ca>

Hi Dmitri,

We love your dedication and "sticktoitiveness" to battling the graffiti problem.

Re the summary requested:

I have had it easy, I guess. No graffiti has been put back onto places that I have cleaned, and I check almost daily while out for walks.

A day or so after our Feb. 6th meeting, I travelled all 3 blocks of Barclay St. and removed graffiti from 7 places. Some of the graffiti was more difficult to get off. It was lumpy like hardened lipstick.

- Barclay and Cline -- gray postal box
 - Barclay and Cline -- red postal box
 - Barclay and Cline -- yellow city sand box
 - Barclay and Newton -- steel post supporting stop sign
 - Barclay and Paisley -- gray postal box
-

- Barclay and Marion -- gray postal box
- Barclay and Marion -- Cement utility pole at 45 Marion.

Also, the utility pole, set between two bushes, at the north-east end of Barclay St. had some very large black graffiti "AWC" on it. I spent perhaps 10 minutes there, but our spray had very little effect on it, and it still remains an eyesore today. I know that it is expensive for the city to send personnel and a truck to various spots in the city to eradicate graffiti. So, if it makes sense to you, I would be happy to get some gray paint, perhaps at Bay City Paints, and paint over it myself. But, I will wait for feedback from you.

Back in February, I believe you were instrumental in getting the city to paint over the graffiti on the three cement utility poles at the corner of Barclay and Newton. We really appreciated it and they still remain clear. This location was especially galling in that Newton seems to be a high traffic thoroughfare to McMaster from the 403 Hwy. and thus the graffiti was bad advertising for McMaster and its surrounding neighbourhood when their goal is to convince the "top" students and faculty to study, work, and live here.

I still have lots of spray and would be willing to look after perhaps a few more places if you still need help.

Again, your leadership is much appreciated, BECAUSE WE CARE.

Thanks again,

Murray Babb.

<p>From: Donald Woodside <woodside@mcmaster.ca> Subject: Re: Adopt-A-Box Update, Important Info Date: Sun, 2 Apr 2006 21:13:37 -0400 To: "Dmitri D. Malakhov" <malakhdd@mcmaster.ca></p>	
--	---

On Apr 1, 2006, at 1:41 PM, Dmitri D. Malakhov wrote:

At this point, we would like to ask you to send us an email summarizing your activities to date. It would be extremely helpful if you could provide us with an idea of how often you attended your box(es). Dates

would be even better. If you have a special story, please share. We are looking for any feedback, both positive and negative.

Hi Dmitri,

I have the grey box at the new traffic light on Cootes Drive. I check it about four times a week, always on weekdays. There has not been any graffiti, perhaps because it is in such a public location or perhaps because the police or others are cleaning it. There are flowers at its base left from the death of Heather Watson which was at least a month ago. I am certainly reluctant to remove them.

Harriet

From: Peigi Rockwell <peigi.rockwell@sympatico.ca>
Subject: Re: Adopt-A-Box Update, Important Info
Date: Sun, 2 Apr 2006 21:32:38 -0400
To: "Dmitri D. Malakhov" <malakhdd@mcmaster.ca>

Dear Dmitiri,

My postbox on the corner of Paisley and Barclay is clear of graffiti and I've never had to use the Goof Off. Last night someone pushed it over and I set it upright again this morning but apart from that little bit of weight lifting, I have nothing to report.

Cheers,
Peigi

From: "Doug Black" <doug_black@cogeco.ca>
Subject: Graffiti Removal Progress
Date: Mon, 3 Apr 2006 08:19:28 -0400
To: "Dmitri D. Malakhov" <malakhdd@mcmaster.ca>

So far it's easy:

Feb 11: Canada Post box at Haddon and Paisley

Minor graffiti removed; none has reappeared in weekly checks since then. A little stubborn paint remains - this is a low-priority candidate for something stronger than Goof-Off.

Feb 11: Underground Telephone Cable post on Haddon near Paisley

Minor graffiti removed; none has reappeared in weekly checks since then.

