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## ARCHIVÉE - Contenu archivé

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# London Police Service

## 2011 ANNUAL BUSINESS PLAN PROGRESS REPORT





## Message from the Chief

The London Police Service (LPS) 2011 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 second 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 "2009" has been established as the baseline measurement for performance indicator comparisons, where applicable.



The year 2011 has been successful in terms of progress during the second year of the Business Plan—all of the objectives have been either achieved or partially achieved resulting in a performance indicator success rate of 90.5%. A few examples of these achievements include the completion of the facilities expansion project, the implementation of an online occurrence reporting system, and the transition with London Fire Services to one Voice Radio System, which is a local London system. There are also several initiatives underway including an online application process for background checks through a third party provider). However, as indicated within this Report, there are a number of action plans that have been deferred due to other priorities and workload demands, some of which will be addressed before the expiration of the Business Plan or may be carried over as part of the 2013-2015 Business Plan.

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
1.1 Increase traffic enforcement	<p>In an effort to increase traffic enforcement, a traffic enforcement strategy (reflected within the 2011 LPS Traffic Management Plan) was developed and implemented, which included the following overall goals:</p> <ul style="list-style-type: none"><li>• <b>Fatal collisions to remain below 10:</b> There were 8 collisions resulting in 9 deaths</li><li>• <b>Increase traffic enforcement by 10%:</b> A comparison of only Traffic Management Unit issued PONs shows an increase of 12.5% (11,903 in 2011 compared to 10,503 in 2010).</li></ul> <p>Monthly traffic initiatives continued in 2011 in order to help increase the public's knowledge related to traffic offences.</p> <p><i>Refer to Action Plan 1.4 for a list of these initiatives</i></p> <p>Traffic enforcement increased by 12.5% in 2011 while the number of fatalities (persons) remained the same as in 2010. There was a 33% decrease in the number of Reduce Impaired Driving Everywhere (R.I.D.E.) events held and a subsequent 26% decrease in the number of vehicles stopped during RIDE Programs when compared to 2010 (16% decrease from 2009 to 2011). One of the positive outcomes was that the percentage of roadside tests resulting in an arrest or suspension was lower in 2011 (21%) when compared to 2009 (26%) and 2010 (22%).</p> <p><i>Refer to Performance Indicators (ii) and (iii) for enforcement statistics.</i></p>

<p><b>1.2 Increase police visibility</b></p>	<p>The LPS is committed to increasing police visibility by strategically deploying members in all areas of our community. In 2011, that was accomplished by our uniformed members patrolling the streets, parks, bike paths and waterways to ensure a strong police presence and community safety.</p> <p>The Uniformed Division placed a greater emphasis on traffic enforcement to improve safety and reduce collisions on our roadways. This initiative resulted in directed patrols on our streets, high accident intersections and school zones. There was also a significant increase in the number of Reduce Impaired Driving Everywhere (R.I.D.E.) Programs conducted at the Section Level.</p> <p>The Uniformed Division adopted the new European Green liner in the patrol jackets, which assist the community in identifying police officers in the event they require immediate assistance, especially at an event with hundreds or thousands of people present. These liners were utilized at all large events to identify the police officers and increase police visibility in the community.</p>
<p><b>1.3 Target high-risk driving behavior</b></p>	<p>The 2011 Traffic Enforcement Strategy included overall goals and monthly traffic initiatives specifically targeting aggressive drivers, distracted drivers, and other high risk, vulnerable road users such as pedestrians and cyclists. During the last ten-year period, there have been 119 traffic deaths. The yearly average during the first 5 years of that period was 15 compared to the yearly average for the last 5 years of just under 9.</p> <p><i>Refer to Performance Indicator (ii) for statistics.</i></p>
<p><b>1.4 Develop and implement TMU (Traffic Management Unit) road safety projects</b></p>	<p>During 2011, the following initiatives were developed and implemented as part of the Traffic Enforcement Strategy.</p> <ul style="list-style-type: none"> <li>January - winter speeding, red light violations</li> <li>February - stop signs, cell phone law</li> <li>March - red lights, back to school, commercial motor vehicles, speeding</li> <li>April - pedestrian safety, cycling safety, seatbelt campaign</li> <li>May - aggressive driving, two plate special, impaired driving</li> <li>June - red light running, speeding, "School's Out!" good driver letters</li> <li>July - seatbelt enforcement, motorcycle enforcement, speeding</li> <li>August - red light running, stop signs</li> <li>September - back to school, seatbelt, R.I.D.E.</li> <li>October - pedestrian and cyclists issues</li> <li>November - speeding at night</li> <li>December - problematic collision intersections and R.I.D.E.</li> </ul>

Performance Indicators	Results																				
i. Level of public satisfaction (survey)	A Public Needs Survey was conducted during the fall of 2011. The results showed that the majority of respondents (79.8%) continue to be satisfied with the quality of services for Traffic Safety (prevention, education, and enforcement).																				
ii. Decrease in collisions and persons injured	<table border="1"> <thead> <tr> <th></th> <th>2009</th> <th>2010</th> <th>2011</th> <th>% Difference 2009-2011</th> </tr> </thead> <tbody> <tr> <td>Collisions</td> <td>9,637</td> <td>9,993</td> <td>10,125</td> <td>+ 5%</td> </tr> <tr> <td>Collisions with Persons Injured</td> <td>1,531</td> <td>1,576</td> <td>1,706</td> <td>+ 11%</td> </tr> <tr> <td>Fatalities (persons)</td> <td>11</td> <td>9</td> <td>9</td> <td>- 18%</td> </tr> </tbody> </table>		2009	2010	2011	% Difference 2009-2011	Collisions	9,637	9,993	10,125	+ 5%	Collisions with Persons Injured	1,531	1,576	1,706	+ 11%	Fatalities (persons)	11	9	9	- 18%
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iii. Year-end activity report & statistics (e.g., Number of Provincial Offence Notices)	<i>Refer to table below.</i>																				

ACTIVITY	2009	2010	2011	% Difference 2009-2011
# Total Provincial Offence Notices issued by the LPS	42,464	43,983	49,795	+ 17%
# Provincial Offence Notices issued by the Traffic Management Unit	10,503	13,425	11,903	+ 13%
# R.I.D.E. PROGRAMS	53	72	50	- 6%
R.I.D.E. # Motorists stopped	31,066	35,466	26,186	- 16%
R.I.D.E. # Roadside Alcohol Tests*	423	403	245	- 42%
# of Arrests/ADLS (Administrative Drivers License Suspensions)	24	29	11	- 54%
# of 3, 7, 30 Day Suspensions	86	60	40	- 53%
<b>% of the Roadside Alcohol Tests resulting in an arrest/ADLS or suspension</b>	<b>26%</b>	<b>22%</b>	<b>21%</b>	<b>- 5 percentage points</b>

\* includes only tests taken at RIDE spot checks

# 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 allow officers immediate access to current synopsis reports on street checks, active crimes, and photos.</p> <p>During 2011, the ability of Cognos was expanded. The Crime Analysts are now able to search and map any searchable category in Versadex by utilizing ARC GIS (a geographic information system for working with maps and geographic information). As a result of the ARC GIS application, the Crime Analysts are no longer limited to the searchable fields in Versadex. For example, the Cognos Criminal program could import parameters such as race, age, entity address, crime type, all physical descriptors or any information that is put on a Versaterm form, and map these searched criteria into a defined area.</p> <p>The Crime Analysts received training and access in 2011 to Gang Net which is a police run program that compiles and tracks information on street gangs in Canada.</p> <p>Also in 2011, Project Crime has been advanced from a manual process to a fully-automated computer data base that is available to all officers via MDT (mobile data terminals). This process eliminates errors that were occurring as a result of manual updates. The information is also beat specific. Now criminals with conditions are on the daily updated spreadsheet with their conditions and most recent checks. Also, there is an automated spread sheet for each patrol section that allows the supervisors to monitor the number of checks made by the officers. This newly developed process, in addition to being far more automated, accurate, and current, has saved the Crime Analysts approximately ten hours a week.</p>

<p><b>2.2</b> Increase community awareness of Crime Prevention strategies</p>	<p>The LPS continues to engage the citizens of London with crime prevention strategies. The officers assigned to the Crime Prevention Unit worked on several annual programs like Crime Prevention Week (held in November) and tips throughout the year. The officers also conduct safety audits, working with citizens to prevent crime in relation to themselves and their communities.</p> <p>The LPS Auxiliary Officers helped to increase crime prevention awareness in the community through ATRIP (Auto Theft Reduction Initiatives Program). There were 1,243 of Auxiliary hours dedicated to this program in 2011. This is a slight increase over the year 2010 (1,225 hours).</p> <p>The Transportation on Patrol (TOP's) program started in 2011. This is a program developed between police and transportation companies to spot and report crime. This crime prevention program expands the scope of reported crime by involving citizen participation.</p>
<p><b>2.3</b> 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 were 42 citizens who attended this program in 2011.</li> <li>• <b>Lock It or Lose It</b> was an event held at major shopping malls during Crime Prevention Week (Nov. 2011).</li> <li>• <b>Neighbourhood Watch</b> receives reports of break and enter and auto thefts on a daily basis to engage citizens more towards crime detection.</li> <li>• <b>Crime Prevention Officers</b> conduct security audits/lectures to engage citizens in crime prevention and security.</li> </ul>
<p><b>2.4</b> 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, as well as the dissemination of 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. From July 1 to December 31, 2011, the LPS formed an Integrated Gang Task Force with the RCMP to provide a significant response to gang activity, resulting in the confirmation of 6 current gangs and the identification of 3 new gangs operating in London. 133 members and associates were identified, compared to the 58 prior-known members and associates. The Task Force also seized 3 handguns, 4 prohibited weapons, cash, drugs, and property, for a total value of \$156,487.</p>



Performance Indicators	Results
i. Property Crime and Clearance Rates	<i>Refer to table below.</i>

2009 - 2011 COMPARISON PROPERTY CRIME AND CLEARANCE RATES						
	# of Offences Reported			Clearance Rates		
Offence	# Reported In 2009	# Reported In 2010	# Reported In 2011	Clearance Rate for 2009	Clearance Rate for 2010	Clearance Rate for 2011
Break and Enter	2,626	2,415	2,900	35%	35%	35%
Auto Theft	1,265	956	891	34%	34%	34%
Theft	10,649	8,911	8,369	21%	24%	28%
Possession (Stolen)	279	280	220	85%	90%	85%
Fraud	1,297	1,726	1,180	45%	47%	50%

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	<i>Refer to table below.</i>

