

# **“LET'S DANCE”**

## **A COMMUNITY'S COLLABORATIVE RESPONSE TO THE PROBLEMS CREATED BY AN ALL AGES NIGHTCLUB**

HALTON REGIONAL POLICE SERVICE, 2002

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- THE PROBLEM:** An all ages nightclub generated complaints from residents and business owners in the surrounding neighbourhood. Calls for service to police and other emergency services were draining valuable resources from other parts of the Region of Halton.
- ANALYSIS:** The physical and demographic characteristics of the neighbourhood surrounding the nightclub were surveyed using official data and a survey of local residents and business owners. The clientele of the nightclub, including gang members, were drawn from a large geographic area. Property damage, underage drinking, drug trafficking, violent crimes, gang activity, thefts of vehicles and social disorder were increasing and concentrated in the five block area surrounding the nightclub.
- RESPONSE:** A customized plan was implemented to address the problem. Problem ownership was shared, resulting in a co-ordinated approach to deal with the victims, the offenders and the geographical location of the problem. Problem solving solutions were adopted on a multitude of levels. Over the five-year period issues and inconsistencies were identified and dealt with by inviting input from appropriate partners. A weekly evaluation of the approach was undertaken. Results were analyzed and changes to the plan made accordingly.
- ASSESSMENT:** Feedback from the local residents, business owners, nightclub owner, and even the patrons of the nightclub indicate the program was successful. Assaults, stolen autos, thefts, mischief, parking complaints, damages, littering and calls for service were decreased by 75%.

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### **SCANNING**

It had become increasingly clear for Halton Regional Police Service that a five-block area within their Police Service detachment area was draining valuable police and other emergency resources. At the centre of the five-block area was an all ages nightclub: NRG (Energy). By 1998 this specific neighbourhood was besieged with

violence, gang activity, drug trafficking, underage drinking, social disorder, and property damage. The quality of life for both citizens and business owners had become unbearable. Traditional policing efforts failed to rectify these problems and the chaos was continuing to escalate.

The Halton Regional Police conducted a public survey within the Region in 1995. The top six

concerns identified by the public were: vandalism, home break-ins, youths loitering, thefts, theft of vehicles and littering. Open town hall meetings conducted by the Chief of Police, City of Burlington Elected Officials, the Maple Brant Community Consultation Committee and citizens jointly identified the NRG Nightclub as the Region's worst problem.

Crime analysis of the data specific to this neighbourhood revealed an exceptionally high number of violent crimes as well as damage to property, parking complaints, theft of vehicles and thefts. The demands placed upon the five Core Team members per shift to provide policing service to this neighbourhood was ineffective.

Complaints from residents, commercial owners and the local politicians mirrored what the statistics confirmed: property damages, littering, underage drinking, drug trafficking and social disorder were spreading into the surrounding neighbourhood where the patrons were parking their vehicles. Fear had gripped the neighbourhood and neither the citizens nor the business owners wanted the weekend to arrive. Previously the police approach was to analyze the crime statistics for the area and provide more resources to deal with the problem. The traditional method was having no effect and it was time to change. Through consultation and town hall meetings with service providers, politicians, citizens and police the problem was identified. The central focal point was the NRG Nightclub on Saturday nights, and from this event the surrounding neighbourhood was being victimized.

The violence was placing a high demand not only on the Police, but also on the Fire Department, Ambulance Services and Joseph Brant Hospital, leaving other parts of the Region vulnerable. It was obvious that a co-ordinated strategy was needed to restore quality of life to the neighbourhood.

Step One was complete: a broad cross section of the community had provided both qualitative and quantitative information to identify the source of the crime, disorder and fear problems associated with one specific neighbourhood: the NRG Nightclub.