Feb 11: Canada Post Box at Haddon and Stirling

Minor graffiti removed; none has reappeared in weekly checks since then. I removed posters and tape too; posters reappeared only once after initial removal Feb 11, around Feb 25.

You mention that more volunteers are needed. I could do **one or two more boxes** in the area.

My own growing impression is that in many (not all) locations graffiti appear **once** and are just never removed (for months or years) because people think "the city is supposed to do that", feel a bit of resentment toward the city, but don't want to "interfere", feel that "it's not my place" and so do nothing.

Cheers,

Doug Black
165 Haddon Avenue North, L8S 4A7
905-522-4410

From: Betty & Jim Bechtel <betjimb@sympatico.ca>
Subject: Re: Adopt-A-Box Update, Important Info
Date: Mon, 03 Apr 2006 09:55:43 -0400
To: "Dmitri D. Malakhov" <malakhdd@mcmaster.ca>

Hi Dmitri: I have checked our mailbox on the SE corner of Thorndale North and Sanders about every two weeks. There was no graffiti on it in the beginning of the checks and it has remained free of graffiti.

Thanks for all of the work you are doing for the community.

Betty

From: "Tom Bryner" <tbryner@sympatico.ca>
Subject: Re: Adopt-A-Box Update, Important Info
Date: Mon, 3 Apr 2006 11:04:09 -0400
To: "Dmitri D. Malakhov" <malakhdd@mcmaster.ca>

Dear Dimitri,

Good to hear that the program is going well and that we have more sponsors.

I have very little to report. I look after the red mailbox on Sanders at the bottom of Binkley Rd. and the grey mailbox at the west end corner of Sanders and Binkley Cres. On February 7 the day after I got the "Goof Off" I cleaned some white graffiti off the red box. There are some black streaks of paint on the grey box but I could not remove them. Since then I check the boxes almost every day and so far no new graffiti. I guess the graffiti artists in this neighbourhood are either quick learners or lazy. Anyway no news is good news.

I would like to give a special thank you however to Scott and to Councillor McHattie. I advised Scott about the graffiti on the stones under the bridge that crosses Cootes Drive. He agreed to check to see if the City or McMaster was responsible for this area. Within a few days I drove by to see a City crew painting over the graffiti. I was very pleased and sent an e-mail to Scott to thank him. I will keep an eye on that area and let Scott know if it gets bad again.

Thank you too for all your efforts.

Yours,

Marion Bryner

84 Binkley Cres.

tbryner@sympatico.ca

From: "Dr. John Attridge" <jga@nas.net>
Subject: Re: Adopt-A-Box Update, Important Info
Date: Mon, 3 Apr 2006 17:36:35 -0400
To: "Dmitri D. Malakhov" <malakhdd@mcmaster.ca>

Dmitri,

Since the program started I haven't had to do anything to the 3 boxes that assigned to me.

John

From: Grace Wang <glwang@mcmaster.ca>
Subject: Re: Adopt-A-Box Update, Important Info
Date: Thu, 06 Apr 2006 12:09:02 -0400
To: "Dmitri D. Malakhov" <malakhdd@mcmaster.ca>

Hi, Dmitri,

As I reported before, that my box (outside MacDonald School on Sanders Blvd.) one whole side is not removable, rather than that there isn't any problem. I usually check it once or twice every week. So far so good. Thanks.

Grace

APPENDIX J:

Executive Summary of Restorative Justice
Business Case



Off Campus Student Restorative Justice Program

Business Case

Prepared by:

Corinna Fitzgerald, B.A., M.Ed – Judicial Affairs Coordinator, McMaster University

Tommy Piribauer, B Comm (Hon) – President & CEO McMaster Student Union

W. Scott Rastin, B.A., M.A. (Judicial Adm) – Staff Sergeant, Hamilton Police Service

November , 2005

Executive Summary

Off Campus Restorative Justice Program

Business Case

Over the past several years the citizens of West Hamilton (West Hamilton and Ainslie Wood Neighbourhoods) have become increasingly frustrated with the quality of life in their community. There has been an increase in the reported cases of vandalism, noise complains and alcohol-related disturbances. Several factors have led to this frustration, including increasing number of houses rented by students and an increased number of licensed establishments in the area. The City of Hamilton Standards and Licensing department (Bylaw), Hamilton Police Services, TheMcMaster University Student Union and McMaster University have developed a partnership and are working closely with the community to address this problem.

