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**London Police Service**  
**2012 ANNUAL BUSINESS PLAN**  
**PROGRESS REPORT**  
**3 Year Concluding Report**





## Message from the Chief

The London Police Service (LPS) 2012 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 concluding progress report for the three-year LPS 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 2010 to 2012 Business Plan has been successful in terms of progress—all of the objectives have been either achieved or partially achieved resulting in a performance indicator success rate of 93%. A few examples of these achievements include the completion of the Facilities Expansion and Renovation Project (phase 2), the transition with London Fire Services to "OneVoice" Radio System, the implementation of an online occurrence reporting system, and enhanced LPS media and recruiting strategies through the use of social network tools (e.g., LPS Facebook page, YouTube channel, and Twitter). There are also several initiatives underway including the rebranding of the Service, to incorporate the Badge that was created with the London Police Service Official Colour approved by Her Majesty Queen Elizabeth II in recognition of the Service's 150th Anniversary. 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 have been carried over as part of the new 2013-2015 Business Plan.

The London Police Service will continue to provide efficient and effective service delivery ensuring that our community remains safe and secure. I would like to personally acknowledge each of the Division Commanders and their staff (both sworn and civilian) 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

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# 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, strategies were developed and implemented on an annual basis from 2010 to 2012 (reflected within the LPS Traffic Management Plan).</p> <p>The 2012 plan included the following overall goals:</p> <ul style="list-style-type: none"> <li>• <b>Fatal collisions to remain below 10:</b> There were 10 collisions resulting in 12 deaths</li> <li>• <b>Increase traffic enforcement by 10%:</b> A comparison of only Traffic Management Unit issued PONs shows an increase of 10.6% (13,161 in 2012 compared to 11,903 in 2011).</li> </ul> <p>Monthly traffic initiatives continued in 2012 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 10.6% in 2012 while the number of fatalities (persons) increased from 9 in 2011 to 12 in 2012. There was a 10% increase in the number of Reduce Impaired Driving Everywhere (R.I.D.E.) events held and a subsequent 0.2% decrease in the number of vehicles stopped during RIDE Programs when compared to 2011. Despite the lower number of roadside tests conducted during RIDE programs, the percentage of roadside tests resulting in an arrest or suspension was nearly identical in 2012 (23%), when compared to both 2011 (21%) and 2010 (22%).</p> <p><i>Refer to Performance Indicators (ii) and (iii) for enforcement statistics.</i></p>

1.2 Increase police visibility

During 2010, the LPS continued to be committed to increasing police visibility by strategically deploying members to areas within the community. However, the new 10.5 hour shift plan resulted in limited resources being allocated towards initiatives such as directed patrols which increase police visibility. There were also several events including the G20 and Olympics that required a substantial number of LPS officers being deployed to locations outside of the London community. The outcome of these deployments coupled with realignment of resources to accommodate the new shift plan reduced the resources available for other initiatives.

In 2011, the shift plan returned to the original 10-10-8 schedule, which provided more opportunities to enhance police visibility. Uniformed members provided greater visibility by patrolling the streets, parks, bike paths and waterways to ensure a strong police presence and community safety.

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 patrol operations level.

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.

During 2012, the LPS members continued to conduct patrols in our parks, green-spaces and on our roads and sidewalks. This increased visibility was conducted by members who patrolled in police cruisers, police bicycles, motorcycles, and additionally on foot in the downtown core.

The Traffic Management Unit focused on road safety strategies that included targeted enforcement on aggressive, impaired and distracted driving. This was a local effort that supported a national campaign aimed to improve the safety on our roads. More offence notices were issued to motorists who were driving while distracted, when compared to 2011. Additionally, LPS members conducted more RIDE Programs when compared to 2011. This further emphasized the LPS's commitment to increase both officer visibility and improve overall road safety.

In addition to the foregoing, LPS members developed and utilized new strategies to target aggressive drivers at controlled intersections. These strategies included the use of members adorned in both plain-clothes and full uniform, in an attempt to improve road safety in these high collision intersections.

Also in 2012, the LPS unveiled the new police decaling package outlining the future look of our patrol vehicles. Together, these initiatives illustrate a clear indication of our continued commitment towards improving police visibility within our community.

1.3 Target high-risk driving behavior

During 2010 to 2012, the Traffic Enforcement Strategies 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 114 traffic related deaths. The annual average of fatalities during the first 5 years of that period (2003-2007) was 13.2, compared to 9.6/yr. over the last 5 years (2008-2012).

*Refer to Performance Indicator (ii) for statistics.*

1.4 Develop and implement TMU (Traffic Management Unit) road safety projects

Monthly Initiatives were developed each year and implemented as part of the annual Traffic Enforcement Strategy.

During 2012, the following initiatives were implemented.

- January - winter speeding, red light violations
- February - stop signs, cell phone law enforcement
- March - red lights, back to school, commercial motor vehicles, speeding
- April - pedestrian safety, cycling safety, seatbelt campaign
- May - aggressive driving, two plate special, impaired driving
- June - red light running, speeding, "School's Out!" good driver letters, cell phone law enforcement
- July - seatbelt enforcement, motorcycle enforcement, speeding
- August - red light running, stop signs
- September - back to school, seatbelt, R.I.D.E.
- October - pedestrian and cyclists issues
- November - speeding at night
- December - problematic collision intersections and R.I.D.E.

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>2012</th> <th>% Difference 2009-2012</th> </tr> </thead> <tbody> <tr> <td>Collisions</td> <td>9,637</td> <td>9,993</td> <td>10,125</td> <td>9,454</td> <td>- 1.9%</td> </tr> <tr> <td>Collisions with Persons Injured</td> <td>1,531</td> <td>1,576</td> <td>1,706</td> <td>1,631</td> <td>+ 6.5%</td> </tr> <tr> <td>Fatalities (persons)</td> <td>11</td> <td>9</td> <td>9</td> <td>12</td> <td>+ 9.1%</td> </tr> </tbody> </table>		2009	2010	2011	2012	% Difference 2009-2012	Collisions	9,637	9,993	10,125	9,454	- 1.9%	Collisions with Persons Injured	1,531	1,576	1,706	1,631	+ 6.5%	Fatalities (persons)	11	9	9	12	+ 9.1%
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Fatalities (persons)	11	9	9	12	+ 9.1%																				
iii. Year-end activity report & statistics (e.g., Number of Provincial Offence Notices)	<i>Refer to table below.</i>																								

ACTIVITY	2009	2010	2011	2012	% Difference 2009-2012
# Total Provincial Offence Notices issued by the LPS	42,464	43,983	49,795	49,968	+ 17.7%
# Provincial Offence Notices issued by the Traffic Management Unit	10,503	13,425	11,903	13,161	+ 25.3%
# R.I.D.E. PROGRAMS	53	72	50	55	+ 3.8%
R.I.D.E. # Motorists stopped	31,066	35,466	26,186	26,132	-15.9%
R.I.D.E. # Roadside Alcohol Tests*	423	403	245	178	-57.9%
# of Arrests/ADLS (Administrative Drivers License Suspensions)	24	29	11	13	- 45.8%
# of 3, 7, 30 Day Suspensions	86	60	40	28	- 67.4%
<b>% of the Roadside Alcohol Tests resulting in an arrest/ADLS or suspension</b>	<b>26%</b>	<b>22%</b>	<b>21%</b>	<b>23%</b>	<b>- 3 percentage points</b>

\* includes only tests taken at RIDE spot checks

## 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>During 2010, the Crime Analysts utilized 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>The ability of Cognos was expanded in 2011. 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 Toronto. (In 2012, access to this data base has assisted the Crime Analysts by allowing them to identify known gang members from Toronto that have migrated to London.)</p> <p>Also in 2011, Project Crime 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. 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>In 2012, the Crime Analysts began using a software program called “nterop.” This program allows for the storage and tracking of intelligence received including trends, patterns arrests and unsolved incidences. The program has a variety of searchable fields that allows Analysts to search for past information. This is presently a pilot project to determine its effectiveness. The program works in the following manner. After each day of the analysts reviewing incidences such as B&amp;Es, auto thefts etc., any found incident or information with relevance is added to the data base. This information could be such as “there were five thefts of batteries on a specific beat and one incident has suspect info.” If, on the following week, a male is arrested for battery theft the trend is closed off. If a year down the road we experience battery thefts again we can simply enter the word “battery” and the program will bring up the incident where the suspect was arrested. At the present time the Uniformed Division Sergeants have access to this program as a test group. The Sergeants can disseminate the gathered information at the shift briefing when applicable. Relevant items from this program are also added to the LPS weekly crime report, which has replaced the format of the previous Active Crime Report. This program has also saved the Crime Analysts approximately ten hours a week.</p> <p>The Crime Analysts have continued to expand their capabilities through new and updated training. The Crime analysts were trained in: Using the Internet as an Investigative Tool, Tactical Intelligence Analysis, Strategic Analysis, Phone Toll Analysis, and all members are now trained in I2.</p> <p>Two of the crime analysts have taken a basic Phone Toll Analysis course and are now capable of assisting Investigators in the analysis of phone records, text messaging, site to cell tower locations and other information on cell phones.</p> <p>The I2 capability has resulted in the Crime Analysts preparing “Event Flow Charts for Court Purposes.” These enhanced charts provide detailed and visual representation of the sequence of events for major cases, which is beneficial for officers and crown attorneys in major investigations.</p>

<p>2.2 Increase community awareness of Crime Prevention strategies</p>	<p>During 2010, the LPS continued to explore ways to enhance community awareness of crime prevention strategies. Throughout the year, there were frequent media messages related to crime prevention. A new initiative was the addition of crime prevention tips to the new LPS Facebook page.</p> <p>The LPS facilitated a variety of programs in 2011 to engage citizens' participation in crime prevention including Citizens Academy, Lock It or Lose It, Neighbourhood Watch. One of the new crime prevention initiatives that was implemented in 2011 is the Transportation on Patrol (TOP's) program. This is a program that was developed between police and transportation companies to identify and report crime. This crime prevention program expands the scope of reported crime by involving citizen participation.</p> <p>In 2012, the LPS continued to engage the citizens of London through crime prevention strategies. The officers assigned to the Crime Prevention Unit worked on several annual programs such as Crime Prevention Week (held in November) and tips throughout the year. The officers also worked with citizens by conducting safety audits to reduce crime.</p> <p>The LPS Auxiliary Officers helped to increase crime prevention awareness in the community through ATRIP (Auto Theft Reduction Initiatives Program). There were 1,255 of Auxiliary hours dedicated to this program in 2012. This is a slight increase over the year 2011 (1,243 hours).</p> <p><i>Refer to Action Plan 2.3 for statistics regarding crime prevention activities.</i></p>
<p>2.3 Engage citizens' participation in Crime Prevention programs</p>	<p>Throughout 2010 to 2012, the LPS continued to deliver a variety of programs to engage citizens' participation in crime prevention.</p> <p>During 2012, the following programs were provided to citizens:</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 41 citizens who attended this program in 2012.</li> <li>• <b>Lock It or Lose It</b> was an event held at major shopping malls during Crime Prevention Week (Nov. 2012).</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>2.4 Increase focus on youth crime and gang activity</p>	<p>During 2010 and 2011, the LPS Youth Crime Unit of the Criminal Investigation Division was responsible for the identification and monitoring of street gangs. The Unit identified and gathered intelligence information on local street gangs and disseminates this information to members of the LPS and other services. The Unit worked with specific Secondary Schools targeting drug use by students at the school and off school property during school hours. During the fall of 2010, the Youth Crime Unit developed a focus on crimes committed by youth through the SIAC (Strategic Analysis Intelligence Committee) process. The focus was a proactive initiative in identifying crime trends and dedicating resources to limit the issue.</p> <p>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.</p> <p>In January, 2012, the LPS Youth Crime Unit of the Criminal Investigation Division was restructured and the Street Gang Unit within the Organized Crime Section was formed to address emerging trends in the community related to street gangs and their activities.</p> <p>The Street Gang Unit is responsible for identifying and tracking street gangs and their</p>

members, conducting investigations into their activities and taking appropriate enforcement action. Secondary duties include conducting follow-up investigations into hate-related incidents and liaising with the LPS Diversity Officer and provincial and regional hate units as required.