2009 – 2011 COMPARISON CRIME PREVENTION ACTIVITIES						
	2009		2010		2011	
	Number of Events	Attendees/Participants	Number of Events	Attendees/Participants	Number of Events*	Attendees/Participants*
STEP (Seniors Taking Extra Precautions)	87	1,218	83	1,898	20	526
Security Audits	133	133	208	208	257	257
Special Events	152	Not applicable	185	Not applicable	150	Not applicable
Meetings	75	944	63	642	60	586
Lectures	36	1,302	55	1,921	75	2,212
<b>Total</b>	<b>483</b>	<b>3,597</b>	<b>594</b>	<b>4,669</b>	<b>562</b>	<b>3,581</b>

iv. Number of Citizens participating in Crime Prevention	<i>Refer to Performance Indicator above for specific details.</i>																
v. Level of public satisfaction (survey)	A Public Needs Survey was conducted during the fall of 2011. The results showed that the majority of respondents (82.3%) continue to be satisfied with the quality of services delivered for Crime Prevention.																
vi. Youth crime rates	<p>During 2011, there were 1,904 young offenders cleared by charge or cleared otherwise.</p> <table border="1" data-bbox="695 422 1395 611"> <thead> <tr> <th data-bbox="695 422 992 495">Young Offenders</th> <th data-bbox="992 422 1094 495">2010</th> <th data-bbox="1094 422 1196 495">2011*</th> <th data-bbox="1196 422 1395 495">% Difference 2010-2011</th> </tr> </thead> <tbody> <tr> <td data-bbox="695 495 992 527">Cleared by Charge</td> <td data-bbox="992 495 1094 527">1,197</td> <td data-bbox="1094 495 1196 527">792</td> <td data-bbox="1196 495 1395 527">- 34%</td> </tr> <tr> <td data-bbox="695 527 992 558">Cleared Otherwise</td> <td data-bbox="992 527 1094 558">896</td> <td data-bbox="1094 527 1196 558">1,112</td> <td data-bbox="1196 527 1395 558">+ 24%</td> </tr> <tr> <td data-bbox="695 558 992 611">Total Cleared by Charge or Cleared Otherwise</td> <td data-bbox="992 558 1094 611">2,093</td> <td data-bbox="1094 558 1196 611">1,904</td> <td data-bbox="1196 558 1395 611">- 9%</td> </tr> </tbody> </table> <p data-bbox="586 638 1505 684">* The number of youths cleared by charge decreased in 2011. However, the number of youths cleared otherwise increased due to a greater use of diversion programs.</p>	Young Offenders	2010	2011*	% Difference 2010-2011	Cleared by Charge	1,197	792	- 34%	Cleared Otherwise	896	1,112	+ 24%	Total Cleared by Charge or Cleared Otherwise	2,093	1,904	- 9%
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# 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 Unit, 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 would 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>The trial period for the new shift plan ended in April 2011 and Patrol Operations reverted back to the original plan. The transition back included the redeployment of 20 additional constable positions to Patrol Operations from other areas of the organization.</p> <p>The Uniformed Patrol complement will increase again in 2012 with the hiring of 15 new constables, which will be deployed to the front line of patrol operations.</p> <p>The Patrol Operations Branch strives to attain an acceptable reactive/proactive ratio. Current workload demands, response times, and time on calls have increased incrementally from the 2009 rates. There are numerous factors which contribute to these increases. The LPS is undertaking a review of best practices in responding to calls for service to determine whether or not efficiencies can be undertaken to improve rates on workload, response times, and time on calls; thereby positively impacting the reactive/proactive ratio.</p> <p>The Patrol Operations Branch continues to employ the Canadian Police Knowledge Network (CPKN) to complement the training of patrol constables. For examples, officers have engaged in Occupational Health and Safety training and Officer Involved Collision training.</p>

**EMERGENCY RESPONSE UNIT (ERU)** – The LPS ERU is divided into three teams working a rotating shift schedule. The ERU conducted full team bi-annual training and is an “accredited” Tactical and Hostage Rescue Team in accordance with Ontario Policing Standards.

**PUBLIC ORDER UNIT (POU)** – In 2011, the authorized complement of the POU was 50 members, having increased by 10 in 2010. The POU deployment model continues to be a “secondary duty” for members. The Unit is comprised of sworn members from throughout the LPS organization and is overseen by the Inspector, Community Policing Branch.

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 and duties. During 2011, the POU was deployed on numerous crowd management deployments, including St. Patrick’s Day, Project LEARN, London PRIDE Parade, UWO Homecoming, and the Occupy London demonstrations. The POU was also involved in several ground searches for missing person and evidence searches in regard to major case investigations.

<p><b>3.2</b> Explore feasibility of an enhanced automated patrol plan</p>	<p>The LPS is committed to improving and enhancing all aspects of the organization, including the automation of the patrol plan model. The current Patrol Plan is reviewed and enhancements incorporated annually. An automated patrol plan is feasible and would be advantageous; however, due to other IT priorities and workload this initiative has been deferred.</p>
<p><b>3.3</b> Ensure response to 911 calls within three rings</p>	<p>The LPS successfully achieved this requirement.</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.</p> <p>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 returned to the original plan. A comparison analysis for response to calls shows an improvement from 2010 to 2011 for Code 2 and 3 calls. Impacts to calls for service will continue to be monitored during 2012.</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. The Information Technology Branch reviewed a number of software programs. It has been determined that it is more appropriate and feasible to develop an in-house system. However, due to other priorities and workload demands, the development of an integrated GPS/patrol plan review system 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 increased from 2009 to 2011. However, there have been some improvements during 2011. When compared to 2010, response times for code 2 and code 3 calls decreased.																																																																				
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ii. Response to 911 calls (compliance rate - three rings)	The requirement is to answer 95% of all 911 calls within three rings. In 2011, the LPS exceeded this requirement. The total number of 911 calls was 173,290 and 99.73% of these calls were answered within 3 rings.																																																																				
iii. Progress report – automation of beat patrol plan	An automated patrol plan is feasible and would be advantageous; however, due to other IT priorities and workload this initiative 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 was responsible for the identification and monitoring of street gangs. The Unit continues to identify and gather Intelligence on local street gangs and share this information with members of the LPS and other agencies.</p> <p>During July 2011, the LPS formed an Integrated Gang Task Force with the RCMP to provide a significant response to gang activity. This new Task Force was effective in gathering information and resulted in the confirmation of 6 current gangs and the identification of 3 new gangs operating in London. Also, 133 members and associates were identified, compared to the 58 prior-known members and associates. The Task Force seized 3 handguns, 4 prohibited weapons, cash, drugs, and property for a total value of \$156,487. As a result of this project, the Youth Crime Unit was reassigned to the Criminal Intelligence Section as the Street Gang Unit.</p> <p>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 liaised 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>Throughout 2011, a member was assigned to the Guns and Drugs Section as an Intelligence Intake Officer as part of an ongoing pilot project. This position is responsible for recording, tracking, coordinating, and disseminating all tips/Intelligence through a number of different avenues. This position was also found to be invaluable relative to the collating of Intelligence, allowing for search warrants to be executed earlier than in the past.</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>During 2011, the LPS formed an Integrated Gang Task Force with the RCMP to provide a significant response to gang activity, which has been very effective.</p> <p><i>Refer to Action Plan 4.1 for more details about the Task Force and outcomes.</i></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.</p> <p>During 2011, PAVIS (Provincial Anti-Violence Intervention Strategy) funding was renewed, which facilitates the efforts of the Guns and Drugs Section. Also, three LPS</p>

members continue to be seconded to provincially and federally funded positions related to Asset Forfeiture, Integrated Proceeds of Crime, and Weapons Enforcement. 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.

*Refer to Action Plan 4.1 for details related to an integrated Gang Task Force formed during 2011. Also, refer to Performance Indicator (i) for year-end statistics related to drugs, weapons, and assets forfeited.*



**Performance Indicators**

**Results**

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

*Refer to the following tables for Year End Activity Reporting/Enforcement Statistics.*

<b>2009-2011 Comparisons Violent Crime and Clearance Rates</b>						
	<b># of Offences Reported</b>			<b>Clearance Rates</b>		
<b>Offence</b>	<b># Reported In 2009</b>	<b># Reported In 2010</b>	<b># Reported In 2011</b>	<b>Clearance Rate for 2009</b>	<b>Clearance Rate for 2010</b>	<b>Clearance Rate for 2011</b>
Homicide	3	7	8	33%	100%	113%
Attempted Murder	1	3	2	0%	100%	50%
Sexual Assault	242	263	235	84%	77%	82%
Assault	2,481	2,400	2,248	79%	81%	80%
Abduction	60	68	65	92%	93%	89%
Robbery	323	301	313	52%	56%	46%

*Note: some clearance rates will be greater than 100% due to carry over of occurrences that were cleared a year after they occurred.*

*Refer to next page to review Table with Guns and Drugs Section Seizures (2009-2011.)*

2009-2011 Comparisons Combined Guns and Drugs Section Seizures			
	2009	2010	2011
<b>Weapons</b>			
Firearms	126	46	34
Magazines	29	7	16
Knives	20	13	10
Pellet Guns	1	8	11
Replica Firearms	10	4	1
Other	2	25	1
<b>Drugs</b>			
Crack	528 grams	885 grams	355.2 grams
Powder Cocaine	2,645 grams	2,528 grams	957 grams
Marihuana	1,192,554 grams	95,678.9 grams	47,285 grams
Marihuana Plants	15,231	14,221	4,202
Marihuana Grows	42	26	16
Meth	2.7 grams	125 grams	479.4 grams
Prescription Pills	1,179.5 pills	2,241.5 pills	1,748.5 pills
Ecstasy	688 pills	275 pills	846 pills
<b>Total Value of Drugs Seized</b>	<b>\$16,668,959</b>	<b>\$15,495,731</b>	<b>\$4,759,965</b>
<b>Charges</b>			
Criminal Code	334	352	305
CDSA (Controlled Drugs & Substance Act)	500	513	368
<b>Arrests</b>	264	290	230

Note: There was a reduction in total seizures of illegal drugs and weapons in 2011 when compared to the previous year attributable to the redeployment of drug officers to high-risk events that occurred over a period of several months.

ii. Number of enforcement strategic projects

There were 19 enforcement projects by the LPS in 2011 compared to 16 enforcement projects in 2010.

iii. Number of Intelligence projects

Statistics related to Intelligence projects were not available for 2010; however, a new system was developed to track these projects in 2011 through SIAC (Strategic Intelligence Analysis Committee). During 2011, there were 34 Intelligence projects.