This partnership has led to several new initiatives to address some of the concerns. However, more action is required to address the number of problem calls in West Hamilton. This partnership needs to explore other options to address the inappropriate behaviour of students living off campus.

This business plan has set an objective to: “By September 2006, develop a program that will assist patrol officers, bylaw, McMaster University, the MSU and the community (AWWCA) in dealing with inappropriate behaviour by off campus students in West Hamilton. The program will provide accountability and discipline that is both corrective and beneficial to all stakeholders, including students.”

By incorporating the principles of restorative justice; a “healing circle system” will be created with the objective of reducing recidivism, which will in turn benefit both students and community. The business plan concludes by setting up a six step plan for implementing this restorative justice program.

The implementation of a restorative justice program, is an example of community problem solving used to address the common goal of improving the quality of life for all West Hamilton residents.

APPENDIX K:

West Hamilton 2003 Business Plan – Final
Report, December 2005



Westdale



Business Plan 2005

Final Report



Hamilton



A.W.W.C.A.



Westdale B.I.A.



Mission Statement

The Hamilton Police Service, McMaster University, the McMaster Students Union, the Westdale BIA, the City of Hamilton and Members of the Ainslie Wood Westdale Community Association (AWWCA) are committed to working together to solve recurring quality of life issues.

Strategic Directions

Reduction in Graffiti
Reduction in Property Crimes
Road Safety
Disorderly Persons

Goal One

Reduction in Graffiti

All stakeholders will work together to address the ongoing graffiti problem on the beat.

- 1.1) The beat officers will continue to administer the graffiti Problem Oriented Policing Projects, using intelligence led policing to identify offenders.
 - a) The beat officers continued to work on the problem oriented police project in Westdale.*
 - b) The city was advised of all new graffiti on their property assisting in timely removal.*
 - c) Officer Majik provided training to McMaster Security personnel on graffiti issues.*
 - d) Officers participated in the graffiti clean up day in September and were partners in helping to develop the “adopt a box’ program.*
 - e) Used the Citizen on Patrol program to patrol graffiti areas during night shifts.*
 - 1.2) The members of the Westdale BIA will attempt to clean up graffiti as quickly as possible. They will also report all new graffiti to police.
 - a) Members assisted with the graffiti clean-up in September.*
-

- b) Set up an all members meeting to discuss developing a system to remove graffiti.*
 - 1.3) Members of the AWWCA will organize a community clean up day, where citizens will help to clean up graffiti. Members will also be given information on the importance of reporting and cleaning up graffiti.
 - a) Members from the AWWCA organized the first annual community graffiti clean up day in September. AWWCA members, McMaster students, city official, police and BIA members removed graffiti from the Westdale village.*
 - b) An organizational committee secured funding to launch an “adopt a box” program in 2006. Volunteers will be given materials to clean mailboxes and hydro boxes in the neighbourhood that have graffiti; reaching the goal of quick removal of graffiti in the neighbourhood.*
 - 1.4) McMaster University Security will assist in helping to identify offenders, by working cooperatively with police.
 - a) Participated in graffiti clean-up during Welcome Week.*
 - b) Had security personnel trained by Hamilton Police in April.*
 - c) Photographed and tracked all graffiti found on the campus and shared information regularly with Hamilton Police.*
 - d) Continue to work with other community partners to develop new initiatives to combat graffiti. Partner in the new “adopt a box” program.*
 - 1.5) The City of Hamilton, through the Councilors Office will clean up graffiti on City property ASAP. They will also provide available resources to help others to reach their goals.
 - a) Worked with police on problem oriented policing project, cleaning up city property when notified of graffiti.*
 - b) City councillor and mayor participated in community clean up. Replaced all graffiti damaged signs in Westdale village.*
-

1.6) Westdale CPC will assist Goal 1.3 by working in conjunction with Division One program by organizing Community Paint Over day. Focus of Paint Over will be section of Westdale BIA to parallel paint over in Downtown BIA. HPS, Westdale BIA and AWWCA to monitor section after paint over completed to report future incidents and paint over any graffiti that is tagged on wall. Corporate Sponsor to be approached for donation of paint and supplies.

