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# **LONDON POLICE SERVICE**



## **BUSINESS PLAN**

**2001 - 2003**

## OWNERSHIP

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<b>MESSAGE FROM THE CHAIR, LONDON POLICE SERVICES BOARD</b>	

The London Police Services Board, recognizing the importance of strategic planning for the future, is pleased to present the London Police Service Three Year Business Plan. A conscientious examination of the needs of our community has provided the motivation for the development of the objectives of this Plan.



The Board believes that it is incumbent upon the London Police Service to continue to develop a customer service model in which public consultation provides the groundwork for service delivery. Based on this principle, during the fall of 1999, a series of community meetings were held and members of the London Police Services Board listened carefully to the citizens of London.

The Business Plan clearly reflects our desire to augment service delivery for those programs that our citizens have indicated are very important. We understand that service delivery must address the needs of a broad cross-section of our community. The use of community surveys and ongoing consultations has been instrumental in monitoring the public's perception of the London Police Service, adjusting our priorities, and raising our level of service. The result, in practical terms, will be a significant increase to our traffic, crime prevention, and community oriented response units over the next three years.

The Ontario Adequacy and Effectiveness Standards Regulation directs police services to examine themselves with a view to establishing a long-range plan for service delivery. The current Business Plan provides the London Police Service, and the community, with a blueprint -- a vision -- for the next three years. The objectives and the performance indicators have been carefully developed to ensure that they provide a means to effectively gauge the success of the plan.

As Chair of the London Police Services Board, I am mindful of resource issues, knowing use and allocation are concerns to our community partners. We will undertake to continue to establish cost efficiencies through resource sharing with other services, utilizing Provincial and Federal funding programs where applicable, providing opportunities for volunteers to be involved in initiatives such as crime prevention, and continuing to examine innovative and alternate means to provide for an efficient, and effective, service. The Business Plan is a living document that shall be reviewed on an annual basis. This review will ensure that the London Police Service maintains service delivery at a level that is satisfactory to the community. The Business Plan is a solid framework; one that provides for continuous improvement, enabling the London Police Service to continue to be a leader within the policing community.

A.J. Belecky  
Chair

## MESSAGE FROM THE CHIEF OF POLICE



The London Police Service Business Plan is the result of a collaborative effort on the part of our community, the London Police Service, and the London Police Services Board. The Plan takes into account the needs and demands of the community, while at the same time incorporating legislative mandates as outlined in the Adequacy Standards Regulation.

This is not an entirely new undertaking. The London Police Service has been involved in the process of strategic planning for a number of years. Strategic planning, traditionally, provided for a predominantly internally based vision for the future direction of the Service. Our current Business Plan is a natural extension of our strategic planning initiatives but now includes, in a more comprehensive manner, input from the wider community. As an organization, we have looked to our community to assist us in setting policing priorities. Community consultations with our citizens, educators, politicians, business people, and interest groups has provided the platform for our needs analysis. Through an introspective look, we have endeavoured to produce a three year plan that satisfies the community, addresses their concerns, and meets the long-term goals and objectives of policing in the City of London.

We understand that community input is critical to addressing the challenges that we all face collectively. These challenges are not without costs in terms of anticipating and meeting projections for future organizational needs. The London Police Service Business Plan provides both an outline of the resource needs as well as the costs associated to them. It is important that we produce a plan that is firmly grounded in a practical and responsible approach to what the community indicates it needs, while being mindful of the community's ability to support the initiative financially.

A tremendous amount of work has been completed to provide the community with our Business Plan. It has been very rewarding to receive, first hand, the comments from our stakeholders as to their level of satisfaction with the organization. At the same time, we have learned how we can improve our service to these stakeholders. The goal of any organization is maintaining close contact with its stakeholders and understanding their needs. It is essential for the London Police Service to listen, and incorporate, suggestions that assist in enhancing this organization, and this we have attempted to do.

I believe that in developing the Business Plan we have captured the true essence of community-based policing. It will ensure the efficient, and effective, deployment of our resources in meeting the needs of the community, and providing a means with which to monitor and measure our performance, over the next three years.

A.J. Gramolini  
Chief of Police

## EXECUTIVE SUMMARY

The London Police Service (LPS) Business Plan has been developed in conformance with the Adequacy Standards Regulation 3/99. This Regulation requires that every police service in Ontario develop a business plan that provides direction to the agency for a three year period commencing January 1, 2001.

Our Business Plan has been developed with maximum input from a broad spectrum of the community and from those within the London Police Service. The Business Plan also takes into account the environment in which we operate, our present levels of service, and future projections. We have determined our priorities, developed specific objectives and performance indicators, and have provided resource costings for the next three years.

The Business Plan concentrates on the following categories:

- Community Based Crime Prevention
- Community Patrol (including emergency calls for service)
- Criminal Investigation Services (including violent, property, and youth crime)
- Community Satisfaction
- Assistance to Victims
- Traffic
- Human Resource Management
- Training
- Information and Technology
- Police Fleet and Facilities

We are satisfied with the integrity of the process we have utilized in the development of the Business Plan. We have taken a measured response to all suggestions, bearing in mind the need to be fiscally responsible, while at the same time adequately, and appropriately, addressing legitimate service concerns. It is important, however, to point out that even with the best analysis of future needs we have been constrained to a large extent by not being able to accurately quantify the impact of the Adequacy Standards Regulation. Due to its prescriptive nature, the effect on future human resource requirements can not be fully realized at this time.

Based on personnel needs projections the costs have been established as \$770,444.00 over the 2001-2003 time period. Details of the projections are presented in the table on page 42 of this document.



## OUR COMMUNITY

Located within 200 kilometers of the United States border to the southwest, and the city of Toronto to the east, London is the corporate, commercial, and cultural centre of southwestern Ontario. London is Canada's tenth largest city and is renowned for its consistent, balanced growth. The City of London has a population of 343,353 and occupies an area of 422 square kilometers. The forecasted annual rate of growth is 1.2% (City of London).

Diversity and constant growth have earned London recognition as 'one of Canada's ten best cities for business,' (The Globe and Mail Report on Business, August 1996), and the 'best run city in

Service is the largest municipal police service in southwestern Ontario. The London Police Service has an authorized complement of 630 employees: 465 police officers, 9 cadets, and 156 civilians. Operating expenses for 2000 total \$42,938,530 or \$125.06 per capita.

The London Police Service is recognized provincially and nationally for its proactive, and innovative, approaches to policing. Our history is replete with example after example of where we lead in developing, or implementing, innovative changes: in 1941 we had radio equipped cars; in 1957, before radar as we have come to know it was used, we were utilizing an electrical timing device; in

*"Our benchmarked review of the London Police Service indicates it is a very well-run force, with a number of practices that merit adoption by other forces in the province. This is a lean service; with no major opportunities for savings, without a serious risk to public safety. The labour-management climate is very positive and the leadership is strong." - The Corporation of the City of London Operational Review prepared by KPMG, February 5, 1997, p.13*

Canada,' (Financial Times, November 1992). London's labour force is well educated, ethnically diverse, and has a low mobility status. London is successful in meeting the needs of its citizens in the areas of business and government services; health care and education; the arts; and sports and recreation. The residential tax rate is one of the lowest in Ontario, and the crime rate is one of the lowest in the country, compared to cities of similar size.

Established in 1855, the London Police

1958 we introduced the breathalyzer; in 1962 the first female officers were part of the London Force – 12 years earlier than Canada's major police service, Toronto; in 1973 the Family Consultant Service was established; our computerized record entry and case management system is the envy of others and was operating as early as 1976; and in 1981 a domestic violence policy directive was introduced. A Four Counties Police Cooperative has been established with surrounding municipalities; we act as a resource to many neighbouring police services; and

are consulted, on our business operations and practices, by police services from coast-to-coast.

The London Police Service is cognizant of its continuing need for efficiencies in how we administer ourselves. It is our intention to continue to be leaders in our field – creativity and innovation will, along with our staff, be our greatest strength. Human resources and computer technology are being employed to the greatest possible advantage.