## ANALYSIS

An all ages, non-alcohol dance club was opened within an industrial strip plaza in 1991. This proved to be a successful business venture and to increase the profits the owners expanded and obtained a liquor license issued by the Liquor Control Board of Ontario (LCBO) in 1992. Unlike the United States where establishments receive their licenses from the local city hall, the LCBO governs all establishments that serve alcohol through provincial enforcement. Patrons, aged 14 to 28 years of age from all over southern Ontario and northern New York State began to frequent NRG. Coinciding with the serving of alcohol and the broad geographic draw of the Club's patrons, the neighbourhood became besieged with violence, gang activity, drugs, weapons, and public disorder. The quality of life the citizens and local business owners had experienced was deteriorating at an alarming rate.

As previously noted, the Halton Regional Police had conducted a public survey in 1995. At that time the top six concerns the public identified in order were: vandalism, home break-ins, youths loitering, thefts, theft of vehicles and littering. These concerns were prevalent in the five-block neighbourhood surrounding the NRG Nightclub. In addition to the public input, a base line of crime analysis statistics was obtained relating to assaults, stolen vehicles and thefts from vehicles, and mischief to property from 1997. It was evident that the violence, crime and quality of life issues were rising in the identified neighbourhood, while crime was decreasing in other parts of the city.

Research revealed that the Halton Regional Police Service had documented the numerous occurrences relating to problems revolving around the nightclub since 1991. Minutes from local and regional government committee meetings, community consultation meetings, letters from citizens, complaints from local elected Officials, and correspondence both within the police service and from other emergency services clearly identified the issues. However, there was limited analysis into the causes and underlying conditions that precipitated the problem until 1998. Up to that point responses to the problem were purely reactionary and limited in length by the resources and financial commitment available to the police

service. There was no ownership of the problem among the stakeholders and as a result, a joint response to the problem did not seem realistic. The police were expected to solve the problem alone while others stood on the sidelines continuing to complain about the escalation of crime and fear in the community. Adding to the negative environment was the fact that during the mid 1990's the country was going through an economic recession. Additional resources for policing and other critical services were not available. Funding was restricted from the various levels of government. Members of the police service were dealing with benefits and wage freezes, all of which had a direct effect on the response to the problem.

On January 11th, 1998 a major riot occurred at the nightclub. Additional resources responded from the Ontario Provincial Police and the Hamilton Wentworth Regional Police Service with the intent to restore public order. A second riot occurred on October 19th, 1998 consisting of three hundred unruly patrons who went on a criminal rampage that resulted in injuries to patrons, officers and damages to the neighbourhood. The mobs' aggressive and violent actions resulted in summoning of all of the H.R.P.S. resources to gain control of the situation. It was evident something had to change with regard to dealing with this problem. The time had arrived to implement S.A.R.A to address and ultimately solve the escalating crisis. The collaborative problem solving efforts began just nine days later on October 28th.

The use of crime prevention through environmental design (CPTED) proved to be a useful exercise. Each side of the crime prevention triangle had to be analyzed to eliminate or reduce the dynamics that were providing the opportunity for crime and disorder to flourish unchecked.

The physical and demographic characteristics of the neighbourhood surrounding NRG were evaluated. The demographic snapshot of the neighbourhood showed a diverse ethnic community and an industrial complex that housed the nightclub. The nightclub was surrounded by a large car dealership, consumer plaza with eateries, coffee shop, variety store and residential homes with citizens in the middle-income range and a

geared to income housing complex. The physical assessment of the neighbourhood highlighted the numerous factors that were contributing to the problem: inadequate lighting, access to the railway tracks, numerous entry ways and exits to and from the parking lot, public access to business properties after hours, and accessible residential parking.

The victims were local residents and business owners. The social housing development approximately two blocks from the Nightclub had a high number of single mothers and the calls for service to the police from this group on the weekend were exceptionally high. The residents indicated that they would not go outside or walk through the complex during the weekend due to the fear of crime: they were being held hostage in their own homes. Local businesses were experiencing chronic damage to property. Insurance rates were escalating. Staff from local establishments did not feel safe while working or when returning to their cars; frightened patrons were taking their business elsewhere.

