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London Police Service

**2013 ANNUAL BUSINESS PLAN
PROGRESS REPORT**





Message from the Chief

It is my pleasure to present the London Police Service (LPS) 2013 Annual Business Plan Progress Report. This report has been prepared in accordance with the Adequacy Standards Regulation that requires police services to prepare for the Police Services Board an annual progress report on the results of the current Business Plan.

This report is the first progress report for the three-year LPS Business Plan (2013-2015). 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. Year 2012 has been established as the baseline measurement for performance indicator comparisons, where applicable.



The year 2013 has been successful in terms of progress during the first year of the Business Plan. Some of the objectives have been either achieved, underway, or scheduled for implementation during 2014/2015.

The LPS will continue to provide efficient and effective service delivery ensuring that our community remains safe and secure. I want to personally thank our members, both sworn and civilian, for their dedication, service and courage - and to their families for supporting them. Also, thank you to our citizens, for supporting our endeavors to make London a community to celebrate and enjoy!

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

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GOAL # 1

Provide London with a Safe and Secure Community

Objective # 1

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

Action Plans	Progress
<p>1.1 Continue to monitor deployment and training for Patrol Units, Emergency Response Section, Public Order Unit, and Incident Response Teams to ensure effective response</p>	<p>PATROL – During 2013, there were 73,598 dispatched calls for service. The combined impact of several patrol deployment strategies resulted in the following positive outcomes.</p> <p>Missed Relief Periods</p> <p>In early 2013 there was a concerted effort through supervision to actively monitor, evaluate, and reduce missed reliefs. This was achieved through the supervisors in the Patrol Operations Branch by closely monitoring their respective subordinates' daily work. During 2013, there were 9,922 missed reliefs compared to 12,472 in 2012. The Uniformed Division is continuing with the Relief Management Program in 2014.</p> <p>Beat Shortages and Hire-Ons</p> <p>The beat shortages have also been managed by the frontline supervisors. The scheduling of courses, training, time off requests and special projects are carefully scrutinized to ensure proper beat coverage. During the latter part of 2012, the phasing in of 15 additional constables to the respective patrol Sections has greatly enhanced the deployment of resources as well. The addition of these patrol constables to the frontline has significantly affected all three issues of missed reliefs, beat shortages and decreased the situations requiring hire-ons for beat shortages.</p> <p>In 2013, there were 426.5 beat shortages compared to 1,565 in 2012. The reduction of 1,138.5 resulted in greater coverage to the community. The requirement for hire-ons was also reduced by 197.5 (from 249 in 2012 to 51.5 in 2013), which translates into substantial savings.</p> <p>Response Times</p> <p>In 2013, all 3 categories of response times improved when compared to 2012.</p> <p>The Code One response time was reduced by 18 seconds (-5.4%). The Code Two response time was reduced by 3 minutes and 3 seconds (-12.2%). The Code Three response time was reduced by 17 minutes and 25 seconds (-15.9%).</p> <p><i>Refer to Performance Indicator (i) for response time details and comparisons.</i></p> <p>Missed relief periods, beat shortages, hire-ons, and response times are continually being monitored for effectiveness in 2014.</p> <p>EMERGENCY RESPONSE SECTION – The LPS Emergency Response Section consists of an Emergency Response Unit (ERU) and a Canine Unit.</p> <p>The ERU consists of three teams working a rotating shift schedule. In 2013, ERU responded to 2,443 initial calls and assist calls for service and there were 37 full ERU tactical deployments.</p>