The Street Gang Unit initiated a number of projects during 2012 to provide a significant response to gang activity, resulting in the identification of new gangs operating in London. Numerous members and associates were identified. The Street Gang Unit laid 86 Criminal Code charges, and 64 Controlled Drugs and Substances Act charges against various gang members, seized 9 vehicles, 2 shotguns, 5 prohibited weapons, cash, drugs, and property, for a total value of \$179,782 compared with \$156,487 in 2011.

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

**2009 - 2012 COMPARISON  
PROPERTY CRIME AND CLEARANCE RATES**

Offence	# of Offences Reported				Clearance Rates			
	# Reported In 2009	# Reported In 2010	# Reported In 2011	# Reported In 2012	Clearance Rate for 2009	Clearance Rate for 2010	Clearance Rate for 2011	Clearance Rate for 2012
Break and Enter	2,626	2,415	2,900	2,524	35%	35%	35%	35%
Auto Theft	1,265	956	891	859	34%	34%	34%	34%
Theft	10,649	8,911	8,369	8,409	21%	24%	28%	27%
Possession (Stolen)	279	280	220	182	85%	90%	85%	75%
Fraud	1,297	1,726	1,180	1,000	45%	47%	50%	46%

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 – 2012 COMPARISON  
CRIME PREVENTION ACTIVITIES**

	2009		2010		2011		2012	
	Number of Events	Attendees/Participants	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	0*	0*
Security Audits	133	133	208	208	257	257	192	192
Special Events	152	Not applicable	185	Not applicable	150	Not applicable	123	Not applicable
Meetings	75	944	63	642	60	586	73	1,195
Lectures	36	1,302	55	1,921	75	2,212	73	2,984
<b>Total</b>	<b>483</b>	<b>3,597</b>	<b>594</b>	<b>4,669</b>	<b>562</b>	<b>3,581</b>	<b>461</b>	<b>4,371</b>

\* Elements and doctrine of the STEP program are still being delivered during Crime Prevention Lectures, however; it is no longer delivered as a stand-alone lecture/event.



iv. Number of Citizens participating in Crime Prevention	<i>Refer to Performance Indicator (iii) 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 2012, there were 1,713 young offenders cleared by charge or cleared otherwise.</p> <table border="1" data-bbox="646 443 1446 632"> <thead> <tr> <th>Young Offenders</th> <th>2010</th> <th>2011*</th> <th>2012*</th> <th>% Difference 2010-2012</th> </tr> </thead> <tbody> <tr> <td>Cleared by Charge</td> <td>1,197</td> <td>792</td> <td>666</td> <td>- 44.4%</td> </tr> <tr> <td>Cleared Otherwise</td> <td>896</td> <td>1,112</td> <td>1,047</td> <td>+ 16.9%</td> </tr> <tr> <td>Total Cleared by Charge or Cleared Otherwise</td> <td>2,093</td> <td>1,904</td> <td>1,713</td> <td>- 18.2%</td> </tr> </tbody> </table> <p><i>* The number of youths cleared by charge decreased in 2011 and 2012 when compared to 2010. However, the number of youths cleared otherwise increased due to a greater use of diversion programs.</i></p>	Young Offenders	2010	2011*	2012*	% Difference 2010-2012	Cleared by Charge	1,197	792	666	- 44.4%	Cleared Otherwise	896	1,112	1,047	+ 16.9%	Total Cleared by Charge or Cleared Otherwise	2,093	1,904	1,713	- 18.2%
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## 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 did not meet 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.</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>A comprehensive Workload Analysis was conducted in 2010. The results of the Analysis were published in 2011 and demonstrated a need for additional positions to meet workload demands. As a result of these findings, the Uniformed Patrol complement increased in 2012 with the hiring of 15 new constables, which were deployed to the front line of patrol operations.</p> <p>The Patrol Operations Branch strives to attain an acceptable reactive/proactive ratio. However, current workload demands, response times, and time on calls have increased incrementally from the 2009 rates. <i>Refer to performance indicator (i) for response and call time comparisons.</i> The results of the 2010 Workload Analysis show that certain types of calls have increased during the past few years in terms of both frequency and investigative time, in particular, Mental Health and Domestic Violence “calls for service.”</p> <p>LPS continues to evaluate the workload and investigative priorities in an effort to optimize the organization’s infrastructure and resources to ensure effective and efficient service delivery. As a result, the LPS is undertaking a review of best practices in responding to calls for service to determine whether or not further 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 example, officers have engaged in Occupational Health and Safety training and Officer Involved Collision training through CPKN.</p>

CPKN, which is delivered through on-line courses, enables a more cost-effective approach towards training when compared to traditional class formats with instructors. The organization benefits not only from cost savings (through reduced required training time), but also, from increased flexibility in scheduling courses.

Parade presentations are also being utilized as an alternative educational format including the following topics:

- MVC refresher
- Hire on refresher
- Auditing refresher
- High Risk Vehicle Stop refresher
- Adult Diversion Program
- London Housing
- Illegal Gaming

**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 2012, 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 continues to conduct bi-annual, full-team training for two weeks in accordance with Policing Standards. This involves a full week of training in the spring and another full week in the fall. It further includes individual member specialized training related to specific roles and duties. During 2012, the POU was deployed on numerous crowd management deployments, including St. Patrick’s Day, Project LEARN, London PRIDE Parade and UWO (University of Western Ontario) Homecoming. The POU continues to be involved in ground searches for missing person and evidence searches in regards to major case investigations.

3.2 Explore feasibility of an enhanced automated patrol plan	<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.</p> <p><i>Refer to Performance Indicator (iii) for details.</i></p>
3.3 Ensure response to 911 calls within three rings	<p>The LPS successfully achieved this requirement.</p> <p><i>Refer to Performance Indicator (ii) for details.</i></p>
3.4 Examine new patrol shift schedule for impacts on calls for service	<p><i>Refer to Action Plan 3.1 for progress report and Performance Indicator (i) for average call times and response time comparisons.</i></p>
3.5 Analyze GPS data in conjunction with the Uniform patrol plan review	<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 2012.

	2009	2010	2011	2012	Difference 2009-2012
Average Call Time	115.8	121.5	127.3	132.6	+ 14.5%
Queue Times:					
Time call received to dispatch					
Code 1 (Emergency)	1 min. 3 sec.	1 min. 28 sec.	1 min. 34 sec.	1 min. 39 sec.	+ 57.1%
Code 2 (Urgent)	12 min. 0 sec.	14 min. 37 sec.	14 min. 31 sec.	17 min. 8 sec.	+ 42.8%
Code 3 (Non Urgent)	63 min. 3 sec.	72 min. 43 sec.	68 min. 51 sec.	90 min. 42 sec.	+ 43.9%
Response Times:					
Total Time:					
Time call received to arrival of officer (s)					
Code 1 (Emergency)	4 min. 51 sec.	5 min. 14 sec.	5 min. 24 sec.	5 min. 31 sec.	+ 13.7%
Code 2 (Urgent)	19 min. 43 sec.	22 min. 37 sec.	22 min. 22 sec.	25 min. 5 sec.	+ 27.2%
Code 3 (Non Urgent)	81 min. 19 sec.	92 min. 05 sec.	85 min. 36 sec.	109 min. 36 sec.	+ 34.8%

ii. Response to 911 calls (compliance rate - three rings)	The requirement is to answer 95% of all 911 calls within three rings. In 2012, the LPS exceeded this requirement. The total number of 911 calls was 172,776 and 99.88% of these calls were answered within 3 rings.
iii. Progress report – automation of beat patrol plan	<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.</p> <p>The creation of the Absence Reports has enhanced the ability of Senior Management to have a snap shot of the daily deployment as it relates to the five Uniformed Sections. The Absence Reports have been modified over the course of the last couple of years to meet the statistical needs of the Service. The goal, moving forward, is to create a “day in the life of a Patrol officer” report. Having the ability to look at point in time and determine the resources that were available based on the calls for service, court and other factors which place a strain on deployment resources.</p>

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

Action Plans	Progress
<p>4.1 Increase intelligence gathering efforts relative to drugs, weapons, and violent crimes</p>	<p>The LPS Youth Crime Unit was responsible for the identification and tracking of their crime-related activities until January 2012 when the Unit was restructured and the LPS Street Gang Unit was formed.</p> <p>The Street Gang Unit was created to address emerging trends in the community related to street gangs and their activities. This new Unit is responsible for the identification and monitoring of street gangs.</p> <p>In 2011, a task force identified 3 new gangs for a total of 10 and 22 new gang members for a total of 165. This information provided significant intelligence for 2012 investigations.</p> <p>In addition, one dedicated Crime Analyst is now assigned to the Guns and Drugs Section to focus on gangs, guns and drug related targets.</p> <p>Throughout 2012, members of the Street Gang Unit worked closely with members of the Guns and Drugs Section. This Unit continues to identify and gather intelligence on local street gangs and share this information with members of the LPS and other agencies. This enables dissemination of all tips and intelligence through a number of different avenues.</p>
<p>4.2 Identify and track street gangs and their crime-related activities</p>	<p>Members of the Street Gang 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 2012, the LPS Street Gang Unit conducted a 20 week Project from July 16<sup>th</sup>, 2012 through November 24<sup>th</sup>, 2012. This Project was effective in gathering information resulting in the identification of GTA gangs operating in London. Numerous members and associates were identified. The Street Gang Unit laid 86 Criminal Code charges, and 64 Controlled Drugs and Substances Act charges against various gang members, seized 9 vehicles, 2 shotguns, 5 prohibited weapons, cash, drugs, and property, for a total value of \$179,782 compared with \$156,487 in 2011.</p> <p><i>Refer to Action Plan 4.1 for more details.</i></p>
<p>4.3 Develop proactive enforcement measures relative to drugs, weapons and violent crimes</p>	<p>The LPS continues to develop proactive enforcement measures through various sections/units in the organization.</p> <p>As crime trends are identified by the Robbery Unit detectives and the Crime Analysts, proactive responses are developed on an individual basis. Proactive measures include surveillance, arrests, bail checks, and target hardening efforts by the Crime Prevention Unit. For example, an enforcement project was undertaken during 2010 in relation to a series of related variety store robberies. This project succeeded in the arrest and charging of three adults putting an end to this robbery trend.</p> <p>During 2010 to 2012, PAVIS (Provincial Anti-Violence Intervention Strategy) funding was renewed, which facilitated the efforts of the Guns and Drugs Section. Also, three LPS members continued to be seconded to Provincially and Federally funded positions related to Asset Forfeiture, Integrated Proceeds of Crime, and Weapons Enforcement.</p>

The Youth Crime Unit continued to raise gang awareness during 2010 to 2011 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.

During 2012, the Street Gang Project developed various confidential human sources to provide further information on gangs.