Neighbourhood meetings conducted by the Police Service, City of Burlington and the Maple Brant Community Consultation Committee provided an opportunity for the local residents and business owners to voice their concerns. This input helped to identify the priorities that required an immediate co-coordinated strategy to address the problems.

Another layer of difficulty was added to the overall complexity of the problem. The potential offender group, the clientele of NRG, was being drawn from the area known as the Golden Horseshoe. The Golden Horseshoe is a shared border metropolitan area including the province of Ontario and the state of New York that wraps a-round the western end of Lake Ontario. The Golden Horseshoe represents a dense population including Oshawa, Scaxborough, Toronto, Mississauga, Oakville, Burlington, Hamilton, St. Catharines, Welland and Niagara Falls. On the United States side of the border - separated from Canada only by the Niagara River - sit two additional metropolitan areas, Buffalo-Niagara and Rochester, New York. Collectively the metropolitan areas of the Golden Horseshoe account for 8.8 million people, rendering it the 4th

most populated metropolitan area in the United States and Canada. Only the metropolitan areas of New York, Los Angeles and Chicago exceed the Golden Horseshoe's population. This fact was both enlightening and alarming to the H.R.P.S: on the whole the youth that were attending the nightclub were not local residents. Other communities such as Toronto were dealing with what appeared to be weekly incidents at their nightclubs: drug overdoses, gang activity~ drive by shootings, sexual assaults. The fact that the same clientele was commuting regularly to NRG was an issue of concern.

Finally, the enforcement levels were analyzed relating to drugs, liquor, and trespassing and parking enforcement. The enforcement levels were low considering pay duty officers had been assigned to police the club, and the Core Team that provided the policing to the area that included the nightclub was unable to maintain enforcement due to inadequate staffing levels and calls for service. This problem was no longer a Core Team problem since resources from the other three teams were being supplied in order to maintain control, thus leaving other areas of the community vulnerable as police services were called to NRG. The problem had become a district problem. The analysis showed that despite several key points in the history of dealing with the problem, an in-depth coordinated approach to solving the problem had not been attempted.

The overall analysis indicated that the problems were so extensive and with so many underlying conditions contributing to the problem, that multiple partnerships would have to be developed to solve the problems. Logical partners included the nightclub owner, citizens, the surrounding business owners, local government, social service agencies, the police service and other emergency services. The motivations for becoming involved seemed obvious: fear, escalating crime, financial consequences, and the ultimate threat - the potential for having a murder or death to deal with. The collaborative partners had to take ownership of the problem and provide more than a short-term solution.

The goal was to identify the underlying dynamics at the root of this resource-draining nightclub and

to identify ways of improving the quality of life and safety for the neighbourhood.

## RESPONSE

The initial response to the problem was ineffective for a number of reasons. Useful information about the problem was gathered starting in 1991 from public complaints, public surveys, town hall meetings, and an assessment of crime and the related enforcement. However, the information was not analyzed to pinpoint possible solutions and the response to the problem continued to be reactionary on behalf of the police.

The first and most obvious way to impact upon the problem would have been to 'eliminate the problem.' However, closing the nightclub was not an option, although it was tried. The initial standard police reaction was to target the club only: initiate random fire code searches, encourage spot checks by the alcohol and gaming commission, and generally use high enforcement police tactics. It did not work. The police were left with having to find other ways to impact upon the problems created by NRG. The challenge was to identify ways to:

- ◆ Reduce the harm from the problem.
- ◆ Reduce the number of incidents.
- ◆ Reduce the severity of the incidents.
- ◆ Improve the handling of the problem.
- ◆ Deal with the problem through appropriate channels.

A problem solving process began to take place. Collaborative partnerships between twenty-eight partners were eventually developed and forged starting in 1998. These working relationships evolved over the next five years. Each partner was a stakeholder: they could lose or gain depending upon how much effort they invested into the process. It became apparent that each of the partners needed to provide not only suggested solutions but also resources to deal with the many underlying issues that had been identified through the CPTED process. Deputy Chief Gary Crowell created the NRG team and challenged them to

target the problems related to the nightclub. An initial operational plan was put in place in October 1998.

