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London Police Service

2010

# ANNUAL BUSINESS PLAN PROGRESS REPORT

Prepared for the  
London Police Services Board  
June 2011



## Message from the Chief

The LPS 2010 Annual Business Plan Progress Report has been prepared in accordance with the Adequacy Standards Regulation, which requires police services to prepare, for the Police Services Board, an annual progress report on the results of the current Business Plan.

This Report is the first progress report for the three-year London Police Service Business Plan (2010-2012). The Report is comprehensive in that it not only provides a progress report for each of the LPS Business Plan's objectives and performance indicators, but it also provides progress information on each of the corresponding action plans.

The year 2010 has been successful in terms of progress during the first year of the Business Plan. Many of the objectives have been either achieved, well underway, or scheduled for implementation during 2011/2012. However, as indicated within this Report, there are a number of objectives that have been deferred due to other priorities and workload demands, which will be addressed before the expiration of the Business Plan.

During 2010, a Workload Analysis Committee was established to conduct a comprehensive workload study of the London Police Service in relation to service delivery and resources to determine the current and future strategic direction of the organization. The consulting services of Dr. Paul Whitehead have been attained for the course of the Study to provide his expertise and guidance throughout the process. Preliminary results were available during the fall of 2010 to help determine 2011 budget requirements. The final results of the Study are expected to be available during the spring of 2011, which will include recommendations associated to resource requirements as well as viable options for alternative service delivery for the immediate future.

I would like to acknowledge each of the Division Commanders and their staff for their contribution towards the organization's successes while recognizing the challenges they face in ensuring the strategic goals and objectives are achieved.

Bradley S. Duncan, M.O.M.  
Chief of Police



# GOAL # 1 – Enhance Public Safety

## Objective # 1: Enhance Traffic Enforcement and Road Safety Initiatives

Action Plans	Progress
<p><b>1.1</b> Increase traffic enforcement</p>	<p>In an effort to increase traffic enforcement, the LPS 2010 Traffic Enforcement Strategy was developed and implemented, which included overall goals:</p> <ul style="list-style-type: none"> <li>• Fatal collisions to remain below 10</li> <li>• Increase traffic enforcement by 10%</li> </ul> <p>Various initiatives and changes to deployment have partially attributed to the success of achieving these goals. There was a 28 percent increase in PONs (Provincial Offence Notices) issued by the Traffic Management Unit, a reduction in fatalities (11 to 9), and a 14 percent increase in vehicles stopped during RIDE Programs. One of the positive outcomes was that the percentage of roadside tests resulting in an arrest or suspension was lower in 2010 (22%) when compared to 2009 (26%).</p> <p><i>Refer to Action Plan 1.4 for a list of initiatives and Performance Indicators (ii) and (iii) for enforcement statistics.</i></p>
<p><b>1.2</b> Increase police visibility</p>	<p>The LPS is committed to increasing police visibility by strategically deploying members in all areas of our community. This is being accomplished through our patrol officers, foot patrol, bike patrol, and marine patrol officers. Our members patrol the streets, bike paths, parks, and waterways to ensure a strong police presence and community safety. Our organization believes these proactive policing initiatives strengthen the police–community relations and provide the citizens of London with a safer community.</p> <p>During 2010, the new 10.5 hour shift plan resulted in limited resources being allocated towards initiatives such as directed patrols which increase police visibility. There were also several events including the G20 and Olympics that required a substantial number of LPS officers being deployed to locations outside of the London community. The outcome of these deployments coupled with realignment of resources to accommodate the new shift plan reduced the resources available for other initiatives. It is anticipated that during 2011 when the shift plan returns to the original 10-10-8 schedule there will be more opportunities to enhance police visibility.</p>
<p><b>1.3</b> Target high-risk driving behavior</p>	<p>The 2010 Traffic Enforcement Strategy included overall goals and monthly traffic initiatives specifically targeting aggressive drivers, impaired drivers, and other high risk vulnerable road users such as pedestrians and cyclists. When compared to the previous year, there were 18% fewer fatalities resulting from collisions in 2010. Furthermore, during the last five months in 2010, the city of London was fatality free. This is the longest stretch within the past decade where there were no traffic fatalities.</p> <p><i>Refer to Performance Indicator (ii) for statistics.</i></p>
<p><b>1.4</b> Develop and implement TMU (Traffic Management Unit) road safety projects</p>	<p>During 2010, the following initiatives were developed and implemented as part of the Traffic Enforcement Strategy.</p> <ul style="list-style-type: none"> <li>January - Back to School Enforcement, Winter Speeding, Visibility Issues</li> <li>February - Stop Signs, New Cell Phone Law</li> <li>March - Red Lights, Back to School, Commercial Motor Vehicles, Speeding</li> <li>April - Pedestrian Safety, Seatbelt Campaign</li> <li>May - Cyclist Issues, Two plate Special, Impaired Driving</li> <li>June - Red Light Running, Speeding, School's Out, Good Driver Letters, Cell phones</li> <li>July - Seatbelt Enforcement, Motorcycle Enforcement, Speeding</li> <li>August - Red Light Running, Stop Signs</li> <li>September - Back to School, Seatbelt, RIDE</li> <li>October - Pedestrian and Cyclists Issues</li> <li>November - Speeding at Night</li> <li>December - Problematic Collision Intersections and RIDE</li> </ul>

Performance Indicators	Results			
i. Level of public satisfaction (survey)	A Public Needs Survey is scheduled for the fall of 2011.			
ii. Decrease in collisions and persons injured		<b>2009</b>	<b>2010</b>	<b>% Difference 2009-2010</b>
	Collisions	9,637	9,993	+ 3.7%
	Collisions with Persons Injured	1,531	1,576	+ 2.9%
	Fatalities	11	9	- 18%
iii. Year-end activity report & statistics (e.g., Number of Provincial Offence Notices)		<b>2009 TOTAL</b>	<b>2010 TOTAL</b>	<b>% Difference 2009-2010</b>
	# Total Provincial Offence Notices issued by the LPS	42,464	43,983	+ 3.6%
	# Provincial Offence Notices issued by the Traffic Management Unit	10,503	13,425	+ 28%
	# RIDE PROGRAMS	53	72	+ 36%
	RIDE # Motorists stopped	31,066	35,466	+ 14%
	RIDE # Roadside Alcohol Tests	423	403	- 4.7%
	# of Arrests/ADLS (Administrative Drivers License Suspensions)	24	29	+ 21%
	# of 3, 7, 30 Day Suspensions	86	60	- 30%
	<b>% of the Roadside Alcohol Tests resulting in an arrest/ADLS or suspension</b>	<b>26%</b>	<b>22%</b>	<b>- 4.0 %</b>

# GOAL # 1 continued – Enhance Public Safety

## Objective # 2: Continue to work towards crime reduction through Crime prevention, crime analysis and problem-oriented initiatives

Action Plans	Progress
<p>2.1 Explore use of increased technology to enhance problem- oriented policing initiatives</p>	<p>The Crime Analysts utilize a variety of applications including Cognos, Versaterm and the Intelligence 2 program to identify and track emerging crime trends. This allows them to also identify and model potential suspects by style of crime, specific methods, and type of target. This information is brought forward at weekly intelligence meetings. During 2010, new software applications were developed in-house to facilitate patrol officers' access to information from mobile data terminals. These new applications enable officers immediate access to current synopsis reports on street checks, active crimes, and photos.</p>
<p>2.2 Increase community awareness of Crime Prevention strategies</p>	<p>The LPS continues to explore ways to enhance community awareness of crime prevention strategies. Throughout 2010, there were frequent media messages related to crime prevention, in particular, during Crime Prevention Week (November) and in December for holiday safety tips. A new initiative was the addition of crime prevention tips to the new LPS facebook page.</p> <p>The LPS Auxiliary Officers helped to increase crime prevention awareness in the community through ATRIP (Auto Theft Reduction Initiatives Program). There was a 118% increase in the Auxiliaries' volunteer time dedicated towards this initiative (562 hrs. in 2009 compared to 1,225 hrs. in 2010).</p>
<p>2.3 Engage citizens' participation in Crime Prevention programs</p>	<p>The LPS continues to deliver a variety of programs to engage citizens' participation in crime prevention.</p> <ul style="list-style-type: none"> <li>• <b>Citizens Academy</b> is a 10 week program that is offered to citizens twice a year. The program consists of a three hour class each week where citizens attend presentations demonstrations, and tours. The program is intended to help citizens become more informed about the many aspects of policing including crime prevention. There are 46 citizens who attend this program every year.</li> <li>• <b>Lock It or Lose It</b> was an event held at major shopping malls during Crime Prevention Week (Nov. 2010)</li> <li>• <b>Facebook</b> for the London Police Service was launched in Nov. 2010 which provides a link to crime prevention tips.</li> <li>• <b>Rogers "On Patrol"</b> was a new television series launched in the fall of 2010 featuring crime prevention as one of the topics.</li> </ul>
<p>2.4 Increase focus on youth crime and gang activity</p>	<p>The LPS Youth Crime Unit of the Criminal Investigation Division is responsible for the identification and monitoring of street gangs. The Unit identifies and gathers intelligence information on local street gangs and disseminates this information to members of the LPS and other services. The Unit worked with specific Secondary Schools targeting drug use by students at the school and off school property during school hours. During the fall of 2010, the Youth Crime Unit developed a focus on crimes committed by youth through the SIAC (Strategic Analysis Intelligence Committee) process. The focus is a proactive initiative in identifying crime trends and dedicating resources to limit the issue. In 2011, the Unit will begin to track measurables.</p>

Performance Indicators	Results																																													
i. Property Crime and Clearance Rates	<table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th colspan="5" style="background-color: #0000FF; color: white;">2009 - 2010 COMPARISON PROPERTY CRIME AND CLEARANCE RATES</th> </tr> <tr> <th>Offence</th> <th># Reported In 2009</th> <th>Clearance Rate for 2009</th> <th># Reported In 2010</th> <th>Clearance Rate for 2010</th> </tr> </thead> <tbody> <tr> <td>Break and Enter</td> <td>2,626</td> <td>35%</td> <td>2,415</td> <td>35%</td> </tr> <tr> <td>Auto Theft</td> <td>1,265</td> <td>34%</td> <td>956</td> <td>34%</td> </tr> <tr> <td>Theft</td> <td>10,649</td> <td>21%</td> <td>8,911</td> <td>24%</td> </tr> <tr> <td>Possession (Stolen)</td> <td>279</td> <td>85%</td> <td>280</td> <td>90%</td> </tr> <tr> <td>Fraud</td> <td>1,297</td> <td>45%</td> <td>1,726</td> <td>47%</td> </tr> </tbody> </table>	2009 - 2010 COMPARISON PROPERTY CRIME AND CLEARANCE RATES					Offence	# Reported In 2009	Clearance Rate for 2009	# Reported In 2010	Clearance Rate for 2010	Break and Enter	2,626	35%	2,415	35%	Auto Theft	1,265	34%	956	34%	Theft	10,649	21%	8,911	24%	Possession (Stolen)	279	85%	280	90%	Fraud	1,297	45%	1,726	47%										
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ii. Revictimization rates (Residential B&E, Auto Thefts)	The ability to generate revictimization rates requires the development of a new software application. Due to other priorities and workload demands, this project has been deferred.																																													
iii. Year-end Crime Prevention Activity Report	<table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th colspan="5" style="background-color: #0000FF; color: white;">2009 – 2010 COMPARISON CRIME PREVENTION ACTIVITIES</th> </tr> <tr> <th></th> <th colspan="2">2009</th> <th colspan="2">2010</th> </tr> <tr> <th></th> <th>Number of Events</th> <th>Attendees/Participants</th> <th>Number of Events</th> <th>Attendees/Participants</th> </tr> </thead> <tbody> <tr> <td>STEP (Seniors Taking Extra Precautions)</td> <td>87</td> <td>1,218</td> <td>83</td> <td>1,898</td> </tr> <tr> <td>Security Audits</td> <td>133</td> <td>133</td> <td>208</td> <td>208</td> </tr> <tr> <td>Special Events</td> <td>152</td> <td>Not applicable</td> <td>185</td> <td>Not applicable</td> </tr> <tr> <td>Meetings</td> <td>75</td> <td>944</td> <td>63</td> <td>642</td> </tr> <tr> <td>Lectures</td> <td>36</td> <td>1,302</td> <td>55</td> <td>1921</td> </tr> <tr> <td><b>Total</b></td> <td><b>483</b></td> <td><b>3,597</b></td> <td><b>594</b></td> <td><b>4,669</b></td> </tr> </tbody> </table>	2009 – 2010 COMPARISON CRIME PREVENTION ACTIVITIES						2009		2010			Number of Events	Attendees/Participants	Number of Events	Attendees/Participants	STEP (Seniors Taking Extra Precautions)	87	1,218	83	1,898	Security Audits	133	133	208	208	Special Events	152	Not applicable	185	Not applicable	Meetings	75	944	63	642	Lectures	36	1,302	55	1921	<b>Total</b>	<b>483</b>	<b>3,597</b>	<b>594</b>	<b>4,669</b>
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iv. Number of Citizens participating in Crime Prevention	<p>During 2010, there were 4,669 citizens participating in or attending crime prevention initiatives compared to 3,597 in 2009.</p> <p><i>Refer to Performance Indicator above for more details.</i></p>																																													
v. Level of public satisfaction (survey)	A public survey is scheduled during the fall of 2011.																																													
vi. Youth crime rates	During 2010, there were 2093 young offenders cleared by charge or cleared otherwise. (1197 charged and 896 cleared otherwise)																																													