- a) Assisted the AWWCA on community clean up day, hosting a barbeque for all participants.*
- b) Assisted the committee in obtaining a corporate sponsor for the clean up day and new adopt a box program.*

Goal Two

Reduction in Property Crimes

All stakeholders will work together to help reduce the number of property crimes on the beat through a combination of intelligence led policing and crime prevention.

- 2.1) The beat officers will continue to monitor the number of offences. They will proactively identify trends and suspects.
- a) Current suspect information was sent to community members asking for their assistance in helping to identify and locate suspects.*
 - b) Crime prevention information was provided on a continual basis, helping neighbours to fight the latest type of crime.*
 - c) Beat Tracker reports were sent out monthly, allowing neighbours to know where break and enters were occurring.*
 - d) Officer Hardy initiated a student watch program, to address the high number of break ins to student houses. This program has home owners watching student houses to help reduce the risk of a break in.*
-

- e) *When a sudden spike in break ins developed, the police set up a break and enter squad. This squad worked with the community to identify and incarcerate suspects. Several arrests were made and the number of break- ins reduced.*
 - f) *During the year, break- ins decreased from 159 in 2004 to 117 in 2005. This is a decrease of over 25%.*
- 2.2) The executive of the Westdale BIA will encourage members to participate in Crime Prevention through Environmental Design audits. Using crime prevention to help reduce the chance of being victimized.
- a) *Members are starting to use the free security audits made available by the police.*
- 2.3) Members of the AWWCA and McMaster Students Union will take advantage of Operation Safeguard, using Auxiliary Officers to conduct security audits. Members and volunteers of the MSU will also encourage students to use this service and practice good crime prevention techniques.
- a) *Operation safeguard advertised in September Community Report.*
 - b) *In the past two years Security Services has offered seminars on Home Security. These seminars areas are now available on line.*
 - c) *Information has been forwarded to the policing centre for further distribution and more recently an article was written for the SCSN newsletter.*
- 2.4) McMaster Security will continue to information share with police, helping to identify possible suspects.
- a) *Information sharing is ongoing, having worked cooperatively on several investigations. Information sharing has occurred at all levels.*
- 2.4) Westdale CPC Volunteers will conduct “Break and Enter Call Back” protocol for 691 Beat. Will track whether incident occurred at Student house or Residence for future statistical purposes.
- a) *CPC volunteers were used to call back all break and enter victims to advertise Operation Safeguard and obtain new information.*
 - b) *A statistical review was done on break and enter reports, determining that 60% of all break and enters, involved student houses.*
-

Goal Three

Road Safety

All stakeholders will work together to address traffic concerns in the 691 beat area., by implementing innovative strategies to decrease aggressive driving.

- 3.1) The beat officers will continue to do enforcement at identified problem locations as well as initiate problem oriented policing traffic projects.
 - a) *McMaster Security and ACT Office worked with Hamilton Police on a cycling safety plan. In the fall, both on and off campus cyclist were educated on laws. This was followed by enforcement by the Hamilton Police.*
 - b) *McMaster created a website to help educate cyclist.
www.mcmaster.ca/security/cyclinglaws.ht.*
 - c) *Several traffic enforcement projects were set up by police during the year, based on Community Enhancement Reports.*
 - 3.2) Members of the AWWCA will use the speed board at problem speeding locations, using a preventative approach.
 - a) *Did not use speed board, however identified traffic concerns to the police through the Community Enhancement Reports.*
 - 3.3) The City of Hamilton through the Councilors office will provide resources that may be required to correct traffic problems.
 - a) *Assisted police when required by providing both by-law and road department support.*
 - b) *Put Community Enhancement Report on Councilor's web site, helping people to identify traffic issues.*
-

Goal Four

Disorderly Persons

All the stakeholders will work together to identify and address the problem of disorderly people associated with both houses and establishments.