Economic constraints have resulted in diminished governmental funding of police services. Within budgetary limitations, the London Police Service must develop methods of maintaining the high quality service required for, and demanded by, the community.

The increasing rates of violent crime and illicit drug use, along with the management of high risk offenders into the community, continue to be major concerns of citizens and police. Policing today requires concerted efforts to ensure the protection of all citizens, giving specific attention to the concerns of vulnerable groups. The London Police Service proposes to continue improving educational community programmes and to implement new programmes.

Traditionally, policing used crime rates as a barometer in which to base programs and focus their attention. This is only one component of

*"The quality review provided a very positive experience in its review of the high liability areas. In general, it appears that the manner in which the police service and the police services board in London have responded to their obligation to develop and implement effective policies and procedures, with respect to these areas, is exemplary."*  
- Ministry of the Solicitor General and Correctional Services, Policing Services Division, final report, May 1998, p. 26

the matrix, however, as there are many other variables involved. The London Police Service is aware of the changing complexity of the community, and strives to remain abreast of current, relevant information. Through ongoing research and review of municipal, provincial, and national trends, it is our intention to maintain pace with the changing dynamics of our community. The London Police Service utilizes a wide range of data and statistics (Sources: Statistics Canada, Federation of Canadian Municipalities, City of London, London Police Service), including information in the following areas:

**The City:**

- ▶ The population is projected to be 347,700 in 2001, and to grow at an annual rate of 1.2% from 2001 - 2006.
- ▶ The city of London is growing at a slower rate than Canada as a whole.
- ▶ 13.8% of the London population is in the 15-24 age group.
- ▶ 6.3% of the population is in the 15-19 age group.
  - ▶ It is forecast that between 1996 and 2001 the 15-19 age group will increase by 22.69% representing 7.25% of the

population.

- ▶ By 2006 the 15-24 age group will increase by 10.33%.
- ▶ London has a higher incidence of teen births than Canada overall (25.5% vs. 22.1%).
- ▶ London's population, 55 years of age and older, increased by 6.5% between 1991 and 1996.
  - ▶ Anticipated growth rate for this sector is 10.08% for the 1996 - 2001 time period, and 15.8% from 2001 - 2006.
- ▶ London is ranked as 8<sup>th</sup> in Canada for the proportion of the population that is 65 and over.

#### **Population Diversity:**

- ▶ The London population is ethnically diverse, providing the community with a rich cultural mosaic.
- ▶ 8.9% of the London population is from a visible minority group.
- ▶ Immigrants comprise 19.3% of the population; this represents 1 in 5 Londoners.
- ▶ 37.7% of immigrants, in the 1991-1996 time period, originated from Asia and the Middle East.
- ▶ The top five source countries for immigrants, based on 1996 data, are: Poland (17.5%), U.K. (6.2%), El Salvador (5.7%), Portugal (5.2%), and Viet Nam (5.1%).
- ▶ The top ten non-official home languages (1996) are: Polish, Portuguese, Spanish, Arabic,

Chinese, Italian, Vietnamese, Greek, German, and Hungarian.

#### **Labour Force:**

- ▶ London experiences a very low migration of workers from the city.
- ▶ The manufacturing industry employs the largest portion of the labour force, followed by the health and social service sector, retail trade, and educational service.
- ▶ The median income in London (expressed in 1996 constant dollars) is \$21,500, giving London a 10<sup>th</sup> place ranking nationally.
- ▶ The unemployment rate (January 2000) in London is 5.3%.
  - ▶ London has lower unemployment rates for all age groupings than Canada as a whole.
- ▶ 17% of London's population has earned a bachelor's degree or higher, 6.9% has an education of less than grade 9; both levels are significantly better than the national average.

#### **Households:**

- ▶ London has higher than the provincial average of single person households, and less than the provincial average number of couples with children.
- ▶ The percentage of lone-parent families increased from 13.4% to 15.4% between 1991 and 1996.
- ▶ The percentage of one person households increased from 25.0% to 26.2% for the same time period.

- ▶ Over the period 1992 to 1996, London's poorest families became even poorer, experiencing a 25.6% decrease in family incomes.
- ▶ 16.4% of the London population are in receipt of social assistance.
  - ▶ nearly 50% (49.5%) of lone-parent families report receiving social assistance in 1996.

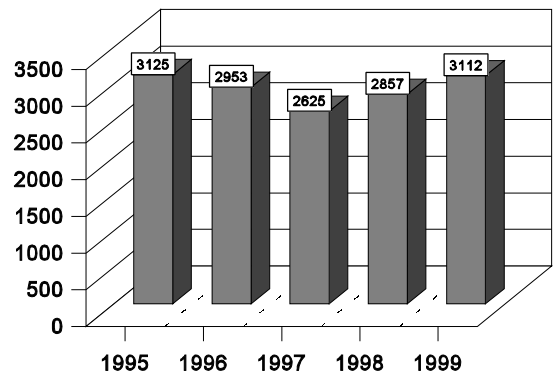
**Crime Summary:**

- ▶ Young offender charges are significantly higher than for Canada (724 per 100,000 vs 493 per 100,000 - 1996) but the former rate is steadily decreasing.
- ▶ London's incidence of property crime is higher than Canada as a whole but the numbers have generally been decreasing.
- ▶ London has a lower incidence of violent crime as compared to Canada as a whole.

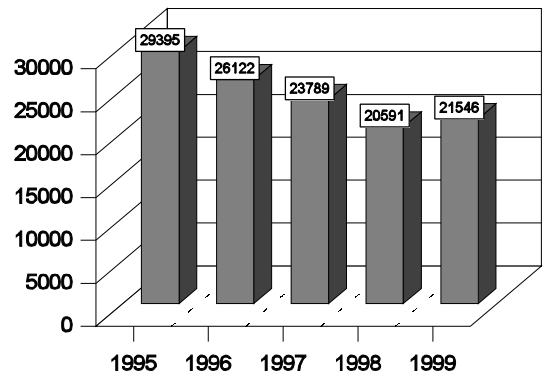
**MISSION STATEMENT**

Our most valued resource is the citizens from whom we derive our legitimacy and to whom we are obligated to provide a professional, caring, and efficient police

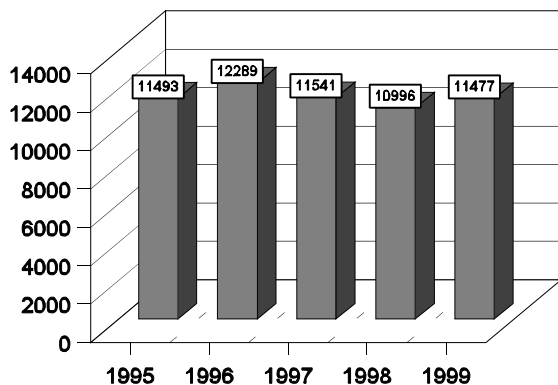
**Crimes Against Persons**



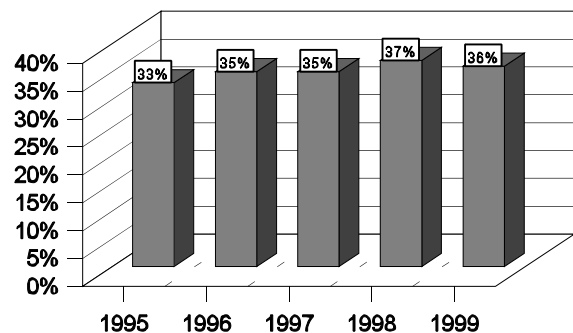
**Crimes Against Property**



**Total Criminal Charges**



**Criminal Offence Clearance Rate**



service.

### **STATEMENT OF VALUES**

The London Police Service, in pursuit of its mission, believes in providing quality service with the highest possible degree of excellence, based upon the principles of fairness, integrity, honesty, and respect for human dignity.