Every Saturday night eight officers and a supervisor began to implement the plan for the evening at 9 p.m. The chain of events included a parade to share the latest intelligence information involving gangs, criminal activity and to note areas of concern. Three sub teams were in operation. A flexible operational delivery that included bike officers, uniform vehicles, plain cars, foot patrol, and the Tactical Units was based upon the needs of the evening. Adjustments to the plan were made according to feedback from the previous weeks evaluation of the project.

The plan evolved as it continued to be implemented and evaluated on a weekly basis. Initial feedback was problematic. Police supervisors, who were brought in from other districts to work overtime, were not implementing the program in a consistent manner. Although a plan was developed with input from the initial stakeholders, individual supervisors from other districts were making changes to the overall plan. It became apparent that the lack of ownership for the problem by other district supervisors was jeopardizing the attempt to deal with the problem. As a result, the original designed response was being implemented inconsistently, causing confusion and frustration.

By January 2000 the police chain of command recognized the potential risks to the community, NRG patrons and police officers if the situation was not consistently dealt with in a realistic fashion. The message was clear: **FIX IT**. Two supervisors, Sergeant and Acting Sergeant, were encouraged to assume ownership, provide accountability, include A partners, maintain flexibility, implement problem oriented policing, and ... fix it.

The H.R.P.S. had developed a problem solving form based on the S.A.R.A. model in the mid 1990's. The template was initiated to communicate the strategies that were developed and to specifically hold individuals and the NRG Teams accountable for implementation. There had been several other problem solving projects within the district that had been addressed through S.A.R.A.

utilizing the problem solving form. These previous projects were drawn upon to ensure the efforts directed at NRG were focused; that the tasks were assigned; and that the efforts and results could be evaluated and tracked on a continual basis each week.

The conditions were right: the community was ready to assume ownership and participate; the police training and organizational environment were in sync. Staff had been trained in Problem Solving Policing during the Organizational Change Process. In addition, each new recruit had been oriented to S.A.R.A during their training in Community Policing, Ethics and Integrity and Policing in Teams. Within the organization Chief Ean Algar reinforced the support and commitment to the bottom driven organization and problem solving strategies:

"We believe that we must create a learning environment in which our employees will become increasingly empowered to provide service to the public without management interference. We will encourage them to participate more in designing changes to the way we do business. ... Our managers will become coaches and team leaders rather than drivers and bosses and will help contribute to the team building and problem solving at lower levels. As we have learned through the Organizational Review Process experience, our success and real solutions to everyday problems will only come from staff involvement" (Organizational Review Process, 1995).

The problem was targeted by a flexible, multi-dimensional response. Citizens, the business Community, media, social service agencies, and local government were led by the Halton Regional Police Service to identify and prioritize the solutions. Crime prevention through environmental design (CPTED) was used to reduce the fear of crime and improve the public's perception of safety. Officers who targeted the criminal element that plagued the weekend's activities undertook a focused flexible enforcement strategy making safety of the citizens, patrons and police the number one priority. The range of strategies focussed on the total

environment surrounding the nightclub, not just the patrons.

### **Crime Prevention Through Environmental Design**

A starting point was initiated with basic changes that could be made to the physical environment of the neighbourhood surrounding NRG. Such additions as the installation of extra lighting and gates that could limit access to local businesses made an initial impact on the situation. The local car dealership installed gates to the front of his premises and sealed off the access to the back of the lot. Three partners contributed to the cost of fencing to restrict patrons from wandering onto the railway tracks. The local gas station installed fencing and removed debris from behind the station, thereby removing secluded sites for criminal activity to take place. The city removed bushes from a nearby vacant lot. As a result all parked cars were now visible. These simple strategies helped to pave the way for the more in-depth strategies.