	<p>Both the ERU and Canine Unit are compliant with Ontario Policing Standards in relation to training.</p> <p>The ERU conducted full team bi-annual training and is an “accredited” Tactical and Hostage Rescue Team in accordance with Ontario Policing Standards.</p> <p>The ERU was audited by the Ministry of Community Safety and Correctional Services in relation to Perimeter Control and Containment. The audit resulted in a further accreditation review of ERU members to be compliant with the Ministry.</p> <p>INCIDENT RESPONSE TEAMS</p> <p>Public Order Unit (POU) - In 2013, the authorized complement of the POU was 50 members. 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.</p> <p>The POU continues to conduct bi-annual, full-team training for two weeks in accordance with Ontario Policing Standards. This involves a full week of training in the spring and another full week in the fall. The spring training focused on crowd management and crowd control tactics while the fall training focused on ground search and search management.</p> <p>In 2013, the POU was deployed for numerous crowd management operational plans, including St. Patrick’s Day, Project LEARN, London PRIDE Parade and Western University Homecoming. The POU continues to be involved in ground searches for missing persons and evidence searches in regards to major case investigations.</p> <p>Negotiators and Incident Commanders - The Crisis Negotiator Unit conducted a 3 day refresher and maintenance training course in November 2013.</p> <p>The Major Incident Command procedure was updated in 2013 and all Major Incident Commanders and Critical Incident Commanders participated in a full day of scenario based training during the fall.</p>
1.2 Explore feasibility of an enhanced automated patrol plan	The Uniformed Division and the Information and Technology Branch have been exploring a Seasonal Deployment Model that will be presented for consideration in 2014.
1.3 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>

Performance Indicators	Results
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i. Maintain or improve measure of average call time, queue times, and response times (Code 1, 2, 3)

	2012	2013	Difference 2012-2013
Average Call Time (prime time only – no follow up time)	132.6	134.4	+ 1.4%
Queue Times: Time call received to dispatch			
Code 1 (Emergency)	1 min. 39 sec.	1 min. 34 sec.	- 5.1%
Code 2 (Urgent)	17 min. 8 sec.	14 min. 15 sec.	- 16.8%
Code 3 (Non Urgent)	90 min. 42 sec	74 min. 33 sec	- 17.8%
Response Times: Total Time: Time call received to arrival of officer(s)			
Code 1 (Emergency)	5 min. 31 sec.	5 min. 13 sec.	- 5.4%
Code 2 (Urgent)	25 min. 5 sec.	22 min. 2 sec.	- 12.2%
Code 3 (Non Urgent)	109 min. 36 sec.	92 min. 11 sec.	- 15.9%

ii. Response to 911 calls
(compliance rate - three rings)

The requirement is to answer 95% of all 911 calls within three rings. In 2013, the LPS exceeded this requirement. The total number of 911 calls was 164,537 and 98.66% of these calls were answered within 3 rings.

Objective # 2

Target drugs, weapons, and violent crimes

Action Plans	Progress
<p>2.1 Continue enforcement efforts relative to drugs, weapons, and violent crimes</p>	<p>The LPS Guns and Drugs Section continues to target known narcotics traffickers who have access to handguns and other firearms in order to reduce violent crimes in the community. In 2013, 25 of the 40 firearms seized by the Section were handguns. The Firearms Tracing and Enforcement Program (FATE) traces were able to be completed on 27 of the firearms seized. Of those 27 firearms, 74 percent of the FATE traced were sourced back to the United States of America as the country of origin. The Guns and Drugs Section continues to work closely with the OPP Provincial Weapons Enforcement Unit (PWEU), to reduce the amount of illegal firearms making their way into the community.</p> <p>The Provincial Anti-Violence Intervention Strategy (PAVIS) funding was renewed in April 2013. PAVIS is a program, which was established in 2007 by the Ministry of Community Safety and Correctional Services to work with partners to target guns, and gang violence. The LPS has been an active partner in this initiative since its inception and has utilized the funding towards specific gun and gang projects.</p> <p><i>Refer to performance indicator (i) for activity report and enforcement statistics.</i></p>
<p>2.2 Identify and track street gangs and their crime-related activities</p>	<p>During 2013, the LPS Street Gang Unit continued efforts to identify and track street gangs and their crime-related activities:</p> <ul style="list-style-type: none"> • Strategic Projects – 4 • Criminal Charges – 169 • Drugs seized - \$57,951 • Firearms seized – 7 • Other weapons seized – 12 <p>One of the 4 strategic projects involved the updating of the gang files to ensure that there is an accurate accounting of the number of gangs in London and the number of gang members. The numbers fluctuate during the year; however at 2013 year-end, there were 10 gangs and 157 gang members.</p>