# GOAL # 1 continued – Enhance Public Safety

## Objective # 3: Evaluate and enhance where necessary, the deployment plan and response to non-urgent, urgent, and emergency calls for service

Action Plans	Progress
<p>3.1 Continue to monitor deployment and training for Patrol Units, Emergency Response Section, Public Order Unit, Incident Response Teams to ensure effective response</p>	<p><b>PATROL</b> – In 2009, the Patrol Operations Branch resources deployment model consisted of 5 Patrol Sections of 4 Units per Section working a “compressed work week schedule” of 10-10-8 hour shifts. In 2010, a realignment of resources to the front-line increased the overall patrol complement by 18 Constables. The increase in complement enabled a restructuring of the deployment model to include 6 Patrol Sections of 3 Units per Section working a “compressed work week schedule” of 10.5 hour shifts. The beat plan for deploying patrol officers remained at 21 beats. Historical data related to “calls for service” was analyzed to determine the demands for service (by beat and time of day/afternoon/night) and then determine deployment by shift and beat. It was anticipated the new deployment model and realignment of resources to the front-line would enhance the overall effectiveness and efficiency of the Patrol Operations Branch in response to calls for service. Ongoing review and monitoring of the 2010 deployment model identified that, although the complement of the Patrol Operations Branch had been increased, it was not sufficient to meet workload demands when deployed in the 10.5 hour shift plan model.</p> <p>The 2010 year-end performance results clearly indicated the new deployment model was not meeting expectations of enhanced service delivery. Contrary to expectations, the results of a 2009 to 2010 comparison showed a significant increase in the average call time and an increase in average response times for all response code types. It was determined that during 2011 the Patrol Operations Branch will return to the 2009 deployment model of 5 Patrol Sections working the 10-10-8 “compressed work week” schedule. The deployment of the Patrol Operations Branch will continue to be closely monitored and evaluated to ensure that the model is providing effective and efficient service delivery.</p> <p><b>PUBLIC ORDER UNIT (POU)</b> – In 2010, the authorized complement of the POU was increased from 40 to 50 members. The POU deployment model remains a “secondary duty” for members. The Unit is comprised of sworn members from throughout the LPS organization and is overseen by the Inspector, Patrol Operations Branch. The POU is deployed on an as needed basis to fulfill its mandate to provide support services in ground search and crowd management. The POU conducts bi-annual full team training for two weeks in accordance with policing standards as well as individual member specialized training related to specific roles &amp; duties. During 2010, the POU was deployed on numerous crowd management deployments including St Patrick’s Day, Project LEARN, the Toronto G20, London PRIDE Parade, UWO Homecoming, and Halloween / Devil’s Night. The POU conducted several large scale ground searches for missing person and evidence searches in regards to major case investigations.</p> <p><b>EMERGENCY RESPONSE SECTION (ERS)</b> – The LPS ERS is divided into three teams working a rotating shift schedule. The ERS conducted full team bi-annual training and is an “accredited” Tactical and Hostage Rescue Team in accordance with Ontario Policing Standards.</p>



<p><b>3.2</b> Explore feasibility of an enhanced automated patrol plan</p>	<p>Automating the LPS patrol plan process is feasible and has been added to the project plan list. There are many advantages that support this project. For example, the ability to determine seasonal deployment would optimize patrol resource allocation while reducing the time and resources required to manage and forecast the current deployment model.</p> <p>Due to other priorities and workload demands, the development of an automated patrol plan has been deferred.</p>
<p><b>3.3</b> Ensure response to 911 calls within three rings</p>	<p><i>Refer to Performance Indicator (ii) for details.</i></p>
<p><b>3.4</b> Examine new patrol shift schedule for impacts on calls for service</p>	<p>A new 10.5 hour shift schedule was implemented in 2010. Throughout the year, the shift plan was evaluated for impacts on calls for service. Following a final comprehensive review, it was determined that the 10.5 hour shift plan had significant negative impacts on the LPS ability to respond to calls for service. The average call time increased by close to 5 minutes per call for service and response times to Code 1, 2, and 3 calls for service all increased. It was determined that the 10.5 hour shift plan, with the available staffing resources, did not provide for effective or efficient response to calls for service. As a result, during 2011, the patrol shift schedule will return to the original 10-10-8 plan, which will be examined for impacts on calls for service.</p> <p><i>Refer to Performance Indicator (i) for average call times and response time comparisons.</i></p>
<p><b>3.5</b> Analyze GPS data in conjunction with the Uniform patrol plan review</p>	<p>The use of GPS vehicle location data from patrol vehicles in conjunction with the beat patrol plan will be beneficial in determining the deployment and effectiveness of the beat patrol plan. Due to other priorities and workload demands, the development of an automated patrol plan has been deferred.</p>

Performance Indicators	Results
i. Maintain or improve measure of average call time, queue times, and response times (Code 1, 2, 3)	As indicated in the table below, average call times and response times have all increased from 2009 to 2010.

	2009	2010	Difference 2009-2010
Average Call Time	115.8	121.5	+ 4.9%
Queue Times: Time call received to dispatch Code 1 (Emergency) Code 2 (Urgent) Code 3 (Non Urgent)	1 min. 3 sec. 12 min. 0 sec. 63 min. 3 sec.	1 min. 28 sec. 14 min. 37 sec. 72 min. 43 sec.	+ 39.7% + 21.8% + 15.3%
Response Times: Time received to arrival of officer (s) Code 1 (Emergency) Code 2 (Urgent) Code 3 (Non Urgent)	4 min. 51 sec. 19 min. 43 sec. 81 min. 19 sec.	5 min. 14 sec. 22 min. 37 sec. 92 min. 05 sec.	+ 8% + 15% + 13%

ii. Response to 911 calls (compliance rate - three rings)	<p>The requirement is to answer 95% of all 9-1-1 calls within three rings. In 2010, the LPS exceeded this requirement.</p> <p>The total number of 9-1-1 calls was 166,611 and 99.72% of these calls were answered within 3 rings.</p>
iii. Progress report – automation of beat patrol plan	The automated patrol plan is a feasible and viable project that will enhance deployment in the Uniformed Division. Due to other priorities and workload demands, the development of an automated patrol plan has been deferred.

# GOAL # 1 continued – Enhance Public Safety

## Objective # 4: Target drugs, weapons, and violent crimes

Action Plans	Progress
<p><b>4.1</b> Increase intelligence gathering efforts relative to drugs, weapons, and violent crimes</p>	<p>The LPS Youth Crime Unit is responsible for the identification and monitoring of street gangs. They continue to identify and gather intelligence on local street gangs and share this information with members of the LPS and other agencies. The Unit also worked with specific Secondary Schools targeting drug use by students at the school and off school property during school hours. The Youth Crime and Robbery Units liaise with the Criminal Intelligence Section as well as the Secondary School Resources Officers to gather and exchange intelligence information on a regular basis. In many cases, violent offences are tied to the drug subculture and intelligence from that area continues to be developed.</p> <p>In 2010, a member was assigned to the Guns and Drugs Section to begin a pilot project as an Intelligence Intake Officer. This position is responsible for recording, tracking, coordinating, and disseminating all tips/intelligence through a number of different avenues. This project is expected to continue during 2011.</p> <p>Also, during 2010, an enhanced level of cooperation and collaboration with the London RCMP Drug Unit increased intelligence gathering and sharing between the services.</p>
<p><b>4.2</b> Identify and track street gangs and their crime-related activities</p>	<p>Members of the Youth Crime Unit are members of the Ontario Gangs Investigators Association who share information and intelligence on gang activity. This association presents at an annual conference to over 500 gang investigators from across Canada and the United States. Members of the Unit also attended regular CISO (Criminal Intelligence Service of Ontario) Street Gang Focus Group meetings to discuss gangs and gang trends across Ontario.</p>
<p><b>4.3</b> Develop proactive enforcement measures relative to drugs, weapons and violent crimes</p>	<p>The LPS continues to develop proactive enforcement measures through various sections/units in the organization.</p> <p>As crime trends are identified by the Robbery Unit detectives and the Crime Analysts, proactive responses are developed on an individual basis. Proactive measures include surveillance, arrests, bail checks, and target hardening efforts by the Crime Prevention Unit. For example, an enforcement project was undertaken during 2010 in relation to a series of related variety store robberies. This project succeeded in the arrest and charging of three adults putting an end to this robbery trend.</p> <p>During 2010, PAVIS (Provincial Anti-Violence Intervention Strategy) funding was renewed, which facilitates the efforts of the Guns and Drugs Section. Also, three LPS members continue to be seconded to Provincially and Federally funded positions related to Asset Forfeiture, Integrated Proceeds of Crime, and Weapons Enforcement.</p> <p>The Youth Crime Unit continued to raise gang awareness during the year through presentations and meetings to educators, social workers, and corrections officers. These presentations provided training in the identification and recognition of gang related behaviours. The Unit also attended a Regional Engagement Workshop on Youth and Gangs hosted by the Ministry of Children and Youth Services.</p> <p><i>Refer to Performance Indicator (i) for year-end statistics related to drugs, weapons, and assets forfeited.</i></p>

## Performance Indicators

## Results

- i. Year-end Criminal Investigative Division activity reporting and enforcement statistics (e.g., violent crime and clearance rates)

2009-2010 Comparisons Violent Crime and Clearance Rates				
Offence	# Reported In 2009	Clearance Rate for 2009	# Reported In 2010	Clearance Rate for 2010
Homicide	3	33%	7	100%
Attempted Murder	1	0%	3	100%
Sexual Assault	242	84%	263	77%
Assault	2,481	79%	2,400	81%
Abduction	60	92%	68	93%
Robbery	323	52%	301	56%

2009-2010 Comparisons Asset Forfeiture Unit Seizures		
	2009	2010
<b>Weapons</b>		
Cash Seized	\$406,706	\$949,615
Value of Assets Seized	\$3,529,500	\$2,074,625
<b>Total Value</b>	<b>\$3,936,206</b>	<b>\$3,024,240</b>

2009-2010 Comparisons Gun Unit Seizures		
	2009	2010
<b>Weapons</b>		
Firearms	114	27
Magazines	27	6
Knives	12	9
Pellet Guns	1	6
Replica Firearms	10	2
Other	2	23
<b>Drugs</b>		
Crack	190 grams	323 grams
Powder Cocaine	255 grams	581 grams
Marihuana	5,790 grams	10,124 grams
Marihuana Plants	0	132
Meth	0	5 grams
Oxycontin	3.5 pills	723.5 pills
<b>Total Value of Drugs Seized</b>	<b>\$66,350</b>	<b>\$341,317</b>
<b>Charges</b>		
Criminal Code	146	220
CDSA (Controlled Drugs & Substance Act)	103	184
<b>Arrests</b>	<b>73</b>	<b>121</b>

<b>2009-2010 Comparisons Drug Unit Seizures</b>		
	<b>2009</b>	<b>2010</b>
<b>Weapons</b>		
Firearms	12	19
Magazines	2	1
Knives	8	4
Pellet Guns	0	2
Replica Firearms	0	2
Other	0	2
<b>Drugs</b>		
Crack	338 grams	562 grams
Powder Cocaine	2,390 grams	1,947 grams
Marihuana	1,186,764 grams	85,554.9 grams
Marihuana Plants	15,231	14,089
Marihuana Grows	42	26
Meth	2.7 grams	120 grams
Prescription Pills	1,176	1,518 pills
Ecstasy	688	275
<b>Total Value of Drugs Seized</b>	<b>\$16,602,609</b>	<b>\$15,154,414</b>
<b>Charges</b>		
Criminal Code	188	132
CDSA (Controlled Drugs & Substance Act)	397	329
<b>Arrests</b>	191	169

<b>ii.</b> Number of enforcement strategic projects	There were 16 enforcement projects in 2010 compared to 21 in 2009.
<b>iii.</b> Number of intelligence projects	Statistics related to intelligence projects are not available for 2010; however, a new system was developed during the year to track all LPS projects, including intelligence projects. These projects will be tracked as SIAC (Strategic Intelligence Analysis Committee) occurrences and will be available for 2011.