# GOAL # 1 continued – Enhance Public Safety

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

Action Plans	Progress
<p><b>5.1</b> Enhance LPS' ability to forensically examine seized computers and cell phones</p>	<p>As a result of the 2010 LPS Workload Analysis, the LPS added an additional Computer Forensic Examiner to the FCAU (Forensic Computer Analysis Unit) effective September 2011. This new position will increase the ability of the LPS to analyze cases, including offences involving the exploitation of children on the internet.</p> <p>The members of the FCAU also attended computer forensic training courses in 2011 to further enhance their ability to complete analysis of evidence.</p> <p>Finally, the Cyber Crime Unit, along with the FCAU, purchased a wireless detection device that was successfully used to geographically locate suspects who were stealing wireless Internet and committing offences of downloading and uploading child pornography. Without this tool, the suspects could not have been located and arrested for these offences.</p>
<p><b>5.2</b> Partner with educational systems to introduce proactive strategies into the school systems</p>	<p><i>Refer to Performance Indicator (iii) for progress report.</i></p>
<p><b>5.3</b> Seek additional external funding (Provincial and Federal)</p>	<p><i>Refer to Performance Indicator (iv) for details.</i></p>

Performance Indicators	Results
i. Increase in the number of investigations and charges related to Internet-based crimes against persons	<p>The number of warrants executed and suspects arrested have remained fairly consistent from 2009 through to 2011 (no change from 2010 to 2011). The number of charges laid in 2011 increased approximately 52% percent since 2009..</p> <p><i>Refer to table below for statistics and comparisons.</i></p>

CYBER CRIME	2009	2010	2011	Difference 2009-2011
# of Suspects Arrested	31	27	27	- 13%
# of Criminal Code Charges Laid	158	133	240	+ 52%
# Search Warrants and Production Orders Executed	38	36	38	0%

ii. Number of students educated on Internet safety	<i>Refer to table below for statistics and comparisons.</i>
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STUDENTS EDUCATED ON INTERNET SAFETY				
	2009	2010	2011	Difference 2009-2011
Grade 6 Students <i>75-minute lecture through VIP (Values, Influence, Peers) program</i>	4,231	3,758	4,289	+ 1%
Grade 8 Students <i>30-minute lecture</i>	7,203	7,656	6,723	- 7%
Total	11,434	11,414	11,012	- 4%

iii. Progress Report on educational strategies	<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 2011, 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 focused primarily on protecting children from cyber crime. Also, grade 8 students received a 30 minute lecture on this topic.</p> <p>Although these lectures continue to focus on students in grade 6 and grade 8, officers from the Safety School program have also conducted lectures to students in other grades. When educators saw a need to educate students at varying levels in the school system, officers provided lectures to cover these demands.</p>
iv. Presence of Government funding	<p>During 2011, 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. In addition, there was an increase in staffing to the Cyber Crime Unit by one new Forensic Computer Analyst and one new Cyber Crime investigator as part of the 2011 budget.</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 was undertaken at the provincial level to ensure this type of partnership is standard throughout Ontario. In 2011, the new police/school board protocol was completed and in August 2011, it was delivered to both police and school administrators before the start of the 2011/2012 school year.</p> <p>The “Pledge”, an anti-bullying campaign, was also launched in the fall of 2011 with members from the police and school boards taking part.</p> <p>In addition, the Chief and Deputies meet regularly with School Board representatives. During the fall 2011, meetings were held with the School Boards as part of the consultation process towards the development of a new Business Plan (2013-2015).</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. The development of an educational package on how to deal with incident and post-incident interactions with the media is not required. These incidents are coordinated and facilitated by the LPS Corporate Communications &amp; 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). This process has been very effective and successful throughout 2011.</p>
<p><b>1.3</b> Develop and present educational package for secondary VPs about gangs and symbols</p>	<p>The Youth Crime Unit continued with a standardized presentation that will be given to all vice principals from both the TVDSB and LDSCB, pending availability of the Secondary School Resource Officers (SSROs).</p> <p>During the first 6 months of 2011, the LPS Youth Crime Unit 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. This process was enhanced in 2011, with the assistance of the SSROs. No presentations occurred during the last 6 months of 2011 by the Youth Crime Unit as resources were dedicated to the Integrated Gang Task Force.</p>

Performance Indicators	Results
i. Year-end Activity Report	Refer to table below for year-end activity report.

COMMUNITY SERVICES UNIT EDUCATIONAL STRATEGIES			
Grade Level/ Educational Strategy	Number of Events (lectures, presentations)		
	2008/2009 school year	2009/2010 school year	2010/2011 school year
Kindergarten	73	186	230
Grade 3	143	137	150
VIP	983	957	1,143
Grade 8	142	221	204
Assemblies	5	4	18
Meetings	78	36	37
Committees	8	16	27
Presentations	29	116	110
Block Parent	110	166	19
Traffic Surveys	1	7	13
Other Events (e.g., lockdown practices and suspension meetings)	31	95	27
<b>TOTALS</b>	<b>1,603</b>	<b>1,941</b>	<b>1,978</b>

ii. Delivery of Training	Refer to Action Plans 1.2 and 1.3 for details related to delivery of training.
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## *GOAL # 2 continued – Strengthen Partnerships*

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

Action Plans	Progress
<p><b>2.1</b> Continue to work at the OACP and CACP level to enhance interoperability in Canada and among our neighbouring agencies</p>	<p>In 2011, the LPS continued 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 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. In consideration of the magnitude of this project, it will be some time before Emergency Services realize the benefits of enhanced interoperability in Canada.</p>
<p><b>2.2</b> 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><b>2.3</b> Development of the Joint Emergency Services Operations Group, which coordinates multi-agency training for responders</p>	<p>The LPS plays an integral role in 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 that have proven successful in other Ontario municipalities. The London JESOAG acts as a sub-committee to the Community Emergency Management Program.</p> <p>During 2011, JESOAG was restructured in an effort to streamline and focus on effective working relationships between the three “first response” agencies: London Police Service, London Fire Services, and Middlesex-London EMS. JESOAG is currently developing sound protocols and practices in relation to communications, incident management and training. This is all being developed in an effort to enhance interoperability.</p> <p>The London JESOAG meets on a quarterly basis and reports directly to Senior Executive from each of the respective agencies.</p>

Performance Indicators	Results
i. Year-end Activity Report	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.
ii. Successful implementation of oneVoice inclusion with Fire Services and policy surrounding the new city facilities such as the new radio tower	<p><b>Implementation of oneVoice inclusion with Fire Services:</b></p> <p>In April 2010, the LPS successfully completed the transition with the Fire Services to oneVoice Radio system, which is a local London system.</p> <p>The LPS has continued 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 P25 upgrade contract was signed with Harris Communications in 2011 and implementation is underway. It is anticipated that all city agencies will be transitioned to the P25 system during 2012.</p> <p>Once completed, the P25 system will provide many enhancements to both public safety and city works users.</p> <p><b>Development of policy surrounding the new radio tower:</b> Prior to the implementation of oneVoice, it was determined that a new policy or a by-law should be developed that would restrict other usage (e.g., private companies) of the new radio tower on Oxford St. to ensure security. No policy or by-law with these restrictions has been developed yet.</p>
iii. Agencies training together	<p>The LPS Explosive Disposal Unit, in cooperation with Defence Research and Development Canada and the Canadian Police Research Centre, conducted a Hazardous Environment Operations-Home Made Explosives Course in London. This two-week course, held in 2011, had participants from both the national and international explosive disposal community attend. Instructors were from Canadian private and government agencies, as well as the ATF (Bureau of Alcohol, Tobacco, Firearms, &amp; Explosives) from the United States.</p> <p>Also during 2011, a large-scale multi-agency "Community Emergency Management Program Committee" scenario was conducted (in part) at the Emergency Operations Centre in London.</p>
iv. Multi-agency use of equipment and supplies	<p>During 2011, equipment was shared between agencies:</p> <ul style="list-style-type: none"> <li>• The LPS Explosive Disposal Unit (LPS-EDU) received a JEPP grant for 4 SCBAs (Self- Contained Breathing Apparatus). This grant was secured because of the interoperability of these SCBA's with those used by the London Fire Services (LFD). The LFD fills the LPS SCBA tanks, which can be interchanged with the LFD tanks during CBRNE (Chemical Biological Radiological Nuclear and Explosive) calls for service since both agencies are now using the same brand of tanks.</li> <li>• RCMP truck and full CBRNE response equipment was loaned to the LPS for 11 months. This was required due to fire damage to LPS-EDU building and equipment. This arrangement illustrates the cooperative relationships that have been developed with our police partners.</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). 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 2011, 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 first 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 2011 review show that when compared to 2009, Provincial Offences decreased by 18% and Criminal Code charges decreased by 24%. 60% of the criminal charges involved non-students.
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 who 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.  A significant change in the deployment of POU officers occurred in 2011. The POU officers were assigned in pairs in marked cruisers during the 2011 Fall LEARN whereas in previous years they were deployed in groups of 4 in unmarked vans. This change substantially increased the presence of police in the assigned neighbourhoods.

Performance Indicators	Results															
<p>i. Reduced calls for service in areas surrounding UWO &amp; Fanshawe College</p>	<p>The LPS continues 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 2011 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 2011, which indicate that the more serious types of incidents (Criminal Code Charges) decreased by 24% when compared to 2009.</i></p>															
<p>ii. Year-end results – Project Learn</p>	<p>During 2011, the incidents involving criminal behaviour had decreased since 2009. 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="581 1031 1484 1247"> <thead> <tr> <th data-bbox="581 1031 899 1136"> <b>PROJECT LEARN</b>  <i>(Liquor Enforcement and Reduction of Noise)</i>  <b>Year End Results</b> </th> <th data-bbox="902 1031 1040 1136">2009</th> <th data-bbox="1044 1031 1154 1136">2010</th> <th data-bbox="1157 1031 1304 1136">2011</th> <th data-bbox="1307 1031 1484 1136">Difference 2009-2011</th> </tr> </thead> <tbody> <tr> <td data-bbox="581 1140 899 1188">Total Provincial Offence Notices</td> <td data-bbox="902 1140 1040 1188">1,657</td> <td data-bbox="1044 1140 1154 1188">1,725</td> <td data-bbox="1157 1140 1304 1188">1,363</td> <td data-bbox="1307 1140 1484 1188">- 18%</td> </tr> <tr> <td data-bbox="581 1192 899 1247">Total Criminal Code Charges</td> <td data-bbox="902 1192 1040 1247">81</td> <td data-bbox="1044 1192 1154 1247">57</td> <td data-bbox="1157 1192 1304 1247">62</td> <td data-bbox="1307 1192 1484 1247">- 24%</td> </tr> </tbody> </table>	<b>PROJECT LEARN</b> <i>(Liquor Enforcement and Reduction of Noise)</i> <b>Year End Results</b>	2009	2010	2011	Difference 2009-2011	Total Provincial Offence Notices	1,657	1,725	1,363	- 18%	Total Criminal Code Charges	81	57	62	- 24%
<b>PROJECT LEARN</b> <i>(Liquor Enforcement and Reduction of Noise)</i> <b>Year End Results</b>	2009	2010	2011	Difference 2009-2011												
Total Provincial Offence Notices	1,657	1,725	1,363	- 18%												
Total Criminal Code Charges	81	57	62	- 24%												
<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**

<b>Action Plans</b>	<b>Progress</b>
<b>4.1</b> Work with Outreach Program to provide better community response to quality of life issues	<p>During 2011, in consultation with the LPS, London CArES redefined its mandate and will focus on “housing and support” for the most vulnerable citizens who are identified as “chronic homeless.”</p> <p>With input from the LPS and other agencies, this focus will be towards a reduction in calls for service related to individuals who are frequent users of police and other first response agencies.</p>
<b>4.2</b> Develop annual evaluation component to quantify impact of Outreach to calls for service	New staff has been hired at London CArES and a new committee has been formed with community partners who will advise and support CArES as it moves forward in 2012. The development of an evaluation component will be reviewed during 2012.
<b>4.3</b> Continue to participate on London CArES Steering and Operating Committees	During 2011, CArES has re-established its administration, Steering and Operating Committees. The Inspector, LPS Community Policing Branch, will continue to be a contributing member.