### **VISION OF SUCCESS**

The London Police Service is dedicated to attaining the highest level of professionalism and accountability in its service to the citizens of London. Recognizing that our strength stems from our partnership with all sectors of the community, we envision an organization structured to meet the ever changing needs of citizens and our profession. Accomplishing this goal depends on our ability to:

- Provide greater public safety, security, and quality of life in the community;
- Foster a trusting, caring partnership with the community in all its diversity;
- Continue to enhance our public image;
- Develop effective communications within our organization and with those we serve;
- Promote a safe, satisfying, and equitable workplace, allowing for the professional development of our employees;

- Excel in supervision and training; and
- Acquire and use our resources efficiently and responsibly.

The London Police Service Vision of Success will be achieved through the cooperation and commitment of the community and our personnel, thus ensuring the highest possible degree of integrity and excellence.

### **CHALLENGES, OBJECTIVES, AND ACTIONS**

The community along with the London Police Service employees have identified key challenges to our Vision of Success.

- To continue improving and promoting community policing initiatives;
- To continue developing effective communications;
- To continue improving the management of the London Police Service human resources;
- To continue to improve service to the community through the greater use of technology;
- To maintain the optimum level of service with limited economic resources; and
- To address legislation having an effect on police services in the community.

The London Police Service Business Plan is intended to build upon the framework that was established for the development

of our Vision of Success. This Vision was intended to evolve, as mandates and structures change, to accommodate the demands placed on the organization. The Business Plan will assist in the continued growth of the organization, providing a blueprint outlining goals, objectives, and the means to meet them.

## THE LONDON POLICE SERVICE BUSINESS PLAN

On January 8, 1999, the Ontario government passed Ontario Regulation 3/99. This Regulation, commonly referred to as the "Adequacy Standards Regulation", creates a framework for police services to provide consistent service delivery despite individual variances attributable to history, location, and demographics.

One of the main components of the Regulation is the need to consult with members of the community to determine the level of satisfaction with policing and the direction that the service should be taking relative to the needs of the community. It can no longer be a question of police services establishing programs and budgets based on historical data. Rather, a new, fresh, approach is required; one in which feedback from the community at large will be one of the guiding factors in determining the type of services that are going to be delivered. The allocation of our resources must be based on the priorities of our citizens. In the past, many police services generated programs from within and consultation was conducted on an ad hoc basis. This will no longer be the case with the London Police Service. The consultation process is intended to be ongoing with input being incorporated directly into the Business Plan and subject to ongoing reviews and revisions.

Consultation is the process by which all of our stakeholders are involved in a collaborative process leading to the development of a Business Plan. The London Police Service consultative process includes our citizens, business persons, educators, and politicians. The

community input obtained by this process has provided a strong basis for the London Police Service Business Plan. The key has been the community's understanding of past, present, and future service delivery.

It has always been the policy of the London Police Service to recognize efficiencies and work towards effective service delivery. There is, inevitably, a balancing act between levels of services demanded by the community, the level of resources available to the police agency, and the community's ability and willingness to pay. The Business Plan has been envisioned to convey public issues of importance and concerns through a consultation process that provides a means for the development of a vision for the London Police Service. The Business Plan includes the consideration of planned expenditures, capital allocations, and revenues over a three year period.

Sections 4 (2) and 4 (3) of the Police Services Act of Ontario requires that each police service address the following core functions:

- Crime Prevention**
- Law Enforcement**
- Victim's Assistance**
- Public Order Maintenance**
- Emergency Response**
- Administration and Infrastructure**

Police services are required to provide the core functions ensuring that adequate and effective service delivery is provided to the community. In the event that services can not be provided, the police service is mandated to obtain the assistance of other services, through contractual or other arrangements, to ensure that service delivery is available. This would include, but is not limited to, crime prevention programs, 24-hour communication dispatch, criminal intelligence, crime and call analysis, criminal investigation services, investigative supports, and victim assistance services. The police service is also required to have access to an emergency response team and a public order unit. The London Police Service, through realignment and restructuring of existing programmes and personnel resources, can provide all of the core functions, inclusive of the above services, as mandated by the Adequacy Standards. The London Police Service will not be required to contract services from another police service. The costs for the delivery of these core functions are contained within the London Police Service Annual Budget and are not additional resource needs requiring outsourcing or contractual arrangements with other agencies. It is clear that some police services will be required to provide strategies and costs in order to obtain certain core functions. The London Police Service is not in a position of having to do this.

The provision of police service to the community by the London Police Service is accomplished through several processes. The London Police Services Board Policy Manual provides the overall mandate for service delivery in

compliance with the Police Services Act and the Adequacy Standards Regulation 3/99. The London Police Service Procedure Manual provides the processes by which Board Policy are implemented and maintained. The Chief of Police, through the issuing of Routine and General Orders, maintains direct control over the daily operation of the Service. The Beat Patrol Plan provides for the processes by which the community is policed and the manner in which our officers are deployed to deliver service efficiently and effectively. The Criminal Investigation Management Plan outlines the criminal investigation process and ensures the proper investigation of criminal offences. All of these directives and processes, collectively, ensure the provision of service to the community.

The London Police Service wants to ensure that we are taking into consideration the priorities and concerns of the wider community to create an environment that will provide for the best opportunities for continuous learning, growth, and development in order that we can supply the optimum in service to the community. Through our partnerships we must be prepared to change in response to both reasonable criticism and positive suggestions for change and to accommodate community interests and needs where they can be reconciled with our mandate under the Police Services Act.

The Business Plan has been divided into priorities that contain both qualitative and quantitative objectives. Performance indicators have also been developed, where it is appropriate, to assist in measuring the overall success of the Plan. Each priority also contains a statement as to how the London Police



Service shall achieve the stated objectives. In the event that costs will be incurred they have been included and projected over the course of the three years of the Plan. The Business Plan has been designed to allow for ongoing review to ensure that it remains a living document. Completion dates have been included to assist in measuring the success of the Business Plan, however, annual reviews shall provide a means to gauge the integrity of the process.

A report shall be provided to the London Police Services Board by July 1<sup>st</sup> each year. The report shall contain a summary of the objectives and establish the extent to which the performance indicators have been met. Any concerns or issues will be communicated to the Board, including suggestions and strategies where deficiencies have been indicated. This Annual Business Plan Report shall also be forwarded to Municipal Council, along with the London Police Service Annual Report.

## COMMUNITY CONSULTATION PROCESS

### Introduction

*“Hearing what I am tonight, some of it for the first time, is beneficial, regardless of the turnout. It is the intention, the fact that you came out to us, to hear us out, that is so important. I would encourage the London Police to do more.”*

- citizen,  
Community Consultation,  
Sir Wilfrid Laurier S.S.

In the fall of 1999, the London Police Service began a consultative process with the citizens, community organizations and groups, business leaders, educators, and politicians of London. Although now mandated by law through Ontario Regulation 3/99, the Adequacy Standards Regulation, the London Police Service has always worked in a co-operative manner with the community we serve, considering their input and insights. The process will now be emphasized, strengthened, and regularized.

In order to ensure that each of the representative groups, outlined in s. 32(2) of

Ontario Regulation 3/99, had an opportunity to speak directly with the London Police Service, were provided with information on the Regulation, and given an overview of the current level of services provided, a series of formalized meetings were scheduled over the September 1999 to January 2000 time period. A standardized meeting format, and package of information was shared

with each group. As well, consistency was assured in the panel of representatives who attended from the London Police Service and through the recording of minutes from each meeting. Members of the London Police Service Board were in attendance at all sessions, thus providing them with a first-hand understanding of the priorities and concerns of the community.

### Methodology

#### Citizens

From May 24<sup>th</sup> to June 4<sup>th</sup> 1999, a Public Needs Survey was completed. The third in a series of surveys, historically completed every three years, the 1999 survey was conducted through a telephone survey of randomly selected residents of London. A list of 5,000 numbers was obtained from the pages of the City of London 1999 Telephone Directory; 500 interviews were completed. For comparative purposes, questions utilized in the 1993 and 1996 surveys were included. As well, some questions were reworded in the 1999 survey to provide a better understanding of today's environment.