### **Parking Lot Checkpoint**

A second critical starting point was the club parking lot. The property owners authorized the H.R.P.S. to act as their agents on the property. As the vehicles enter the parking lot there are barricades provided by the City of Burlington to NRG's. This funnels the vehicles to the south end of the lot where uniform officers are stationed, with their emergency lights on to search the vehicles. The lights are a deterrent to persuade the criminal element not to park on the lot. This is a requirement of the club and property management of the plaza. If one does not wish to comply with the requirements in entering the club they leave the property and can park in another area. Not all vehicles are searched but the patrons in the vehicles are engaged in conversation with the officers in a polite professional manner. The occupants are asked if there are drugs, weapons, or alcohol in the vehicle and may be asked to open their trunks. This simple step ensures that the violent criminals will not park on the lot simply to avoid the search. They avoid the lot on the premises and find a secluded area in the neighbourhood's designated parking areas away from the club. This strategy ensures that weapons,

liquor and drugs are not readily available or in close proximity to the club. The 'old clothes team' is then able to focus their efforts in specific areas to gather intelligence information, locate stolen vehicles and enforce the laws pertaining to criminal activity.

Once the parking lot has been filled with two hundred and eighty vehicles, the lot is closed and the NRG staff control the only exit. A group of volunteer citizens, known as Communities on Phone Patrol (COPP), monitor the parking lot and record the license plate numbers that will be checked the following day for intelligence information. They also provide surveillance on criminal activity relating to liquor and drug trafficking. The west driveway for the parking lot is barricaded to provide a smooth flow of traffic in the plaza area. Only taxis, parents, patrons of the restaurant, variety store, billiard hall and NRG staff are allowed to park at the front of the buildings. When the lot is full and is closed, the uniform officers head into the neighbourhood and housing complex to provide visibility and deal with criminal and social disorder.

### **Front Door**

There are two officers in the escort van positioned 15 feet from the front door of NRG. This provides high visibility to the patrons that enter the club and it serves as the command post for the evening's activities. These officers are critical in dealing with the patrons, assisting security staff interacting with the crowds as they line up to enter the club, checking for false identification of underage youths to obtain liquor, and walking through the club to gauge the mood and tone of the evening. NRG radios are also available to alert the officers of potential problems inside the club if a quick response is needed. The police work very closely with the security staff, which physically searches the patrons prior to entering the club and check their identification. If there are any questions regarding the validity of the identification the individual is brought to the escort van where the officers conduct a secondary check. As the patrons walk to the top of the steps they are electronically searched to ensure no weapons enter the club. The weapon of choice is the exacto knife. The dress code to enter the club prohibits the wearing of gang garments such as bandannas; skull caps, rags,

dews and the bulky coats. Patrons are provided the option of returning their headwear to the car or disposing of it in the garbage.

As the patron heads to the cashier's table at the end of the hallway another check of the identification is conducted before receiving an ultraviolet stamp on their hand. This stamp allows the patrons to enter the upstairs section that serves alcohol or the one raised sitting room on the main floor. Alcohol is consumed only in these areas, not on the dance floor. Minors are prohibited from entry into these areas. During the evening the officers observe the patrons in line and intoxicated individuals or suspicious activity is dealt with. If an underage offender is arrested he or she is secured in the escort van and their parents are contacted to respond to the club to take their children home. At closing time the officers are visible within the crowd and diligently observe for possible incidents or confrontations that could become volatile and spread throughout the crowd.

#### **Old Clothes Team**

With the high police presence on the parking lot at the club, criminals have been persuaded to find another area to park their vehicles. The City of Burlington parking enforcement unit has adjusted the parking bylaws in the neighbourhoods to reflect a prohibited time from 9 p.m. until 4 a.m. on Friday and Saturday nights. This forces the patrons to park in the surrounding business and industrial areas. The old clothes team focuses attention in these areas for drugs, alcohol consumption and weapons. In Ontario one can only consume liquor in a licensed premise or a residence, and having alcohol in violation with possession of a motor vehicle is a serious social issue.