The Street Gang Unit continued to raise gang awareness during the year by making seven 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 Performance Indicator (i) for year-end statistics related to drugs, weapons, and assets forfeited.*

**Performance Indicators**

**Results**

i. Year-end Criminal Investigation 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.*

2009-2012 Comparisons Violent Crime and Clearance Rates								
Offence	# of Offences Reported				Clearance Rates			
	# Reported In 2009	# Reported In 2010	# Reported In 2011	# Reported In 2012	Clearance Rate for 2009	Clearance Rate for 2010	Clearance Rate for 2011	Clearance Rate for 2012
Homicide	3	7	8	7	33%	100%	113%	86%
Attempted Murder	1	3	2	9	0%	100%	50%	100%
Sexual Assault	242	263	235	235	84%	77%	82%	73%
Assault	2,481	2,400	2,248	2,068	79%	81%	80%	79%
Abduction	60	68	65	48	92%	93%	89%	90%
Robbery	323	301	313	255	52%	56%	46%	54%

*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 (2009-2012.)*



2009-2012 Comparisons Combined Guns and Drugs Section Seizures				
	2009	2010	2011	2012*
<b>Weapons</b>				
Firearms	126	46	34	39
Magazines	29	7	16	24
Knives	20	13	10	9
Pellet Guns	1	8	11	1
Replica Firearms	10	4	1	1
Other	2	25	1	7
<b>Drugs</b>				
Crack	528 grams	885 grams	355.2 grams	457.1 grams
Powder Cocaine	2,645 grams	2,528 grams	957 grams	3,831.3 grams
Marihuana	1,192,554 grams	95,678.9 grams	47,285 grams	31,407.2 grams
Marihuana Plants	15,231	14,221	4,202	4,670
Marihuana Grows	42	26	16	16
Meth	2.7 grams	125 grams	479.4 grams	1,121 grams
Prescription Pills	1,179.5 pills	2,241.5 pills	1,748.5 pills	1,503 pills
Ecstasy	688 pills	275 pills	846 pills	1,380 pills
<b>Total Value of Drugs Seized</b>	<b>\$16,668,959</b>	<b>\$15,495,731</b>	<b>\$4,759,965</b>	<b>\$5,518,310</b>
<b>Charges</b>				
Criminal Code	334	352	305	239
CDSA (Controlled Drugs & Substance Act)	500	513	368	463
<b>Arrests</b>	264	290	230	275

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.

\*2009, 2010 and 2011 stats were captured by the Guns and Drugs Section alone while 2012 stats were a combination of the Guns and Drugs Section and the Street Gang Unit.

ii. Number of enforcement strategic projects

There were 13 enforcement projects conducted by the LPS in 2012 compared to 19 enforcement projects in 2011.

	2010	2011	2012*
Number of Enforcement Projects*	16	19	13

\*these enforcement project numbers were obtained from SIAC occurrences which are created due to crime trends or Uniformed Division generated projects.

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 2012, there were 4 intelligence projects that involved weapons or drugs or violent crimes compared to 6 in 2011.

\*these intelligence project numbers were obtained from SIAC occurrences which are created due to crime trends or Uniformed Division generated projects.

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

Action Plans	Progress
<p>5.1 Enhance LPS' ability to forensically examine seized computers and cellular phones</p>	<p>During 2010, the LPS acquired new software, equipment and participated in training to enhance the ability to forensically examine seized computers and cellular phones. Two members of the Forensic Computer Analysis Unit attended a MacIntosh Forensic Course and Mac Hardware/Mac Forensic Suite software was purchased.</p> <p>Additional software, purchased in 2010, has been used for cellular telephone analysis.</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. It is anticipated that 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 in 2011 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>In 2012, the FCAU unit obtained 2 new mobile devices that allow the examination and download of information from mobile device (i.e., cellular phones) to be accomplished at the scene and in the field. This expedites the gathering of important cellular phone data to assist with investigations without the need for mobile devices to be held as evidence for extended periods of time.</p> <p>The FCAU equipped an LPS vehicle in 2012 to be used as a mobile forensic examination command vehicle. This vehicle can be driven to a location where a search warrant is executed to provide a secure environment for proper forensic previewing and exhibit processing.</p> <p>The proliferation of computers, cellular phones, and other electronic devices has had a significant impact on workload (e.g., service requests) within the FCAU. The number of completed services requests has increased from 183 in 2009 to 335 in 2012. Mobile devices examined increased from 195 in 2009 to 370 in 2012.</p>
<p>5.2 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>5.3 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	The number of suspects arrested, charges laid, and warrants executed have all increased substantially from 2009 to 2012.  <i>Refer to table below for statistics and comparisons.</i>

CYBER CRIME	2009	2010	2011	2012	Difference 2009-2012
# of Suspects Arrested	31	27	27	44	+ 42%
# of Criminal Code Charges Laid	158	133	240	195*	+ 23%
# Search Warrants and Production Orders Executed	38	36	38	55	+ 45%

\* This number shows a decrease from previous year, in contrast to all other numbers show an increase. It should be noted the increase amount of "luring" investigations results in an increase in the number of arrests, however, in these cases there is routinely only one charge associated to this specific offence. This is different in "child pornography" investigations where there may be several images accessed and distributed for one suspect, resulting in one arrest but multiple charges.

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				
School Year	2009/2010	2010/2011	2011/2012	Difference 2009/2010 to 2011/2012
Grade 6 Students <i>75-minute lecture through VIP (Values, Influence, Peers) program</i>	3,758	4,289	3,331	- 11%
Grade 8 Students <i>30-minute lecture</i>	7,656	6,723	8,407	+ 10%
Total	11,414	11,012	11,738	+ 3%

iii. Progress Report on educational strategies	<p>Throughout 2010 to 2012, the School Safety Officers within the LPS Community Services Unit continued to provide Internet safety education within the schools as part of the VIP (Values, Influence, Peers) program. Each year, 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 and bullying. 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 identified 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	From 2010 to 2012, the Provincial Ministry provided annual funding for the equipment and training required for the Cyber Crime Unit plus salary funding for one Forensic Computer Analyst position.

## GOAL # 2 – Strengthen Partnerships

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

Action Plans	Progress
<p>1.1 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. The police and school boards continued to support and take part in the” Pledge”, during the fall of 2012.</p> <p>Police continue to take part in the Safe Schools Steering Committees meetings that occur on a quarterly basis.</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>1.2 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 2010 - 2012.</p>
<p>1.3 Develop and present educational package for secondary VPs about gangs and symbols</p>	<p>The LPS Youth Crime Unit/Street Gang Unit continued with a standardized presentation that will be given to all vice principals from both the TVDSB and LDSCSB, pending availability of the Secondary School Resource Officers (SSROs).</p> <p>During the first six months of 2011, the LPS Youth Crime Unit conducted 5 gang awareness presentations to educators, social workers, and corrections officers to raise awareness. In the second half of 2011 Youth Crime Unit officers were transferred to the Integrated Gang Task Force. SSROs took over responsibilities to conducting these presentations, but did not present any to secondary VP’s during the second half of 2011.</p> <p>During 2012, the LPS Street Gang Unit provided 7 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 2012, with the assistance of the SSROs and the Diversity Officer who dealt with hate crime.</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)		
	2009/2010 school year	2010/2011 school year	2011/2012 school year
Kindergarten	186	230	233
Grade 3	137	150	136
VIP	957	1,143	1070
Grade 8	221	204	210
Assemblies	4	18	5
Meetings	36	37	21
Committees	16	27	16
Presentations	116	110	116
Block Parent	166	19	10
Traffic Surveys	7	13	19
Other Events (e.g., lockdown practices and suspension meetings)	95	27	363
<b>TOTALS</b>	<b>1,941</b>	<b>1,978</b>	<b>2,199</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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## Objective # 2: Improve interoperability with law enforcement and emergency service partners

Action Plans	Progress
<p>2.1 Continue to work at the OACP and CACP level to enhance interoperability in Canada and among our neighbouring agencies</p>	<p>During 2010 to 2012, the LPS worked with the OACP (Ontario Association of Chiefs of Police) and CACP (Canadian Association of Chiefs of Police) on interoperability issues. The efforts, originally spearheaded by the CACP Informatics Committee, have brought the Communications Interoperability Strategy for Canada to fruition and have drawn many public safety organizations to the table including Police, Fire and EMS (Emergency Medical Services) national associations. This is the first time that all of these agencies have joined together to enhance interoperability in Canada. Work was 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.</p> <p>The LPS continues to participate with other organizations such as CITIG (Canadian Interoperability Technology Interest Group) to evaluate the impact that interoperability technology changes will have on policing.</p> <p>NG911 (Next Generation 911) is a technology that is rapidly approaching. The new digital infrastructure will potentially allow many new capabilities (i.e. pictures, text, video, etc.). It will most likely have a major impact on the call taking / dispatching models currently in place, as well as the resources necessary to manage the additional information.</p> <p>In recognition of these critical issues, the LPS is committed to working at all appropriate levels to ensure that national strategic initiatives are met.</p>
<p>2.2 Complete the transition with the Fire Services to OneVoice Radio system and develop the facilities necessary to sustain the OneVoice system</p>	<p><i>Refer to Performance Indicator (ii) for progress report.</i></p>
<p>2.3 Development of the Joint Emergency Services Operations Group, which coordinates multi-agency training for responders</p>	<p>The LPS continues to play 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 2010, the London JESOAG had two projects underway. The first project involved planning and training for propane emergencies and stems from new propane regulations resulting from the Sunrise Propane fire which occurred in the City of Toronto.</p> <p>The second project was the result of the City of London Emergency Field Exercise, which occurred in the fall. This exercise identified the need for consistent training and guidelines for all emergency response agencies in the area of triage and multi-patient responses.</p> <p>JESOAG was restructured in 2011, 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.</p>

During 2012, the restructured JESOAG continued its focus on effective working relationships between the three “first response” agencies. JESOAG is currently developing sound protocols and practices in relation to communications, incident management and training, all in an effort to enhance interoperability.

The London JESOAG meets on a quarterly basis and reports directly to Senior Executive from each of the respective agencies.

Performance Indicators	Results
i. Year-end Activity Report	<p>The Communications Interoperability Strategy for Canada is close to completion and supported by the Federal Government. Submissions to Industry Canada are almost complete on the 700 MHz issue, which will hopefully facilitate government decisions.</p>
ii. Successful implementation of OneVoice inclusion with Fire Services and policy surrounding the new city facilities such as the new radio tower	<p>During 2010, the London Fire Services joined London Police Service and City Environmental and Engineering Services on a local shared (OneVoice) EDACS radio system.</p> <p>In 2011, a OneVoice P25 upgrade contract was signed with Harris Communications. P25, which has become the de-facto North American public safety communications standard. This project included the replacement of 550 in-vehicle radios, over 900 portable radio units, along with the associated infrastructure.</p> <p>The project was successfully completed in November 2012. This shared system will meet the long term needs of the London Police Service, Fire and City Environmental and Engineering Services.</p> <p>Radio towers used for OneVoice are shared with community partners, allowing the cost to be kept to a minimum. Any access to these sites is controlled by appropriate personnel.</p>
iii. Agencies training together	<p>Training was conducted during 2010 in relation to CBRNE (Chemical Biological Radiological Nuclear and Explosive) calls with London Fire Services, Emergency Medical Services, OPP-PERT (Provincial Emergency Response Team), RCMP, Niagara Regional Police, Halton Regional Police, Hamilton Police, Waterloo Regional Police and Windsor Police Service.</p> <p>In 2011, the LPS Explosive Disposal Unit (EDU), 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, 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> <p>During 2012, the LPS Explosive Disposal Unit hosted a 5 day, joint scenario training exercise at the Ontario Police College and other areas in and around the City of London. This training brought together 12 EDU teams consisting of 58 participants from across the province. This LPS initiative has become the largest joint training of its kind in the province. Teams consisted of municipal police services, the O.P.P., the R.C.M.P. and the Department of National Defence. The LPS will continue this initiative and have been receiving interest from outside the province for future exercises.</p> <p>The LPS participated on the “Community Emergency Management Program Committee” conducting scenario training at the Emergency Operations Centre in London.</p>



iv. Multi-agency use of equipment and supplies

Equipment was shared between agencies during several incidents, including the following:

- (2010) London Fire Services Hazmat was utilized on a hydrogen sulphide suicide call, decontamination and air monitors. Also, London Fire Services lighting and Hazmat equipment were utilized during a CBRNE call.
- (2011) 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.
- (2011) 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.
- (2012) The LPS Explosive Disposal Unit in cooperation with the London Fire Department (LFD) has responded to calls for service where equipment and resources were shared. A specific example of this cooperation was during a "white powder" call at Canada Post, where both agencies shared equipment and resources in the resolution of the call.
- (2012) The LPS has purchased a chemical identification system which will help interagency calls for service in the future for both the LPS and the LFD. This equipment enhances the effective response of both agencies the CBRNE calls for service.