- 4.1) Police will use the volunteers from the Westdale Community Policing Centre to monitor a program where citizens can report problem areas. Officers will set up a plan to address repeat offenders. Officers will continue to work with the police Vice unit to identify and charge establishments that violate the LLA.
 - a) *During the year, the Community Enhancement Report was developed. AWWCA members participated in a pilot project, identifying issues that needed to be addressed. Part of the program was the identification of rental properties that were good and bad.*
 - b) *Members of the CPC coordinated all Community Enhancement Reports.*
 - c) *Police worked with other agencies, to identify problem liquor establishments. Reports were submitted to the Alcohol and Gaming Commission. One problem bar had its license suspended for 40 days due to this effort.*
 - d) *Had Citizens on Patrol (COP) patrol streets in Westdale during some weekends, calling police if they discovered any problems.*
 - e) *Police employed addition patrols to cover both Welcome Week and move out periods.*

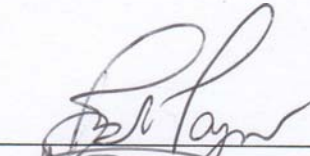



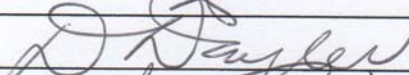
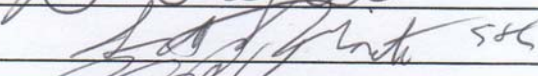
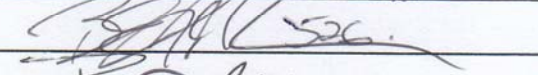
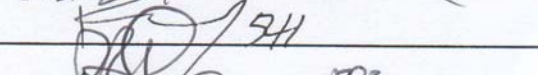
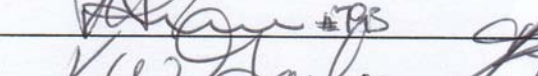
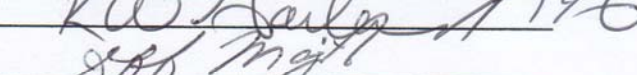
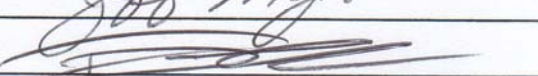
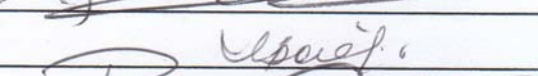

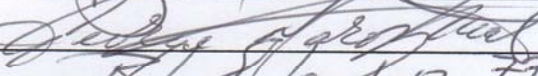
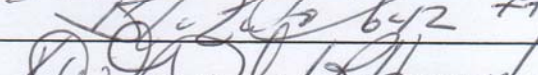
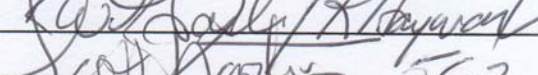
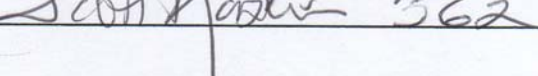
 - 4.2) Members of the AWWCA and MSU will participate in a pilot program where they complete “Community Enhancement Reports”, listing problem locations. Members will also provide information on good neighbours for recognition. The SCSN (Student Community Support Network) will encourage the use of this program to students and work to solicit feedback.
 - a) *The enhancement form is posted on the community relations web site. www.mcmaster.ca/us/opr/community/community_enhancement.doc. The office of public relations offers ongoing support to address disorderly conduct issues.*
 - b) *The Student Housing office volunteered to mediate housing issues.*
-