Seven evening meetings were scheduled, for September and October, in each of the electoral wards of London. Flyers were developed for each ward and distributed through the Pennysaver, a weekly publication with city-wide, door-to-door, coverage. Over 132,000 flyers were distributed. In addition, the Community Services Office, of the London Police Service, posted and

distributed the appropriate flyer at businesses, community halls, seniors centres, and malls in each of the respective wards. Media releases, media interviews, and postings at the London Police Service booth at the Western Fair were also undertaken.

*“This process [community consultation] is long overdue and we feel that this is a good first step in better community involvement with the police.”*

- Staff of Health Outreach Project for People Who Are Homeless, London InterCommunity Health Centre

These meetings were well attended by a wide range of individuals and the communities vision for future policing priorities was obtained.

Comments, suggestions, and insights were provided by seniors, by young people just establishing their first home, by single parents, and families with school-aged

children. Issues requiring immediate attention, on personal or incident-specific matters, were forwarded to the respective Divisions within the London Police Service for follow-up.

### **Business Leaders**

The business leaders of the community were contacted via the London Downtown Business Association (LDBA) and the Chamber of Commerce. Presentations were made to the Executive of these groups with members also being invited to participate. Much of the discussion focused around perceptions versus reality of crime, especially for the downtown area.

### **Educators**

Meetings were held in November 1999 with the Directors, Chairs, and Executive Members of both the Public and Catholic School Boards. These meetings were viewed by the School Boards as an invaluable opportunity to discuss current relationships and an opportunity to build stronger partnerships between the Boards and the police service.

### **Community Organizations and Groups**

In addition to participating, as citizens, via the ward meetings, executive members of community organizations and groups were either invited to submit a written commentary to the London Police Service, or to attend one of two meetings held at police headquarters.

Over one hundred letters were sent to the vast array of organizations that serve the needs of the diverse community of London. Thoughtful input was received from many of these groups speaking frankly of the positive aspects of their interaction with the London Police Service as well as to areas in which improvements are required.

Sixty-six groups, representing cultural, religious, ethnic, and special interest groups, were invited to attend one of two meetings scheduled on Monday evenings in December 1999. Thirty-three groups (50%) participated in this process with some very insightful feedback being gathered.

Follow-up was made to any issues, raised in either the letters or the meetings, that required the immediate attention of the London Police Service.

### **Municipal Council**

In May 1999 all members of Council were invited to police headquarters where they were provided with an overview of the Adequacy Standards Regulation. In July 1999, the first of quarterly meetings were established with the Community and Protective Services (CAPS) Committee. The focus of these meetings being the provision of a basic understanding and outline of the Adequacy Standards, the London Police Service's approach to ensuring compliance, and an update on the time line developed.

Municipal Council members were individually invited to attend the community consultation meetings in their ward, as well as being advised of all meeting dates. The Mayor was also advised of the invitations to Council members. Councillors were able to avail themselves of this opportunity to participate.

### **Community Advisory Council**

The Community Advisory Council to the Chief of Police, comprised of a broad spectrum of citizens and business leaders in London, were also consulted in this process. At their November 1999 monthly meeting a presentation on the Adequacy Standards Regulation was made and valuable comments gathered especially around balancing the needs of the community with what the community can, or is willing to, afford.

### **London Police Service Personnel**

A crucial component of the consultative process is the involvement of the personnel of the London Police Service. Through communiques from the Chief of

Police, Memorandums from the Ministry of the Solicitor General, and in-service training, input from, and dissemination of information to, the rank and file members of the Service has been completed.

### **Findings**

In December 1999 an initial review was made of the 1999 Public Needs Survey, the minutes of each of the meetings, and all correspondence received to date. This was followed by a subsequent review of the minutes of the January sessions, and any additional correspondence that had been received from community groups. Issues, priorities, and concerns were drawn from the comments and recorded. As each set of minutes were reviewed trends and themes became evident. Based on the entire consultative process the following issues and community based policing priorities were developed, and have been addressed, within the current London Police Service Business Plan:

- ▶ Crime Prevention
  - Education
  - School Violence
  - Vandalism
- ▶ Victimization/Victim's Assistance
- ▶ Traffic
  - Enforcement
  - Education
- ▶ Community Patrol
  - Programs
  - Presence/Visibility
  - Proactive Policing
  - Response Time

- Stress/Burnout of Officers
- Community Oriented Response (COR)/  
Downtown Community Foot Patrol (DCFP)
- ▶ Partnerships
  - Education
  - Economic Efficiencies
  - Programs
- ▶ Corporate Visibility
  - Perceptions/Realities of Crime
  - Services Offered
  - "Day in the Life of an Officer"
  - Education on Crime Statistics
  - Awareness Raising

## **Crime Prevention**

Much of the emphasis focused on the need for education – both of the community on how they could better “crime proof” themselves and understand the crime reporting process, as well as the police service, especially in understanding the perceptions, and lack of awareness, on the part of many citizens.

*“As a vice-principal, new to the position and new to Sir George Ross Secondary School, one of my strongest supports and resources was the London Police Service.”*

*- Patricia Thompson,  
Vice-Principal*

The issue of school violence was a topic of particular concern, especially considering the number of individuals who have been moved into leadership positions within the school systems over the past two to three years, and who have little or no knowledge of the Safe Schools protocol. The London Police Service was seen as being a vehicle for education and enforcement.

Vandalism, at the schools as well as in neighbourhoods, was raised in five of the seven community

consultations and twenty percent of the letters received from community organizations.

Surprise was expressed by all groups when it was disclosed that there is currently only one Crime Prevention Officer for the London Police Service. *Overwhelmingly, the community conveyed that this was insufficient.*

## **Victimization/Victim's Assistance**

Citizens and community groups were particularly concerned that sufficient resources, both monetary and staffing, were being dedicated to meet victim's needs. Strong support was made for the Residential Break and Enter program. There were requests to expand into other areas (e.g., family trauma from violent crimes).

Although victimization was not raised as a specific issue, and in fact, the findings of the 1999 Public Needs Survey indicate that less than twenty-five percent (21.6%) of the respondents stated that they had been a victim of crime within the past two years, it became apparent that there is strong support for crime prevention initiatives and victim intervention strategies. Private citizens, and businesses in the community, wish to have information and programs that educate them in crime proofing themselves. There was a strong desire to have confidence that, in the unfortunate circumstance of being victimized, a network of services and resources would be available to support and assist them. There was a clear indication that the populace sees the London Police Service as a provider of these services and a partner with the community in assuring the network is available.

## **Traffic**

Enforcement and education formed the basis of discussion surrounding this issue. All groups called for increased visibility and patrols, along with increased enforcement, especially for speeding and aggressive drivers. Over fifty percent (54.8%) of respondents of the 1999 Public Needs Survey stated that “not

enough” attention was being paid to this problem.

Many individuals expressed a lack of understanding on their part regarding rules of the road and information required when reporting traffic offences. There was an overall call for the London Police Service to provide “Traffic Notes” in various media sources to assist in the education process.

### **Community Patrol**

*“If we have problems getting feet on the street, how do we get to the point of being proactive?”*

- Lee Sherman,  
London Urban Alliance

Community Patrol encompasses a variety of components: the presence/visibility of officers, pro-active policing, response time, directed patrol, and specialized units such as Community Oriented Response (COR) Unit and the Downtown Community Foot Patrol (DCFP).

Citizens were cognizant of, but frustrated with, the fact that a lack of resources at the front-line, uniformed patrol level directly correlates to an inability of the London Police Service to provide increased general visibility and directed patrols to problem areas. The importance of, and a desire for, an increased presence along with a greater focus on pro-active policing, was raised in the meetings with the business community, the school boards, the community groups and organizations, as well as in five out of seven of the consultations with citizens. Findings from the Public Needs Survey support this

desire, with the call for vehicle patrols increasing from 59.8% to 68.8% from 1996 to 1999. Similarly, the wish for more foot patrols increased from 27.2% to 67.2% (a forty percent increase), and the call for more bicycle patrols increased from 20.3% to 46.4% for the same time period.

The public expressed real concern that if the basic needs of officers were not being met, then the needs of the community were not being met. Attention to the key resource of policing, the officers themselves, must be enhanced. In seventy-five percent of the community consultations, all meetings with community groups, and forty percent of the letters received, the public was adamant that dollars for staffing must be a priority.