## *GOAL # 1 continued – Enhance Public Safety*

### **Objective # 5: Focus on proactive strategies to protect children from cyber crime**

<b>Action Plans</b>	<b>Progress</b>
<b>5.1</b> Enhance LPS' ability to forensically examine seized computers and cell phones	During 2010, the LPS acquired new software, equipment and participated in training to enhance the ability to forensically examine seized computers and cell phones. Two members of the Forensic Computer Analysis Unit attended a MacIntosh Forensic Course and Mac hardware/Mac Forensic Suite software was purchased.  Additional software was purchased and has been used for cellular telephone analysis.
<b>5.2</b> Partner with educational systems to introduce proactive strategies into the school systems	<i>Refer to Performance Indicator (iii) for progress report.</i>
<b>5.3</b> Seek additional external funding (Provincial and Federal)	<i>Refer to Performance Indicator (iv).</i>

Performance Indicators	Results																				
<p>i. Increase in the number of investigations and charges related to Internet-based crimes against persons</p>	<p>Due to the proliferation, array, and complexity of contemporary electronic devices, workload demands related to cyber crime have increased; however, limited resources within the Cyber Crime Unit resulted in a decrease in the number of suspects, charges laid and search warrants/production orders generated. The 2010 Workload Analysis identified the need for an additional position within this Unit.</p> <table border="1" data-bbox="630 558 1463 846"> <thead> <tr> <th>CYBER CRIME</th> <th>2009 TOTAL</th> <th>2010 TOTAL</th> <th>Difference 2009-2010</th> </tr> </thead> <tbody> <tr> <td># of Suspects Arrested</td> <td>31</td> <td>27</td> <td>- 12.9%</td> </tr> <tr> <td># of Criminal Code Charges Laid</td> <td>158</td> <td>133</td> <td>- 15.8%</td> </tr> <tr> <td># Search Warrants and Production Orders Executed</td> <td>38</td> <td>36</td> <td>- 5.3%</td> </tr> </tbody> </table>	CYBER CRIME	2009 TOTAL	2010 TOTAL	Difference 2009-2010	# of Suspects Arrested	31	27	- 12.9%	# of Criminal Code Charges Laid	158	133	- 15.8%	# Search Warrants and Production Orders Executed	38	36	- 5.3%				
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<p>iii. Progress Report on educational strategies</p>	<p>The School Safety Officers within the LPS Community Services Unit provide Internet safety education within the schools as part of the VIP (Values, Influence, Peers) program. During 2010, School Safety Officers presented one 75 minute lecture on Internet Safety to grade 6 students during the VIP program. The content of this lecture is primarily focused on protecting children from cyber crime. Also, grade 8 students received a 30 minute lecture on this topic. The Cyber Crime Unit provided presentations on Internet Safety, upon request, to community groups including parents.</p> <p>A new project was developed during 2010 to be implemented in 2011 through the Thames Valley District School Board called "Passport to the Internet." This program allows teachers to log onto the system and provides a step by step instruction on Internet Safety. It is designed for students in grades four to six. The LPS School Safety Officers can also use this instructional aid.</p>																				
<p>iv. Presence of Government funding</p>	<p>During 2010, the Provincial Ministry provided funding for the equipment and training required for the Cyber Crime Unit plus salary funding for one Forensic Computer Analyst position.</p>																				



## *GOAL # 2 – Strengthen Partnerships*

### **Objective # 1: Continue to enhance the relationship with school boards**

<b>Action Plans</b>	<b>Progress</b>
<p><b>1.1</b> Coordinate a meeting with area Chiefs and School Board representatives</p>	<p>A full review was conducted in 2010 of the local police/school board protocol between the Boards of Education and Police Services. In 2011, a further review is being undertaken at the provincial level to ensure this type of partnership is standard throughout Ontario. The LPS is participating in training of both Police Service and Board of Education personnel in the development and implementation of protocol. The Chief and Deputies also meet regularly with School Board representatives.</p>
<p><b>1.2</b> Develop and present educational package for principals on how to deal with incident and post-incident interactions with the media</p>	<p>Both Boards of Education have internal media officers to deal with incident and post-incident issues; however, the LPS school officers, Elementary and Secondary, provide guidance for various incidents including conducting lock-downs.</p> <p>The development of an educational package on how to deal with incident and post-incident interactions with the media has been deferred as post incident media interactions are handled on a case-by-case basis. These incidents are coordinated and facilitated by the LPS Media and Public Relations Officer who advises the Boards' internal media officers of the information to be released. The Boards' internal media officers will then disseminate the information to the media and appropriate staff (e.g., principals).</p>
<p><b>1.3</b> Develop and present educational package for secondary VPs about gangs and symbols</p>	<p>During 2010, the LPS Youth Crime Unit has provided Gang Awareness presentations and meetings to educators, social workers, and corrections officers to raise awareness. Training through these presentations was provided in the identification and recognition of gang related behaviours. During 2011, the training process will be assisted by the LPS Secondary School Resource Officers (SSROs).</p> <p>Also, during 2010, the Youth Crime Unit developed a standardized presentation that will be given to all Vice Principals from both the TVDSB and LDCSB pending availability of SSROs.</p>

Performance Indicators	Results																																												
i. Year-end Activity Report	<table border="1"> <thead> <tr> <th colspan="3" data-bbox="626 401 1438 485">COMMUNITY SERVICES UNIT EDUCATIONAL STRATEGIES</th> </tr> <tr> <th data-bbox="626 485 940 600" rowspan="2">Grade Level/ Educational Strategy</th> <th colspan="2" data-bbox="940 485 1438 537">Number of Events (lectures, presentations)</th> </tr> <tr> <th data-bbox="940 537 1192 600">2008/2009 school year</th> <th data-bbox="1192 537 1438 600">2009/2010 school year</th> </tr> </thead> <tbody> <tr> <td data-bbox="626 600 940 632">Kindergarten</td> <td data-bbox="940 600 1192 632">73</td> <td data-bbox="1192 600 1438 632">186</td> </tr> <tr> <td data-bbox="626 632 940 663">Grade 3</td> <td data-bbox="940 632 1192 663">143</td> <td data-bbox="1192 632 1438 663">137</td> </tr> <tr> <td data-bbox="626 663 940 695">VIP</td> <td data-bbox="940 663 1192 695">983</td> <td data-bbox="1192 663 1438 695">957</td> </tr> <tr> <td data-bbox="626 695 940 726">Grade 8</td> <td data-bbox="940 695 1192 726">142</td> <td data-bbox="1192 695 1438 726">221</td> </tr> <tr> <td data-bbox="626 726 940 758">Assemblies</td> <td data-bbox="940 726 1192 758">5</td> <td data-bbox="1192 726 1438 758">4</td> </tr> <tr> <td data-bbox="626 758 940 789">Meetings</td> <td data-bbox="940 758 1192 789">78</td> <td data-bbox="1192 758 1438 789">36</td> </tr> <tr> <td data-bbox="626 789 940 821">Committees</td> <td data-bbox="940 789 1192 821">8</td> <td data-bbox="1192 789 1438 821">16</td> </tr> <tr> <td data-bbox="626 821 940 852">Presentations</td> <td data-bbox="940 821 1192 852">29</td> <td data-bbox="1192 821 1438 852">116</td> </tr> <tr> <td data-bbox="626 852 940 884">Block Parent</td> <td data-bbox="940 852 1192 884">110</td> <td data-bbox="1192 852 1438 884">166</td> </tr> <tr> <td data-bbox="626 884 940 915">Traffic Surveys</td> <td data-bbox="940 884 1192 915">1</td> <td data-bbox="1192 884 1438 915">7</td> </tr> <tr> <td data-bbox="626 915 940 1020">Other Events (e.g., lockdown practices and suspension meetings)</td> <td data-bbox="940 915 1192 1020">31</td> <td data-bbox="1192 915 1438 1020">95</td> </tr> <tr> <td data-bbox="626 1020 940 1052"><b>TOTALS</b></td> <td data-bbox="940 1020 1192 1052"><b>1,603</b></td> <td data-bbox="1192 1020 1438 1052"><b>1,941</b></td> </tr> </tbody> </table>	COMMUNITY SERVICES UNIT EDUCATIONAL STRATEGIES			Grade Level/ Educational Strategy	Number of Events (lectures, presentations)		2008/2009 school year	2009/2010 school year	Kindergarten	73	186	Grade 3	143	137	VIP	983	957	Grade 8	142	221	Assemblies	5	4	Meetings	78	36	Committees	8	16	Presentations	29	116	Block Parent	110	166	Traffic Surveys	1	7	Other Events (e.g., lockdown practices and suspension meetings)	31	95	<b>TOTALS</b>	<b>1,603</b>	<b>1,941</b>
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ii. Delivery of Training	A standardized presentation has been developed that will be provided to all Vice Principles from both the TVDSB and LDCSB pending availability of the Secondary School Resource Officers.																																												

## GOAL # 2 continued – Strengthen Partnerships

### Objective # 2: Improve interoperability with law enforcement and emergency service partners

Action Plans	Progress
<p>2.1 Continue to work at the OACP and CACP level to enhance interoperability in Canada and among our neighbouring agencies</p>	<p>The LPS continues to work with the OACP (Ontario Association of Chiefs of Police) and CACP (Canadian Association of Chiefs of Police) on interoperability issues. The efforts, originally spearheaded by the CACP Informatics Committee, have brought the Communications Interoperability Strategy for Canada to fruition and have drawn many public safety organizations to the table including police, fire and EMS (Emergency Medical Services) national associations. This is the first time that all of these agencies have joined together to enhance interoperability in Canada. Work is now being undertaken to influence how portions of the 700 megahertz (MHZ) spectrum are allocated by Industry Canada. Decisions like these will impact public safety capabilities in the future. In recognition of these critical issues, the LPS will continue to be committed to national strategic initiatives.</p>
<p>2.2 Complete the transition with the Fire Services to oneVoice Radio system and develop the facilities necessary to sustain the oneVoice system</p>	<p><i>Refer to Performance Indicator (ii) for progress report.</i></p>
<p>2.3 Development of the Joint Emergency Services Operations Group which coordinates multi-agency training for responders</p>	<p>The LPS was an integral part in the development of the London JESOAG (Joint Emergency Services Operational Advisory Group), which was formed in 2009. The purpose of this group is to improve interoperability between emergency services and it is modeled after JESOAGs which have proven successful in other Ontario municipalities. In addition to the LPS, the London JESOAG includes representation from London Fire Services, Middlesex-London EMS, Middlesex-London Health Unit, London Health Sciences Centre, St. Joseph's Health Care and City of London Emergency Management.</p> <p>The London JESOAG currently has two projects underway. The first project involves planning and training for propane emergencies and stems from new propane regulations resulting from the Sunrise Propane fire which occurred in the City of Toronto.</p> <p>The second project is the result of the City of London Emergency Field Exercise, which occurred in October 2010. This exercise identified the need for consistent training and guidelines for all emergency response agencies in the area of triage and multi-patient responses. The London JESOAG meets on a quarterly basis and the current committee chair is a Senior Officer from the LPS.</p>