<b>Performance Indicators</b>	<b>Results</b>
<b>i.</b> Number of calls for service referred to London CArES program	London CArES has redefined its program in 2011 and will be moving forward in 2012 with a plan to identify and house a number of identified “most vulnerable” persons.
<b>ii.</b> Year-end activity report	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. As the revised program is developed in 2012, activity reports will become available.

## *GOAL # 2 continued – Strengthen Partnerships*

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

Action Plans	Progress
<p><b>5.1</b> Provide LPS employees with opportunities for personal growth and mentorship through boards/committees and volunteer work</p>	<p>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.</p> <p><i>Refer to performance indicator (i) for number of LPS representatives on external boards/committees.</i></p>
<p><b>5.2</b> Provide assistance to other organizations by filling in requests for volunteers</p>	<p>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 the LPS and LPS driven.</p> <p><i>Refer to performance indicator (ii) for external volunteer hours.</i></p>
<p><b>5.3</b> Provide LPS employees the opportunity to be acknowledged for their volunteer activities in the community</p>	<p>The 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, divisional commendations, and media releases.</p> <p><i>Refer to Goal # 3, Action Plan # 4.3 for public awareness initiatives.</i></p>

Performance Indicators	Results															
i. Number of LPS representatives on external boards/committees	During 2011, there were 73 LPS members on 146 boards and external committees.															
	<table border="1"> <thead> <tr> <th data-bbox="592 329 1143 401">LPS Representation on External Boards/Committees</th> <th data-bbox="1148 329 1263 401">2009</th> <th data-bbox="1268 329 1383 401">2010</th> <th data-bbox="1388 329 1500 401">2011</th> </tr> </thead> <tbody> <tr> <td data-bbox="592 407 1143 443"># of LPS Representatives</td> <td data-bbox="1148 407 1263 443">64</td> <td data-bbox="1268 407 1383 443">63</td> <td data-bbox="1388 407 1500 443">73</td> </tr> <tr> <td data-bbox="592 449 1143 485"># of External Boards/Committees</td> <td data-bbox="1148 449 1263 485">147</td> <td data-bbox="1268 449 1383 485">144</td> <td data-bbox="1388 449 1500 485">146</td> </tr> </tbody> </table>				LPS Representation on External Boards/Committees	2009	2010	2011	# of LPS Representatives	64	63	73	# of External Boards/Committees	147	144	146
LPS Representation on External Boards/Committees	2009	2010	2011													
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# of External Boards/Committees	147	144	146													
ii. Employee external volunteer hours	There were 5,855 hours of employee external volunteer hours during 2011.															
	<table border="1"> <thead> <tr> <th data-bbox="592 581 1143 611">LPS Members - External Volunteer Time</th> <th data-bbox="1148 581 1263 611">2009</th> <th data-bbox="1268 581 1383 611">2010</th> <th data-bbox="1388 581 1500 611">2011</th> </tr> </thead> <tbody> <tr> <td data-bbox="592 617 1143 667"># of hours committed by LPS Members to external volunteer opportunities.</td> <td data-bbox="1148 617 1263 667">14,398</td> <td data-bbox="1268 617 1383 667">9,616</td> <td data-bbox="1388 617 1500 667">5,855</td> </tr> </tbody> </table>				LPS Members - External Volunteer Time	2009	2010	2011	# of hours committed by LPS Members to external volunteer opportunities.	14,398	9,616	5,855				
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# GOAL # 3 – Improve Communications

## Objective # 1: Enhance external access to information

Action Plans	Progress
<p><b>1.1</b> Promote awareness of the LPS website</p>	<p>There were several initiatives implemented during 2011 to promote awareness of the LPS website, including:</p> <ul style="list-style-type: none"> <li>• A weekly program began to air “This Week with the London Police” on CJBK1290 (10-15 min. segment) which refers back to the LPS website, Facebook and Twitter.</li> <li>• All LPS media releases were published on the LPS Facebook page through a weblink that directs viewers back to the LPS website.</li> <li>• A media event was held associated to LPS Facebook and Twitter.</li> <li>• Similar to Facebook, LPS twitter followers are notified of media releases and directed back to the LPS website.</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 the LPS to expand its profile and connect with the segment of society that uses 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>In 2011, the LPS continued to expand its use of Facebook and introduced Twitter. All of the email communications from the Corporate Communications and Public Relations Officer include the Facebook and Twitter pages in the signature block.</p> <p>During the year, the LPS commenced researching a You Tube channel to promote the LPS. There was also a media event associated to the launching of LPS Facebook and Twitter.</p> <p><i>Refer to action plan 1.1 for additional details</i></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. By the end of 2010, there were close to 200 people who had joined the LPS Facebook page.</p> <p>The use of Facebook continues to grow. In 2011, 642 people indicated that they “like” the LPS Facebook page, with numerous other people viewing the page. On a daily basis, media releases continue to be added to Facebook (Monday to Friday). Regular updates are posted related to crime prevention as well as other events such as the National Police Officers Memorial in Ottawa.</p> <p>In March of 2011, the LPS utilized Twitter as an additional communication tool. The LPS had 805 followers at the end of 2011.</p> <p>In 2012, the LPS plans to post its own You Tube channel, with public information videos (e.g., crime prevention) that members of the public can view.</p>

Performance Indicators	Results																										
<p>i. Increase in public's level of knowledge about the LPS (Results from Public Needs Survey)</p>	<p>A Public Needs Survey was conducted during the fall of 2011. The results showed that 44% of the respondents felt their level of knowledge had increased as a result of various communication strategies implemented by the LPS during the past 2 years.</p>																										
<p>ii. Increase in number of Internet Website hits</p>	<p>During the end of 2009 and 2011, new Internet tracking software was implemented. As a result, the data from 2009 and 2011 is not available. A comparison to 2010 baseline data will be made available in next year's progress report when 2012 results are available.</p> <table border="1" data-bbox="594 667 1284 785"> <thead> <tr> <th data-bbox="594 667 976 726">INTERNET 2010</th> <th data-bbox="976 667 1092 726">2010</th> <th data-bbox="1092 667 1284 726">2011</th> </tr> </thead> <tbody> <tr> <td data-bbox="594 726 976 785">Site Visits</td> <td data-bbox="976 726 1092 785">203,345</td> <td data-bbox="1092 726 1284 785">N/A</td> </tr> </tbody> </table> <table border="1" data-bbox="594 802 1443 1218"> <thead> <tr> <th data-bbox="594 802 1167 861">LPS INTERNET</th> <th data-bbox="1167 802 1443 861">2010</th> </tr> </thead> <tbody> <tr> <td data-bbox="594 861 1167 903">Total number of site visits</td> <td data-bbox="1167 861 1443 903">203,345</td> </tr> <tr> <td data-bbox="594 903 1167 942">Total number of visitors</td> <td data-bbox="1167 903 1443 942">157,112</td> </tr> <tr> <td data-bbox="594 942 1167 982">Visitors who visited once</td> <td data-bbox="1167 942 1443 982">135,594</td> </tr> <tr> <td data-bbox="594 982 1167 1022">Visitors who visited more than once</td> <td data-bbox="1167 982 1443 1022">21,518</td> </tr> <tr> <td data-bbox="594 1022 1167 1062">Average visit per visitor</td> <td data-bbox="1167 1022 1443 1062">1.29</td> </tr> <tr> <td data-bbox="594 1062 1167 1102">Average visits per day</td> <td data-bbox="1167 1062 1443 1102">557</td> </tr> <tr> <td data-bbox="594 1102 1167 1142">International visits</td> <td data-bbox="1167 1102 1443 1142">17%</td> </tr> <tr> <td data-bbox="594 1142 1167 1182">Visits from Canada</td> <td data-bbox="1167 1142 1443 1182">83%</td> </tr> <tr> <td data-bbox="594 1182 1167 1218">Top Referring Site</td> <td data-bbox="1167 1182 1443 1218">Google.ca 51%</td> </tr> </tbody> </table>	INTERNET 2010	2010	2011	Site Visits	203,345	N/A	LPS INTERNET	2010	Total number of site visits	203,345	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.
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.
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. Mobile Data Terminals/Intranet progress report	This project has been successfully completed, enabling an increase in the flow of current information to LPS front-line officers. Intranet access to information is now available to officers on all Mobile Data Terminals.										
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;">2011</th> <th style="text-align: center;">Difference 2009-2011</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;">354,309</td> <td style="text-align: center;">+ 20.7%</td> </tr> </tbody> </table>	INTRANET 2009-2010	2009	2010	2011	Difference 2009-2011	Site Visits	293,531	333,948	354,309	+ 20.7%
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Site Visits	293,531	333,948	354,309	+ 20.7%							
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	<p>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.</p> <p>Enhancements to the website continued during 2011. Links were added to the front page (e.g., video of budget presentation). Also, a new process was developed with the Criminal Investigation Division to ensure that the website reflects the most current information which encourages citizens to visit the website on a regular basis (e.g., most wanted webpage).</p>

Performance Indicators	Results
i. Progress report – communication strategies	<p>During 2011, lines of communication within the organization continued to be enhanced. Information published to the LPS Intranet is contemporary and enables members to have access to administrative or operational changes from any LPS computer or Mobile Data Terminal. For example, the Calendar of Events was updated and now maintained by the Corporate Communications and Public Relations Officer. The results of the 2010 Workload Analysis and 2011 Employee Survey were posted, along with a message from the Chief. The video of the proposed 2012 Budget presentation and frequently asked questions related to the police budget was posted for members' information.</p> <p>Meetings are held regularly by both Uniformed and Criminal Investigation Division (CID) Section Commanders. CID Section Commanders meet daily and 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.</p>
ii. Increase in staff meetings	No comparisons are available for 2009 to 2011. As a result of direction from Senior Management during 2010, 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 voluntary employee National Work Life Balance Study was conducted during 2011. In terms of effective communication, employees were asked if they felt that Management makes it clear what is expected of them (i.e., goals, objectives). The results showed that the 57.8% agreed that their manager's communications were clear.