## 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 2012, the LPS presented an overview to the Committee from a policing perspective.
3.2 Maintain strong working relationship with Off Campus Housing Mediator	The University of Western Ontario (UWO)/Fanshawe Off-Campus Housing Mediator is a significant 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 2012 review show that when compared to 2011, Provincial Offences increased by 68% and Criminal Code charges increased by 6%. 88.5% of the criminal charges laid and 44.3% of all PON's laid involved non-students.  <i>Refer to Performance Indicator (ii) for an overview from 2010 – 2012.</i>
3.5 Explore and develop new strategies to address student behaviours	During 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 (Public Order Unit) 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.  On March 17, 2012 (St. Patrick's Day) a significant large and destructive event occurred in the Fanshawe College student residential area. This event was fuelled by the large crowd that grew quickly and unexpectedly. Today's technology and social media allows for instantaneous communication and is certainly a factor in this event growing as quickly as it did. In 2012 members of the COR Unit have begun to better understand this technology and its advantages to discourage these negative events.  COR members are in the initial stages developing a working relationship with Fanshawe College Technology students to put in place a social media network to better communicate with students on and off campus. This is an emerging concept that has potential to tie into UWO as well.

Performance Indicators	Results																		
i. Reduced calls for service in areas surrounding UWO & Fanshawe College	<p>The LPS continues to work with the security staff of both Fanshawe and University of Western Ontario (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 2012 in the frequency of student disruption within neighbourhoods surrounding UWO and Fanshawe College.</p> <p><i>Refer to the following performance indicator for results from 2012, which indicate that the more serious types of incidents (Criminal Code Charges) decreased by 19% when compared to 2009.</i></p>																		
ii. Year-end results – Project Learn	<p>During 2012, the incidents involving criminal behaviour decreased since 2009.</p> <p>The number of criminal charges slightly increased from 2011 to 2012, however overall they have remained relatively stable since 2010.</p> <p>During 2012, there was a significant increase in the number of PON's issued. To date, this is the largest number of PON's issued during any Project LEARN/Speakeasy. It is believed this increase can be attributed to 5 additional officers from the previous year and police cruisers that were equipped with electronic ticket printers.</p>																		
<table border="1"> <thead> <tr> <th data-bbox="272 1094 586 1213"><b>PROJECT LEARN</b> <i>(Liquor Enforcement and Reduction of Noise)</i> <b>Year End Results</b></th> <th data-bbox="594 1094 727 1213"><b>2009</b></th> <th data-bbox="735 1094 841 1213"><b>2010</b></th> <th data-bbox="849 1094 987 1213"><b>2011</b></th> <th data-bbox="995 1094 1166 1213"><b>2012</b></th> <th data-bbox="1174 1094 1349 1213"><b>Difference 2009-2012</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="272 1220 586 1276">Total Provincial Offence Notices</td> <td data-bbox="594 1220 727 1276">1,657</td> <td data-bbox="735 1220 841 1276">1,725</td> <td data-bbox="849 1220 987 1276">1,363</td> <td data-bbox="995 1220 1166 1276">2,293</td> <td data-bbox="1174 1220 1349 1276">+ 38%</td> </tr> <tr> <td data-bbox="272 1283 586 1339">Total Criminal Code Charges</td> <td data-bbox="594 1283 727 1339">81</td> <td data-bbox="735 1283 841 1339">57</td> <td data-bbox="849 1283 987 1339">62</td> <td data-bbox="995 1283 1166 1339">66</td> <td data-bbox="1174 1283 1349 1339">- 19%</td> </tr> </tbody> </table>		<b>PROJECT LEARN</b> <i>(Liquor Enforcement and Reduction of Noise)</i> <b>Year End Results</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Difference 2009-2012</b>	Total Provincial Offence Notices	1,657	1,725	1,363	2,293	+ 38%	Total Criminal Code Charges	81	57	62	66	- 19%
<b>PROJECT LEARN</b> <i>(Liquor Enforcement and Reduction of Noise)</i> <b>Year End Results</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Difference 2009-2012</b>														
Total Provincial Offence Notices	1,657	1,725	1,363	2,293	+ 38%														
Total Criminal Code Charges	81	57	62	66	- 19%														
iii. Number of meetings/interactions with T&GAO & Off-Campus Housing Mediator	<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>																		
iv. Communications with UWO & Fanshawe College regarding student relations	<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 meet 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>																		

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

<b>Action Plans</b>	<b>Progress</b>
<p>4.1 Work with Outreach Program to provide better community response to quality of life issues</p>	<p>In 2010, London CARES was providing outreach services, but did not have the capacity for referral services. The LPS presented a test case of a street involved homeless person who was dealing with addiction to London CARES funded agencies and it was determined the case was too complex for existing services.</p> <p>In consultation with the LPS, London CARES redefined its mandate in 2011 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> <p>During 2012, in consultation with the LPS, London CARES began a project in which ten people were identified who are “high users” of police, medical and social service resources. Each of these people are substance abusers, currently or often homeless, and suffering from mental health issues.</p> <p>An initiative was developed whereby the London Police will contact London CARES on a 24/7 basis whenever the police come in contact with one of these individuals. This protocol was launched in July of 2012.</p>
<p>4.2 Develop annual evaluation component to quantify impact of Outreach to calls for service</p>	<p>During 2010 to 2011, no evaluation component was developed due to referral service limitations and the redefinition of the London CARES mandate. Refer to Action Plan 4.1 for the redefined mandate.</p> <p>In 2012, London CARES staff have been provided with an orientation presentation regarding the operations of the London Police Service and been given a tour of LPS facilities. Regular meetings are held between CARES and LPS representatives. In terms of evaluation, progress of ten select CARES clients is monitored and information is shared between the two agencies. Participants in the program have signed waivers allowing for this sharing of information.</p>
<p>4.3 Continue to participate on London CARES Steering and Operating Committees</p>	<p>The Inspector, Community Policing Branch, along with the Staff Sergeant, Community Support Section continue to be the main contacts and contributing members who are representative of the London Police Service.</p>

Performance Indicators	Results
i. Number of calls for service referred to London CARES program	<p>During 2010, London CARES was providing outreach services, but did not have the capacity for referral services. The LPS presented a test case of a street involved homeless person who was dealing with addiction to London CARES funded agencies and it was determined the case was too complex for existing services.</p> <p>London CARES redefined its program during 2011 and moved forward in 2012 with a plan to house London's most vulnerable homeless and addicted citizens. The program has also benefited the LPS by reducing time spent by LPS members dealing with CARES clients. A total of 123 police contacts with CARES clients were referred to London CARES from July to December 31, 2012.</p>
ii. Year-end activity report	<p>The LPS continues 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.</p> <p>A decrease in the number of calls involving CARES clients with the LPS has been observed since July of 2012. An appropriate comparison will be made after at least one year of operation of this partnership.</p>

## Objective # 5: Enhance relationships and partnerships through external boards & committees

Action Plans	Progress
5.1 Provide LPS employees with opportunities for personal growth and mentorship through boards/committees and volunteer work	<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>
5.2 Provide assistance to other organizations by filling in requests for volunteers	<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>
5.3 Provide LPS employees the opportunity to be acknowledged for their volunteer activities in the community	<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	<p>During 2012, there were 79 LPS members on 154 boards and external committees.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: center;">LPS Representation on External Boards/Committees</th> <th style="text-align: center;">2010</th> <th style="text-align: center;">2011</th> <th style="text-align: center;">2012</th> </tr> </thead> <tbody> <tr> <td># of LPS Representatives</td> <td style="text-align: center;">63</td> <td style="text-align: center;">73</td> <td style="text-align: center;">79</td> </tr> <tr> <td># of External Boards/Committees</td> <td style="text-align: center;">144</td> <td style="text-align: center;">146</td> <td style="text-align: center;">154</td> </tr> </tbody> </table>	LPS Representation on External Boards/Committees	2010	2011	2012	# of LPS Representatives	63	73	79	# of External Boards/Committees	144	146	154
LPS Representation on External Boards/Committees	2010	2011	2012										
# of LPS Representatives	63	73	79										
# of External Boards/Committees	144	146	154										
ii. Employee external volunteer hours	There were 6,843 hours of employee external volunteer hours during 2012.												

LPS Members - External Volunteer Time	2010	2011	2012
# of hours committed by LPS Members to external volunteer opportunities.	9,616	5,855	6,843

iii. Feedback from membership and community partners

During 2012, the LPS received 52 commendations and 131 thank you letters from citizens and community partners to express their appreciation to LPS members for various incidents, including volunteer work.

<b>Feedback from the Community</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
# of commendations	68	64	52
# of thank you letters	95	98	131

## GOAL # 3 – Improve Communications

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

Action Plans	Progress
<p>1.1 Promote awareness of the LPS website</p>	<p>There were several initiatives implemented during 2010 to promote awareness of the LPS website including:</p> <ul style="list-style-type: none"> <li>• The launch of the LPS Facebook page which provided an opportunity to promote awareness of the LPS website.</li> <li>• The addition of the LPS website link to new recruiting flyers and banners that are distributed or posted at public events.</li> <li>• The posting of the LPS website link on the Applicant Testing Service website during recruiting drives.</li> </ul> <p>During 2011, the following initiatives were implemented:</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. Similar to Facebook, LPS Twitter followers are notified of media releases and directed back to the LPS website.</li> </ul> <p>The following initiative was implemented during 2012:</p> <ul style="list-style-type: none"> <li>• A YouTube channel was launched to promote LPS videos, which includes a link to the LPS website.</li> </ul>
<p>1.2 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. There was also a media event associated to the launching of LPS Facebook and Twitter.</p> <p>The YouTube channel was launched in March 2012 with plans to enhance video production through various partnerships in 2013.</p> <p><i>Refer to action plan 1.1 for additional details</i></p>
<p>1.3 Expand Crime Prevention Messaging through Internet-based mediums</p>	<p>The LPS launched onto Facebook during the fall of 2010. By the end of 2010, there were close to 200 people who had joined the LPS Facebook page.</p>



The use of Facebook continued to grow in 2011 with 642 people who indicated that they “like” the LPS Facebook page and 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.

In March of 2011, the LPS utilized Twitter as an additional communication tool. The LPS had 805 followers by the end of the year.

On February 1st, 2012, the LPS opened its own YouTube channel—19 public information videos (crime prevention, special events, National Police Memorial, etc.) were uploaded that members of the public can view.

Also, LPS Facebook and Twitter followers continued to grow. By the end of the year, there were 2,813 Twitter followers and 1,612 people “liked” the Facebook with numerous other people viewing the page.