In three of seven of the community consultations, both of the meetings with community groups, and in forty percent of the letters received, an appreciation for, and a call for an increase to, the COR Unit was made. Citizens and community groups valued the specialized response of the officers of this unit. Businesses hold the DCFP in high regard, remarking on their presence being an essential component to operating a business in the downtown core. Members of the LDBA expressed a need for increased police presence downtown and indicated their willingness to finance part of that presence in terms of office location.

### **Partnerships**

The need to pursue economic efficiencies was a message that was strongly voiced. Many of the community groups and organizations expressed a willingness to work in co-operation with the police to

assist in servicing the many requests that are received. The suggestion was made to explore the possibility of making use of “civilian specialists” in co-educating the public, and augmenting the services and programs that the London Police Service provides. A similar message was heard from the School Boards and the general populace who stressed the need to be cost-effective in the delivery of programs, and, with limited resources being available, suggested pro-active collaborations such as partnering with local School Councils. Many community groups requested the opportunity to make presentations at in-service training and were unaware that this practice, although having room for expansion, was already in place.

### **Corporate Visibility**

*“Need to maintain a human face to policing.”*  
- citizen,  
Community Consultation,  
Sir Wilfrid Laurier S.S.

It became evident as the series of meetings were held, and correspondence read, that a consistent thread ran throughout: a lack of awareness by the public on many of the programs and initiatives of the London Police Service. There was a

strong message that the public wants to see “behind the blue line.”

Citizens, in general, were unaware of programs such as the Joe and Rookie Leagues, Citizens’ Academy, and the mandate of the COR Unit. The London Police Service must be more attuned to the public’s needs and desire for knowledge and understanding. All groups requested that a variety of avenues and

means (e.g., media, website, special visitations, etc.) be explored to raise awareness. Part of this process involves being able to reach the officers themselves as an avenue of information and a resource to the community. An overwhelming preference is the ability to reach a police officer when calling in to police headquarters. There is an expectation to be able to speak directly with an officer and not being shunted through a voice-mail system. Visibility and accessibility were seen as synonymous.

It was stated that the public, overall, is very supportive of the police service and that mis-perceptions would be dispelled through the release of statistics, facts, and figures. A stronger, enhanced partnership is developed when the community served is more knowledgeable, and has a clearer grasp of the challenges and issues that are faced by the police service. It was also indicated that they are more understanding and willing to assist, providing valuable input, if they are kept abreast of the nuances, constraints, and time lines that are part of the process.



## BUSINESS PLAN PRIORITIES

### COMMUNITY BASED CRIME PREVENTION

It is widely accepted that there are three components to a crime: a motivated criminal, a vulnerable victim, and the lack of guardian presence. If one of the components is removed the crime is prevented. It is imperative that the London Police Service increase our responsiveness to victims of crimes and develop strategies to prevent our citizens from becoming targets of criminal activity. It is clear from comments made during our community forums, and our own internal needs study, that the effectiveness of our current crime prevention programs is limited due to insufficient personnel resources. The addition of resources would allow for increased commitments towards security surveys, senior and youth programs, internet crime and target hardening initiatives.

Crime prevention provides for an increase in quality of life by developing community awareness and empowering our citizens to be pro-active, and knowledgeable, concerning crime prevention strategies. It is the cornerstone of effective community partnerships. The need for dedicated crime prevention officers must also be considered in conjunction with educating our front-line officers on crime prevention initiatives to provide a means

to reach the widest audience possible. To this end other methods of delivery must be explored.

#### **Objectives:**

1. Increase the number of Crime Prevention Programs that are being delivered to the community, and review current programs, to ensure relevance and delivery to the proper target audiences.
2. Establish a more focused and enhanced Crime Prevention Unit.
3. Increase the number of dedicated Crime Prevention officers by January 1, 2003 bringing the total number to three officers (1 - January 1, 2002, 1 - January 1, 2003).
4. Heighten the awareness of all officers as to theories associated with crime prevention and ensure that officers are trained to provide crime prevention advice and services to the community in a consistent, and informed, manner.
5. Train and utilize auxiliary members in Crime Prevention Programs.

*"The London Police Department has been active in a number of initiatives involving young people within this community. This has been viewed very positively in terms of education and crime prevention. Although it is recognized that resources are limited, priority should be given to this growing sector of the population."*  
- Peter Steckenreiter, Regional Director, South West Region, Ministry of Community and Social Services

**Performance Indicators:**

1. A 100% increase in the number of Crime Prevention Programs delivered to the community (Annual Comparison).
2. An increase in the level of satisfaction expressed by those citizens participating in Crime Prevention Programs (Survey Methodology).
3. A 50% increase in the number of operational members trained in crime prevention initiatives (January 1, 2003).
4. A 100% increase in the number of auxiliary members trained in the delivery of crime prevention programs (January 1, 2002).

## COMMUNITY PATROLS

The London Police Service currently provides a 24-hour-a-day response to emergency calls for service. Our current response to emergency calls for service is immediate for incidents such as life threatening situations, serious crime, and occurrences involving injuries. Our community has indicated that they have been satisfied with our ability to respond to emergency situations. The concern has been raised in terms of general visibility and the ability to conduct pro-active patrols within neighbourhoods and business areas. The 1999 Public Needs Survey indicated that 68% of the respondents expressed the need for more vehicle patrols. In addition, the respondents wanted increased foot patrols (67%) and more bicycle patrols (46%). Our citizens have been very specific in their concerns over perceptions of crime and the increased feeling of security that is apparent when police patrols are present in the community.

*"We could do with more patrols, especially on weekends.... We wonder whether an old-style "cop on the beat" wouldn't be an effective deterrent."*

-Susan Bentley,  
President,  
Broughdale  
Community  
Association

Directed patrols have been a useful tool employed by the London Police Service to target areas of increasing criminal activity and chronic complaints. The ability to utilize these patrols is contingent upon adequate staffing within the Uniformed Patrol Division. Obviously answering calls for service is a number one priority, however, the public

is also indicating a need to see police involved in pro-active initiatives. The "face of policing" must be visible to the community. Staffing to authorized complement is a key component of providing the high degree of visibility that is desired by the community.

Based on population projections, calls for service needs, and current deployment practices, there will be a need to monitor the Uniformed Patrol complement over the next three years. Further reviews of services such as the Emergency Response Section (ERS) will be undertaken to ensure that the LPS has sufficient tactical availability and officer coverage.

### Objectives:

1. Ensure that the Beat Patrol Plan effectively addresses the balance between proactive and reactive deployment of LPS patrol personnel.
2. Maintain optimum staffing levels, as mandated in the Beat Patrol Plan, ensuring the patrol areas are adequately staffed at all times.
3. Ensure that proactive, problem oriented, police initiatives are increased and specialty units, such as the Community Oriented Response Unit, are utilized to the greatest extent possible.
4. Increase the complement of the Community Oriented Response Unit by two officers to enhance service delivery (1 - January 1, 2001, 1 - January 1, 2003).

**Performance Indicators:**

1. Statistical review of staff deployment demonstrating members' reactive and proactive patrol hours (Annual Review).
2. To improve, by 50%, conformance with our staff deployment, as mandated by our Uniformed Division Beat Patrol Plan, so as to effectively address our emergency response capabilities (Annual Review).
3. An increase in the level of community satisfaction with respect to patrol visibility and problem oriented policing initiatives (Survey Methodology).

## CRIMINAL INVESTIGATION SERVICES

Overall, there has been a national trend of decreasing crime rates. The London Police Service is concerned, however, about increasing rates in specific criminal categories. In particular property offences, during 1999, have increased as follows:

Break and Enters: 22%

Auto Thefts: 17%

Fraud: 13%

In addition, robbery offences have increased 27% over 1998 (London Police Year to Date Crime Statistics, 1999). During the consultation process there were a number of comments concerning the increasing number of frauds being committed within the community. There is a concern for the length of time each investigation takes and the ability for the London Police Service to address fraudulent activity and in particular the relatively new category of internet based crime. It is clear that the London Police Service has had difficulty in applying concentrated efforts towards certain criminal elements and activities due to staffing issues. The Business Plan has addressed complement issues which should provide resources to assist in targeting specific criminal offence activities. There is a need, however, to augment some of the existing investigative services.