## 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. In 2011, a conscious effort was made to increase the amount of releases to the media. There were 748 media releases in 2011 as compared to 482 in 2010.</p> <p>The LPS continues to notify and invite the media to attend various events that LPS members are involved in while either on or off duty. Some of these events are as follows:</p> <ul style="list-style-type: none"> <li>• Kids, Cops and Canadian Tire Fishing Day</li> <li>• 911 Clash for a Cause</li> <li>• Cops For Cancer</li> <li>• 1000 Acts of Kindness</li> <li>• “Play It Forward” school donation</li> </ul> <p>Throughout the year, the LPS Corporate Communications and Public Relations Officer is available for interviews with television, radio, and print media. During 2011, the Corporate Communications and Public Relations Officer continued with a weekly radio broadcast with AM1290 CJBK, where current police issues are discussed. The Corporate Communications and Public Relations Officer presented to the University of Western Journalism class and the Fanshawe College Ivy Communications program.</p> <p>In 2011, the LPS participated in a segment of Country Music Television’s (CMT) “<i>Employee of the Week</i>”. This show followed the members of two country bands – The Band Perry and High Valley – as they competed against each other while performing police duties. The Explosive Disposal Unit, Use of Force Training Unit, and Emergency Response Unit were featured, demonstrating the skills required in the performance of their daily duties. This program was aired on CMT in January 2012.</p> <p>In 2010, the 13-episode series “<i>On Patrol</i>” was completed in partnership with Rogers TV. Discussion is ongoing with Rogers TV for a second season of “<i>On Patrol</i>”.</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>The use of Facebook and Twitter complement the ability of the LPS to broadcast messages.</p>
<p><b>4.2</b> Seek LPS Ambassador program/opportunities</p>	<p>The LPS Senior Management Team, in particular the Chief of Police, continues to seek out and engage in speaking opportunities. During 2011, 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, 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 a 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>

**4.3 Increase public awareness of members' volunteer activities**

LPS members consistently receive commendations and thank you letters from the public for their involvement in volunteer activities.

In addition to many members' individual volunteer activities, the LPS participated in the community based 1,000 Acts of Kindness initiative in October 2011, with over 540 Hero Bears being handed out to citizens in London to brighten their day.

During 2011, the LPS Auxiliary were recognized for their volunteer work at two separate events, which helped to increase public awareness of their volunteer work.

- **Auxiliary 50<sup>th</sup> Anniversary:** On Sept. 18<sup>th</sup>, 2011, the LPS celebrated the 50<sup>th</sup> Anniversary of the LPS Auxiliary with a full parade at Fanshawe College. The event was attended by The Honourable MPP, Attorney General Chris Bentley, as well as His Worship Mayor Joe Fontana and Councillor Judy Bryant, a member of the London Police Services Board. The audience included family, friends, past Auxiliary members, sworn and civilian members, members of other police services, and members of the media.
- **Ontario Volunteer Service Awards:** On April 8<sup>th</sup>, 2011, members of the LPS Auxiliary were recognized for their volunteer service to the LPS and the City of London at large. The LPS published media releases in recognition of this award and the valuable contributions that the Auxiliary members provide to the community. These media releases helped to heighten the public's awareness of their volunteer work.

*"The London Police Service recognizes the valuable contributions that our Auxiliary members provide to the citizens of London. They are an integral part of the community service initiatives that we undertake to ensure a safe and secure community. Congratulations to the winners!"*

*Chief Brad Duncan  
LPS Media Release*

Performance Indicators	Results												
<p>i. Number of Commendations/Thank yous</p>	<p>During 2011, the LPS received 64 commendations and 98 thank you letters from citizens and community partners to express their appreciation to LPS members for various incidents.</p> <table border="1" data-bbox="594 464 1495 581"> <thead> <tr> <th data-bbox="594 464 1138 499">Community's Appreciation to LPS Members</th> <th data-bbox="1138 464 1261 499">2009</th> <th data-bbox="1261 464 1385 499">2010</th> <th data-bbox="1385 464 1495 499">2011</th> </tr> </thead> <tbody> <tr> <td data-bbox="594 499 1138 541"># of commendations</td> <td data-bbox="1138 499 1261 541">88</td> <td data-bbox="1261 499 1385 541">68</td> <td data-bbox="1385 499 1495 541">64</td> </tr> <tr> <td data-bbox="594 541 1138 581"># of thank you letters</td> <td data-bbox="1138 541 1261 581">100</td> <td data-bbox="1261 541 1385 581">95</td> <td data-bbox="1385 541 1495 581">98</td> </tr> </tbody> </table>	Community's Appreciation to LPS Members	2009	2010	2011	# of commendations	88	68	64	# of thank you letters	100	95	98
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<p>ii. Results from Public Needs Survey</p>	<p>A Public Needs Survey was conducted during the fall of 2011. The results showed that:</p> <ul style="list-style-type: none"> <li data-bbox="656 751 1479 810">• 91% agreed that the LPS is making an effort to become more involved with the community in a positive way.</li> </ul>												

## 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 in charge of the LPS Persons-at-Risk program.</p> <p>During 2011, the Sergeant in charge of the LPS Persons at Risk program continued to host ride-alongs to community stakeholders to educate them about the effects of addiction and homelessness in our community.</p> <p>The LPS continued to offer ride-along opportunities to municipal representatives during Project LEARN (Liquor Enforcement and Reduction of Noise), both Spring and Fall sessions.</p> <p>(Ride-along 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 MPs and MPPs who support the organization. The LPS is represented on the OACP committee that is engaged with the government-led, cross-sector stakeholder summit to address the future of policing in Ontario. Municipally, the LPS has reached out to Council members through the Chief of Police and the Police Services Board.</p> <p>Frequently throughout 2011, 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, CRIA (Criminal Remedies for Illicit Activities) grant announcement and the expansion of the LPS Multi-faith Chaplaincy Program. LPS Senior Officers also attended a variety of announcements/press conferences hosted by MPs and MPPs throughout the year.</p> <p>During the fall of 2011, the LPS held public consultations where members of the community and municipal, provincial and federal representatives were invited to attend to provide input toward the 2013-2015 Business Plan development process.</p>
ii. Number of participants/attendees from multi-levels of Government	<p>Representatives from all levels of the government and the public were invited to attend a series of consultations that were held during the fall of 2011. In addition, ride-along opportunities were provided to municipal and board representatives.</p>

## *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	<p>The FC/VSU (Family Consultant/Victim Services Unit) participated in the following training during 2011:</p> <ul style="list-style-type: none"> <li>• Supervisors training – death notification</li> <li>• Parade presentations – domestic violence</li> </ul>
1.2 Liaise with community partners regarding the needs of victims of crime and tragic events	<p>The FC/VSU Unit hosted two major events during 2011.</p> <p>During National Victim Awareness week (April 2011), the Unit hosted a series of workshops for the public and community partners on hate crime, cyber crime, abuse and neglect of older adults and vicarious trauma. This work was funded by the Federal Department of Justice.</p> <p>In June 2011, the Unit hosted a Victim Commemoration Ceremony that featured guest speakers, live music, a health and wellness fair, agency displays, and lunch in the park.</p> <p>The LPS continues to administer the Victim Quick Response Program (VQRP), which is a program funded by the Ministry of the Attorney General. The Program aims to provide financial assistance to victims of violent crime for their immediate needs post victimization, such as counseling, emergency home repairs, funeral expenses and crime scene clean up. The program made significant changes to the eligibility criteria in 2011. This information was widely shared with community partners at various planning tables.</p> <p>The Unit continues to be involved in community development activities related to victims of crime and tragic events. In 2011, the primary pieces of work were:</p> <ul style="list-style-type: none"> <li>• Human trafficking: During 2011, the Unit worked with community partners to establish the London Anti-Human Trafficking Coalition. Responding to a call for proposals from the Proceeds of Crime Front-line Policing grant, the Unit developed a multi-agency application. This grant did not receive funding; however, the work has continued. A community protocol was drafted and piloted during 2011. The coalition will continue to work towards a coordinated community response.</li> <li>• Sexual Violence Service Coordination Advisory Committee: In 2011, the Unit joined with key community partners to address the issue of sexual violence. Under the leadership of Sexual Assault Centre London, a small grant was obtained from the Trillium Foundation to explore the needs of female and male survivors of sexual violence who are seeking assistance. This work ties to the high risk domestic violence project, as many of the men identified as high risk to reoffend violently against their intimate partners were childhood victims of abuse. The project will result in the beginnings of a community plan and a symposium on sexual violence. This will be completed in 2012.</li> <li>• Muslim Family Resource Centre: In 2011, the Unit worked with the Muslim Family Resource Centre to address the needs of new Canadians arriving from countries where they experience pre-migration trauma. This work has recently expanded to include the development of a family honour program, designed to address the issue of honour and the risks for first generation young women in conflict with their family. The Unit will continue to support this project in a case finding and evaluation capacity during 2012.</li> </ul>
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	In 2011, the FC/VSU participated in 68 educational and development events 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"> <thead> <tr> <th data-bbox="594 415 1094 474">Family Consultant/Victim Services Unit</th> <th data-bbox="1094 415 1227 474">2009</th> <th data-bbox="1227 415 1349 474">2010</th> <th data-bbox="1349 415 1466 474">2011</th> </tr> </thead> <tbody> <tr> <td data-bbox="594 474 1094 512"># of clinical interventions</td> <td data-bbox="1094 474 1227 512">1,484</td> <td data-bbox="1227 474 1349 512">1,363</td> <td data-bbox="1349 474 1466 512">1,654</td> </tr> <tr> <td data-bbox="594 512 1094 550"># of brief Interventions</td> <td data-bbox="1094 512 1227 550">313</td> <td data-bbox="1227 512 1349 550">382</td> <td data-bbox="1349 512 1466 550">352</td> </tr> <tr> <td data-bbox="594 550 1094 588"># of victims provided with victim information</td> <td data-bbox="1094 550 1227 588">1,438</td> <td data-bbox="1227 550 1349 588">1,576</td> <td data-bbox="1349 550 1466 588">1,724</td> </tr> </tbody> </table>	Family Consultant/Victim Services Unit	2009	2010	2011	# of clinical interventions	1,484	1,363	1,654	# of brief Interventions	313	382	352	# of victims provided with victim information	1,438	1,576	1,724
Family Consultant/Victim Services Unit	2009	2010	2011														
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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 Tools

Action Plans	Progress
2.1 Obtain Eye Movement Desensitization and Reprocessing (EMDR)* Certification for the FC/VSU Team	The FC/VSU team has been working towards certification. Group supervision was complete in 2011. Also, individual supervision has begun and is targeted to be completed in 2012/2013.
2.2 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.
2.3 Seek external funding for EMDR* research	External funding opportunities will be explored after the team has completed EMDR* certification.
2.4 Conduct EMDR* intervention research/pilot project	Target date to begin EMDR* intervention is scheduled for 2012.