Performance Indicators	Results																																														
i. Increase in public’s level of knowledge about the LPS (Results from Public Needs Survey)	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.																																														
ii. Increase in number of Internet Website hits	<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 shows that the Site Visits increased by 102%. Additional details for 2012 are provided below.</p> <table border="1" data-bbox="594 1016 1495 1171"> <thead> <tr> <th>INTERNET</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>2012</th> <th>Difference from 2010 to 2012</th> </tr> </thead> <tbody> <tr> <td>Site Visits</td> <td>N/A</td> <td>203,345</td> <td>N/A</td> <td>410,994</td> <td>102%</td> </tr> </tbody> </table> <table border="1" data-bbox="594 1205 1442 1894"> <thead> <tr> <th>LPS INTERNET</th> <th>2012</th> </tr> </thead> <tbody> <tr> <td>Total number of site visits</td> <td>410,994</td> </tr> <tr> <td>New Visitors - % of total site visits</td> <td>50.29%</td> </tr> <tr> <td>Returning Visitors - % of total site visits</td> <td>49.71%</td> </tr> <tr> <td>Unique visitors</td> <td>209,521</td> </tr> <tr> <td><b>Site Visits by Country (top 5)</b></td> <td></td> </tr> <tr> <td>Canada</td> <td>371,776</td> </tr> <tr> <td>United Kingdom</td> <td>12,337</td> </tr> <tr> <td>United States</td> <td>9,962</td> </tr> <tr> <td>India</td> <td>1,564</td> </tr> <tr> <td>Australia</td> <td>930</td> </tr> <tr> <td><b>Sources/Referral Sites (top 5)</b></td> <td></td> </tr> <tr> <td>Google</td> <td>265,789</td> </tr> <tr> <td>Direct/none</td> <td>47,843</td> </tr> <tr> <td>Facebook.com</td> <td>24,652</td> </tr> <tr> <td>Bing</td> <td>9,988</td> </tr> <tr> <td>M.facebook.com (Facebook Mobile Site)</td> <td>8,483</td> </tr> </tbody> </table>	INTERNET	2009	2010	2011	2012	Difference from 2010 to 2012	Site Visits	N/A	203,345	N/A	410,994	102%	LPS INTERNET	2012	Total number of site visits	410,994	New Visitors - % of total site visits	50.29%	Returning Visitors - % of total site visits	49.71%	Unique visitors	209,521	<b>Site Visits by Country (top 5)</b>		Canada	371,776	United Kingdom	12,337	United States	9,962	India	1,564	Australia	930	<b>Sources/Referral Sites (top 5)</b>		Google	265,789	Direct/none	47,843	Facebook.com	24,652	Bing	9,988	M.facebook.com (Facebook Mobile Site)	8,483
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## Objective # 2: Improve internal access to information

Action Plans	Progress
2.1 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.
2.2 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.
2.3 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; text-align: center;"> <thead> <tr style="background-color: #0000FF; color: white;"> <th>INTRANET 2009-2012</th> <th>2009</th> <th>2010</th> <th>2011</th> <th>2012*</th> <th>Difference 2009-2012</th> </tr> </thead> <tbody> <tr> <td>Site Visits</td> <td>293,531</td> <td>333,948</td> <td>354,309</td> <td>353,652</td> <td>+ 20.5 %</td> </tr> </tbody> </table> <p><i>* 2012 data is an estimate based on projections from 4 months of data. Missing 8 months of data in 2012 due to system malfunction.</i></p>	INTRANET 2009-2012	2009	2010	2011	2012*	Difference 2009-2012	Site Visits	293,531	333,948	354,309	353,652	+ 20.5 %
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Site Visits	293,531	333,948	354,309	353,652	+ 20.5 %								
iii. Blog progress report	<p>Information Technology currently uses a collaboration tool to communicate issues, problems and feedback with our Records Management vendor. We continue to monitor the effectiveness of this system to see if a similar system could be used internally.</p> <p>However, due to other priorities and workload demands, the exploration/development of a blog project has been deferred.</p>												

## 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> <p>During 2012, an enhanced video presentation with user interactive features was published to the external website through Streaming Inc. This enhanced video provided the public extensive information regarding the 2013 budget proposal.</p>

Performance Indicators	Results
i. Progress report – communication strategies	<p>Several strategies were implemented during 2010 to enhance vertical and horizontal lines of communication. Intranet access was implemented for the Mobile Data Terminals. This enables Patrol officers to have quick and easy access to current information including directives and procedures. Information published on the LPS Intranet is more timely and informs members of any administrative or operational changes. For example, important information related to the new vehicle impound program was posted to the Intranet as it was being implemented. Information was also posted providing members notice of the realignment of the patrol sections related to the new patrol shift. Health and wellness information, including influenza updates, was posted regularly to alert members, increasing their awareness of potential issues, and encouraging preventative action.</p> <p>Lines of communication within the organization continued to be enhanced in 2011. 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 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>In 2012, the Intranet homepage was utilized more frequently to post communications to post events and good news stories for members such as: the Grey Cup Community Event, the Sunshine Foundation Reunion, and the Casual Friday Charity of Choice. Position descriptions were also published on the Intranet for sworn members, which will enhance</p>

	<p>the career development process. Shared webpages were expanded to include weekly crime reports.</p> <p>Also in 2012 the LPS entered into an agreement with CPKN (Canadian Police Knowledge Network ) for the creation of an LPS portal with CPKN, to further enhance the delivery of e-learning for members. This portal will be ready for use in 2013 and will be utilized as a training and communication tool. Social media tools, including Facebook, Twitter, and YouTube, are being utilized by the LPS to enhance not only external communications but also internal communications to employees.</p>
<p>ii. Increase in staff meetings</p>	<p>No measurement comparisons are available for 2009 to 2012. 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. Meetings are held to address issues that occurred overnight and to review the resources required for that day and upcoming week. Section Commanders within the Criminal Investigation Division also meet daily.</p>
<p>iii. Results from Internal Needs Survey</p>	<p>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.</p>

## Objective # 4: Enhance and promote LPS image

Action Plans	Progress
4.1 Increase positive media (related to LPS activities)	<p>The LPS continued to build positive relationships with local media and develop new initiatives throughout 2010 to 2012.</p> <p>One of the media initiatives implemented during 2010 was “On Patrol”, which is a new video series. “On Patrol” is a 13 episode series developed in partnership with Rogers TV, which features various LPS Sections, Units and activities.</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>During 2012, 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. A conscious effort was made to increase the amount of releases to the media as well as the general public via social media. There were 510 media releases in 2012 and several posts to Twitter and Facebook.</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 held during 2012 include:</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>• Career Day at London District Christian Secondary School</li> </ul> <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 continue to complement the ability of the LPS to broadcast messages.</p>
4.2 Seek LPS Ambassador program/opportunities	<p>The LPS Senior Management Team, in particular the Chief of Police, continues to seek out and engage in speaking opportunities. Each year, the Chief and Senior Officers attend over 100 community events, which includes 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	<p>LPS members consistently receive commendations and thank you letters from the public for their involvement in volunteer activities. Refer to Performance Indicator (i) for number of commendations and thank you letters. In addition to many members’ individual volunteer activities, the LPS is recognized as an organization for participating in numerous volunteer events every year.</p>

In November 2010, the Pillar Nonprofit Network acknowledged the LPS with the Community Collaboration Award. The LPS and the London International Airport were recognized for their collaborative effort, support and assistance to the Sunshine Foundation for the DreamLift project. DreamLift transported over 220 passengers (including parents, volunteers and 80 children with severe physical disabilities and/or life threatening illnesses) to Disney World in Florida for a one day whirlwind adventure. Fifty-five officers and civilian staff volunteered to participate as “buddies” providing everything the children needed.

During 2011, the LPS participated in the community based 1,000 Acts of Kindness initiative in October, with over 540 Hero Bears being handed out to citizens in London to brighten their day.

The LPS Auxiliaries were also 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*

During 2012, the media covered various events that LPS members volunteered to participate in such as the United Way Stair Climb, the Wheel Chair Relay Event, and the Walk a Mile in Her Shoes.

Performance Indicators	Results												
i. Number of Commendations/Thank yous	<p data-bbox="594 369 1463 447">During 2012, the LPS received 52 commendations and 131 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 1344 627"> <thead> <tr> <th data-bbox="594 464 883 548">Community's Appreciation to LPS Members</th> <th data-bbox="883 464 1036 548">2010</th> <th data-bbox="1036 464 1188 548">2011</th> <th data-bbox="1188 464 1344 548">2012</th> </tr> </thead> <tbody> <tr> <td data-bbox="594 548 883 590"># of commendations</td> <td data-bbox="883 548 1036 590">68</td> <td data-bbox="1036 548 1188 590">64</td> <td data-bbox="1188 548 1344 590">52</td> </tr> <tr> <td data-bbox="594 590 883 632"># of thank you letters</td> <td data-bbox="883 590 1036 632">95</td> <td data-bbox="1036 590 1188 632">98</td> <td data-bbox="1188 590 1344 632">131</td> </tr> </tbody> </table>	Community's Appreciation to LPS Members	2010	2011	2012	# of commendations	68	64	52	# of thank you letters	95	98	131
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ii. Results from Public Needs Survey	<p data-bbox="594 695 1463 747">A Public Needs Survey was conducted during the fall of 2011. The results showed that:</p> <ul data-bbox="656 779 1463 831" style="list-style-type: none"> <li>• 91% agreed that the LPS is making an effort to become more involved with the community in a positive way.</li> </ul>												

## 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>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 to 2012, 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 also continued to offer ride-along opportunities to municipal representatives during Project LEARN (Liquor Enforcement and Reduction of Noise), both Spring and Fall sessions. 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 MP's and MPP's that support the organization. Municipally, the LPS has reached out to new council members through the Chief and the Police Services Board.</p> <p>Frequently, the LPS invited Municipal, Provincial and Federal representatives, to attend media conferences related to special events, new programs and initiatives. For example, various MPPs, MPs, and City Councillors attended:</p> <ul style="list-style-type: none"> <li>- the LPS Facility Grand Opening (2010)</li> <li>- the Chief's Swearing-In Ceremony (2010)</li> <li>- PAVIS (Provincial Anti-Violence Intervention Strategy) funding announcements (2010 &amp; 2011)</li> <li>- CRIA (Criminal Remedies for Illicit Activities) grant announcement (2011)</li> <li>- the expansion of the LPS Multi-faith Chaplaincy Program (2011)</li> <li>- Unveiling of the new police decaling package outlining the future look of our patrol vehicles (2012)</li> <li>- OACP Conference/General Meeting hosted by the LPS in London (2012)</li> </ul> <p>LPS Senior Officers also attended a variety of announcements/press conferences hosted by MP's and MPP's throughout each 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>



	<p>During the fall of 2012 LPS Senior Executive also engaged with MP's and other police leaders at the OACP CEO day for a presentation and discussion related to the Future of Policing in Ontario. In 2013, the LPS will be participating with MPs and MPPs at the National Summit on Policing.</p>
<p>ii. Number of participants/attendees from multi-levels of Government</p>	<p>During 2010, four members of the LPSB participated in ride-alongs as part of Board Orientation and 17 ride-along certificates were provided to charities.</p> <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> <p>Ride-along opportunities continue to be offered to municipal and board representatives. During 2012, one member of City Council and one member of the LPSB participated in a ride-along, along with members of the media.</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:</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>In the spring of 2010, the FC/VSU hosted a one day symposium on traumatic death and critical incidents. This event was funded through a VQRP (Victim Quick Response Program) grant. Key community partners, including private practitioners attended. A model was presented by a well-known U.S. psychiatrist who specializes in traumatic death.</p> <p>A working group was formed to continue to look at:</p> <ol style="list-style-type: none"> <li>1. Collaborative education/training events</li> <li>2. The development of a seamless therapeutic framework for trauma survivors</li> <li>3. A research/evaluation strategy.</li> </ol> <p>The FC/VSU Unit hosted two major events during 2011.</p> <ul style="list-style-type: none"> <li>• During National Victim Awareness week (April), 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.</li> <li>• In June, 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.</li> </ul> <p>The LPS continued to administer the 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 continued to be involved in community development activities related to victims of crime and tragic events. The primary pieces of work were:</p> <ul style="list-style-type: none"> <li>• Human trafficking: 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</li> </ul>

	<p>identified as high risk to reoffend violently against their intimate partners were childhood victims of abuse. The project resulted in the beginnings of a community plan and a symposium on sexual violence.</p> <ul style="list-style-type: none"> <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.</li> </ul> <p>During 2012, the Unit continued to be involved in community development activities related to victims of crime and tragic events.</p> <ul style="list-style-type: none"> <li>• Human trafficking: The Unit partnered with the Coalition Against Trafficking in Persons to obtain funds from the Ontario Trillium Foundation for public education.</li> <li>• Sexual Violence Service Coordination Advisory Committee (SVSCAC): the SVSCAC hosted a community symposium which was attended by 50 agencies. The key themes of this symposium have formed the work plan for the committee. They include the development of a peer support model for victims of sexual violence and enhanced services for male survivors of sexual violence.</li> <li>• Muslim Family Resource Centre: The Unit partnered with the Resource Centre on a grant application to underwrite the activities of the Centre. This grant was successful and the Centre continues to thrive.</li> </ul>
1.3 Conduct satisfaction surveys	The satisfaction survey was scheduled for 2012. However, the survey was not conducted due to changes to organizational staffing priorities.