Performance Indicators	Results
i. Year-end Activity Report	<p>The Communications Interoperability Strategy for Canada is close to completion and supported by the federal government. Submissions to Industry Canada are almost complete on the 700 MHz issue, which will hopefully facilitate government decisions.</p>
<p>ii. Successful implementation of oneVoice inclusion with Fire Services and policy surrounding the new city facilities such as the new radio tower</p>	<p>In April 2010, the LPS completed the transition with the Fire Services to oneVoice Radio system, which is a local London system.</p> <p>The LPS will also continue to enhance the oneVoice system. Due to a major shift in directions in public safety communications in North America, the P25 standard is now being demanded by governments. The LPS will be pursuing upgrades during 2011 to bring communications to the P25 standard. This will provide many enhancements to both public safety and city works users.</p> <p>It is anticipated that the signing of the P25 upgrade contract will take place in the first quarter of 2011, and the implementation of P25 will be completed by the end of 2011.</p>
iii. Agencies training together	<p>Training has been conducted in relation to CBRNE (Chemical Biological Radiological Nuclear and Explosive) calls with London Fire Services, Emergency Medical Services, OPP-PERT (Provincial Emergency Response Team), RCMP, Niagara Regional Police, Halton Regional Police, Hamilton Police, Waterloo Regional Police and Windsor Police Service.</p> <p>Multi-agency training scheduled for 2011:</p> <ul style="list-style-type: none"> <li>• Local agency training for the new emergency operations centre in London</li> <li>• Explosive Disposal Technician training for agencies within Canada and the United States.</li> </ul>
iv. Multi-agency use of equipment and supplies	<p>During 2010, equipment was shared between agencies during several incidents.</p> <ul style="list-style-type: none"> <li>• London Fire Services Hazmat was utilized on a hydrogen sulphide suicide call, decontamination and air monitors. Also, London Fire Services lighting and Hazmat equipment were utilized during a CBRNE call.</li> <li>• RCMP truck and full CBRNE response equipment was loaned to the LPS as a result of the fire damage to LPS building and equipment. This arrangement illustrates the cooperative relationships that have been developed in these types of situations.</li> </ul>

## GOAL # 2 continued – Strengthen Partnerships

### Objective # 3: Continue to engage UWO & Fanshawe College to promote positive student behaviour within the community

Action Plans	Progress
3.1 Continue to participate in the Town & Gown Association of Ontario	The LPS Community Oriented Response Unit (COR Unit) continues to participate in the Town and Gown Association of Ontario (T&GAO). During 2010, the COR Supervisor was a member of the Executive Board of the T&GAO. As a result, the LPS regularly contributed reports on initiatives implemented in London to help build a forum of best practices for policing, related to promoting positive student behaviour in the community. The COR Unit is also a contributing member of the Town and Gown Committee of London. During 2010, the LPS presented an overview to the Committee from a policing perspective.
3.2 Maintain strong working relationship with Off Campus Housing Mediator	The UWO/Fanshawe Off-Campus Housing Mediator is a significant LPS community partner. The LPS COR Unit and the Mediator work closely together on Project LEARN (Liquor Enforcement and Reduction of Noise) and initiatives such as the new TTPA (Trespass to Property Act) authorization initiative which was implemented during the fall of 2010.  <i>Refer to Action Plan 3.5 for an explanation of the TTPA initiative.</i>
3.3 Continue to report student behaviour to UWO & Fanshawe College to facilitate educational sanctions	Working relationships have been developed and maintained with both UWO and Fanshawe Campus Police. These relationships have helped streamline the reporting process for student conduct resulting in sanctions.
3.4 Review Fall & Spring LEARN Projects to identify behavioural changes	The results of a 2010 review show that although Provincial Offence enforcement increased, reported criminal behaviour decreased. Although still disruptive, it is possible that student behaviour is becoming less hostile or violent as a result of students becoming more mindful of the consequences of large scale gatherings or violent interactions.
3.5 Explore and develop new strategies to address student behaviours	In 2010, members of the COR Unit initiated the TTPA authorization initiative. This initiative deals with young people that congregate, often uninvited on front lawns and walk yard to yard on private property. The initiative authorizes police to enforce TTPA violations at addresses where signs are posted.

Performance Indicators	Results												
<p>i. Reduced calls for service in areas surrounding UWO &amp; Fanshawe College</p>	<p>The LPS continue to work with the security staff of both Fanshawe and UWO. Each fall the Community Oriented Response Unit (COR Unit) works with the security staff to ensure that the student body is aware of laws and consequences.</p> <p>Prior to the first weekend of the school year, the LPS Crime Prevention Unit takes a proactive approach by blitzing specific neighbourhoods with copies of laws and expectations. If the residents are home, the officers will speak to them in person. If absent, the officers leave information at the residence.</p> <p>The outcome of this coordinated effort has been positive. Education, cooperative problem solving, and strict enforcement have shown a significant decrease during 2010 in the frequency and magnitude of student disruption within neighbourhoods surrounding UWO and Fanshawe College.</p> <p><i>Refer to the following performance indicator for results from 2010, which indicate that the more serious types of incidents (Criminal Code Charges) decreased by 29% when compared to 2009.</i></p>												
<p>ii. Year End Results – Project Learn</p>	<p>In 2010, the incidents involving criminal behaviour had decreased from previous years. Furthermore, the incidents involving large disruptive groups declined. It was noted that the gatherings in traditional problem areas continued, however students in general, seemed mindful of police presence and purpose and responded in a more positive manner to police enforcement.</p> <table border="1" data-bbox="594 1031 1438 1226"> <thead> <tr> <th data-bbox="594 1031 976 1150"> <b>PROJECT LEARN</b>  <i>(Liquor Enforcement and Reduction of Noise)</i>  <b>Year End Results</b> </th> <th data-bbox="976 1031 1130 1150"> <b>2009 TOTAL</b> </th> <th data-bbox="1130 1031 1247 1150"> <b>2010 TOTAL</b> </th> <th data-bbox="1247 1031 1438 1150"> <b>Difference 2009-2010</b> </th> </tr> </thead> <tbody> <tr> <td data-bbox="594 1150 976 1188">Total Provincial Offence Notices</td> <td data-bbox="976 1150 1130 1188">1,657</td> <td data-bbox="1130 1150 1247 1188">1,725</td> <td data-bbox="1247 1150 1438 1188">+ 4%</td> </tr> <tr> <td data-bbox="594 1188 976 1226">Total Criminal Code Charges</td> <td data-bbox="976 1188 1130 1226">81</td> <td data-bbox="1130 1188 1247 1226">57</td> <td data-bbox="1247 1188 1438 1226">- 29%</td> </tr> </tbody> </table>	<b>PROJECT LEARN</b> <i>(Liquor Enforcement and Reduction of Noise)</i> <b>Year End Results</b>	<b>2009 TOTAL</b>	<b>2010 TOTAL</b>	<b>Difference 2009-2010</b>	Total Provincial Offence Notices	1,657	1,725	+ 4%	Total Criminal Code Charges	81	57	- 29%
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Total Criminal Code Charges	81	57	- 29%										
<p>iii. Number of meetings/interactions with T&amp;GAO &amp; Off-Campus Housing Mediator</p>	<p>T&amp;GAO meetings and interactions occur on a regular basis. There are 12 meetings a year on the provincial level and three meetings a year with the Town and Gown Committee of London.</p> <p>During August and September, three meetings were held at UWO with the Off-Campus Housing Mediator and UWO representatives to prepare for Orientation Week and the following weeks. There were also ten interactions during the school year when COR Unit members attended residences to meet with student tenants and the Off-Campus Housing Mediator.</p>												
<p>iv. Communications with UWO &amp; Fanshawe College regarding student relations</p>	<p><b>Fanshawe College:</b> Members of the COR Unit are representatives on the Fanshawe College Sub-Committee regarding off-campus issues. Other representatives on the Committee include the Off-Campus Housing Mediator, City By-Law Manager, Fanshawe College staff, and the Fanshawe Student Association. Regular Committee meetings are held ten times during the year.</p> <p><b>UWO:</b> During mid-August, the COR Unit members met with UWO staff, campus police, and the Off-Campus Housing Mediator to prepare for Orientation Week. Additional meetings and communications with UWO representatives occurred as needed during the school year.</p>												

## *GOAL # 2 continued – Strengthen Partnerships*

### Objective # 4: Continue to partner with London CAREs to develop alternate response to quality of life issues

Action Plans	Progress
4.1 Work with Outreach Program to provide better community response to quality of life issues	<p>In 2010, London CAREs was providing outreach services, but did not have the capacity for referral services. The LPS presented a test case of a street involved homeless person who was dealing with addiction to London CAREs funded agencies and it was determined the case was too complex for existing services.</p> <p>London CAREs is currently reviewing its mandate and will focus on “housing first” options for the most vulnerable citizens who are identified as “chronic homeless.” This focus may lead to a reduction in calls for service related to individuals who are frequent users of police, but the program has yet to be defined.</p>
4.2 Develop annual evaluation component to quantify impact of Outreach to calls for service	<p>During 2010, no evaluation component was developed due to referral service limitations.</p> <p>When London CAREs defines its mandate the LPS will identify an evaluation program to determine impacts on police service.</p>
4.3 Continue to participate on London CAREs Steering and Operating Committees	<p>During 2010, the Inspector, Community Policing Branch, continued to be a member of the CAREs Steering and Operating Committees.</p>

Performance Indicators	Results
i. Number of calls for service referred to London CAREs program	<p>During 2010, there was one test case that resulted in reduced calls for service for the subject as the individual was a chronic user of police time. This reduction was attributed to the LPS Persons at Risk Program rather than London CAREs. It was determined the case was too complex for existing London CAREs services.</p> <p>London CAREs is redefining its program in 2011.</p>
ii. Year-end Activity report	<p>The LPS continued in an advisory role with the London CAREs Community Group and assisted with program evaluation and partnership feedback. London CAREs continues to develop and define its mandate. The LPS has been unable to determine direct impacts on service due to the program’s state of flux.</p>



## GOAL # 2 continued – Strengthen Partnerships

### Objective # 5: Enhance relationships and partnerships Through External Boards & Committees

Action Plans	Progress
5.1 Provide LPS employees with opportunities for personal growth and mentorship through boards/committees and volunteer work	LPS members recognize the positive outcomes achieved through their engagement with Boards/committees and volunteer work. Members are acknowledged for their involvement and volunteerism through their annual performance appraisals. Also, the promotional process has weighted values assigned to volunteerism.  <i>Refer to performance indicator (i) for number of LPS representatives on external boards/committees.</i>
5.2 Provide assistance to other organizations by filling in requests for volunteers	LPS members are encouraged to become involved with volunteer activities external to the LPS. LPS members have been involved in numerous volunteer activities/initiatives both external to LPS and LPS driven.  <i>Refer to performance indicator (ii) for external volunteer hours</i>
5.3 Provide LPS employees the opportunity to be acknowledged for their volunteer activities in the community	LPS encourages community volunteerism from its members. The annual appraisal form allows for supervisors to reflect acknowledgement of these activities. Employee volunteerism is also acknowledged during the promotional process.  During 2010, an LPS member was presented with a Divisional Commendation in recognition of their volunteer work towards bringing New York's idea of "Shine the Light on Woman Abuse" campaign to London.