- 4.3) McMaster University will assist the police in patrolling problem locations during busy periods. McMaster University Security will continue to keep a presence at campus bars.
- a) *The University and the MSU paid for extra police patrols during identified problem times. These patrols addressed quality of life issues, including noise complaints and disturbances.*
 - b) *McMaster Security, continued to have high visibility around Quarters Pub, patrolling the parking lot. They assisted the police with several arrests on property boarding the university.*
 - c) *The police and McMaster Security met with Quarters management three times during the year, to ensure all issues were addressed in a timely manner.*
- 4.4) The City of Hamilton, through the Councilors office will provide resources such as by-law, fire and health to enforce offences at both bars and private dwellings.
- a) *City officials helped coordinate several multi-agency task forces. These groups consisting of by-law, fire, health and police and would drop by liquor establishments unannounced. Their assessment reports were beneficial in helping to suspend problem bars liquor licenses.*
- 4.5) The Westdale BIA will promote responsible business practices, with owners monitoring the behaviour of patrons.
- a) *The BIA kept liquor establishments in the village aware of all issues. Any problems dealing with village bars were addressed quickly through the BIA.*
-

Conclusion

The stakeholders are committed to following the direction outlined in this plan with the goal of improving the quality of life for all the members of the 691 Beat.

Signed:

	President AWWCA
	Councilor Ward One, City of Hamilton
	McMaster University
	McMaster Students Union
	Chair, Westdale BIA
	Westdale CPC Officer
	691 Beat Officers
	541
	795
	746
	526
	541
	Campus Town Association
	691 Beat Sergeants
	642 776
	691 Beat Staff Sergeant
	562

“We Own It”

APPENDIX L:

Westdale Business Plan, Hamilton, Ontario, 2006



Westdale Beat

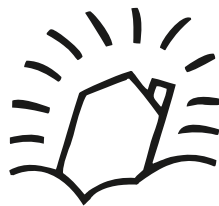


2005 Graffiti Clean Up Day Volunteers

Business Plan 2006



Hamilton



A.W.W.C.A.



Westdale B.I.A.



Mission Statement

The West Hamilton beat stakeholders are committed to working together to solve recurring quality of life issues.

*Ainslie Wood Westdale Community Association (AWWCA)
Canada Post Corporation
City of Hamilton
Councillor Brian McHattie's Office
Hamilton Police Service (HPS)
Jewish Community Centre, (JCC)
McMaster University,
McMaster Students Union (MSU),
McMaster Alternative Commuting & Transport (ACT),
McMaster Security,
McMaster Student Community Services Network (SCSN),
McMaster Off Campus Resource Centre, (O.C.R.C)
McMaster Student Affairs,
Westdale BIA,
Westdale Heritage House Action Committee (WHHAC),*

Strategic Directions

Property Issues
Crime Reduction
Transportation and Traffic
Disorderly Conduct
Communications

Goal One

Property Issues

All stakeholders will work together to address the ongoing property issues in the sector.

- 1.1) Councillor's McHattie's Office will propose a jointly funded by-law officer for proactive summer enforcement.
-

- 1.2) Councilor's McHattie's Office will create an educational information package on environmental waste management issues.
- 1.3) The O.C.R.C. will continue to maintain the Student Rental Accommodation program.
- 1.4) MSU will promote the Mac Green program to off campus housing.
- 1.5) The AWWCA will continue to report property issues through the community enhancement reports. City of Hamilton will conduct the follow up on these reports.
- 1.6) McMaster Security, WHAC, and the O.C.R.C. will establish a partnership with the Hamilton Fire Department to promote fire safety to off campus student housing.

Goal Two

Crime Reduction

All stakeholders will work together to help reduce the number of criminal incidents on the beat through a combination of intelligence led policing and crime prevention.