Attention is provided to the Wellington Square Co-op, a housing development that borders on the NRG neighbourhood. City by-law officers provide the parking enforcement to deal with any illegal parking. Patrons attending NRG who are looking for a parking space will enter the complex to park and often to consume alcohol; the residents immediately contact the police for assistance. The tenants have been known to stand at the gates of the complex informing the NRG patrons not to

park in the complex and then call the police if their requests are not complied with.

#### **Closing The Club**

At 1:45 a.m. the team enters the close down mode of the club and each of the uniform officers are strategically located to ensure the flow of patrons to the east parking lot. This prevents the opportunity for congregating and violent behaviour to erupt. The club contains two separate dance and music venues, each with their own distinctive culture. The rooms are closed down separately, to ensure each group of patrons has an opportunity to exit independently. The barricades have been removed from the parking lots by this point. One of the police vehicles takes up position to only allow parents to drive to the front of the club to pick up their children. Taxis are requested to pick up their passengers on the main street requiring the patrons to leave the front of the building and walk to the roadway. No other vehicles are allowed at the front of the club to obstruct the flow of 1,200 to 1,800 patrons exiting the club. This area is prone to congestion and by clearing the area it reduces the opportunities for violent confrontations.

The key to having the patron's exit the establishment is simple: keep them moving, and deal with them politely and professionally. The majority of the diverse patrons are not a problem, but caution is used when dealing with gang members. Incidents can erupt in a heartbeat and officers are cautious until the night is over. While the patrons exit the club and walk to their vehicles they pass seven uniform officers who keep them moving and provide safety to the patrons when leaving. As the warmer months arrive there is more loitering on the lot but with resolve the officers clear the parking lot of patrons and move on to the last strategy of the evening.

#### **Tim Horton's Plaza**

Northeast of the club is a consumer plaza with a variety store, Mr. Sub Shop, Pizza Shop and a twenty-four hour Tim Horton's coffee shop. The Sub and Pizza shop do not provide seating for the patrons; they are simply "take-out". Three of the stores remain open to service the patrons from NRG but Tim Horton's closes its doors at 2 a.m.

on NRG nights; they do not re-open until 4 a.m. This strategy was identified during the many communications between the police and coffee shop owners. They use this time to clean the store. This strategy prevents the patrons from having any place to sit or congregate other than in their vehicles in the plaza. A letter from the plaza authorizing the Halton Regional Police Service to act as their agents ensures that the patrons do not loiter on the property for any length of time. Towing signs have been erected and a private security company hands out parking tickets to vehicles that are parked in the plaza. Once they have purchased their food, the situation encourages them to return to their vehicles and head home.

#### **Police/Fire Alcohol Premises Check**

At various times during the month the Police, Fire Department and Alcohol and gaming commission Inspector attend at all licensed premises to check for overcrowding, fire violations, and violations relating to the Liquor License Act. Several other area establishments have been charged in the process, but not NRG: they have been abiding by all relevant laws.

#### **Drug And Morality Strategy**

There are clubs that the Regional Drug and Morality Teams specifically target in the City of Burlington. An up-scale dance club and NRGs have had undercover operations conducted. At NRGs, the use of marijuana and ecstasy was evident but not in quantities inside the club that could lead to prosecution. Drug trafficking is conducted in the area of the Tim Horton's plaza or along the Leighland Road area behind the plaza. To reduce the criminality in the neighbourhood, the Old Clothes Team target this area as well.

#### **Rave Drug Education**

It is the responsibility of the police that individuals who are placed in custody, especially in the escort van are safe. With the trend of designer drugs being used to enhance the dancing experience the district was educated in the detection and symptoms of drug use. The police are responsible for their safety while in custody. In addition, education has been provided within the

establishments to caution females about "date rape" drugs. The Halton Health Community including the Regional Health Services, Board of Education and the Police undertook a proactive crime prevention strategy utilizing coasters, posters and training of bar staff.