Performance Indicators	Results
i. Commitment from members of international academic community and local service providers to research	The target date to acquire commitment from other partners is 2012.
ii. 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

Action Plans	Progress
3.1 Continue to invest in the growth and development of Project SENIOR and develop a collaborative community model	During 2010, the FC/VSU (Family Consultant/Victim Services Unit) led a strategic planning process to streamline the coordination of services under one over-arching steering committee. In 2011, Project SENIOR, the Multi-Disciplinary Action Team, and the Committee on the Abuse and Neglect of the Elderly amalgamated to form the Coalition on the Abuse and Neglect of Older Adults.
3.2 Educate the public and community service providers identifying and responding to elder abuse through various strategies	The FC/VSU hosted a public education event on the abuse and neglect of older adults in 2011. This event was attended by service providers and the general public during Victims of Crime Week.
3.3 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.

Performance Indicators	Results
i. Establishment of specific protocol for information sharing & joint intervention	The Coalition on the Abuse and Neglect of Older Adults is in the process of finalizing community protocols that were completed in draft form during 2011.  The Strategic Planning Subcommittee of Project SENIOR has begun developing specific protocol for information sharing and joint intervention. This work will be completed in 2012.
ii. Progress Report	In 2011, the Coalition on the Abuse and Neglect of Older Adults hosted the Brian Young Award.  <i>Refer to Action Plans 3.1 and 3.2 for more progress updates.</i>

## *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
<p><b>4.1</b> Enhance communication and education between stakeholders to increase victim safety</p>	<p>During 2011, 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. A common risk assessment tool was selected – SARA (Special Assault Risk Assessment) and its abbreviated version b-SAFER (Brief Spousal Assault Form for the Evaluation of Risk).</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 undertaken to establish common language/assessment tools.</li> </ol>
<p><b>4.2</b> Provide ongoing safety planning &amp; support for victims that specifically considers changes to the offenders' circumstances</p>	<p>A High Risk Domestic Violence Community Case Conferencing Protocol was established in 2010. Screening protocol and intake forms were developed in draft.</p> <p>In addition, the FC/VSU contacts 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>
<p><b>4.3</b> Enhance monitoring of offender's circumstances to assess changing levels of risk</p>	<p>A pilot project was implemented during 2010 to offer support to high risk domestic violence accused. The results of the pilot project were made available in 2011.</p> <p>The pilot project results were submitted within the Ministry guidelines. Results of the project were very positive and focused on the clinical gains made by the men who were involved in the program, particularly with respect to their increased awareness of the dynamic risk factors they faced, strategies to better manage those risks, and an enhanced network of support.</p> <p>In December 2011, the FC/VSU undertook an evaluation based on recidivism among the pilot project men. In a pseudo-scientific design, a case control group was formed from men who had been charged with domestic violence related offences during the pilot project but did not participate. The evaluation measured outcomes pre-and post-pilot in the following ways:</p> <ul style="list-style-type: none"> <li>• reduction in police time spent,</li> <li>• reduction in the number of offences the men were involved with transience</li> <li>• costs associated with police response</li> </ul> <p>This data will be completed and submitted for publication in 2012.</p>
<p><b>4.4</b> Improve understanding of dynamic risk assessment at the professional &amp; community level</p>	<p>Information was gained from the pilot project and will be widely disseminated. The roll-out strategy for dissemination of information was in the process of being developed during the end of 2011 and will continue through 2012.</p>

<b>Performance Indicators</b>	<b>Results</b>
<p><b>i.</b> Establishment of specific protocol for sharing information related to assessment of risk and safety planning</p>	<p>Protocols for safety planning and sharing information were finalized in 2011, 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>
<p><b>ii.</b> Availability of information and educational tools</p>	<p>Educational tools were developed in 2011 and are being utilized in high risk conferencing and in general to inform our collective work environment with respect to dynamic risk factors.</p>
<p><b>iii.</b> Progress Report</p>	<p>The progress report for the "High Risk Domestic Violence Offender Project" was completed and submitted to the Ministry of Community Safety and Correctional Services in 2011.</p>

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

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

Action Plans	Progress
<p>1.1 Proceed with Phase 2 of the facilities expansion project, which includes extensive renovations to the existing building</p>	<p>Phase 2 renovations were fully completed in 2011.</p> <p>The following CID sections/units have moved into their respective newly renovated areas on the main floor:</p> <ul style="list-style-type: none"> <li>• Major Case Management</li> <li>• Video Technician Office</li> <li>• Crime Analysts</li> <li>• Cyber Crime</li> <li>• HQ Front Entrance/Lobby updates</li> </ul> <p>The following work areas on the second floor have been completed and occupied:</p> <ul style="list-style-type: none"> <li>• Human Resources Branch offices</li> <li>• Professional Standards Branch offices.</li> <li>• Computer Lab Classroom</li> <li>• 911/Communication Center locker room</li> </ul> <p>In addition, asbestos abatement was completed in a variety of areas of the second floor that were not included in the Phase 2 project. Asbestos abatement on the ground floor areas is scheduled to begin in mid 2012.</p>
<p>1.2 Ensure facility renovations address persons with special needs</p>	<p>The facility construction project including Phase 1 (expansion) and Phase 2 (renovations) was designed to incorporate City of London Facility Accessibility Design Standards (FADS) and addresses persons with special needs. In addition, all current and future LPS capital projects will incorporate FADS where possible.</p>

Performance Indicators	Results
<p>i. Completion of phase 2 renovations</p>	<p>Phase 2 renovations were completed during 2011.</p>

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

## Objective # 2: Enhance Green capacity

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

Performance Indicators	Results
i. Recycling Progress Report	Funding for the implementation of a recycling program was submitted as part of the 2012 LPS budget. However through the budget reduction process this item was eliminated. A budget request for a recycling program will be submitted again during the 2013 budget process.
ii. Green Fleet Initiatives Report	<p>The LPS continues to expand existing green fleet initiatives.</p> <p>Throughout 2011, unmarked vehicles due for replacement were reviewed for required size and power. Where feasible and practical, vehicles traditionally equipped with 6 cylinder engines were replaced with mid-size 4-cylinder vehicles. A total of 8 unmarked vehicles were replaced with the 4-cylinder vehicles.</p> <p>Through stock-piling of Ford Crown Victorias, the LPS fleet will continue to have the ability of supplying the only (known) propane powered police patrol fleet in North America. The cleaner burning propane fuel provides a significant reduction in harmful green house emissions. As vehicles are replaced, the LPS continues to maintain a baseline of 22 propane vehicles.</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><b>Customer Service Training:</b> 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 course, but unfortunately, the OPC suspended this training in 2011 and will not be offering it during 2012.</p> <p><b>Supervisory Training:</b> The LPS delivered an in-house Supervisory Course in 2010 and 2011. 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><b>Diversity Training:</b> During In-Service Training, the LPS provided Diversity training to all members (2011/2012) to help develop a greater awareness and appreciation of the diversity within both our organization and the community.</p> <p><b>AODA (Accessibility for Ontarians with Disabilities Act) Training:</b> AODA training was provided to all members in 2010. The training was rolled out to all new members and contract employees in 2011 and will continue in future years. The AODA training provides information to members on how to communicate and interact with people with disabilities.</p> <p>During 2011, an AODA LPS procedure was developed and Accessibility Standards were posted to the LPS website for public access. The website provides information on how to access our procedure and related documents to persons with disabilities in mutually-agreed-upon alternative formats that take into account the person's disability.</p>
3.2 Continue to develop and participate in benchmarking initiatives	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 13 municipalities in Ontario. These measures are intended to assist in understanding how each agency is performing and where improvements can be made.
3.3 Conduct random LPS program evaluations	<i>Refer to performance indicator (iii) for progress report.</i>

Performance Indicators	Results
i. Year-end activity report	<p>During 2011:</p> <ul style="list-style-type: none"> <li>• Supervisory Training: 42 supervisors (civilian and sworn) received in-house training (2 day session)</li> <li>• Diversity Training: all 800 members (civilian and sworn) received training during a series of In-Service Training sessions in 2011/2012</li> <li>• AODA Training: All new employees and contract workers received training (all other employees received training in 2010)</li> </ul>
ii. Public Satisfaction Levels (survey)	<p>A Public Needs Survey was conducted during the fall of 2011. The results showed that :</p> <ul style="list-style-type: none"> <li>• 91.1% of the respondents were satisfied with the overall quality of police services</li> </ul> <p>Residents who phoned or attended the LPS Headquarters within the past 2 years, were asked about their service. The results showed that</p> <ul style="list-style-type: none"> <li>• 76% agreed that their phone call or enquiry was answered promptly</li> <li>• 84% agreed that the switchboard operator/officer was helpful and efficient</li> <li>• 78% agreed that the person they spoke to after their initial contact was helpful and efficient</li> </ul>
iii. Program Evaluation Results	<p>During 2010, a comprehensive list of programs and services offered by the London Police Service was created.</p> <p>Due to shortage of resources, program evaluations have not been undertaken during the 2011. However, a Program Evaluator Specialist position was approved and will be filled during 2012. The purpose of this new position is to enhance the organization's ability to conduct extensive 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 online application for background checks	<i>Refer to performance indicator (i) for progress report.</i>
4.2 Develop processes and implement an online occurrence reporting system	<i>Refer to performance indicator (i) for progress report.</i>

Performance Indicators	Results
i. Information & Technology progress report	<p><b>Online Application for Background Checks</b></p> <p>In 2010, the RCMP changed the Vulnerable Screening process, which drastically increased the amount of human resources the LPS required 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.</p> <p>In 2011, an “Electronic” Civil Fingerprint submission system was implemented. This allowed for a much faster turnaround than the previous paper method. This system combined with a concerted effort by the Records Screening staff helped to reduce the backlog for background checks to approximately 7 days.</p> <p>Technology Services worked closely with Records Screening staff, during 2011 towards updating the LPS website and developing the appropriate background check forms to meet the provincial standard LEARN guidelines. This revision was scheduled to be implemented in 2012.</p> <p>In parallel, the LPS collaborated with a third party provider to refine their online record check product to meet LPS requirements. Online Record Checks is currently the highest priority LPS technology project. A pilot project is scheduled for implementation with the third party provider during 2012.</p>



### **Online Occurrence Reporting System**

Phase 1 of the Online Occurrence Reporting System was completed in April 2010. This new system enables citizens to submit through the Internet occurrence reports related to theft, lost/stolen licence plates, and damage to property. During the first year of implementation, 2,867 Online reporting incidents were processed (April to Dec. 2010). In 2011, 4235 Online Reporting incidents were processed.

Phase 2 (further use of Online Reporting) was deferred in 2011 due to other priorities and workload demands. A working committee has been established, and will be meeting in 2012 to evaluate the possible future uses of the Online Reporting System.