Performance Indicators	Results									
i. Number of LPS representatives on external Boards/Committees	During 2010, there were 63 LPS members on 144 Boards and external Committees. <table border="1"> <thead> <tr> <th>LPS Representation on External Boards/Committees</th> <th>2009</th> <th>2010</th> </tr> </thead> <tbody> <tr> <td># of LPS Representatives</td> <td>64</td> <td>63</td> </tr> <tr> <td># of External Boards/Committees</td> <td>147</td> <td>144</td> </tr> </tbody> </table>	LPS Representation on External Boards/Committees	2009	2010	# of LPS Representatives	64	63	# of External Boards/Committees	147	144
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iii. Feedback from membership and community partners	During 2010, the LPS received 68 commendations and 95 thank you letters from citizens and community partners to express their appreciation to LPS members for various incidents including volunteer work. <table border="1"> <thead> <tr> <th>Feedback from the Community</th> <th>2009</th> <th>2010</th> </tr> </thead> <tbody> <tr> <td># of commendations</td> <td>88</td> <td>68</td> </tr> <tr> <td># of thank you letters</td> <td>100</td> <td>95</td> </tr> </tbody> </table>	Feedback from the Community	2009	2010	# of commendations	88	68	# of thank you letters	100	95
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## *GOAL # 3 – Improve Communications*

### **Objective # 1: Enhance external access to information**

<b>Action Plans</b>	<b>Progress</b>
<p><b>1.1</b> Promote awareness of the LPS website</p>	<p>There were several initiatives implemented during 2010 to promote awareness of the LPS website including:</p> <ul style="list-style-type: none"> <li>• The launch of the LPS Facebook page which provided an opportunity to promote awareness of the LPS website.</li> <li>• The addition of the LPS website link to new recruiting flyers and banners that are distributed or posted at public events.</li> <li>• The posting of the LPS website link on the Applicant Testing Service website during recruiting drives.</li> </ul>
<p><b>1.2</b> Promote media messaging through social networking mediums</p>	<p>During November 2010, the LPS launched its Facebook page. This allowed LPS to expand its profile and connect with the segment of society who use this social network. Media releases, crime prevention tips, and human resource information are posted to the LPS Facebook page. The Recruiting Unit posts information on Facebook to promote job fairs that they will be attending.</p>
<p><b>1.3</b> Expand Crime Prevention Messaging through Internet-based mediums</p>	<p>The LPS launched onto Facebook during November of 2010. On a daily basis, media releases are added to Facebook (Monday to Friday) and regular updates are posted related to crime prevention. By the end of 2010, there were close to 200 people who had joined the LPS Facebook page.</p> <p>The possibility of utilizing Twitter as a communication tool will also be explored during 2011.</p>

Performance Indicators	Results																												
i. Increase in public's level of knowledge about the LPS (Results from Public Needs Survey)	A public survey is scheduled for the fall of 2011.																												
ii. Increase in number of Internet Website hits	<p data-bbox="591 489 1494 598">During the end of 2009, new Internet tracking software was implemented, which provides more accurate and enhanced website activity analysis. As a result, the data from 2009 -2010 may not be comparable. A more accurate comparison to 2010 will be available in next year's progress report when 2011 results are available.</p> <table border="1" data-bbox="591 630 1437 747"> <thead> <tr> <th data-bbox="591 630 976 688">INTERNET 2009-2010</th> <th data-bbox="976 630 1130 688">2009</th> <th data-bbox="1130 630 1248 688">2010</th> <th data-bbox="1248 630 1437 688">Difference 2009-2010</th> </tr> </thead> <tbody> <tr> <td data-bbox="591 688 976 747">Site Visits</td> <td data-bbox="976 688 1130 747">255,586</td> <td data-bbox="1130 688 1248 747">203,345</td> <td data-bbox="1248 688 1437 747">- 20%</td> </tr> </tbody> </table> <table border="1" data-bbox="591 764 1437 1180"> <thead> <tr> <th data-bbox="591 764 1167 823">LPS INTERNET</th> <th data-bbox="1167 764 1437 823">2010</th> </tr> </thead> <tbody> <tr> <td data-bbox="591 823 1167 863">Total number of site visits</td> <td data-bbox="1167 823 1437 863">203345</td> </tr> <tr> <td data-bbox="591 863 1167 903">Total number of visitors</td> <td data-bbox="1167 863 1437 903">157,112</td> </tr> <tr> <td data-bbox="591 903 1167 942">Visitors who visited once</td> <td data-bbox="1167 903 1437 942">135,594</td> </tr> <tr> <td data-bbox="591 942 1167 982">Visitors who visited more than once</td> <td data-bbox="1167 942 1437 982">21,518</td> </tr> <tr> <td data-bbox="591 982 1167 1022">Average visit per visitor</td> <td data-bbox="1167 982 1437 1022">1.29</td> </tr> <tr> <td data-bbox="591 1022 1167 1062">Average visits per day</td> <td data-bbox="1167 1022 1437 1062">557</td> </tr> <tr> <td data-bbox="591 1062 1167 1102">International visits</td> <td data-bbox="1167 1062 1437 1102">17%</td> </tr> <tr> <td data-bbox="591 1102 1167 1142">Visits from Canada</td> <td data-bbox="1167 1102 1437 1142">83%</td> </tr> <tr> <td data-bbox="591 1142 1167 1180">Top Referring Site</td> <td data-bbox="1167 1142 1437 1180">Google.ca 51%</td> </tr> </tbody> </table>	INTERNET 2009-2010	2009	2010	Difference 2009-2010	Site Visits	255,586	203,345	- 20%	LPS INTERNET	2010	Total number of site visits	203345	Total number of visitors	157,112	Visitors who visited once	135,594	Visitors who visited more than once	21,518	Average visit per visitor	1.29	Average visits per day	557	International visits	17%	Visits from Canada	83%	Top Referring Site	Google.ca 51%
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## *GOAL # 3 continued – Improve Communications*

### Objective # 2: Improve internal access to information

Action Plans	Progress
1.1 Provide access from Mobile Data Terminals (MDT) to Intranet	This project was completed during 2010 resulting in LPS members having access to the Intranet from all Mobile Data Terminals (MDT).
1.2 Publish procedures to the Intranet to provide employees quick access to current information	During 2010, all LPS Procedures were published to the Intranet. LPS members have quick and easy access from any LPS computer including Mobile Date Terminals (MDTs).
1.3 Explore Blog project in CID to study the impact of such technology communication with the LPS. This would also include Wikis for gathering information and subject matter knowledge from senior employees	<i>Refer to Performance Indicator (iii).</i>

Performance Indicators	Results								
i. MDT/Intranet progress report	This project has been successfully completed enabling an increase in the flow of current information to LPS front line officers.								
ii. Increase in number of Intranet Website hits	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #0000FF; color: white;"> <th style="text-align: left;">INTRANET 2009-2010</th> <th style="text-align: center;">2009</th> <th style="text-align: center;">2010</th> <th style="text-align: center;">Difference 2009-2010</th> </tr> </thead> <tbody> <tr> <td style="text-align: left;">Site Visits</td> <td style="text-align: center;">293,531</td> <td style="text-align: center;">333,948</td> <td style="text-align: center;">+ 13.8%</td> </tr> </tbody> </table>	INTRANET 2009-2010	2009	2010	Difference 2009-2010	Site Visits	293,531	333,948	+ 13.8%
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Site Visits	293,531	333,948	+ 13.8%						
iii. Blog progress report	Due to other priorities and workload demands, the exploration/development of a Blog project has been deferred.								

## *GOAL # 3 continued – Improve Communications*

### Objective # 3: Develop a long-term Corporate Communication Strategy

Action Plans	Progress
3.1 Enhance vertical and horizontal lines of communication between all areas of the organization	<i>Refer to performance indicator (i) for progress report.</i>
3.2 Effectively manage and enhance the LPS website	In 2010, efforts were made to enhance the LPS external website. An extra headline section was created on the home page to allow the LPS to share additional public interest information. Enhancements to the Recruiting webpage during 2010 included four testimonial videos that were created by the Human Resources Branch along with a video from the City of London. As a result of these changes, the webpage is more attractive and facilitates a more proactive approach in recruiting applicants to the Police Service.

Performance Indicators	Results
i. Progress report – Communication Strategies	<p>Several strategies were implemented during 2010 to enhance vertical and horizontal lines of communication. During 2010, Intranet access was implemented for the Mobile Data Terminals. This enables Patrol officers to have quick and easy access to current information including directives and procedures. Information published on the LPS Intranet is more timely and informs members of any administrative or operational changes. For example, important information related to the new vehicle impound program was posted to the Intranet as it was being implemented. Information was also posted providing members notice of the realignment of the patrol sections related to the new patrol shift. Health and wellness information, including influenza updates, was posted regularly to alert members, increasing their awareness of potential issues, and encouraging preventative action.</p> <p>Meetings are held regularly by both Uniformed and Criminal Investigation Division (CID) Section Commanders. CID section commanders meet daily. During the fall of 2010, Uniformed Division Section Commanders started meeting more frequently. Morning meetings are held to address issues that occurred overnight and to review the resources required for that day and upcoming week. In addition, the meetings have been expanded to include the attendance of the Communications Section Staff Sergeant.</p>
ii. Increase in staff meetings	No comparisons are available for 2009 to 2010. As a result of direction from Senior Management, Uniformed Division meetings with Section Commanders are held every morning. Attendees have been expanded to include the Communications Section Staff Sergeant.
iii. Results from Internal Needs Survey	A survey is being conducted during 2011.

## *GOAL # 3 continued – Improve Communications*

### Objective # 4: Enhance and promote LPS image

Action Plans	Progress
<p><b>4.1</b> Increase positive media (related to LPS activities)</p>	<p>The LPS continues to build positive relationships with local media.</p> <p>One new media initiative implemented during 2010 is a video series, “On Patrol”, which was developed in partnership with Rogers TV. “On Patrol” is a 13 episode series which features various LPS Sections, Units and activities. There are ongoing discussions with Rogers TV about the possibility of adding “On Patrol” to Rogers “On Demand” for Internet streaming.</p> <p>Throughout the year, the LPS Media Officer is available for interviews with television, radio, and print media. The Media Officer was interviewed on Rogers “Daytime” and presented to the University of Western Ontario and Fanshawe College Journalism classes.</p> <p>The LPS has been approached by the producer of “Murder She Solved” who is interested in producing an episode based on an LPS case where female officers were involved in the investigation of a major crime. If this episode is produced, this LPS case will result in positive exposure on an international basis.</p> <p>The LPS is also a member of OMRON (Ontario Media Relations Officer Network) which involves quarterly meetings to network and share best practices.</p>
<p><b>4.2</b> Seek LPS Ambassador program/opportunities</p>	<p>The LPS Senior Management Team, in particular the Chief, continues to seek out and engage in speaking opportunities. During 2010, the Chief and Senior Officers attended over 100 community events, which included speaking engagements and participation in community events.</p> <p>Members from various units including Diversity, Crime Prevention, Community Oriented Response and various investigative units frequently reach out to the community by attending events and providing presentations.</p> <p>In addition, to the LPS continues to provide Citizens Academy to the London community. Citizens Academy is a 10 week program that is offered to citizens twice a year. The program is a great way to enhance and promote the LPS to the community. Citizens attend three hour class each week where presentations, demonstrations, and tours are provided to help them become more informed about the many aspects of policing.</p>
<p><b>4.3</b> Increase public awareness of members’ volunteer activities</p>	<p>LPS members consistently receive letters of commendation and thank you’s for their involvement in volunteer activities.</p> <p>In November 2010, the Pillar Nonprofit Network acknowledged the LPS with the Community Collaboration Award. The LPS and the London International Airport were recognized for their collaborative effort, support and assistance to the Sunshine Foundation for the DreamLift project. DreamLift transported over 220 passengers (including parents, volunteers and 80 children with severe physical disabilities and/or life threatening illnesses) to Disney World in Florida for a one day whirlwind adventure. Fifty-five officers and civilian staff volunteered to participate as “buddies” providing everything the children needed.</p>

Performance Indicators	Results									
i. Number of Commendations/Thank yous	<p data-bbox="594 369 1479 449">During 2010, the LPS received 68 commendations and 95 thank you's from citizens and community partners to express their appreciation to LPS members for various incidents.</p> <table border="1" data-bbox="594 464 1490 583"> <thead> <tr> <th data-bbox="594 464 1227 506">Community's Appreciation to LPS Members</th> <th data-bbox="1227 464 1357 506">2009</th> <th data-bbox="1357 464 1490 506">2010</th> </tr> </thead> <tbody> <tr> <td data-bbox="594 506 1227 541"># of commendations</td> <td data-bbox="1227 506 1357 541">88</td> <td data-bbox="1357 506 1490 541">68</td> </tr> <tr> <td data-bbox="594 541 1227 583"># of thank you letters</td> <td data-bbox="1227 541 1357 583">100</td> <td data-bbox="1357 541 1490 583">95</td> </tr> </tbody> </table>	Community's Appreciation to LPS Members	2009	2010	# of commendations	88	68	# of thank you letters	100	95
Community's Appreciation to LPS Members	2009	2010								
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# of thank you letters	100	95								
ii. Results from Public Needs Survey	<p data-bbox="594 674 1032 701">A survey is scheduled for the fall of 2011.</p>									



## *GOAL # 3 continued – Improve Communications*

### Objective # 5: Enhance communications to all levels of Government

Action Plans	Progress
5.1 Seek opportunities to interact with Municipal, Provincial, and Federal representatives	<i>Refer to Performance Indicator (i) for progress report.</i>
5.2 Provide ride-along opportunities for Municipal, Provincial, and Federal representatives	<p>The LPS recognizes the importance of ride-alongs. Provincial Legislation governing prescription medication was changed in 2010 by the Minister of Health. This change to legislation was subsequent to the Minister's participation in a ride-along with the Sergeant who is in charge of the LPS Persons at Risk program.</p> <p>During 2010, ride-along opportunities were offered to municipal representatives during Project LEARN (Liquor Enforcement and Reduction of Noise), both Spring and Fall sessions.</p> <p>Ride-a-long certificates were also presented to qualified charities for fundraising purposes.</p>

Performance Indicators	Results
i. Progress report on interactions with multi-levels of Government	<p>The LPS continues to advocate through the OACP (Ontario Association of Chiefs of Police) and is fortunate to have engaged MP's and MPP's that support the organization. Municipally, the LPS has reached out to new council members through the Chief and the Police Services Board.</p> <p>Frequently throughout 2010, the LPS invited Municipal, Provincial and Federal representatives, to attend media conferences related to new programs and initiatives. For example, various MPPs, MPs, and City Councillors attended the PAVIS (Provincial Anti-Violence Intervention Strategy) funding announcement, LPS Facility Grand Opening and the Chief's Swearing-In Ceremony. LPS Senior Officers also attended a variety of announcements/press conferences hosted by MP's and MPP's throughout the year.</p> <p>LPS public consultations will be held during the fall of 2011 when the community and Municipal, Provincial and Federal representatives will be invited to attend and have the opportunity to provide input towards the 2013-2015 Business Plan.</p>
ii. Number of participants/attendees from multi-levels of Government	Four members of the LPSB participated in ride-alongs as part of Board Orientation and 17 ride-along certificates were provided to charities.