Performance Indicators	Results			
i. Number of FC/VSU internal and external education and development events	Family Consultant/Victim Services Unit	2010	2011	2012
	# of educational and development events	55	68	135
	In 2010 and 2011, the FC/VSU participated in 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.			
	In 2012, the Unit continued to participate in educational and development events related to the above mentioned topics. Additionally the Unit engaged in work targeting human trafficking and suicide awareness.			
ii. Number of crisis interventions				
	Family Consultant/Victim Services Unit	2010	2011	2012
	# of clinical interventions	1,363	1,654	1,514
	# of brief Interventions	382	352	327
	# of victims provided with victim information	1,576	1,724	623
iii. Results of satisfaction surveys	The satisfaction survey was scheduled for 2012. However, the survey was not conducted due to changes to organizational staffing priorities.			

## 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 completed in 2011. During 2012, the team continued to work towards certification. Individual supervision hours are underway.
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 were held in 2010 with key local, national and international partners to establish a research team. This work is pending completion of the team's certification.  This work has not been completed due to changes in organizational staffing priorities
2.3 Seek external funding for EMDR* research	This work has not been completed due to changes in organizational staffing priorities.
2.4 Conduct EMDR* intervention research/pilot project	This work has not been completed due to changes in organizational staffing priorities.

Performance Indicators	Results
i. Commitment from members of international academic community and local service providers to research	This work has not been completed due to changes in organizational staffing priorities.
ii. Report on preliminary findings/outcomes of EMDR* interventions	This work has not been completed due to changes in organizational staffing priorities.

*\* 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.*

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

Action Plans	Progress
<p>3.1 Continue to invest in the growth and development of Project SENIOR and develop a collaborative community model</p>	<p>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.</p> <p>In 2012, the Coalition on the Abuse and Neglect of Older Adults engaged in a strategic planning process facilitated by the Unit. The Coalition continues to develop a community protocol to addressing elder abuse. The coalition is seeking funding from New Horizons for administrative support to support the activities of the coalition.</p> <p>The Unit also participates in the Geriatric Cooperative, Behavioural Support System – which is a fledgling group which will respond to older adults who are engaging responsive behaviours.</p>
<p>3.2 Educate the public and community service providers identifying and responding to elder abuse through various strategies</p>	<p>Public and agency education was delivered by the FC/VSU during 2010 on the topic of elder abuse through seminars and the Multidisciplinary Action Team monthly meetings.</p> <p>During 2011, the FC/VSU hosted a public education event on the abuse and neglect of older adults. This event was attended by service providers and the general public during Victims of Crime Week.</p> <p>The FC/VSU also participated in two public education events on elder abuse in 2012. One of these education events was held for a community service provider while the other one was held for the Canadian Association of Retired Persons (CARP) at their Annual General Meeting.</p>
<p>3.3 Explore opportunities to enhance safety for wandering persons</p>	<p>During 2010, there were several initiatives to facilitate enhanced safety for wandering persons when responding to calls for service:</p> <p>(1) The Alzheimer Society - delivered presentations to the Uniformed Division on assisting wandering persons and their families.</p> <p>(2) FC/VSU – delivered presentations to the Uniformed Division on FC/VSU response to wandering persons occurrences.</p> <p>In 2012, the Unit worked with the Alzheimer’s Society to explore the possibility of using GSP for wandering patients. This work is ongoing.</p>

Performance Indicators	Results
i. Establishment of specific protocol for information sharing & joint intervention	The Strategic Planning Subcommittee of Project SENIOR began developing specific protocol for information sharing and joint intervention during 2010, which was completed in 2012.
ii. Progress Report	<p>During 2010, there were various outreach/public education events developed/implemented. An example of one of these events was Geriatric Refresher Day, which aimed at providing information to health and service providers about the signs and symptoms of abuse and neglect and of seniors.</p> <p>In 2011 and 2012, the Coalition on the Abuse and Neglect of Older Adults hosted the Brian Young Award.</p> <p><i>Refer to Action Plans 3.1 and 3.2 for more details.</i></p>

## 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>4.1 Enhance communication and education between stakeholders to increase victim safety</p>	<p>During 2010 to 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>During 2012, information began to be disseminated to various stakeholders regarding the Victim Safety Model. The dissemination process will continue in 2013.</p>
<p>4.2 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 and finalized in 2012 with key stakeholders. During 2012, approximately 30 community case conferences were held to address the needs of high risk families.</p> <p>In addition, the FC/VSU contacts victims of domestic violence to provide safety planning crisis intervention and ensure that they are connected to community resources.</p> <p>During 2010 to 2011, the LPS Bail Safety officers continued 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>4.3 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 participants within the pilot project. A comparison was made to determine the difference in outcomes between participants and non-participants in the pilot project. Both groups were comprised of men who had been charged with domestic violence rated offences during the pilot project. 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>

	This project was completed in 2012. The final report was submitted to the Ministry of Community Safety and Correctional Services and has also been provided to key stakeholders.
4.4 Improve understanding of dynamic risk assessment at the professional & community level	This project was completed in 2012. Information was gained from the pilot project and is being disseminated during 2012 to 2013.  <i>Refer to Action Plan 4.1 for more details.</i>

<b>Performance Indicators</b>	<b>Results</b>
i. Establishment of specific protocol for sharing information related to assessment of risk and safety planning	This project was completed. Protocols for safety planning and sharing information were finalized in 2011, with the following key partners and the LPS: <ul style="list-style-type: none"> <li>• Children’s Aid Society</li> <li>• Changing Ways</li> <li>• Women’s Community House</li> <li>• London and Middlesex Probation and Parole</li> <li>• John Howard Society</li> </ul>
ii. Availability of information and educational tools	This project was completed in 2011. 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.
iii. Progress Report	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.



# 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 was completed in 2011, which included renovations to the original (circa 1974) LPS HQ's building renovations. As a result of the completion of Phase 2, the following CID sections/units 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 were also renovated during 2011 as part of Phase 2:</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 2012, following the completion of Phase 2, additional facility renovations were identified and completed, which include the following.</p> <ul style="list-style-type: none"> <li>• Executive Office Area - Asbestos Abatement and esthetic upgrades</li> <li>• Executive Office Area - Renovate/upgrade male and female washroom.</li> <li>• 2<sup>nd</sup> Floor Lobby – Construct 3 new offices (Media, Diversity, HR) and store room</li> <li>• Renovate/update LPSB Board Room</li> <li>• East Parking Garage – Resurface parking garage (concrete) flooring and heated entrance ramp asphalt pavement</li> <li>• Center Block - Asbestos Abatement and renovation of Centre Block west side (formerly Court Services and Property Control).</li> </ul> <p>2013 renovation plans include:</p> <ul style="list-style-type: none"> <li>• Asbestos abatement of Centre Block east side.</li> <li>• Asbestos abatement of Forensic Identification office area.</li> <li>• (Fleet) Fuel site upgrades to comply with TSSA.</li> <li>• 2<sup>nd</sup> floor space planning to accommodate needs of:               <ul style="list-style-type: none"> <li>○ Payroll centralization</li> <li>○ IT/Systems</li> <li>○ Corporate Services Division – Planning &amp; Research Unit.</li> </ul> </li> </ul>
<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>

## 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	<p>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 has been submitted again in the 2013 budget.</p>
ii. Green Fleet Initiatives Report	<p>The LPS continues to expand existing green fleet initiatives.</p> <p>Throughout 2010 to 2012, unmarked vehicles due for replacement were reviewed for required size and power. Where feasible and practical, vehicles traditionally equipped with 8 or 6 cylinder engines were replaced with smaller more fuel efficient engines (e.g. 6 cylinder or 4 cylinder engines).</p> <p>During 2012, 6 unmarked vehicles and 6 marked patrol vehicles were replaced with new vehicles with much more fuel efficient engines.</p> <p>Through stock-piling of Ford Crown Victoria's, 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 greenhouse emissions. On average 22 patrol cars are replaced each calendar year with newly converted propane powered patrol cars.</p>

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

Action Plans	Progress
<p>3.1 Develop and implement Service Excellence initiatives</p>	<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 did not offer 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. An updated supervisory module was developed for delivery to supervisors in 2013.</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 2011/2012 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> <p>The LPS is recognized for its commitment towards accommodating individuals with disabilities not only externally but also internally. On Nov. 8, 2012, Community Living London awarded Chief Duncan the Ontario Disability Employment Network “Champions League Award.” The Champions League Award recognizes employer champions who have made outstanding progress in the movement of hiring people who have a disability, promoting this movement and making a commitment to continue it in the future. Champions League Award recipients are selected by their peers, other business leaders who recognize the value of including people who have a disability in the workforce.</p>
<p>3.2 Continue to develop and participate in benchmarking initiatives</p>	<p>The LPS participates on a committee within the Ontario Municipal Benchmarking Initiative (OMBI). OMBI is a collaboration of municipalities that strive for service excellence. Participation in these benchmarking initiatives enables the LPS to measure, share, and compare performance statistics with 13 municipalities in Ontario. These measures are intended to assist in understanding how each agency is performing and where improvements can be made.</p> <p>The LPS is also a member of the London Strengthening Neighbourhood Strategy Committee, which is comprised of various stakeholders (e.g., London Fire, Emergency Medical Services, Urban League). The committee’s overall goal is to measure and enhance safety at the neighbourhood level through the empowerment of residents to identify safety issues and act on solutions with City and community partners.</p>
<p>3.3 Conduct random LPS program evaluations</p>	<p><i>Refer to performance indicator (iii) for progress report.</i></p>

Performance Indicators	Results
i. Year-end activity report	<ul style="list-style-type: none"> <li>• Supervisory Training: 42 supervisors (civilian and sworn) received in-house training (2 day session) during 2011. Supervisory training courses are also scheduled for 2013.</li> <li>• Diversity Training: All members (civilian and sworn) received training during a series of In-Service Training sessions in 2011/2012.</li> <li>• AODA Training: All employees received training in 2010. During 2011/2012, this training was rolled out to all new employees and contract workers, which will also continue in future years.</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>A Program Evaluator Specialist position was approved and will be filled during 2013. The purpose of this new position is to enhance the organization's ability to conduct extensive program evaluation to ensure that the LPS continues to deliver the services the community needs/desires.</p>

## 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>During 2012, the location for the civil fingerprint process was transferred from the LPS Headquarters building to the Police Reporting Centre allowing increased hours of operation and improved customer service for citizens requiring fingerprints.</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. During 2012, the revised Police Record Check forms were completed and made available on-line.</p> <p>In parallel, the LPS continues to work with a third party vendor to provide citizens on-line background check capability.</p> <p><b>Online Occurrence Reporting System</b></p> <p>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, 4,235 Online Reporting incidents were processed, which increased to 4,681 in 2012.</p> <p>Future possibilities for expanding the use of online reporting will be explored as resources allow. They include (but are not limited to) the following:</p>

- 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)
- provide an Online Autism Registry.

## 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	<i>Refer to performance indicator (i) for progress report.</i>
5.2 Explore feasibility of voice recognition software for implementation	<i>Refer to performance indicator (i) for progress report.</i>
5.3 Develop and implement strategies to enhance computer security and awareness	<i>Refer to performance indicator (i) for progress report.</i>

Performance Indicators	Results
i. Information & Technology progress report	<p><b>Dashboard Tools</b></p> <p>My Versadex, which is a dashboard tool has been implemented and is available to all LPS managers. MyVersadex is an internal browser based dashboard tool that allows customized Records Management information to be pushed to officers. This allows officers to easily monitor relevant information and effectively address their priorities.</p> <p>Cognos tools also extend our ability to identify opportunities by assembling and organizing mined data from within our information systems. Cognos cubes provide the insight to leverage business intelligence and support business operations through analytics.</p> <p>Cognos cube usage examples include:</p> <ul style="list-style-type: none"> <li>- average call times</li> <li>- officer activity</li> <li>- officer statistics</li> <li>- special project statistics</li> <li>- warrant tracking</li> <li>- time on specific calls</li> </ul> <p><b>Voice Recognition</b></p> <p>A voice recognition pilot project was initiated in Major Crime in February 2012. It was intended to evaluate the benefits of using voice recognition to input statements.</p> <p>Officers have found it distracting in the office when being used. Conversely the software's sensitivity to external background noise created voice recognition issues for the user. Officers must carefully review the work once completed for accuracy and correctness which diminishes the time and value gained by voice recognition, making this counterproductive. Given a quiet office, free of distraction and ambient noise, this technology works well. However, this is not realistic given the environment.</p>

## **Computer Security and Awareness**

The LPS computer infrastructure security continues to be monitored, (via 3<sup>rd</sup> party security audits), updated and maintained as necessary to give the organization the highest level of protection from outside threats.