Possibilities include (but are not limited to) the following:

- provide citizens the opportunity to submit follow up information related to the initial investigation (i.e. list of items stolen during Break & Enters)
- enable store security to submit shoplifting and mischief reports
- provide online process for the submission of missing persons reports (i.e. chronic cases)

The LPS will also explore the development of an Online Autism Registry via Online Reporting.

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

### Objective # 5: Enhance Information & Technology Resources to Support Internal Needs

Action Plans	Progress
5.1 Complete implementation of desktop "dash board" tools to enable managers to track and measure progress on their priorities in real time	In 2011, 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.
5.2 Explore feasibility of voice recognition software for implementation	<p>There have been vast improvements to voice recognition software since 2010. A pilot project (using Dragon Naturally Speaking) will be piloted with Major Crime in 2012 to evaluate the benefits of voice recognition. The pilot project will be monitored for increased efficiencies that can be replicated within the organization.</p> <p>At this point, the maturity of voice recognition software to reliably meet the needs in a patrol officer vehicle has not yet been proven or widely accepted in policing. Technology Services will continue to be on the alert for advancements with voice recognition software.</p>
5.3 Develop and implement strategies to enhance computer security and awareness	<p>The LPS computer infrastructure security is constantly monitored, (3<sup>rd</sup> party security audits), updated and maintained as necessary to give the organization the highest level of protection from outside threats.</p> <p>In 2011, Safenet tokens/software was selected as the solution for Two Factor Authentication. Two Factor is an RCMP requirement for appropriate access to CPIC. It is anticipated that this software will be rolled out to all civilian and sworn staff during 2012.</p>

Performance Indicators	Results
i. Information & Technology progress report	<p>Major technology initiatives completed in 2011 include:</p> <ul style="list-style-type: none"> <li>- Ongoing Server virtualization (running multiple virtual computers on a single hardware platform)</li> <li>- Hardware upgrades, physical servers to "blades"</li> <li>- Disaster recovery backup site implementation (full data replication)</li> <li>- Versaterm Records System software upgrades</li> <li>- Direct scanning to occurrences (ie. Duty books)</li> <li>- Electronic civil fingerprints submission to RCMP</li> <li>- Video – FTR (For the Record) interviews, Arbitrator, Genetec, streaming video</li> <li>- Direct Recovery of Entrust profiles (DRA)</li> <li>- Windows 7 rollout for new personal computers</li> <li>- Microsoft (etc.) hardware/software upgrades – domain controller, antivirus, Blackberry server, etc.</li> <li>- Guard Tour (electronic recording system for cell checks)</li> <li>- increased use of Cognos reporting tools</li> </ul>

## ***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>
<p><b>1.1</b> Ongoing evaluation of existing organizational structure to ensure optimal effectiveness and efficiency in terms of meeting current and future service delivery and program needs</p>	<p>A comprehensive, organization- wide workload analysis was undertaken during 2010/2011. Due to the complexity of the 2010 Workload Analysis, it had taken over a year to collect and analyze the data and review the results.</p> <p>The study demonstrated a need for additional resources to meet the workload demands. The Senior Management Team continues to examine the organizational structure and recommend changes on an ongoing basis.</p>
<p><b>1.2</b> Through HR strategic management, monitor staffing levels, current and future workload impacts, and project human resource requirements to optimize organizational capacity</p>	<p>The results of the 2010 Workload Analysis were published in 2011 and demonstrated a need for an additional 102 positions. During the study, a total of 38 positions was achieved through the budget process and redeployment or elimination of positions. The results and recommendations from the Analysis will form the strategic direction, focus and operational priorities, which clearly have implications on the budget in order to achieve the appropriate level of service to our community.</p> <p>The 2012 budget requirements included an increase in complement of 15 sworn members who will be assigned directly to the front line patrol. The long term plan is for the remaining increase in complement to be phased in over the 2013 to 2015 budget years. This plan could change due to emerging priorities or workload demands.</p>

Performance Indicators	Results
<p>i. Annual review of organizational chart</p>	<p>In 2011, a review of the organizational chart was completed. The review resulted in the following changes.</p> <p>A new position, Executive Officer (Inspector), was created with the following areas of responsibilities:</p> <ul style="list-style-type: none"> <li>• Diversity - 1 Officer ( 1 position transferred from Corporate Services Division)</li> <li>• Corporate Communications and Public Relations – 1 Officer (1 position transferred from Uniformed Division)</li> <li>• Program Evaluator Specialist – 1 new civilian position (to be filled in 2012)</li> <li>• Multi-Faith Chaplaincy - 4 chaplains</li> <li>• Colour Guard (officers assigned to colour guard as secondary duties)</li> <li>• Protocol – 1 Protocol Officer (1 officer assigned to protocol as secondary duties)</li> <li>• Pipes and Drums – formed with LPS and non LPS volunteers</li> <li>• Duty Calls band – formed with LPS volunteers</li> </ul> <p>The Uniformed Division was realigned to include a new Community Support Section within the Community Policing Branch. Also, the Communications Section was transferred from the Support Services Section to the Uniformed Division.</p> <p>The Support Services Division was realigned to include a new Court and Offender Section which includes the Court Prisoner Security Unit, Court Liaison and Security Unit, and Case Management Unit.</p>
<p>ii. Submission of an annual HR Requirements report to the Chief</p>	<p>Human Resource reports are completed on a monthly basis to assist in determining organizational resource requirements. A comprehensive Workload Analysis was also conducted during 2010/2011, which resulted in recommendations for additional resources. Ten new positions (five civilian positions and five sworn police positions) were approved for the 2011 Budget and 15 new patrol officer positions were approved for the 2012 Budget.</p>
<p>iii. Annual divisional audit/staffing reviews</p>	<p>Annual Quality Assurance Audits were completed by each Division during 2011. 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.</p> <p>In addition, a comprehensive organization-wide Workload Analysis was completed during 2011 which identified the need for changes to processes and additional resources to be phased in during the next few years.</p> <p><i>Refer to performance indicator (i) for an overview of the organizational changes.</i></p>

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

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

Action Plans	Progress
2.1 Develop and implement recruitment initiatives to attract a diverse talent pool	<p>The LPS continues to develop new initiatives to attract a diverse talent pool.</p> <p>In 2011, the LPS partnered with the Western University Canada Social Sciences Faculty job shadow program and hosted students who were interested in policing as a career.</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>The Recruiting Unit attended the annual Association of Black Law Enforcers (ABLE) Scholarship Awards Ball and staffed a recruiting display. Several LPS members including the Diversity Officer attended as well and met with prospective applicants.</p> <p>The Recruiting Unit advertised at the Organization of South Asian Police Officers (Ontario) Annual Gala, promoting the LPS as an opportunity for diverse applicants.</p> <p>The Human Resources Branch continues to support the Police Ethnic and Cultural Exchange (PEACE) Team to provide diverse teens with information they need to assist them at a time when they are making career choices.</p> <p>In addition, the Human Resources Branch coordinates a high school co-op program that provides teenagers with opportunities to learn about the many careers within policing. The co-op students perform meaningful work in the headquarters building, but also have field trips such as: Canine training centre, Emergency Response Unit training and a tour of the Ontario Police College.</p>
2.2 Enhance Internet recruiting strategies	<p>There were several new Internet strategies implemented during 2011 to enhance recruiting including:</p> <ul style="list-style-type: none"> <li>• Posting specific civilian positions on the external LPS webpage</li> <li>• Utilizing Internet based career sites Monster.com and Workopolis.com to attract a broader applicant pool</li> </ul>
2.3 Develop and implement retention strategies	<p>The LPS Wellness committee continues to encourage work-life balance for employees. Also, an employee accommodation procedure is scheduled for completion in 2012. A Return to Work Coordinator position was approved and the LPS is actively recruiting to fill this important position.</p>

Performance Indicators	Results																							
i. Increase in applications	<table border="1"> <thead> <tr> <th data-bbox="597 384 932 447">APPLICATIONS RECEIVED</th> <th data-bbox="938 384 1062 447">2009</th> <th data-bbox="1068 384 1175 447">2010</th> <th data-bbox="1182 384 1315 447">2011</th> <th data-bbox="1321 384 1494 447">Difference 2009-2011</th> </tr> </thead> <tbody> <tr> <td data-bbox="597 455 932 504">Police</td> <td data-bbox="938 455 1062 504">410</td> <td data-bbox="1068 455 1175 504">553</td> <td data-bbox="1182 455 1315 504">509</td> <td data-bbox="1321 455 1494 504">+ 24%</td> </tr> <tr> <td data-bbox="597 512 932 560">Civilians</td> <td data-bbox="938 512 1062 560">222</td> <td data-bbox="1068 512 1175 560">164</td> <td data-bbox="1182 512 1315 560">156</td> <td data-bbox="1321 512 1494 560">- 30%</td> </tr> <tr> <td data-bbox="597 569 932 617">TOTAL</td> <td data-bbox="938 569 1062 617">632</td> <td data-bbox="1068 569 1175 617">717</td> <td data-bbox="1182 569 1315 617">665</td> <td data-bbox="1321 569 1494 617">+ 5%</td> </tr> </tbody> </table>				APPLICATIONS RECEIVED	2009	2010	2011	Difference 2009-2011	Police	410	553	509	+ 24%	Civilians	222	164	156	- 30%	TOTAL	632	717	665	+ 5%
APPLICATIONS RECEIVED	2009	2010	2011	Difference 2009-2011																				
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TOTAL	632	717	665	+ 5%																				
ii. Increase in website hits on recruiting web pages	<table border="1"> <thead> <tr> <th data-bbox="597 703 977 766">RECRUITING WEB PAGE</th> <th data-bbox="984 703 1091 766">2010</th> <th data-bbox="1097 703 1205 766">2011</th> </tr> </thead> <tbody> <tr> <td data-bbox="597 774 977 823">Site Visits</td> <td data-bbox="984 774 1091 823">27,082</td> <td data-bbox="1097 774 1205 823">N/A</td> </tr> </tbody> </table> <p data-bbox="591 852 1500 963">Website statistics related to the LPS recruiting web page are not available for 2009 and 2011 due to changes in website tracking software that occurred during these two years. As a result, 2010 will be used as a baseline comparator to 2012 in next year's report.</p>				RECRUITING WEB PAGE	2010	2011	Site Visits	27,082	N/A														
RECRUITING WEB PAGE	2010	2011																						
Site Visits	27,082	N/A																						
iii. Number of diversity outreach initiatives/events	<p data-bbox="591 997 1205 1024">Diversity outreach initiatives/events during 2011 included:</p> <ul data-bbox="688 1052 1205 1241" style="list-style-type: none"> <li>- 15 Committees</li> <li>- 34 Community Partners</li> <li>- 43 Cultural Events attended</li> <li>- 80 Community Outreach Activities</li> <li>- 129 Community Meetings</li> <li>- 8 Recruiting Lectures</li> <li>- 11 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 and 2011. A supplemental module for civilian supervisors will be created in 2012.
<b>3.2</b> Promote professional development through e-Learning	The LPS continued to partner during 2011 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 their 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 2011: <ul style="list-style-type: none"> <li>• An in-house Supervisory Course was delivered to sworn and civilian members to enhance their supervisory skills.</li> <li>• Continued to support ongoing learning initiatives (e.g., reimbursement program)</li> <li>• Part of the 2011 facility renovations included the addition of a computer lab that is available to all employees for training (e.g., online courses for career development)</li> </ul>