## *GOAL # 4 – Enhance Assistance to Victims of Crime*

### Objective # 1: Continue to provide effective crisis intervention services through the Family Consultant/Victim Services Unit (FC/VSU) to victims of crime and tragic events

Action Plans	Progress
1.1 Liaise with LPS employees through internal communications and training	Parade presentations and specific presentations for employees are planned for 2011.
1.2 Liaise with community partners regarding the needs of victims of crime and tragic events	<p>This work is ongoing. In the spring of 2010, the FC/VSU hosted a one day symposium on traumatic death and critical incidents. This event was funded through a VQRP (Victim Quick Response Program) grant. Key community partners, including private practitioners attended. A model was presented by a well known U.S. psychiatrist who specializes in traumatic death.</p> <p>A working group was formed to continue to look at:</p> <ol style="list-style-type: none"> <li>1. Collaborative education/training events</li> <li>2. The development of a seamless therapeutic framework for trauma survivors</li> <li>3. A research/evaluation strategy.</li> </ol> <p>This work will continue over the next two years.</p>
1.3 Conduct satisfaction surveys	Survey is scheduled for 2012.

Performance Indicators	Results												
i. Number of FC/VSU internal and external education and development events	The FC/VSU participated in 55 educational and development events in 2010 related to a wide variety of topics, including domestic violence, abuse and neglect of seniors, diversity, addictions and mental health, bereavement services and traumatology.												
ii. Number of crisis interventions	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #0000FF; color: white;"> <th style="text-align: left;">Family Consultant/Victim Services Unit</th> <th style="text-align: center;">2009</th> <th style="text-align: center;">2010</th> </tr> </thead> <tbody> <tr> <td># of clinical interventions</td> <td style="text-align: center;">1,484</td> <td style="text-align: center;">1,363</td> </tr> <tr> <td># of brief Interventions</td> <td style="text-align: center;">313</td> <td style="text-align: center;">382</td> </tr> <tr> <td># of victims provided with victim information</td> <td style="text-align: center;">1,438</td> <td style="text-align: center;">1,576</td> </tr> </tbody> </table>	Family Consultant/Victim Services Unit	2009	2010	# of clinical interventions	1,484	1,363	# of brief Interventions	313	382	# of victims provided with victim information	1,438	1,576
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iii. Results of satisfaction surveys	Results of survey will be available in 2012.												

## *GOAL # 4 – Enhance Assistance to Victims of Crime*

### Objective # 2: Seek opportunities to enhance Crisis Intervention Tool

Action Plans	Progress
<b>2.1</b> Obtain Eye Movement Desensitization and Reprocessing (EMDR)* Certification for the FC/VSU Team	The FC/VSU team has been working towards certification. There are two hours of group supervision to complete which is expected to be completed in 2011. Also, individual supervision has begun and is targeted to be completed in 2012 (pending budget approval).
<b>2.2</b> Establish a diverse local and international EMDR* Research & Evaluation Team including representatives from the international academic community and local service providers	Preliminary meetings have been held with key local, national and international partners to establish a research team. This work is pending completion of the team's certification.
<b>2.3</b> Seek external funding for EMDR* research	External funding opportunities will be explored after the team has completed EMDR* certification.
<b>2.4</b> Conduct EMDR* intervention research/pilot project	Target date to begin EMDR* intervention is scheduled for 2012.

Performance Indicators	Results
<b>i.</b> Commitment from members of international academic community and local service providers to research	The target date to acquire commitment from other partners is 2012.
<b>ii.</b> Report on preliminary findings/outcomes of EMDR* interventions	The target date to report on preliminary findings/outcomes of EMDR* interventions is 2013/2014.

\* EMDR (Eye Movement Desensitization and Reprocessing) is a technique used by the FC/VSU (Family Consultant/Victim Services Unit) to assist some victims and witnesses of traumatic events to lessen the symptoms they are experiencing, such as intrusive images, anxiety and fear. Using bi-lateral stimulation, in the form of either guided eye movement or pulses emitted by tappers that the victim holds in their hands, the Consultant directs the victim through a series of exercises aimed at reducing their distress. EMDR has been found to be very helpful in quickly assisting victims and witnesses return to their usual level of functioning.

## ***GOAL # 4 – Enhance Assistance to Victims of Crime***

### **Objective # 3: Work with Police and Community Partners to Establish a Collaborative Response to Senior Victims of Crime and Abuse**

<b>Action Plans</b>	<b>Progress</b>
<b>3.1</b> Continue to invest in the growth and development of Project SENIOR and develop a collaborative community model	The FC/VSU continued to provide leadership for Project SENIOR throughout 2010. A strategic planning process was also completed in partnership with the community to develop a unified community response to elder abuse.
<b>3.2</b> Educate the public and community service providers identifying and responding to elder abuse through various strategies	Public and agency education was delivered by the FC/VSU on the topic of elder abuse through seminars and the Multidisciplinary Action Team monthly meetings.
<b>3.3</b> Explore opportunities to enhance safety for wandering persons	During 2010, there were several initiatives to facilitate enhanced safety for wandering persons when responding to calls for service:  (1) The Alzheimer Society - delivered presentations to the Uniformed Division on assisting wandering persons and their families.  (2) FC/VSU – delivered presentations to the Uniformed Division on FC/VSU response to wandering persons occurrences.

<b>Performance Indicators</b>	<b>Results</b>
<b>i.</b> Establishment of specific protocol for information sharing & joint intervention	The Strategic Planning Subcommittee of Project SENIOR has begun developing specific protocol for information sharing and joint intervention. This work will be completed in 2011.
<b>ii.</b> Progress Report	There were ten outreach/public education events developed/implemented in 2010. An example of one of these events was Geriatric Refresher Day, which aimed at providing information to health and service providers about the signs and symptoms of abuse and neglect and of seniors.

## *GOAL # 4 – Enhance Assistance to Victims of Crime*

### Objective # 4: Work with key police and community partners to develop a collaborative community model to increase the safety of victims of high risk domestic violence offenders

Action Plans	Progress
4.1 Enhance communication and education between stakeholders to increase victim safety	<p>During 2010, the development of a common language and risk assessment tool was completed through the following process.</p> <ol style="list-style-type: none"> <li>1. An extensive literature review was conducted.</li> <li>2. Common risk assessment tool – SARA (Special Assault Risk Assessment) and its abbreviated version b-SAFER (Brief Spousal Assault Form for the Evaluation of Risk) were selected.</li> <li>3. 60 individuals, representing 24 stakeholders attended a two day training session by the author of the tools.</li> <li>4. A community symposium was hosted for key representatives from the City of London and Middlesex County to inform the community of the work being done to establish common language/assessment tools.</li> </ol>
4.2 Provide ongoing safety planning & support for victims that specifically considers changes to the offenders' circumstances	<p>A High Risk Domestic Violence Community Case Conferencing Protocol has been established. Screening protocol and intake forms were developed in draft.</p> <p>In addition, the Family Consultant/Victim Services Unit will contact victims of domestic violence to ensure that they are connected to appropriate resources and that safety planning is provided.</p> <p>The LPS Bail Safety officers continue to work with program partners—the Crown Attorney's Office and the Victim Witness Assistance Program. The purpose of the Bail Safety Program is to obtain as much information as possible on domestic violence occurrences, which will assist the Crown in making the most appropriate decision at the bail hearing and help provide early support to the victim.</p>
4.3 Enhance monitoring of offender's circumstances to assess changing levels of risk	A pilot project was implemented during 2010 to offer support to high risk domestic violence accused. The results of the project are expected to be available in 2011.
4.4 Improve understanding of dynamic risk assessment at the professional & community level	Information was gained from the pilot project which will be widely disseminated. The roll out strategy for dissemination of information will be developed during 2011.

Performance Indicators	Results
i. Establishment of specific protocol for sharing information related to assessment of risk and safety planning	<p>During 2010, protocols for safety planning and sharing information have been established in draft and piloted with the following key partners and the LPS:</p> <ul style="list-style-type: none"> <li>• Children's Aid Society</li> <li>• Changing Ways</li> <li>• Women's Community House</li> <li>• London and Middlesex Probation and Parole</li> <li>• John Howard Society</li> </ul>
ii. Availability of information and education tools	Educational tools are being developed and will be available in 2011.
iii. Progress Report	The project final report and evaluation will be completed in 2011.

## ***GOAL # 5 – Optimize Infrastructure & Technological Capacity***

### **Objective # 1: Ensure facilities are being developed to meet the long-term requirements of the organization**

<b>Action Plans</b>	<b>Progress</b>
<p><b>1.1</b> Proceed with Phase 2 of the facilities' expansion project which includes extensive renovations to the existing building</p>	<p>Phase 2 renovations, which include extensive renovations to the existing building are continuing, with a new projected completion date of late June 2011.</p> <p>The facility expansion and renovations that were completed during 2010 enabled the following sections/units to move into their new offices:</p> <ul style="list-style-type: none"> <li>- Family Consultants/Victim Services Unit</li> <li>- Traffic Management Unit</li> <li>- Emergency Response Section</li> <li>- Canine Unit</li> <li>- various sections of the Criminal Investigation Division (CID)</li> </ul> <p>The former CID offices are in the process of being renovated with a planned move-in during the spring of 2011. The exterior façade renovations are well underway, with the new entrance and expanded foyer also scheduled to open during the spring. The second floor renovations are scheduled for completion in June 2011.</p> <p>While there have been some minor schedule setbacks due to unforeseen site conditions, the projects are continuing within the allocated budget.</p>
<p><b>1.2</b> Ensure facility renovations address persons with special needs</p>	<p>All of Phase 1 construction (expansion project) was designed to incorporate City of London Facility Accessibility Design Standards (FADS) and addresses persons with special needs. Phase 2 renovations were also designed to incorporate FADS, and all renovated areas will ensure accessibility for persons with special needs. In addition, all current and future LPS capital projects will incorporate FADS where possible.</p>

<b>Performance Indicators</b>	<b>Results</b>
<p>i. Completion of phase 2 renovations</p>	<p>The projected completion date for Phase 2 renovations is late June 2011.</p>

# *GOAL # 5 – Optimize Infrastructure & Technological Capacity*

## Objective # 2: Enhance Green capacity

Action Plans	Progress
1.1 Develop and implement programs to divert landfill waste to recycling	<i>Refer to performance indicator (i) for recycling progress report.</i>
1.2 Expand existing Green Fleet initiatives	<i>Refer to performance indicator (ii) for Green Fleet Initiatives.</i>

Performance Indicators	Results
i. Recycling Progress Report	Development and implementation of recycling programs have been deferred until a later date. Funding was recommended in the 2011 Fleet and Facilities Branch operating budget to initiate a recycling program; however, due to budget constraints the funding was removed from the 2011 budget development process. Funding will be recommended for a recycling program again in the 2012 budget.
ii. Green Fleet Initiatives Report	<p>The LPS continued to expand existing green fleet initiatives.</p> <p>During 2010, three additional propane vehicle conversions were completed to vehicles that typically would not be powered by propane, specifically the prisoner transport vehicle and two new Dodge Chargers. The LPS is the only police service in North America using Dodge Chargers converted to propane. Other services are monitoring the success of these conversions as the production of the Ford Crown Victoria stops.</p> <p>When specific unmarked cars, equipped with six or eight cylinder engines are retired from service they are being replaced with vehicles equipped with four cylinder engines. A total of eight unmarked vehicles with either six or eight cylinder engines were replaced in 2010 with vehicles equipped with four cylinder engines.</p>