Two Factor authentication software continues to be implemented for civilian and sworn staff.

## **eDisclosure**

The LPS continues to collaborate with both the Provincial and Federal Crowns, and have implemented a seamless electronic interface to automate disclosure. To ensure that there is no delay in the judicial process, disclosure (initial and additional) is accurately completed on a timely basis. This includes all aspects of disclosure, including statements, videos and photographs. This allows the LPS to fulfill the obligation towards meeting the Justice on Target (JOT) initiative.

## **In-car video recording systems on front line patrol vehicles**

In 2012, three vehicles (all paddy wagons) were outfitted with the Arbitrator 360 In Car Video solution. In car video training was conducted during the Spring of 2012 for all of the Uniformed Division Sections and members of the POU (Public Order Unit). This system was also ordered for 2 additional patrol vehicles with a scheduled implementation of early 2013.

## **Video technology for recording statements**

A 12 to 18 month Domestic Violence Video Camera Pilot Project was initiated in August 2012. The project is intended to test the effectiveness of taking video statements from victims of domestic violence. The goal is to determine if the video record of the victim's statement has a positive impact on the rate of successful prosecutions. Twenty police cruisers have been equipped with audio/video cameras to allow the recording of statements. The videos are automatically uploaded to the Records Management system and disclosed to the Crown. An additional 20 vehicles will be equipped by January 2013 to assist in the evaluation.

## **Document Scanning**

Continued implementation of self-serve scanning has allowed for the elimination of paper by providing easy attachment of scanned images to Records Management System reports.

## **Server upgrades (ongoing)**

- move to (more cost effective) blade servers
- server virtualization (multiple virtual computers on a single hardware platform)

## **In-Vehicle enhancements**

The following enhancements were initiated in 2012 and will continue during 2013.

- updating all vehicles with 2D scanners to accommodate scanning updated driver's licences.
- installing e-ticketing software and printers in all patrol vehicles.
- start project to provide officers the capability of completing Provincial Motor Vehicle Collision reports electronically.

## **Software / Hardware upgrades / support (ongoing)**

- Computer Aided Dispatch (CAD),
- Records Management System (RMS)
- Charge Management System



- Mobile / in vehicle computers
- Video interview
- Video streaming / security
- Mug shot / Fingerprint System
- Mail, security, domain servers, etc.
- Personal computers / printers / scanners
- Ongoing data replication
- Phone system support
- Radio system support
- Blackberry support

## 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**

Action Plans	Progress
<p>6.1 Ongoing evaluation of existing organizational structure to ensure optimal effectiveness and efficiency in terms of meeting current and future service delivery and program needs</p>	<p>Based on the findings of the 2010 Workload Analysis the LPS continues to evaluate the workload and investigative priorities in an effort to optimize the organizations infrastructure and resources to ensure effective and efficient service delivery.</p> <p>The approved 2012 budget allowed for an increase in complement of 15 sworn members who will be assigned directly to the frontline. Additionally, the organizational structure was evaluated and resources were redeployed from other areas in order to meet investigative priorities without a need to increase complement.</p> <p>The LPS’s commitment towards cost effectiveness has been consistent over the years and is reflected not only in the “Vision of Success” but also within the current and past LPS Business Plans. With emerging economic and resource pressures in mind the LPS continually pursues efficiencies, funding opportunities and best practices in order to do “more with less.” During 2012, a report was developed to provide an account of how efficiencies are being achieved. The report, which provides an overview for both internal and external review, is published to the external LPS website.</p>
<p>6.2 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. Although the long term plan was for the remaining increase in complement to be phased in over the 2013 to 2015 budget years, the current economic and fiscal constraints will create challenges to acquire additional resources through the budget process.</p> <p>The LPS is faced with addressing emerging priorities and workload demands through changes to service delivery models that will not impact safety and security but yet meet the increasing needs of the community.</p>

Performance Indicators	Results
<p>i. Annual review of organizational chart</p>	<p><b>2010:</b> A review of the organizational chart was completed that resulted in changes to a number of reporting structures. A realignment of resources resulted in the Diversity Officer position being transferred from the Uniformed Division to the Human Resources Branch within the Corporate Services Division. The Alternate Response Unit was discontinued to enable resources to be reallocated to front-line patrol.</p> <p><b>2011:</b> The following changes were implemented during the year as a result of an organizational review.</p> <p>A new position, Executive Officer (Inspector), was created with the following areas of responsibilities:</p> <ul style="list-style-type: none"> <li>• Corporate Communications and Public Relations – 1 Officer <i>(1 position transferred from Uniformed Division)</i></li> <li>• Diversity Officer <i>(1 position transferred from the Human Resources Branch)</i></li> <li>• Program Evaluator Specialist – 1 new civilian position <i>(to be filled in 2013)</i></li> <li>• Multi-Faith Chaplaincy - 4 chaplains</li> <li>• Colour Guard <i>(officers assigned to colour guard as secondary duties)</i></li> <li>• Protocol – 1 Protocol Officer <i>(1 officer assigned to protocol as secondary duties)</i></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 Division 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><b>2012:</b> Several realignments and new positions were implemented as a result of an ongoing organization review.</p> <ul style="list-style-type: none"> <li>• Centralization of Payroll –realignment of administrative payroll duties to dedicated payroll staff. This realignment was achieved through a redeployment of positions with no increase to staffing.</li> <li>• Return to Work Coordinator – 1 new civilian position (filled in 2012) <i>( 1 non assigned position transferred from Uniformed Division)</i></li> <li>• Program Evaluator Specialist – 1 new civilian position <i>(to be filled in 2013)</i></li> <li>• Support Services Division – 1 Senior Director position (civilian) converted to 1 Superintendent position (sworn)</li> <li>• Court, Records &amp; Property Branch Realigned Records, Records Screening, FOI, CPIC and CPIC Auditor to Court, Records &amp; Property Branch. This will improve the overall reporting structure and supervision of these areas</li> </ul>
<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 2012. 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. 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>

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

Action Plans	Progress
<p>2.1 Develop and implement recruitment initiatives to attract a diverse talent pool</p>	<p><b>2010:</b> The Diversity Officer continued to work closely with members of the Human Resources Branch to maximize opportunities for recruiting diverse applicants. The LPS Diversity Officer presented to diverse populations and mentors applicants through the hiring process. A new recruiting pamphlet was developed with an emphasis on diversity.</p> <p>Another part of the diversity recruiting initiative is the “Diverse Applicant Mentoring” initiative, which was developed during the year in partnership with WIL Employment Connections. This program seeks to provide guidance to new immigrants and those belonging to under-represented groups through the preparation and application process.</p> <p>In addition, the Police Specific Specialized Language Training program was developed in partnership with the Thames Valley District School Board, Wheable Adult Education, and other community partners. The program seeks to assist new immigrants in obtaining the necessary language skills to successfully compete for employment in law enforcement. A number of these graduates are part of the diverse applicant mentoring initiative.</p> <p><b>2011:</b> 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 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><b>2012:</b> The LPS continued to develop new initiatives to attract a diverse talent pool. 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.</p> <p>During the year, the Diversity Officer initiated its first annual Black History month event at the LPS, encouraging diverse youth in their future endeavours and promoting the LPS as a possible future employer.</p> <p>The Recruiting Unit advertised in local second language newspapers, encouraging diverse members to submit applications for employment and promoting the LPS as an opportunity for diverse applicants.</p> <p>As in 2011, members of the LPS attended the annual Association of Black Law Enforcers (ABLE) Scholarship Awards Ball and staffed a recruiting display.</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</p>

	<p>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>
<p>2.2 Enhance Internet recruiting strategies</p>	<p>There were several new Internet strategies implemented to enhance recruiting including:</p> <ul style="list-style-type: none"> <li>• new headings published within the LPS Recruiting webpage (2010)</li> <li>• LPS Facebook page developed (2010)</li> <li>• Video testimonials of serving officers developed and published to the LPS website (2010)</li> <li>• Posting specific civilian positions on the external LPS webpage (2011)</li> <li>• Utilizing Internet based career sites Monster.com and Workopolis.com to attract a broader applicant pool (2011)</li> <li>• Utilizing Internet based career sites from the Government of Canada and Monster.com to attract a broader applicant pool (2012)</li> </ul> <p>During 2012, the external LPS webpage was also used to specifically advertise the current hiring of Cadet Recruits. Similar advertisements were posted on the ATS (Applicant Testing Service) website to encourage a larger number of candidates. The LPS Recruiting website was updated with the addition of 2 new testimonials from police officers.</p>
<p>2.3 Develop and implement retention strategies</p>	<p>The LPS Wellness committee continues to encourage work-life balance for employees. Also, a new Return to Work Coordinator position was filled in 2012 which has greatly assisted with work accommodations for members as well as their return to work.</p>

Performance Indicators	Results																																					
i. Increase in applications	<table border="1"> <thead> <tr> <th data-bbox="591 306 821 373">APPLICATIONS RECEIVED</th> <th data-bbox="828 306 915 373">2009</th> <th data-bbox="922 306 1010 373">2010</th> <th data-bbox="1016 306 1104 373">2011</th> <th data-bbox="1110 306 1198 373">2012</th> <th data-bbox="1205 306 1419 373">Difference 2009-2012</th> </tr> </thead> <tbody> <tr> <td data-bbox="591 382 821 432">Police</td> <td data-bbox="828 382 915 432">410</td> <td data-bbox="922 382 1010 432">553</td> <td data-bbox="1016 382 1104 432">509</td> <td data-bbox="1110 382 1198 432">814</td> <td data-bbox="1205 382 1419 432">99%</td> </tr> <tr> <td data-bbox="591 441 821 491">Civilians</td> <td data-bbox="828 441 915 491">222</td> <td data-bbox="922 441 1010 491">164</td> <td data-bbox="1016 441 1104 491">156</td> <td data-bbox="1110 441 1198 491">398</td> <td data-bbox="1205 441 1419 491">79%</td> </tr> <tr> <td data-bbox="591 499 821 550">TOTAL</td> <td data-bbox="828 499 915 550">632</td> <td data-bbox="922 499 1010 550">717</td> <td data-bbox="1016 499 1104 550">665</td> <td data-bbox="1110 499 1198 550">1,212</td> <td data-bbox="1205 499 1419 550">92%</td> </tr> </tbody> </table>						APPLICATIONS RECEIVED	2009	2010	2011	2012	Difference 2009-2012	Police	410	553	509	814	99%	Civilians	222	164	156	398	79%	TOTAL	632	717	665	1,212	92%								
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## Objective # 3: Enhance and promote development and training opportunities for all employees

Action Plans	Progress
3.1 Develop and deliver supervisory training	A two-day supervisory training module was developed and delivered in 2010 and 2011. An updated supervisory training module will be delivered in 2013. Additionally, supervisory training for civilian supervisors will be delivered in 2013, consisting of two separate one-day modules.
3.2 Promote professional development through e-Learning	The LPS continued to partner during 2010 to 2012 with the Canadian Police Knowledge Network to develop and deliver e-learning opportunities to LPS members, both mandatory and elective. Also in 2012 the LPS entered into an agreement with CPKN for the creation of a LPS portal with CPKN, to further enhance the delivery of e-learning for our members. This portal will be ready for use in 2013.  <i>Refer to Performance Indicator (iii) for number of members participating in e-Learning</i>
3.3 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>
3.4 Explore and enhance career development strategies	<p><b>2010:</b></p> <ul style="list-style-type: none"> <li>• An in-house Supervisory Course was developed and delivered to sworn and civilian members to enhance their supervisory skills.</li> <li>• A promotional information session was held for all sworn members.</li> <li>• Senior Management continued to mentor new recruits to offer a macro view of policing to complement their recruit training.</li> </ul> <p><b>2011:</b></p> <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>• 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> <p><b>2012:</b></p> <ul style="list-style-type: none"> <li>• Continued to support ongoing learning initiatives (e.g., reimbursement program)</li> <li>• A promotional information session was held in 2012 for all interested members to clarify and answer any questions regarding the promotional process</li> <li>• Sworn position descriptions were posted to the Intranet, which enables quick access for members to explore career opportunities and requirements. Civilian position descriptions were added to the Intranet previously.</li> </ul>