Demographic studies indicate that we can expect increases in vulnerable populations, such as the elderly, as well as in our youth. It is the youth who have traditionally committed property type offences. Our elderly population is expected to increase by 6.88% and our

youth population (ages 15 to 19) will increase by 22.69% by 2001, which is well above the 4.9% projected nationally (Statistics Canada, and Planning Division, City of London).

It is incumbent upon the London Police Service to direct our resources to anticipate future needs. Resources to investigate youthful offenders and anticipate offences that will be committed against the elderly must be strategically developed. Certainly, part of our initiative will be in the area of crime prevention to reduce the potential for victimization. Maintaining sufficient investigative resources remains a core function of the London Police Service.

*“Elder abuse is a great concern. It is felt that a contact person is critical to address real issues and discuss potential problems.”*  
- Sandra Golding, CEO, Community Care Access Centre

Coroner’s inquests and victims’ advocate organizations have provided sound justifications for police services to develop and maintain procedures for undertaking and managing investigations into domestic violence. The Business Plan must address the manner in which all domestic violence occurrences are reviewed to ensure that they have been properly investigated and all necessary action has been taken. This will include an objective review of evidence procedures, laying of the appropriate charges, risk indicator tools, victim assistance, safety planning, and court presentation. The London Police Service

does not currently have a dedicated Domestic Violence Co-ordinator. This position would be created within the Criminal Investigation Division attached to the Sexual Assault / Child Abuse Section.

**Objectives:**

1. Investigate and identify crime trends, as it relates to property offences, through project driven crime management techniques.
2. Undertake to formulate a multi-disciplinary team to provide both education and prevention of elder abuse.
3. Strive to reduce violent youth crime through crime prevention and enforcement initiatives.
4. Maintain a clearance rate, above the national average, for the following key, Criminal Investigation Division, offence categories: sexual assault, assault, robbery, fraud, break and enter, and theft of auto.
5. Improve the response to, and investigation of, fraud related occurrences through the addition of two investigators to the Fraud Section (1 - January 1, 2002, 1 - January 1, 2003).
6. Undertake to train and develop investigators for the investigation of internet based criminal activity.
7. Establish the position of Domestic Abuse Co-ordinator (January 1, 2001).

**Performance Indicators:**

1. A 10% increase in strategic projects focusing on specific criminal activity with a review of

associated statistics to gauge their effectiveness (Annual Review).

2. Establishment of an elder abuse multi-disciplinary team (January 1, 2002).
3. A 5% reduction in the number of break and enter, theft of auto, and robbery occurrences attributable to young offenders (Annual Review).
4. A clearance rate that is a minimum 10% higher than the national average for the following key offence categories: sexual assault, assault, robbery, fraud, break and enter, and theft of auto (Annual Review).
5. A 10% reduction in the length of time required to respond to, and commence, fraud investigations (Annual Review).
6. A 100% increase in the number of investigators trained on internet based criminal activity (Annual Review).

## COMMUNITY SATISFACTION

Overall, the community response to the manner in which the London Police Service conducts business has been very positive. Some specific issues, however,

*“Would like it, very much, if police officers could sit down and meet informally with people from our neighbourhoods to work together at resolving community concerns.”*

- Petra Taylor, Glen Cairn Community Centre

have been raised by our community partners through the consultation process. The police must be viewed as an accessible service and concern has been expressed that our telephone reception procedures have left the public frustrated. Complaints of misdirection, being placed on hold, and having to listen to voice mail were raised at a number of the public forums. As in the business world, customer satisfaction must be at the forefront of any of our successes; it is pivotal to the maintenance of positive community

interaction. Information is the lifeblood of police organizations and the manner in which it is received, and disseminated, is critical. The way in which the community is received within the headquarters building itself is currently under review to determine how the public can best be served.

We must ensure that emergency calls for service continue to be answered and dispatched as efficiently as they have in the past. We must also evaluate our ability to respond to non-urgent, but

equally important, requests for service whether they be through our switchboard or through Headquarters Duty Desk inquiries.

There is also a need to convey to the public the type of services that are available. During the consultations many people were surprised at the number of programs that are offered to various community groups and organizations. The public also indicated a need to be aware of issues that can impact their respective neighbourhoods. Several programs were outlined such as Neighbourhood Watch and Crime Watch but the consensus was clear - the community wants more information especially in terms of public safety concerns and initiatives undertaken by the London Police Service. In simple terms, we must market ourselves in a manner that educates the public and keeps them informed. This allows the community to make informed comments and offer suggestions as to where resources should be allocated. This is, in fact, the very essence of the business planning process.

### **Objectives:**

1. Target a response to 911 calls within three rings.
2. Provide effective and efficient public reception for those citizens having occasion to call into, or attend at, police headquarters through the continued use of competent front line staff and up-to-date technology.
3. Ensure that the public is informed about current programs offered,

and is advised on public safety issues.

**Performance Indicators:**

1. A 95% compliance rate with the target goal to answer 911 calls within three rings (Annual Review).
2. An increase in the level of community satisfaction (Survey Methodology).
3. A 5% increase in outreach programs designed to increase the community's level of understanding and knowledge of programs and issues (Survey Methodology).



## ASSISTANCE TO VICTIMS

The London Police Service is concerned with the impact that criminal actions can have on those citizens who become victims of such activity. Our first priority is to prevent, or reduce, the causal factors that contribute to individuals becoming the targets of criminal activity. We recognize, however, that we must provide further services to victims of crime. This includes validating the victim's response to the experience and promoting strategies to assist victims in coping with their response.

*"This is a wonderful concept. I commend the London Police Service in its great, new, initiative. Well done!"*  
- victim participant, Residential Break & Enter Program

Our Family Consultant/Victim Services Unit has established the Residential Break and Enter Program to provide assistance to victims of break and enters. This initiative was applauded by citizens who attended our Community Consultation meetings. The participants indicated that similar programs

should be developed to assist with victims of violent crime. The London Police Service understands the importance of addressing the needs of victims of serious offences through appropriate intervention methods. This would include domestic violence, as well as incidents involving strangers. To this end the Unit intends to launch a three-month pilot program for victims of domestic violence beginning March 1, 2000. The overall objective of the program is to ensure that all victims of domestic violence are linked with the appropriate anti-violence

agencies.

In addition to the development of specific programs there has been a dramatic increase in the number of clinical interventions that our Family Consultant / Victim Services Unit has responded to over the last three years. In fact, the interventions have risen in the last three years from 604 in 1997 to 1,224 in 1999, a 102.6% increase (London Police Service Comparative Statistics 1997 - 1999). The Unit has responded to 40 percent more requests for education related topics and community development activities in 1999 as compared to 1998.

### Objectives:

1. Continue to establish victim centered programs designed to assist victims of specific offences.
2. Increase the ability to provide clinical intervention through the addition of one Family Consultant position (January 1, 2001).

### Performance Indicators:

1. Establishment of victim-centered programs and services (January 1, 2003).
2. A 20% increase in the timeliness of response to requests for clinical interventions (Annual Review).
3. A 50% increase in the number of victim-based programs delivered, as well as a measure of program effectiveness according to the recipients of this service (Annual Review and Survey Methodology).