## *GOAL # 5 – Optimize Infrastructure & Technological Capacity*

### Objective # 3: Improve the efficiency and effectiveness of service delivery

Action Plans	Progress
3.1 Develop and implement Service Excellence initiatives	<p>During 2010, the Ontario Police College (OPC) delivered two sessions of “Delivering Service Excellence in Policing.” The LPS had planned to continue to provide this training to its members but unfortunately the OPC suspended this training in 2011 and it is unclear if it will be offered again in 2012.</p> <p>The LPS developed and delivered an in-house Supervisory Course in 2010. This two day course is provided to both sworn and civilian members. Enhanced supervision will provide more effective direction to members to meet the needs of the community.</p> <p>Review processes continue to remain in effect to monitor customer service delivery in the Headquarters Reception Unit, Communications Section, Freedom of Information, Records Screening, and the Police Reporting Centre. Presently, there is a backlog of Background Checks due to changes in RCMP fingerprinting requirements. The LPS website has been updated to inform the community about the backlog.</p> <p><i>Refer to objective # 4 performance indicator (i) for possible changes that may resolve this backlog.</i></p> <p>A public survey is scheduled for 2011. The survey will provide an opportunity for citizens to give feedback related to service delivery, customer service, and levels of satisfaction.</p>
3.2 Continue to develop and participate in benchmarking initiatives	<p>The LPS participates on a committee within the Ontario Municipal Benchmarking Initiative (OMBI). OMBI is a collaboration of municipalities that strive for service excellence. Participation in these benchmarking initiatives enables the LPS to measure, share, and compare performance statistics with 14 municipalities in Ontario. These measures assist in understanding how the LPS is performing and where improvements can be made.</p>
3.3 Conduct random LPS program evaluations	<p><i>Refer to performance indicator (ii) for progress report.</i></p>

Performance Indicators	Results
i. Year end activity report	<p>During 2010:</p> <ul style="list-style-type: none"> <li>• 48 members received the Delivering Service Excellence in Policing training</li> <li>• 56 supervisors received the LPS Supervisory Course.</li> </ul>
ii. Public Satisfaction Levels (survey)	<p>A public survey is scheduled for 2011.</p>
iii. Program Evaluation Results	<p>During 2010, a comprehensive list of programs and services offered by London Police Service was created. Due to shortage of resources, program evaluations have not been undertaken during the year; however, a proposal was approved in late 2010 for the creation of a Quality Assurance/Program Evaluation position during 2011. The purpose of this new position is to enhance the organization's ability to conduct more extensive quality assurance audits and program evaluation.</p>



# *GOAL # 5 – Optimize Infrastructure & Technological Capacity*

## Objective # 4: Enhance Information & Technology Resources to further service delivery

Action Plans	Progress
4.1 Research feasibility of an on-line application for background checks	<i>Refer to performance indicator (i) for progress report.</i>
4.2 Develop processes and implement an on-line occurrence reporting system	<i>Refer to performance indicator (i) for progress report.</i>

Performance Indicators	Results
i. Information & Technology progress report	<p><b>On-line Application for Background Checks</b></p> <p>In 2010, the RCMP changed the Vulnerable Screening process which has increased the amount of human resources the LPS requires to deliver adequate customer service. In 2009, the LPS routinely processed background checks in 14 days or less. At year-end 2010, the LPS had an 11 week backlog. An automated On-line Record Check is the highest priority technology project and software will be evaluated early in 2011.</p> <p>Provincial standards for processing background checks are being developed. Because of extensive involvement in the development of these standards, the LPS will be able to ensure they are incorporated into the new On-line Record Check process.</p> <p><b>On-line Occurrence Reporting System</b></p> <p>Phase one of the On-line Occurrence Reporting System was completed in April 2010. Phase one enables citizens to submit through the Internet occurrence reports related to theft, lost/stolen licence plates, and damage to property.</p> <p>Since April 2010 when the new system was implemented, the LPS processed 2,867 reported incidents using the Online Reporting System. Phase two has been deferred due to other priorities and workload demands.</p> <p>Once Phase two is complete, the process will have expanded to provide citizens the opportunity to submit follow up information related to the initial investigation (e.g., list of items stolen during B&amp;E). Phase two may also include the ability for store security to submit shoplifting and mischief reports and an on-line process for the submission of missing persons reports (i.e. chronic cases).</p>

## ***GOAL # 5 – Optimize Infrastructure & Technological Capacity***

### **Objective # 5: Enhance Information & Technology Resources to further service delivery**

<b>Action Plans</b>	<b>Progress</b>
<b>5.1</b> Complete implementation of desktop "dash board" tools to enable managers to track and measure progress on their priorities in real time	In 2010, the LPS continued to rollout dashboard software (MyVersadex) to appropriate staff. Due to other priorities and workload demands, the further development and growth of this beneficial tool has been delayed.
<b>5.2</b> Explore feasibility of voice recognition software for implementation	The LPS continues to monitor advancements with voice recognition software; however, the maturity of the software to reliably meet the needs in a patrol officer environment has not yet been proven or widely accepted in policing.
<b>5.3</b> Develop and implement strategies to enhance computer security and awareness	The LPS computer infrastructure security is constantly updated and maintained at a level necessary to protect the organization from outside threats. In 2011, the internal user security will be enhanced with the implementation of Two Factor Authentication, which is an RCMP requirement.

<b>Performance Indicators</b>	<b>Results</b>
<b>i.</b> Information & Technology progress report	<p>The primary software vendor for LPS policing software is Versaterm, which has a commitment to "evergreen" its products to meet the needs of its clients. During 2010, the LPS Technology Team continued to work closely with Versaterm and beta tests many of their Canadian product releases.</p> <p>Major technology initiatives completed in 2010 include:</p> <ol style="list-style-type: none"> <li>1) Server virtualization (running multiple virtual computers on a single hardware platform)</li> <li>2) Disaster recovery backup site analysis</li> <li>3) Versaterm software enhancements</li> <li>4) Online reporting system (Phase 1)</li> <li>5) Electronic civil fingerprints submission to RCMP</li> <li>6) Mobile Data Terminal access to Intranet</li> <li>7) KeyScan building access card system</li> </ol>

## ***GOAL # 6 – Ensure Effective Human Resource Management***

### **Objective # 1: Ensure that appropriate organizational structure and staffing levels are in place to meet current and future requirements**

<b>Action Plans</b>	<b>Progress</b>
1.1 Ongoing evaluation of existing organizational structure to ensure optimal effectiveness and efficiency in terms of meeting current and future service delivery and program needs	A Workload Analysis Committee was established during 2010 to conduct an organization wide analysis. Also, the Senior Management Team continues to examine the organizational structure and recommend changes on an ongoing basis.
1.2 Through HR strategic management, monitor staffing levels, current and future workload impacts and project human resource requirements to optimize organizational capacity	In the fall of 2009, the LPS Senior Executive determined that a complete organization wide workload analysis was required. In early 2010, a Steering Committee and Working Committee were struck. This major project is expected to be completed during 2011. Preliminary results identified the need for ten new positions in 2011.

<b>Performance Indicators</b>	<b>Results</b>
i. Annual review of organizational chart	In 2010, a review of the organizational chart was completed that resulted in changes to a number of reporting structures. A realignment of resources resulted in the Diversity Officer position being transferred from the Uniformed Division to the Human Resources Branch within the Corporate Services Division. The Alternate Response Unit was discontinued to enable resources to be reallocated to front-line patrol.
ii. Submission of an annual HR Requirements report to the Chief	Human Resource reports are completed on a monthly basis to assist in determining organizational resource requirements. In preparation for the 2011 budget submission ten new positions were identified. (five civilian positions and five sworn police positions).
iii. Annual divisional audit/staffing reviews	Annual Quality Assurance Audits were completed by each Division during 2010. This process involves a review of procedures and the completion of Annual Workload Analysis Surveys for each Section within the respective Divisions. The Workload Surveys are reviewed to ensure more effective balance of resources.  The review recognized a need for an organization-wide workload analysis that commenced in early 2010.

# *GOAL # 6 – Ensure Effective Human Resource Management*

## Objective # 2: Develop strategies to ensure effective recruitment, selection and retention

Action Plans	Progress
<p><b>2.1</b> Develop and implement recruitment initiatives to attract a diverse talent pool</p>	<p>The LPS continues to develop new initiatives to attract a diverse talent pool. During 2010, a new recruiting pamphlet was developed with an emphasis on diversity.</p> <p>The Diversity Officer continues to work closely with members of the Human Resources Branch to maximize opportunities for recruiting diverse talent. Many new connections have been made to encourage under-represented groups to consider the LPS as an employer of choice through recruiting lectures that target diverse communities. The LPS Diversity Officer presents to diverse populations and mentors applicants through the hiring process.</p> <p>Another part of the diversity recruiting initiative is the “Diverse Applicant Mentoring” initiative which was developed during 2010 in partnership with WIL Employment Connections. This program seeks to provide guidance to new immigrants and those belonging to under-represented groups through the preparation and application process.</p> <p>In addition, during 2010, the Police Specific Specialized Language Training program was developed in partnership with the Thames Valley District School Board, Wheable Adult Education, and other community partners. The program seeks to assist new immigrants in obtaining the necessary language skills to successfully compete for employment in law enforcement. A number of these graduates are part of the diverse applicant mentoring initiative.</p>
<p><b>2.2</b> Enhance Internet recruiting strategies</p>	<p>There were several new Internet strategies implemented during 2010 to enhance recruiting including:</p> <ul style="list-style-type: none"> <li>• new headings published within the LPS Recruiting webpage</li> <li>• LPS Facebook page developed</li> <li>• Video testimonials of serving officers developed and published to the LPS website</li> </ul>
<p><b>2.3</b> Develop and implement retention strategies</p>	<p>The LPS Wellness committee continues to encourage work life balance for employees. Also, an employee accommodation procedure is scheduled for completion in 2011.</p>

Performance Indicators	Results															
i. Increase in applications	<table border="1"> <thead> <tr> <th data-bbox="594 386 976 447">APPLICATIONS RECEIVED</th> <th data-bbox="976 386 1130 447">2009</th> <th data-bbox="1130 386 1247 447">2010</th> <th data-bbox="1247 386 1435 447">Difference 2009-2010</th> </tr> </thead> <tbody> <tr> <td data-bbox="594 447 976 508">Police</td> <td data-bbox="976 447 1130 508">410</td> <td data-bbox="1130 447 1247 508">553</td> <td data-bbox="1247 447 1435 508">+ 34.8%</td> </tr> <tr> <td data-bbox="594 508 976 562">Civilians</td> <td data-bbox="976 508 1130 562">222</td> <td data-bbox="1130 508 1247 562">164</td> <td data-bbox="1247 508 1435 562">- 26.1%</td> </tr> </tbody> </table>				APPLICATIONS RECEIVED	2009	2010	Difference 2009-2010	Police	410	553	+ 34.8%	Civilians	222	164	- 26.1%
APPLICATIONS RECEIVED	2009	2010	Difference 2009-2010													
Police	410	553	+ 34.8%													
Civilians	222	164	- 26.1%													
ii. Increase in website hits on recruiting web pages	<table border="1"> <thead> <tr> <th data-bbox="594 646 976 707">RECRUITING WEB PAGE</th> <th data-bbox="976 646 1092 707">2010</th> </tr> </thead> <tbody> <tr> <td data-bbox="594 707 976 764">Site Visits</td> <td data-bbox="976 707 1092 764">27,082</td> </tr> </tbody> </table> <p data-bbox="594 793 1477 905">2009 website statistics related to the LPS recruiting web page are not available due to a change in website tracking software that was in the process of being implemented during that year. As a result, 2010 will be used as a baseline comparator to 2011 in next year's report.</p>				RECRUITING WEB PAGE	2010	Site Visits	27,082								
RECRUITING WEB PAGE	2010															
Site Visits	27,082															
iii. Number of diversity outreach initiatives/events	<p data-bbox="594 940 1203 968">Diversity outreach initiatives/events during 2010 included:</p> <ul data-bbox="594 995 1057 1157" style="list-style-type: none"> <li>- 12 Committees</li> <li>- 30 Community Partners</li> <li>- 40 Cultural Events attended</li> <li>- 62 Community Outreach Activities</li> <li>- 6 Diversity Recruiting Lectures</li> <li>- 9 Diverse Applicant Mentoring participants</li> </ul>															