Performance Indicators

- i. Year-end Criminal Investigation Division Activity Report and enforcement statistics (e.g., violent crime and clearance rates)

Results

Violent Crime and Clearance Rates				
Offence	# Reported In 2012	Clearance Rate for 2012	# Reported In 2013	Clearance Rate for 2013
Homicide	7	86%	7	100%
Attempted Murder	9	100%	10	100%
Sexual Assault	235	73%	268	66%
Assault	2,068	79%	1,943	79%
Abduction	48	90%	61	93%
Robbery	255	54%	166	48%

Guns and Drugs Section - Seizures		
	2012	2013
Search Warrants	119	153
Weapons		
Firearms	39	40
Magazines	24	30
Knives	9	9
Pellet Guns	1	2
Replica Firearms	1	3
Other	7	1
Drugs		
Crack Cocaine	457.1 grams	545 grams
Powder Cocaine	3,831.3 grams	5,421.5 grams
Marihuana	31,407.2 grams	92,416.5 grams
Marihuana Plants	4,670	2,882
Marihuana Grows	16	13
Methamphetamine	1,121 grams	600.2 grams
Prescription Pills	1,503 pills	2,555 pills
Ecstasy	1,380 pills	65 pills
Total Value of Drugs Seized	\$5,518,310	\$4,450,664
Charges		
Criminal Code	239	336
CDSA (Controlled Drugs & Substance Act)	463	450
Arrests	275	193

ii. Number of strategic enforcement projects	There were 42 enforcement projects conducted in 2013 compared to 13 in 2012.
iii. Number of Intelligence projects	There were 9 criminal intelligence strategic projects that involved weapons or drugs or violent crimes compared to 4 in 2012.

Objective # 3
**Continue to work towards crime reduction through
crime prevention, crime analysis and problem-oriented initiatives**

Action Plans	Progress
3.1 Expand use of technology, social media, and video to enhance problem-oriented policing initiatives and combat crime (e.g., cyber crime)	<p>The Crime Analysts, the members of the Forensic Crime Analysis Unit, and the Cyber Crime Unit utilize a variety of programs and software to conduct investigations, analyze information, and disseminate information to other areas in a usable format.</p> <p>Funding was secured in 2013 through a Proceeds of Crime Grant for enhanced Crime Analysis Software. This software will enable crime analysts to perform crime trend analysis so trends can be identified earlier. Then, resources may be deployed in the most efficient and effective manner possible. Members of the public will be able to access maps for certain crimes through the LPS website. The software was implemented in early 2014.</p>
3.2 Increase community awareness of Crime Prevention strategies	<p>In 2013, media releases were published to notify the community about the launch of new crime prevention initiatives: Ontario Association of Chiefs of Police (OACP) Prescription Drop Off Day, OACP Lock it or Lose it campaigns, LPS Project Gateway, and the new LPS Mascot Caesar.</p> <p>Social Media, in particular “Twitter,” was utilized in 2013 on a daily basis to broadcast Crime Prevention information that was relevant to the season, or crime trends. The LPS webpage also contains information of the various Crime Prevention programs available to the public.</p> <p>Security Safety Audits were conducted for citizens interested in increasing safety and security of their person, homes and neighbourhoods. Two sessions of the Citizen Academy were also offered to the public.</p> <p><i>Refer to Action Plan 3.3 for more details about the LPS Crime Prevention Programs.</i></p>
3.3 Engage citizens’ participation in Crime Prevention programs	<p>During 2013, the following programs were provided to citizens:</p> <p>Citizen Academy - This program is offered in the Spring and Fall to citizens. The program consists of a three hour class once a week for 10 weeks. Citizens attend presentations, demonstrations, a ride along, and a tour of the police station. The program brings awareness to the participants on the many aspects of policing including crime prevention. There were 40 citizens who participated in this program in 2013.</p> <p>Auxiliary Officers - The Auxiliary program has a complement of 50 Auxiliary members. These citizens have been successful in a testing and interview process and volunteer their time to assist with police-oriented events. They also conduct various crime prevention initiatives such as Lock it or Lose it, Project Gateway, Auto Theft Reduction Initiative Program (ATRIP), and Project Speed watch (traffic calming initiative).</p> <p>Neighbourhood Watch - On a daily basis, the Break and Enter and Auto Theft reports were forwarded to the Neighbourhood Watch office to engage citizens toward crime detection and awareness.</p> <p>Prescription Drop Off Day - The LPS participated for the first time in this event which will become a yearly initiative. Working with community partners, police facilitated various locations for citizens to drop off their old or unused prescriptions for proper and timely disposal.</p> <p>Project Gateway – Access codes to secure entry buildings were obtained for emergency services’ access coupled with information sharing on opportunities to decrease coin operated laundry machine cash thefts.</p> <p><i>Refer to performance indicator (iii) for the number of crime prevention events and attendees.</i></p>