#### **Quality Service**

Approximately 750,000 patrons have attended the nightclub and to measure the professional and quality service the number of civilian complaints received from patrons was examined. Over the five-year period there have been six (6) complaints relating to use of force. It should also be noted that many of the patrons were free to offer their comments. NRG staff and the police have overheard feedback such as "it's a lot safer here than getting shot at in Toronto". Even the gang members have a reason to travel to Burlington. When asked, one replied, "I am not known here. I don't have any fears of being recognized or getting killed." The fact that the H.R.P.S. has continued to provide a professional, quality service while dealing with the crime and chaos in this problem-solving situation is certainly a credit to all of the partners involved.

#### **Public Complaints**

YEAR	1997	1998	1999	2000	2001
Citizen Complaints	0	1	0	1	3

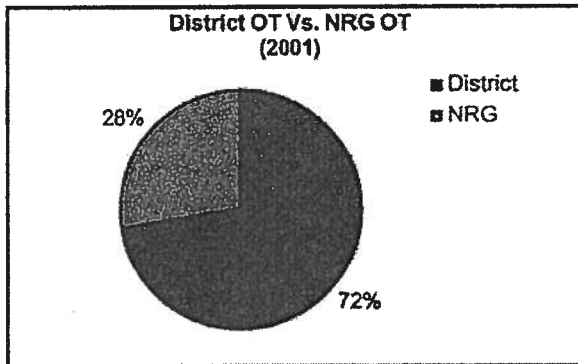
#### **New Civil Court Decision**

The previous owners of NRG were involved in a civil lawsuit in 1994. A young teenager who had consumed alcohol at the club was held responsible for a deadly accident. After leaving NRG, the driver was in a motor vehicle accident on the local highway: two youths were killed and one was left with crippling injuries. The driver, along with the nightclub, and insurance companies were sued and the victim was awarded 9 million dollars in damages in 2001. This heightened the awareness and responsibility of club owners everywhere and hastened the process to resolve the problem we were facing.

#### **Cost Of Providing Public Safety**



Chief Ean Algar and Deputy Chief Crowell have personally attended the nightclub. They have walked through the club during the peak times. With the potential of violence and the need to provide a safe community, a solid commitment by our leaders was made to ensure that the resources and funding were available to the front line officers to provide the service. The overtime for staff assigned to NRGs compared to the overall overtime for uniforms in District 3 was 28%.



Certainly this has been a large Financial cost to the taxpayers but one must consider that a homicide investigation can exceed one million dollars and can rapidly deplete staffing levels. The proactive investment committed to this project has paid dividends that cannot be measured in dollars alone.

An important point must be made here: A direct result of the NRG project has been a change in who the cost of the additional policing services are charged to in the future. The next time NRG liquor license is renewed, the club owners may be held accountable by being required to pay for the costs incurred for the additional police services (approximately \$125,000 annually).

YEAR	1999	2000	2001
OVERTIME COST	\$21,504.18	\$93,576.90	\$126,649.37

### ASSESSMENT

The evaluation of the problem was assessed on two fronts. The statistical measuring tool was the 75% decrease in crime relating to assaults, stolen

autos, thefts, mischief, parking complaints, damages, littering and calls for service. This measurement was based upon a comparison between the baseline established in 1997, comparing statistics up to and including 2001. With the reduction of crimes, the citizens and business owners enjoyed a substantial increase to the quality of life they deserved. Feedback from the community was gathered through a public survey. A personal evaluation from the citizens themselves had shown an increase in their confidence and satisfaction from 88% in 1995 to 94% in 2001. This measurement was completed prior to September 11<sup>th</sup>, 2001.