- 2.1) The HPS sector crime manager will continue to monitor the number of criminal offences, proactively identifying trends and suspects. Information will be provided to beat officers for proactive enforcement.
 - 2.2) The HPS, the AWWCA, McMaster Security and the MSU will work to establish a student / resident home security program in the Westdale sector.
 - 2.3) Councilor McHattie's Office, Canada Post Corporation, AWWCA, SCSN, HPS, the Westdale BIA, and Bay City Paints will continue to support and maintain the new adopt-a-box program.
 - 2.4) McMaster Security will attempt to arrange funding to put crime prevention information on line.
 - 2.5) The executive of the Westdale BIA will encourage members to participate in Crime Prevention through Environmental Design audits.
 - 2.6) Members of the AWWCA, OCRC and MSU, will take advantage of Operation Safeguard, using Auxiliary Officers and potential student volunteers to conduct security audits. Members and volunteers of the MSU will also encourage students to use this service and practice good crime prevention techniques.
-

- 2.7) All partners will continue to share information with HPS, helping to identify possible crime suspects.
- 2.8) Westdale CPC Volunteers will conduct “stolen auto call back” protocol for Westdale Beat. This protocol provides crime prevention information to victims of stolen vehicles.

Goal Three

Transportation and Traffic

All stakeholders will work together to address traffic concerns in the Westdale Beat, by implementing innovative strategies.

- 3.1) The beat officers and divisional safety officers will continue to do enforcement at identified problem locations as well as initiate problem oriented policing traffic projects.
- 3.2) The AWWCA and Councilor McHattie’s Office will examine the feasibility of having the speed limited reduced on near campus streets, to mirror campus speeds.
- 3.3) Brian McHattie’s Office will create a pedestrian traffic safety committee to propose long term traffic solutions for the McMaster area.
- 3.4) Members of the AWWCA will continue to identify problem traffic locations through the community enhancement reports.
- 3.5) McMaster Security, HPS, and ACT will work together to do on campus and near campus bicycle education and enforcement.
- 3.6) The City of Hamilton through the Councilors office will provide resources that may be required to correct traffic problems.

Goal Four

Disorderly Conduct

All the stakeholders will work together to identify and address the problem of disorderly conduct associated with both houses and establishments.

- 4.1) HPS, City of Hamilton, and O.C.R.C. Centre will continue to improve the community enhancement report program, leading to a September official launch.
- 4.2) Beat officers and the HPS Crime Manager will continue to work with the police Vice unit to identify and charge establishments that violate the Liquor License Act.
- 4.3) Members of the AWWCA and MSU will continue to support the “Community Enhancement Reports”, listing problem locations. Members will also provide information on good neighbours for recognition. The SCSN will encourage the use of this program to students and work to solicit feedback.
- 4.4) McMaster University, the MSU and HPS will continue to support the special duty Mac 91 & 92 program.
- 4.5) The City of Hamilton, through the Councilors office will provide resources such as by-law, fire and health to enforce offences at both bars and private dwellings.
- 4.6) The Westdale BIA will promote responsible business practices, with owners monitoring the behaviour of patrons.
- 4.7) The MSU will address community pajama parade issues.
- 4.8) The MSU and ACT will examine the feasibility of extending HSR service to cover bar closing hours.
- 4.9) The McMaster Judicial Affairs Office, the AWWCA, MSU, BIA, and HPS will work towards the implementation of a “Restorative Justice Program” to address off campus student conduct.
- 4.10) The City of Hamilton, the SCSN, MSU and the HSP will implement “Operation Hush”. The City will post noise advisory signs. The MSU and McMaster will proactively warn potential violators of consequences. The HPS will focus on enforcement.

Goal Five Communication

- 5.1) McMaster University, the MSU and Brian McHattie’s Office will create an information package to promote and support the Mac 91 / 92 special duty program.
 - 5.2) All stakeholders to meet once during the year to ensure we are achieving set our goals.
-

- 5.3) HPS, AWWCA, WHHAC, SCSN and O.C.R.C. will continue with the Welcome Bag. The Welcome bag along with good Neighbour flyer to include an evaluation to be filled out and returned. The SCSN will work with the Community Policing Centre to evaluate the survey results.
- 5.4) The MSU will provide space in the Silhouette for communiqués from the community.
- 5.5) The HPS will finalize the community enhancement report.
- 5.6) The HPS will provide monthly stats and crime prevention information to all stakeholders.
- 5.7) The JCC will pass appropriate information onto its members.

Conclusion

The stakeholders are committed to following the direction outlined in this plan with the goal of improving the quality of life for all the members West Hamilton.