Performance Indicators	Results
i. Number of training opportunities provided	<p>There were two training supervisory training sessions offered in 2010 and 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.</p> <p>There were no supervisory training sessions offered in 2012. There are sessions planned in 2013 for both sworn and civilian supervisors.</p> <p>In addition, members participated in self-initiated learning courses and various e-learning opportunities provided to members (for details, refer to performance indicator ii and iii).</p> <p>Numerous and varied in-house training sessions were also held at the LPS throughout 2010 to 2012. Most of these in-house sessions were attended by LPS members only, however some included students from outside organizations. During 2012, there was a total of 2,405 individuals who participated in these in-house training sessions for a total of 16,978 hours. Examples of these in-house training sessions include parade training, radar training, and domestic violence training. Also, two series of In Service Training sessions were held in 2012 with 1,531 students participating for a total of 15,310 hours.</p>
ii. Number of members participating in training opportunities	

Self-Initiated Learning	2009	2010	2011	2012
Sworn participants	35	42	36	29
Civilian participants	3	6	5	7
Courses completed	73	99	63	63
Reimbursement	58%	59%	88.5%	89.5%

iii. Number of members participating in e-Learning	
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E-Learning	2009	2010	2011	2012
Number of LPS participants <i>Due to some members who completed multiple courses, the total number of participant for most years is greater than the total LPS complement of 824 members.</i>	293	1,594	1,653	876



## 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 workload demands and priorities. 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 and 2012, 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	<p><i>Refer to Performance Indicator (ii) for details.</i></p>
4.3 Develop and implement strategies to heighten awareness & better understanding of Health & Wellness (re: stressors unique to police environment)	<p><i>Refer to Performance Indicator (iii) for details.</i></p>
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 also 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> <p>In addition, Homewood will be assisting with Supervisor Training in 2013 in the area of wellness, mental health and awareness training.</p>

Performance Indicators	Results
i. Participants in Health & Wellness Programs	<p>During 2010 to 2012, employees were encouraged to participate in various programs.</p> <p>During 2012, there were 317 participants in the Fitness Pin Challenge and 78 participants in the Going Green.</p>
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> <p>A Health Risk Assessment was conducted in the spring of 2012 through a Homewood Health Solutions web based tool. Results are being studied to initiate programming specific to opportunities identified through this tool.</p>
iii. Progress Report – Health & Wellness strategies	<p>During 2010, employees were encouraged to make healthy food choices for lunch by introducing Wellness Works stickers to good choices and adding nutrition tips to weekly cafeteria menus. A barbeque was purchased to provide different options for food preparation that was not deep fried. A Committee member attended a wellness program offered through Homewood and the Committee investigated options for outside support of Wellness initiatives.</p> <p>The 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> <p>The Committee members continued to participate in events during 2012 specific to the Police Sector including attending conferences and participating in an informal group comprised of other wellness promoters in police organizations.</p>

iv. Number of Voluntary Fitness Pin participants

<b>Voluntary Fitness Pin</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
# of voluntary participants	310	314	317

v. Number of EAP (Employee Assistance Program) communications/activities

There were 3 Family Night presentations held during both 2010 and 2011 year and 8 Resource Documents available on the Intranet.

During 2012, there were 3 Family Night presentations, 9 Resource Documents available on the Intranet plus 10 Life Line newsletters.

**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	<p>Diversity training was the focus of the first In-Service training session in 2010. Topics included: Human Rights 101, Race, Ethnicity and Culture, Religion and Faith Diversity, Racial Profiling, LGBT2Q (Lesbian, Gay, Bisexual, Transgender, 2-spirited, Queer) Awareness, RHVP (Report Homophobic Violence Period) and Hate Crime. These topics were presented to all sworn members.</p> <p>Diversity training was also 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.</p> <p>During 2011/2012, the Diversity Officer delivered Workplace Equity and Inclusivity training to all sworn and civilian members. The training included; Bill 168, Workplace Discrimination, Harassment, Bullying, and Violence.</p>
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 2011 and received the London Community Black Achievement Award for his outstanding work as the Diversity Officer.</p> <p>There were various employee recognitions presented during 2012:</p> <ul style="list-style-type: none"> <li>• the LPS recognized the contributions of 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.</li> <li>• the LPS recognized an employee for donating a piece of ethno-cultural art (Guan Gong) to LPS headquarters. The event was marked by a public media event with a significant presence from the Chinese community.</li> <li>• the LPS recognized an employee for outstanding contributions to diversity relations and WAFRIKA partnership with the Lorna Martin Award. The award was presented at a Police Services Board meeting.</li> <li>• The LPS Diversity Officer was recognized with an employer champion award for ongoing work related to youth mentorship, co-op placements and summer employment through YIPI and PEACE Program.</li> <li>• The LPS Diversity Officer also received the Queens Diamond Jubilee Medal for his advocacy and outreach work related to diversity, equity and inclusion.</li> </ul>
5.3 Promote events and other initiatives that celebrate diversity	<p>The LPS Diversity Officer regularly publicizes information about festivals, speakers, special events, religious holidays, and other activities related to multi-culturalism and diversity. This information is usually posted in high traffic areas throughout the LPS facilities and on the “Diversity Matters” information board.</p> <p>The LPS continued to support the following initiatives during 2010 to 2012:</p> <ul style="list-style-type: none"> <li>• The Police Ethnic and Cultural Exchange program (PEACE) was created to</li> </ul>

	<p>reinforce and develop important life-skills of young participants through exposure and instruction from members of the LPS. Participants are from economically disadvantaged circumstances and reflect the cultural diversity of the community.</p> <ul style="list-style-type: none"> <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> <p>The LPS Chaplaincy program was expanded from 2 to 4 Chaplains during 2011. The addition of Rabbi Chorny and Imam Dr. El-Kassem provided additional pastoral care and spiritual guidance and support.</p> <p>Also in 2011, 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>In 2012, the LPS celebrated Black History Month for the first time. During this event, recognition was given to the first black officer hired by LPS in 1951. An award was created in his name, "Lewis Coray Trailblazer Award."</p>
<p>5.4 Develop and implement strategies towards orienting employees with diversity</p>	<p>In 2010, the LPS Diversity Statement was developed and posted on the Intranet and other workplace locations.</p> <p>To ensure multi-cultural competence and inclusivity within our organization, the Diversity Officer facilitated diversity training during 2010 and 2011 In-Service training sessions. This training was created in partnership with the Ontario Human Rights Commission, Ontario Police College, and other community social service agencies.</p> <p>During 2011/2012, the Diversity Officer delivered Workplace Equity and Inclusivity training to all sworn and civilian members. The training included; Bill 168, Workplace Discrimination, Harassment, Bullying, and Violence.</p>
<p>5.5 Participate on boards and committees representative of diverse groups within the community</p>	<p><i>Refer to Performance Indicator (iii) for details.</i></p>

Performance Indicators	Results												
<p>i. Number of diversity training participants</p>	<p>Diversity training was provided during the 2010/2011 In-Service Training sessions for sworn members and civilian members.</p> <p>The completion of an additional In-Service Training session in 2012 resulted in all members (approx. 800) receiving diversity training.</p> <p><i>Refer to Action Plan (i) for details on diversity training/ topics.</i></p>												
<p>ii. Progress Report on Diversity strategies</p>	<table border="1" data-bbox="656 1633 1435 1835"> <thead> <tr> <th data-bbox="656 1633 1068 1759">Diversity Officer's Involvement at Cultural Events and Community Outreach Activities</th> <th data-bbox="1068 1633 1192 1759">2010</th> <th data-bbox="1192 1633 1308 1759">2011</th> <th data-bbox="1308 1633 1435 1759">2012</th> </tr> </thead> <tbody> <tr> <td data-bbox="656 1759 1068 1795">Cultural Events</td> <td data-bbox="1068 1759 1192 1795">40</td> <td data-bbox="1192 1759 1308 1795">43</td> <td data-bbox="1308 1759 1435 1795">38</td> </tr> <tr> <td data-bbox="656 1795 1068 1835">Community Outreach Activities</td> <td data-bbox="1068 1795 1192 1835">62</td> <td data-bbox="1192 1795 1308 1835">80</td> <td data-bbox="1308 1795 1435 1835">98</td> </tr> </tbody> </table> <p>During 2010, the Diversity Officer continued to reach out to the diverse community</p>	Diversity Officer's Involvement at Cultural Events and Community Outreach Activities	2010	2011	2012	Cultural Events	40	43	38	Community Outreach Activities	62	80	98
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through numerous activities and events. New initiatives developed by the Diversity Officer during the year included:

- Diversity Recruiting Lectures
- Diverse Applicant Mentoring
- Citizenship Court Attendance

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.

New initiatives developed by the Diversity Officer during 2011 included:

- Recruiting – Diverse Applicant Mentoring
- Multi-Faith Chaplaincy Expansion
- Pride Parade Participation
- Inclusive Work – Partnership with Community Living (award)
- Diversity Matters Brochures
- 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.

In 2012, the Diversity Officer continued to reach out to the diverse community through numerous activities and events:

- 70 presentations to 5725 members of the diverse community
- 93 community meetings with 853 members of the community
- 98 Community Outreach Activities, including 29 outreach presentations to 886 new immigrants

New initiatives developed by the Diversity Officer during 2012 included:

- Black History Month celebration and award presentation “Lewis Coray Trailblazer Award”
- Newcomer Outreach Brochure – Multilingual (English, Arabic, Spanish)
- Newcomer Outreach DVD in partnership with TVDSB

iii. Number of LPS participants with diverse groups within the community

There are many LPS members who are involved, in general, with diverse committees. In addition, the Diversity Officer is 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

During 2010, the Diversity Officer was involved with 12 committees in various capacities, which increased to 15 committees in 2011.

During 2012, the Diversity Officer was involved with the following 18 committees and boards in various capacities:

- Regional HIV Aids Connection
- Homophobia Bihomophobia Transphobia Working Group
- London Middlesex – Local Immigration Partnership
- Networking for Inclusive Communities
- Black History Month Committee
- African Community Council
- Canadian Association of Latin Americans
- Muslim Centre for Social Support and Integration
- London Diversity Task Force
- London Diversity and Race Relations Advisory Committee
- Ontario Association of Chiefs of Police – Diversity Steering Committee

	<ul style="list-style-type: none"> <li>• Association of Black Law Enforcers</li> <li>• Seeds of Poverty</li> <li>• Muslim Family Service</li> <li>• African Canadian Federation of London</li> <li>• London Middlesex – Local Immigration Partnership Justice and Protective Services</li> <li>• Equitable and Inclusive Education</li> <li>• Family Settlement Collaborative</li> </ul> <p>The Diversity Officer also organizes the LPS participation in support networks for racialized officers. For the past three years, black officers from the LPS attend the Association of Black Law Enforcers annual awards banquet in Toronto. This event provides mentorship and networking for racialized officers who are under-represented in policing.</p> <p>The Diversity Officer is the Chair of the Homophobia Bihomophobia Transphobia Working Group which is a collaborative of social service providers who advocate for members of the Lesbian Gay Bisexual Transgender community impacted by homophobia, biphobia and transphobia.</p> <p>The Diversity Officer is also the Chair of the OACP - Diversity Steering Committee for Zone 6.</p>
iv. Results of Internal Survey	A voluntary diversity survey was developed in 2012 and is being rolled out to all LPS members during 2012/2013.