#### Reduction of Crime Stats 1997-2001

Year	1997	1998	1999	2000	2001	Crime Reduced
Assault (Q)	54	46	41	38	13	-75.90%
Stolen Autos (Q)	24	21	19	17	6	-75%
Theft from Autos (Q)	56	54	47	31	12	-78.60%
Mischief (Q)	87	74	72	68	23	-73.60%
Reduction of Crime	223	195	179	154	54	-75.00%
Parking	N/A	N/A	489	487	322	-34.20%

A second assessment tool involved analyzing enforcement statistics. Charges for criminal activity relating to drugs, liquor offences, false identification, underage drinking, impaired driving, trespassing, and recovered stolen vehicles were compared to the 1997 statistical information. The level of enforcement had risen 1500 % in targeting crime. The critical statistic is the absence of homicides or drive by shootings at this gang attended club.

#### Increased Enforcement 1997-2001

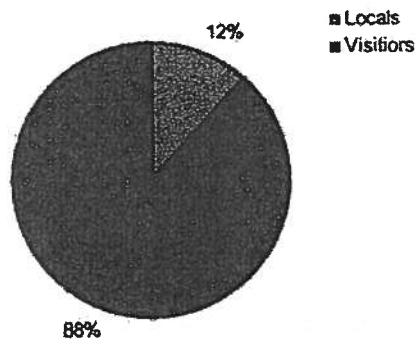
Year	1997	1998	1999	2000	2001	Increase 97 - 01	Increase %
Drugs (E)	16	16	35	53	147	131	820%
Liquor (E)	27	52	61	93	455	428	1585%
Trespass (E)	12	16	22	38	152	140	1166%
Totals	55	84	118	184	754	699	1254%

The success of this problem solving initiative is based upon the strong collaborative partnerships that were developed over the past five (5) years.

### Were the Offenders Local or Visitors?

The 2001 statistical information confirmed that the local youth in the City of Burlington were not the offenders: 88% of the individuals that were being charged were from other parts of southern Ontario. This fact alone reinforced why this in-depth approach to the problem was needed: serious crimes were taking place at nightclubs in the surrounding Golden Horseshoe. If the same patrons were frequenting NRG, the community and the police had to be prepared.

Occurrences caused by Locals Vs. Visitors (2001)



### CONCLUSION

Let's Dance is an example of a problem-oriented strategy in action. A serious problem within a specific neighbourhood was identified with input from the broad community and confirmed by crime analysis. The Halton Regional Police Service is confident that the problem was tackled, and continues to be dealt with, because of the broad support and buy in from all sectors of the community. The success of this project is a direct result of the collaborative efforts of all the partners and the dedication of each and every member of the Halton Regional Police Service.

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The Winner Within by Pat Riley

Theory of Community Policing by Susan Trojanowicz and Robert Trojanowicz

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### NOTES

1. The NRG initiative was developed and implemented at the front line of Halton Regional Police Service.
2. Since 1996 Police Service members have been trained in problem solving during the Organizational Change Process. In addition, each new recruit that is hired receives "POP" during the in-service training in Community Policing, Ethics and Integrity, Policing in Teams, and the
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methods on how the HRPS provides service to the citizens of Halton.

3. There are no extra incentives given to the officers who engage in problem solving policing. It is the "way we do business."
4. The detailed list of resources and guidelines used by the NRG Team is included in the list of references above.
5. There were no problems identified with the model itself, but during implementation one must have faith and work the plan. It was necessary to create our own problem solving form and tracking system. The Problem Solving Form includes: Problem Identification, Problem Analysis, Response, Implementation Plan, and Evaluation. A completed sample of the form is attached.
6. Over the course of the implementation of the NRG Team project, overtime costs totalled \$241,730 for a three-year period. Previous enforcement costs had been covered by pay duty. Staffing levels had been below normal for several years. As a result, the overtime costs were absorbed into the overall department budget. The issue of overtime did have to be monitored specific to the effect the additional workload was having on the officers.
7. Additional equipment was purchased for the NRG Team: extra radios, flashlights, belt clips. Again, these items were absorbed in the overall department budget. Specialized training on RAVES was acquired in Ohio.