Performance Indicators	Results																							
i. Number of training opportunities provided	There were two supervisory training sessions offered in 2011. 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="592 443 1105 499">Self-Initiated Learning</th> <th data-bbox="1114 443 1235 499">2009</th> <th data-bbox="1243 443 1365 499">2010</th> <th data-bbox="1373 443 1497 499">2011</th> </tr> </thead> <tbody> <tr> <td data-bbox="592 506 1105 541">Sworn participants</td> <td data-bbox="1114 506 1235 541">35</td> <td data-bbox="1243 506 1365 541">42</td> <td data-bbox="1373 506 1497 541">36</td> </tr> <tr> <td data-bbox="592 548 1105 583">Civilian participants</td> <td data-bbox="1114 548 1235 583">3</td> <td data-bbox="1243 548 1365 583">6</td> <td data-bbox="1373 548 1497 583">5</td> </tr> <tr> <td data-bbox="592 590 1105 625">Courses completed</td> <td data-bbox="1114 590 1235 625">73</td> <td data-bbox="1243 590 1365 625">99</td> <td data-bbox="1373 590 1497 625">63</td> </tr> <tr> <td data-bbox="592 632 1105 667">Reimbursement</td> <td data-bbox="1114 632 1235 667">58%</td> <td data-bbox="1243 632 1365 667">59%</td> <td data-bbox="1373 632 1497 667">88.5%</td> </tr> </tbody> </table>				Self-Initiated Learning	2009	2010	2011	Sworn participants	35	42	36	Civilian participants	3	6	5	Courses completed	73	99	63	Reimbursement	58%	59%	88.5%
	Self-Initiated Learning	2009	2010	2011																				
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	Civilian participants	3	6	5																				
	Courses completed	73	99	63																				
Reimbursement	58%	59%	88.5%																					
In addition to self-initiated learning, 42 members participated in supervisory training sessions																								
iii. Number of members participating in e-Learning	<table border="1"> <thead> <tr> <th data-bbox="592 800 1105 856">E-Learning</th> <th data-bbox="1114 800 1235 856">2009</th> <th data-bbox="1243 800 1365 856">2010</th> <th data-bbox="1373 800 1497 856">2011</th> </tr> </thead> <tbody> <tr> <td data-bbox="592 863 1105 1010">           Number of LPS participants  <i>Due to some members who completed multiple courses during 2011, the total number of participants is greater than the total LPS complement of 809 members.</i> </td> <td data-bbox="1114 863 1235 1010">293</td> <td data-bbox="1243 863 1365 1010">1,594</td> <td data-bbox="1373 863 1497 1010">1,653</td> </tr> </tbody> </table>				E-Learning	2009	2010	2011	Number of LPS participants <i>Due to some members who completed multiple courses during 2011, the total number of participants is greater than the total LPS complement of 809 members.</i>	293	1,594	1,653												
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Number of LPS participants <i>Due to some members who completed multiple courses during 2011, the total number of participants is greater than the total LPS complement of 809 members.</i>	293	1,594	1,653																					



## *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	<p>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 &amp; Safety was re-positioned for effective navigation of website and delivery of information.</p> <p>During 2011, information on the Intranet continues to be updated to provide timely, relevant, information to members.</p>
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)	<i>Refer to Performance Indicator (iii) for details.</i>
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 2011, there were the following programs and participants:</p> <ul style="list-style-type: none"> <li>• In-Service Training (Financial Session) – 583</li> <li>• Fitness Pin Challenge –314</li> <li>• Going Green - 68</li> <li>• Biggest Winner Fat Off Contest - 13</li> <li>• Yoga - 40</li> <li>• Pedometer Challenge – 9</li> <li>• Boot Camp – 19</li> </ul>
ii. Results from Health & Wellness Survey	<p>A National Work-Life Balance Study was conducted during 2011, which provided all employees an opportunity to share their perspectives through a voluntary survey.</p> <p>The final report identified the following primary areas of concern:</p> <ul style="list-style-type: none"> <li>• Workload/Staff Shortages</li> <li>• Supervision/Management</li> <li>• Stress</li> <li>• Development Opportunities/Career Goals &amp; Aspirations</li> <li>• Organizational Culture</li> </ul>
iii. Progress Report – Health & Wellness strategies	<p>The Wellness Committee undertook a variety of programs and activities during 2011, including the following:</p> <ul style="list-style-type: none"> <li>• Body Composition Analyzer - purchased</li> <li>• Committee member attended and spoke at a Wellness Conference with a pre-workshop on “Guarding Minds at Work”</li> <li>• New Bulletin Board – posted near the Cafeteria and updated with information regularly</li> <li>• Committee member attended Health Unit Seminar on “Health at Work 4 All”</li> <li>• Re-branded Biggest Loser contest</li> <li>• Re-introduced Pedometer Challenge</li> <li>• In-Service Training (Financial)</li> <li>• Fitness Pin Challenge</li> <li>• Going Green</li> <li>• Yoga</li> <li>• Pedometer Challenge</li> <li>• Boot Camp</li> </ul>
iv. Number of Voluntary Fitness Pin participants	<p>There were 314 members who completed the Fitness Pin test in 2011, compared to 310 in 2010.</p>
v. Number of EAP (Employee Assistance Program) 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 third In-Service Training session in 2011. The topic for sworn members was Religion and Faith Diversity and civilian staff received: Human Rights 101, Race, Ethnicity and Culture, Religion and Faith Diversity, LGBT2Q (Lesbian, Gay, Bisexual, Transgender, 2-spirited, Queer) Awareness, RHVP (Report Homophobic Violence Period) and Hate Crime.
5.2 Develop and implement incentives/recognition for employee achievements related to diversity	<p>During 2011, the LPS collaborated with Community Living London to recognize an employee with intellectual disabilities. Through the “I work” program, the LPS recognizes that diversity is our strength and we value the contributions made by our employees through these partnerships.</p> <p>The LPS Diversity Officer was also recognized during Black History Month and received the London Community Black Achievement Award for his outstanding work as the Diversity Officer.</p>
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>In 2011, the LPS Chaplaincy program was expanded from 2 to 4 Chaplains. The addition of Rabbi Chorny and Imam Dr. El-Kassem will provide additional pastoral care and spiritual guidance and support.</p> <p>For the first time the LPS participated in the London PRIDE Festival by marching in the PRIDE parade. Several LPS members, along with police members from neighbouring services, participated in the PRIDE parade to demonstrate inclusivity for all.</p> <p>The LPS also continued to support the following initiatives during 2011:</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• The Youth In Policing Initiative (YIPI) is a provincially funded initiative that 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.</li> </ul>
5.4 Develop and implement strategies towards orienting employees with diversity	To continue to ensure multi-cultural competence and inclusivity within our organization, the Diversity Officer facilitated diversity training for all civilian employees during 2011 In-Service Training sessions. This training covered human rights, cultural awareness, religious diversity and LGBT (lesbian, gay, bisexual, and transgender) awareness.
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	376 sworn members and 145 civilian members received diversity training in 2011. The In-Service Training session carried over to 2012 and more members will receive training in the first quarter of 2012.												
ii. Progress Report on Diversity strategies	<p>Following the creation of the Executive Officer position in 2011, several positions were realigned including the “Corporate Communications and Public Relations Officer” and the “Diversity Officer.” The transfer of these positions to the Executive Officer has helped to bring diversity to the forefront while enhancing public relations.</p> <p>During 2011, the Diversity Officer continued to reach out to the diverse community through numerous activities and events:</p> <ul style="list-style-type: none"> <li>• 84 presentations to 3600 members of the diverse community</li> <li>• 129 community meetings with 930 members of the community</li> <li>• 80 Community Outreach Activities, including 29 outreach presentations to 900 new immigrants</li> </ul> <table border="1" data-bbox="594 772 1442 974"> <thead> <tr> <th data-bbox="594 772 1045 894">Diversity Officer’s Involvement at Cultural Events and Community Outreach Activities</th> <th data-bbox="1045 772 1179 894">2009</th> <th data-bbox="1179 772 1312 894">2010</th> <th data-bbox="1312 772 1442 894">2011</th> </tr> </thead> <tbody> <tr> <td data-bbox="594 894 1045 932">Cultural Events</td> <td data-bbox="1045 894 1179 932">35</td> <td data-bbox="1179 894 1312 932">40</td> <td data-bbox="1312 894 1442 932">43</td> </tr> <tr> <td data-bbox="594 932 1045 974">Community Outreach Activities</td> <td data-bbox="1045 932 1179 974">60</td> <td data-bbox="1179 932 1312 974">62</td> <td data-bbox="1312 932 1442 974">80</td> </tr> </tbody> </table> <p>New initiatives developed by the Diversity Officer during 2011 included:</p> <ul style="list-style-type: none"> <li>• Recruiting – Diverse Applicant Mentoring</li> <li>• Multi-Faith Chaplaincy Expansion</li> <li>• Pride Parade Participation</li> <li>• Inclusive Work – Partnership with Community Living (award)</li> <li>• Diversity Matters Brochures</li> <li>• Police Specific Specialized Language Training Program – developed in partnership with the Thames Valley District School Board, Wheable Adult Education and other community partners to assist new immigrants.</li> </ul>	Diversity Officer’s Involvement at Cultural Events and Community Outreach Activities	2009	2010	2011	Cultural Events	35	40	43	Community Outreach Activities	60	62	80
Diversity Officer’s Involvement at Cultural Events and Community Outreach Activities	2009	2010	2011										
Cultural Events	35	40	43										
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iii. Number of LPS participants with diverse groups within the community	<p>During 2011, the Diversity Officer was involved with the following 15 committees in various capacities:</p> <p>Regional HIV Aids Connection, HBT 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, Seeds of Poverty, Muslim Family Service, and African Canadian Federation of London.</p> <p>There are many LPS members who are involved, in general, with diverse committees. In addition, the Diversity Officer, as well as two other members, are extensively involved in meeting the needs of the diverse community (e.g., welcoming and engaging new immigrants). In the future, it is anticipated that there will be more opportunities for members to be actively involved with our diverse communities.</p>												
iv. Results of Internal Survey	Diversity survey is scheduled for 2012.												