## ***GOAL # 6 – Ensure Effective Human Resource Management***

### **Objective # 3: Enhance and promote development and training opportunities for all employees**

<b>Action Plans</b>	<b>Progress</b>
<b>3.1</b> Develop and deliver supervisory training	A two-day supervisory training module was developed and delivered in 2010.
<b>3.2</b> Promote professional development through e-Learning	The LPS continued to partner during 2010 with the Canadian Police Knowledge Network to develop and deliver e-learning opportunities to LPS members, both mandatory and elective. <i>Refer to Performance Indicator (iii) for number of members participating in e-Learning</i>
<b>3.3</b> Support self-initiated learning	The LPS continues to financially support self-initiated learning through the Education Reimbursement program. Members receive a portion of tuition for pre-approved continuing education courses.  <i>Refer to Performance Indicator (ii) for number of members participating in self-initiated Learning</i>
<b>3.4</b> Explore and enhance career development strategies	During 2010: <ul style="list-style-type: none"> <li>• An in-house Supervisory Course was developed and delivered to sworn and civilian members to enhance their supervisory skills.</li> <li>• A promotional information session was held for all sworn members.</li> <li>• Senior Management continued to mentor new recruits to offer a macro view of policing to complement their recruit training.</li> </ul>

Performance Indicators	Results																	
i. Number of training opportunities provided	There were two training supervisory training sessions offered in 2010. Topics included: Organizational Expectations and Philosophy, Human Resources Issues, WSIB Incidents, Use of Force Issues, Professional Standards Issues, Major Incident and Major Investigation Response.																	
ii. Number of members participating in training opportunities	<table border="1"> <thead> <tr> <th data-bbox="594 447 1166 499">Self-Initiated Learning</th> <th data-bbox="1174 447 1295 499">2009</th> <th data-bbox="1304 447 1442 499">2010</th> </tr> </thead> <tbody> <tr> <td data-bbox="594 510 1166 541">Sworn participants</td> <td data-bbox="1174 510 1295 541">35</td> <td data-bbox="1304 510 1442 541">42</td> </tr> <tr> <td data-bbox="594 552 1166 583">Civilian participants</td> <td data-bbox="1174 552 1295 583">3</td> <td data-bbox="1304 552 1442 583">6</td> </tr> <tr> <td data-bbox="594 594 1166 625">Courses completed</td> <td data-bbox="1174 594 1295 625">73</td> <td data-bbox="1304 594 1442 625">99</td> </tr> <tr> <td data-bbox="594 636 1166 667">Reimbursement</td> <td data-bbox="1174 636 1295 667">58%</td> <td data-bbox="1304 636 1442 667">59%</td> </tr> </tbody> </table>			Self-Initiated Learning	2009	2010	Sworn participants	35	42	Civilian participants	3	6	Courses completed	73	99	Reimbursement	58%	59%
	Self-Initiated Learning	2009	2010															
	Sworn participants	35	42															
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In addition to self-initiated learning, 55 members participated in supervisory training sessions, which were developed in 2010.																		
iii. Number of members participating in e-Learning	<table border="1"> <thead> <tr> <th data-bbox="594 804 1166 856">E-Learning</th> <th data-bbox="1174 804 1295 856">2009</th> <th data-bbox="1304 804 1442 856">2010</th> </tr> </thead> <tbody> <tr> <td data-bbox="594 867 1166 987">           Number of LPS participants  <i>Due to some members who completed multiple courses during 2010, the total number of participants is greater than the LPS complement of 799 members.</i> </td> <td data-bbox="1174 867 1295 987">293</td> <td data-bbox="1304 867 1442 987">1,594</td> </tr> </tbody> </table>			E-Learning	2009	2010	Number of LPS participants <i>Due to some members who completed multiple courses during 2010, the total number of participants is greater than the LPS complement of 799 members.</i>	293	1,594									
	E-Learning	2009	2010															
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## *GOAL # 6 – Ensure Effective Human Resource Management*

### Objective # 4: Enhance Health & Wellness opportunities

Action Plans	Progress
4.1 Develop a stronger Health & Wellness presence on the Intranet	The Health and Wellness pages on the Intranet were re-designed during 2010 to the extent possible given the shortage of IT resources. Sub-headings were added and new material was posted regularly. Information relevant to Benefits and Health & Safety was re-positioned for effective navigation of website and delivery of information.
4.2 Conduct a Health & Wellness survey to gain employees' perspectives	<i>Refer to Performance Indicator (ii) for details.</i>
4.3 Develop and implement strategies to heighten awareness & better understanding of Health & Wellness (re: stressors unique to police environment)	A plan with programs for 2011 and 2012 is being developed.
4.4 Facilitate EAP (Employee Assistance Program) communications to employees	<p>Homewood Employee Health has assisted with informal presentations to new members on "Family Night" to ensure LPS members have information to effectively deal with the stressors of a policing career.</p> <p>Homewood has provided resource documents on several topics relating to life issues and how to effectively address these issues. These documents and a link to the Homewood website have been posted to the LPS Intranet enabling all members quick and easy access to information.</p>



Performance Indicators	Results
i. Participants in Health & Wellness Programs	<p>During 2010, there were the following programs and participants:</p> <p>Parade Presentations (Back Health) - 300  Fitness Pin Challenge - 310  Going Green (biking to work program) - 68  Biggest Loser - 14  Yoga - 23  Retirement Seminar – 100  Personal Trainer – 16</p>
ii. Results from Health & Wellness Survey	<p>A National Work Life Balance Study is scheduled for 2011 which will provide all employees an opportunity to share their perspectives through a voluntary survey. The survey's results will enable a comparison of the LPS to other Police Services. Results are expected to be available in June 2011.</p>
iii. Progress Report – Health & Wellness strategies	<p>Lanyards promoting the Health and Wellness missions (lifestyle, intellectual, physical, emotional, spiritual, social) were issued to all personnel in conjunction with new security passes. All areas of interest identified by employees in the initial Wellness Committee Survey administered in 2008 have been addressed with the exception of an element of Finance, which will be part of programming in 2011.</p> <p>For 2010, the Wellness Committee undertook a variety of programs as outlined in performance indicator (i). In addition, employees were encouraged to make healthy food choices for lunch by introducing Wellness Works stickers to good choices and adding nutrition tips to weekly cafeteria menus. A barbeque was purchased to provide different options for food preparation that was not deep fried. A Committee member attended a wellness program offered through Homewood and the Committee investigated options for outside support of Wellness initiatives.</p> <p>The Committee is developing new programs that fit within various wellness areas (e.g., lifestyle, intellectual, spiritual, emotional, physical and social wellness). The plan is for these programs to address specific needs identified by LPS employees.</p>
iv. Number of Voluntary Fitness Pin participants	<p>There were 310 members who completed the Fitness Pin test in 2010 compared to 275 in 2009.</p>
v. Number of EAP communications/activities	<p>3 Family Night presentations  8 Resource Documents available on the Intranet</p>

## *GOAL # 6 – Ensure Effective Human Resource Management*

### Objective # 5: Enhance employees understanding and appreciation towards diversity within the workplace and the community

Action Plans	Progress
5.1 Promote diversity training opportunities for all employees	Diversity training was the focus of the first In-Service training session in 2010. Topics included: Human Rights 101, Race, Ethnicity and Culture, Religion and Faith Diversity, Racial Profiling, LGBT2Q (Lesbian, Gay, Bisexual, Transgender, 2-spirited, Queer) Awareness, RHVP (Report Homophobic Violence Period) and Hate Crime. These topics were presented to all sworn members. The civilian members are scheduled to receive a similar presentation in 2011.
5.2 Develop and implement incentives/recognition for employee achievements related to diversity	The development and implementation of this initiative is scheduled for 2011.
5.3 Promote events and other initiatives that celebrate diversity	<p>The LPS Diversity Officer regularly publicizes information about festivals, speakers, special events, religious holidays, and other activities related to multi-culturalism and diversity. This information is usually posted in high traffic areas throughout the LPS facilities and on the “Diversity Matters” information board.</p> <p>The LPS also continued to support the following initiatives during 2010:</p> <p>The Police Ethnic and Cultural Exchange program (PEACE) was created to reinforce and develop important life-skills of young participants through exposure and instruction from members of the LPS. Participants are from economically disadvantaged circumstances and reflect the cultural diversity of the community.</p> <p>The Youth In Policing Initiative (YIPI) is a provincially funded initiative which provides opportunities for youth from culturally diverse backgrounds, who live in at-risk communities, to interact with police in a positive manner, while learning fundamental life-skills.</p>
5.4 Develop and implement strategies towards orienting employees with diversity	<p>To ensure multi-cultural competence and inclusivity within our organization, the Diversity Officer facilitated diversity training during 2010 In-Service training sessions. This training was created in partnership with the Ontario Human Rights Commission, Ontario Police College, and other community social service agencies. <i>Refer to Action Plan 5.1 for topics included in the training sessions.</i></p> <p>In 2010, the following LPS Diversity Statement was posted on the Intranet and other workplace locations.</p> <p style="text-align: center;"><i>The London Police Service is committed to the inclusive principles of diversity. With an emphasis on community partnerships, we will continually strive to become leaders in maximizing the potential of diverse talent. We will encourage collaborative success and an atmosphere of innovation through the support and acknowledgement of the unique perspectives of our employees. We will embrace the challenges of change through education to create an inclusive work environment which promotes equality, fairness, and respect. Our commitment to diversity is our commitment to the community.</i></p>
5.5 Participate on boards and committees representative of diverse groups within the community	<i>Refer to Performance Indicator (iii) for details.</i>

Performance Indicators	Results									
i. Number of diversity training participants	600 members received diversity training in 2010.									
ii. Progress Report on Diversity strategies	<p>The LPS Diversity Officer continued to outreach to the diverse community through numerous activities and events:</p> <ul style="list-style-type: none"> <li>• 91 presentations to 3,398 members of the diverse community</li> <li>• 141 community meetings with 764 members of the community</li> <li>• 62 Community Outreach Activities including 36 outreach presentations to 840 new immigrants</li> </ul> <table border="1" data-bbox="594 663 1442 804"> <thead> <tr> <th data-bbox="594 663 1166 722">Diversity Officer's Involvement at Cultural Events and Community Outreach Activities</th> <th data-bbox="1166 663 1297 722">2009</th> <th data-bbox="1297 663 1442 722">2010</th> </tr> </thead> <tbody> <tr> <td data-bbox="594 722 1166 762">Cultural Events</td> <td data-bbox="1166 722 1297 762">35</td> <td data-bbox="1297 722 1442 762">40</td> </tr> <tr> <td data-bbox="594 762 1166 804">Community Outreach Activities</td> <td data-bbox="1166 762 1297 804">60</td> <td data-bbox="1297 762 1442 804">62</td> </tr> </tbody> </table> <p>New initiatives developed by the Diversity Officer during 2010 included:</p> <ul style="list-style-type: none"> <li>• Diversity Recruiting Lectures</li> <li>• Diverse Applicant Mentoring</li> <li>• Citizenship Court Attendance</li> </ul>	Diversity Officer's Involvement at Cultural Events and Community Outreach Activities	2009	2010	Cultural Events	35	40	Community Outreach Activities	60	62
Diversity Officer's Involvement at Cultural Events and Community Outreach Activities	2009	2010								
Cultural Events	35	40								
Community Outreach Activities	60	62								
iii. Number of LPS participants with diverse groups within the community	<p>During 2010, the Diversity Officer was involved with the following 12 committees in various capacities:</p> <p>Aids Committee of London, HBT (Homophobia, Biophobia, and Transphobia) Working group, London Middlesex – Local Immigration Partnership, Networking for Inclusive Communities, Black History Month Committee, African Community Council, Canadian Association of Latin Americans, Muslim Centre for Social Support and Integration, London Diversity Task Force, London Diversity and Race Relations Advisory Committee, Ontario Association of Chiefs of Police – Diversity Steering Committee, Association of Black Law Enforcers</p> <p>There are many other LPS members who are involved with diverse committees in addition to the Diversity Officer as well as three members who are extensively involved within the community representing the police in a positive light to diverse groups.</p>									
iv. Results of Internal Survey	Survey is scheduled for 2011.									