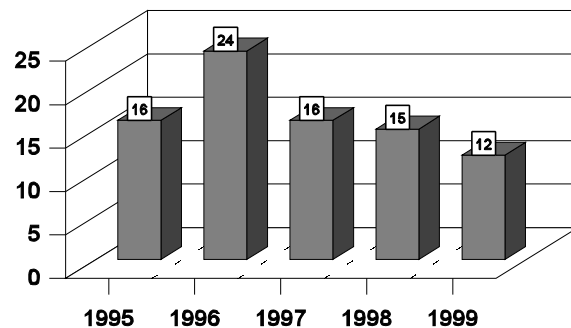
## TRAFFIC SAFETY

Traffic safety remains an ongoing, major concern of the community. In **every** community forum citizens repeated concerns over speeding, collisions, and general enforcement of the rules of the road. In the 1999 Public Needs Survey 54.8 percent of the respondents indicated that there was insufficient action being taken with aggressive drivers. Respondents also indicated, overwhelmingly (89.1%), that traffic enforcement was an important London Police Service program. Studies have shown that a reduction of accidents is directly proportional to increased levels of enforcement. In comparisons for 1999 and 1998 there were 13,224 collisions in 1999 as compared with 12,497 in 1998. During the same time period, enforcement fell from 33,806 offence notices in 1998 to 29,069 offence notices in 1999. Anecdotally, there were 24 fatalities in 1996 and the enforcement was the lowest it had ever been with the issuing of 26,670 offence notices. The total number of fatalities for 1999 was 12 (London Police Service Traffic Management Unit Statistics).

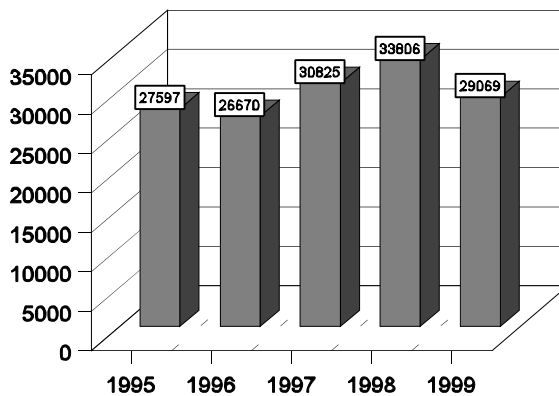
Traffic initiatives also include a pro-active educational component that serves to inform the community on issues of safety. The London Police Service has the smallest ratio of dedicated traffic officers in the Province of Ontario. While it is true that all Uniformed members of the London Police Service are expected to engage themselves in traffic enforcement, current calls for service have made it difficult for the regular beat officer to monitor traffic and apply enforcement initiatives. The solution can only be found through increasing the Traffic Management Unit to allow for an

increased presence, coupled with a zero tolerance towards aggressive driving, and a strong enforcement mandate.

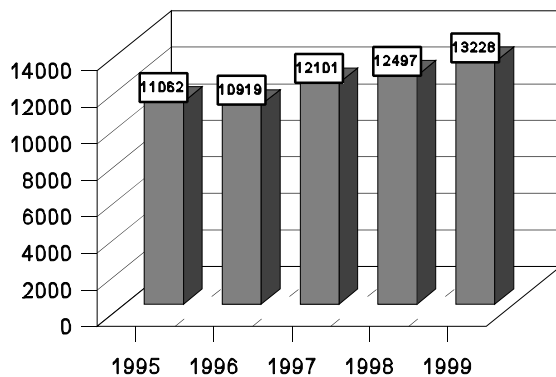
### **Motor Vehicle Collision Fatalities**



## Provincial Offence Charges



## Motor Vehicle Collisions



### Objectives:

1. Measurably increase traffic enforcement and, in cooperation with the City of London, Transportation Department, strategically address a reduction in injury and property damage attributable to motor vehicle collisions.
2. Increase the Traffic Management Unit by three officers (1 - January 1, 2001, 1 - January 1, 2002, 1 - January 1, 2003).
3. Ensure that the Uniformed

members are trained in both prevention and enforcement initiatives including safety zones, commercial vehicles, hazardous material incidents, and railway safety.

4. Ensure sufficient members are trained in Level Four Accident Reconstruction.
5. Increase public education, and awareness of the rules of the road, and safe driving practices.

### Performance Indicators:

1. A 10% increase in the number of traffic charges laid, and a measurable reduction of injuries, and property damage, attributable to motor vehicle collisions (Annual Review).
2. A 100% increase in the number of Uniformed members trained in traffic prevention and enforcement initiatives (Annual Review).
3. A 50% increase in the number of Traffic Management Unit members trained in Level Four Accident Reconstruction (January 1, 2003).
4. A 10% increase in programs designed to improve the level of community satisfaction as it relates to prevention, education, and enforcement (Survey Methodology).

## **COURT SECURITY**

In reviewing the Court Security and Liaison Unit of the London Police Service, it is evident that there is a need to realign staffing deployment in this area. Currently, three police officers are utilized to perform mobile, or roving, security for the courtrooms. These officers circulate within the court building monitoring the courts and ensuring that there are no security concerns for the judges, crown attorneys, victims, court staff, and the general public. The London Police Service also provides police officers for the purposes of administering bail hearings and first appearances in court. Due to increased demands in these two areas, officers assigned to mobile security are often reassigned to these latter duties. It then becomes impossible to provide the appropriate level of security due to the redeployment of the members of the Court Security and Liaison Unit. As a result, Uniformed Patrol members are used to augment court security. This, obviously, affects resources on the street which in turn impacts on calls for service and the ability to provide adequate community patrols.

The review of this area recommends the use of Court Security Prisoner Officers to perform the mobile courtroom security function. These civilian special constables are already involved in handling the security of prisoners and this additional task could be included with their regular duties. It would also reduce the obligation of providing interim security by the Uniformed Division which affects our ability to provide consistent patrol levels.

### **Objectives:**

1. Provide efficient, and effective,

court security by increasing the complement of the Court Prisoner Security Unit by one member (1 - January 1, 2001).

### **Performance Indicators:**

1. An 85% client satisfaction rate with the level, and provision of, court security (Annual Survey).
2. A 30% reduction in overtime, and personnel transfers, required to augment court security (Annual Review).

## **HUMAN RESOURCE MANAGEMENT**

London Police Service patrol officers are facing significant work loads. Staffing shortages have impacted on the manner in which patrol coverage can be maintained. In 1999, in order to address staffing shortages, officers were hired back to cover vacant beats. This provided an interim solution but at a significant cost in terms of wages. In addition, officers missed over 1,000 lunch hours (1,060 during 1999) due to the number of calls for service that were being received that required a police presence. The loss of relief periods can have an impact on the officer's well-being, especially when they are working the longer, ten hour shifts. The key to alleviating some of the concerns is to ensure that we optimize our recruitment efforts and place as many candidates as possible into the Ontario Police College for recruit training; this will assist in maintaining our full complement of sworn officers.

The London Police Service is committed to recruiting more women into the organization. Currently the number of sworn women officers is 13.39%. The goal of this organization is to increase the total number of women to at least 15%.

The London Police Service is a large organization with a total authorized complement of 630 people including both sworn and civilian personnel. The issues surrounding personnel management are complicated and require specific levels of expertise. Currently, human resource management is a function of the Personnel Services Branch, however, future impacts in terms of training and recruiting initiatives will impact on our ability to provide adequate human resource management. The whole area of

the management of human resources must be studied in depth considering the impact of WSIB claims, compensation, changing employee expectations, and legislative mandates.

The London Police Service has developed external surveys to determine the levels of satisfaction within the community at large and to determine the needs of the public. Equally important are the internal needs of the employees. The impact of the Adequacy Standards Regulation, in addition to increased training, can have an effect on personnel. Change must be met with an adequate understanding of how the recipients of the change are reacting to it. The London Police Service employees need to be consulted and canvassed for their reactions, opinions, and suggestions. In this way an organization can grow, mindful of the effects change can have on its employees.

### **Objectives:**

1. Develop a recruitment of personnel plan to ensure that the authorized complement is maintained.
2. Develop a recruitment plan that increases and retains the total number of women to a minimum of 15%.
3. Conduct an internal needs and satisfaction survey.
4. Continue to research the area of human resource development.
5. Review current human resource practices and procedures of the London Police Service and establish a best practices model.

**Performance Indicators:**

1. Review of personnel recruitment plan (Annual Review).
2. Increasing the number of sworn female members by a minimum of 1.6% (Annual Review).
3. Internal Survey completion (January 1, 2002).
4. Submission of human resources best practices report (January 1, 2003).

## **TRAINING**

The London Police Service is dedicated to increasing the knowledge base of its employees to ensure that a high level of service is delivered to the community. This goal involves the development of training initiatives that foster innovation, creativity, and confidence within our membership. The Service also recognizes the need to improve our training and development practices to comply with mandated and prescriptive requirements placed upon us by outside agencies.

The London Police Service will be faced with significant and ongoing challenges over the next three years. Mandatory, Ministry prescribed, training will impact on our current ability to deliver training to our members. To date, training has already been reduced in certain areas due to insufficient staffing. The Adequacy Regulation will also impose further training requirements in order to meet minimum standards in areas such as emergency response, public order, criminal investigation, communication and dispatch, and supervision to name but a few.

Many courses that were once taught at the Ontario Police College are now being administered and delivered by individual police services throughout the province. Although the material and course content is provided by the Ontario Police College, the police services must provide course co-ordinators and lecturers for the various course components. In addition, the London Police Service is the largest service amongst several south-western Ontario police agencies and will, as in the past, offer positions on courses for members from other agencies. This may result in some cost recovery, however,

human resources are still required to deliver the course curriculum.

Training is an essential element of policing as it impacts on service delivery, officer safety, and professional conduct. Risk management practices mandate the need to provide current, complete, and continuous training.

### **Objectives:**

1. Introduce a skills and training development plan.
2. Increase the Recruiting and Training Section by one trainer (January 1, 2002).

### **Performance Indicators:**

1. Establishment of a skills and development plan (January 1, 2001).
2. An 80% reduction in the accumulated Personnel Service Branch overtime hours required to administer, and provide, training for the LPS (Annual Review).
3. A 30% increase in the training programs delivered (Annual Review).

## INFORMATION AND TECHNOLOGY

The London Police Service is one of the most technologically advanced police agencies in Canada. Mobile workstations are used in every patrol vehicle to capture police reports and provide officers with access to information while on patrol. Moreover, the technology now exists to bring information access into the hands of officers on walking beats, on motorcycles, and on bicycles. The Versaterm company

*“Being on the cutting edge of integration must be, at times, trying. It is obvious that your Department has both the skills and desire to continue in developing this incredible system.”*

- Emergency Communications for Southwest British Columbia

that supplies much of our police software is currently experimenting with these hand-held and “wearable” devices and, in the near future, plans on delivering this technology to its customers.

The London Police Service is beginning to make use of many other new technologies to enhance the delivery of service to the public. These include:

*Digital Images, Sound, and Video:* Digital images are attached to occurrence files,

street checks, and known offender files. In the future, sound and video will also be attached providing an entire investigation at the desktop and in the Crown Brief that is submitted to the courts.

The London Police Service must also review the need for infrastructure to support various technological changes as they arise. Additional security components within our system may be required in light of changes to security regulations governing the use of encryption. In addition, the Service can anticipate increased use of our internet site due to the introduction of our Internet Based Media Release system.

Internal communications are being re-evaluated and our use of intranet, e-mail, and electronic calendaring will result in changes to software and the need for training. Research is also being conducted in the use of Global Positioning System (GPS) technology. The GPS technology has many applications in police work, such as locating officers who may be in trouble, enhancing the dispatch of patrol vehicles that may be geographically close to an occurrence, and organizing and documenting the search for missing persons.

In the next two to four years development will also include interfacing with an array of provincial initiatives such as Integrated Justice, the Major Case Management System, the Sexual Offender Registry, and the Information Sharing initiative. For the LPS to operate, within the Province of Ontario, interfacing to these systems will be a necessity. Many person-years of development effort will be required from the Service’s technical people, working in conjunction with external specialists.



It is clear, that since 1993, when the overhaul of all our major systems began, the LPS has replaced, and enhanced, every major information system currently in use. A concern has been raised, however, that ongoing technology implementation schedules have not allowed the proper cross-training of staff members to ensure that system knowledge is properly distributed. This creates a risk to the organization. If one analyst left, it could create a hardship on the organization, especially within the operational branches. The addition of one more Network and Personal Computer Technician will ameliorate this situation.

1. Submission of best practices report (January 1, 2003).
2. Completion of enhanced training for members of the Technology Branch (January 1, 2003).
3. Completion of internet and intranet technology enhancements (Annual Review).
4. Acquisition of GPS technology (January 1, 2003).
5. A 50% decrease in the response time required to address computer related problems and complaints (Annual Review).

**Objectives:**

1. Add one network and personal computer technician (January 1, 2002).
2. Conduct a review of anticipated technological changes and security needs establishing a best practices model.
3. Provide training for the Information and Technology Branch staff, including critical cross-training, to improve overall efficiency.
4. Continue to develop internet and intranet technology to provide improved external and internal communications networks.
5. Acquire the most appropriate GPS technology.

**Performance Indicators:**

## **POLICE FACILITIES**

A review of our current facilities, and future needs, has been ongoing since the fall of 1999. A Capital Works Restructuring Committee has been formed to study and make recommendations with respect to facility requirements. Additional expansion in our current facility is not possible. As well, the training needs in terms of firearms, vehicle operation, canine, and emergency response has been the catalyst for the construction of a training facility. This facility is viewed as a public safety training facility that would be jointly shared with the London Fire Department. The facility could also serve to provide office space for personnel that do not need to be housed within police headquarters, providing space for growth within the headquarters building. The facility would also be used to train police officers from surrounding jurisdictions resulting in cost recovery.

The Committee is in the very early planning stages. It is expected that it will take one year to develop a site map containing the necessary facilities and building(s). Actual costs associated with the project will be established and presented as the design is more fully developed.

Additionally, the Committee is studying the feasibility of police substations as well as partnerships with other services such as the London Fire Department.

## **Objectives:**

1. In partnership with the London Fire Department, develop a plan for the construction of a multi-use training facility.

## **Performance Indicators:**

1. Presentation of training facility site plan (January 1, 2001).
2. Development of capital works budget for the establishment of a training facility (January 1, 2002).

## BUSINESS PLAN HUMAN RESOURCE NEEDS

2001	2002	2003
Constable (1) Traffic Management Unit	Constable (1) Traffic Management Unit	Constable (1) Traffic Management Unit
Consultant (1) Family Consultant / Victims Services Unit	Constable (1) Crime Prevention Unit	Constable (1) Crime Prevention Unit
Constable (1) Community Oriented Response Unit	Network Technician (1) Information and Technology Branch	Constable (1) Community Oriented Response Unit
Detective (1) Domestic Abuse Co-ordinator	Constable (1) Fraud Section	Constable (1) Fraud Section
Court Security Officer (1) Court Security and Liaison Unit	Constable (1) Recruiting and Training	
<b>Totals:        5</b>	<b>5</b>	<b>4</b>

**Total Complement Enhancement:        14**

**PROJECTED PERSONNEL COSTS**

<b>BUDGET IMPACT 2001 - 2003</b>				
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>TOTAL</b>
<b><u>2001 (5 Positions)</u></b>	<b>\$228,945</b>	<b>\$51,260</b>	<b>\$37,511</b>	<b>\$317,716</b>
2 Constables		(Flow Through)	(Flow Through)	
1 Court Security Officer				
1 Detective				
1 Family Consultant				
<b><u>2002 (5 Positions)</u></b>		<b>\$209,618</b>	<b>\$ 64,311</b>	<b>\$273,929</b>
4 Constables			(Flow Through)	
1 Network Technician				
<b><u>2003 (4 Positions)</u></b>			<b>\$178,799</b>	<b>\$178,799</b>
4 Constables				
<b>Total Budget Impact</b>	<b>\$228,945</b>	<b>\$260,878</b>	<b>\$280,621</b>	<b>\$770,444</b>

## **ACKNOWLEDGMENTS**

The members of the London Police Services Board would like to express their thanks to the many citizens, interest groups, and community partners who provided input to the development of the London Police Service Business Plan. The comments and suggestions have provided the basis for the establishment of key business plan priorities. It was critical, for the success of this plan, to have input from the community at large. It is through cooperative initiatives that we can fully recognize that partnerships lead to the development of a safe, and secure, environment for all of us.