<p>3.4 Focus on youth crime and gang activity</p>	<p>The LPS Street Gang Unit updated the gang files and identified youth siblings and associates of gang members who may be suitable for referral to services in the community to divert them away from the gang lifestyle.</p> <p>The LPS Secondary School Resource Officers were involved in identifying youth who may be at risk of engaging in the gang lifestyle for referral to services in the community.</p>
<p>3.5 Enhance activities and outreach of the Street Gang Unit through engagement with community partners</p>	<p>The LPS held discussions with the St. Leonard's Society during 2013 to propose a diversion, or prevention program, for youth who are siblings, or associates, of gang members and are at risk of becoming gang members themselves. If the program proceeds, the LPS will recommend potential candidates for this program. An update on the progress of this proposed initiative will be available for next year's Annual Report.</p> <p>In addition, the LPS Street Gang Unit delivered 5 lectures on the topic of street gangs to 168 attendees (LPS members and the community). Two of these lectures were presented to community partners:</p> <ul style="list-style-type: none"> • Wheable Adult Education Centres (40 attendees) • Thames Valley District School Board (100 attendees)

Performance Indicators	Results																																													
i. Property crime and clearance rates	<table border="1"> <thead> <tr> <th colspan="5" data-bbox="662 268 1425 380">Property Crime and Clearance Rates</th> </tr> <tr> <th data-bbox="662 380 854 491">Offence</th> <th data-bbox="854 380 992 491"># Reported In 2012</th> <th data-bbox="992 380 1130 491">Clearance Rate for 2012</th> <th data-bbox="1130 380 1268 491"># Reported In 2013</th> <th data-bbox="1268 380 1425 491">Clearance Rate for 2013</th> </tr> </thead> <tbody> <tr> <td data-bbox="662 491 854 552">Break and Enter</td> <td data-bbox="854 491 992 552">2,524</td> <td data-bbox="992 491 1130 552">35%</td> <td data-bbox="1130 491 1268 552">2,000</td> <td data-bbox="1268 491 1425 552">34%</td> </tr> <tr> <td data-bbox="662 552 854 623">Auto Theft</td> <td data-bbox="854 552 992 623">859</td> <td data-bbox="992 552 1130 623">34%</td> <td data-bbox="1130 552 1268 623">845</td> <td data-bbox="1268 552 1425 623">33%</td> </tr> <tr> <td data-bbox="662 623 854 695">Theft</td> <td data-bbox="854 623 992 695">8,409</td> <td data-bbox="992 623 1130 695">27%</td> <td data-bbox="1130 623 1268 695">7,978</td> <td data-bbox="1268 623 1425 695">24%</td> </tr> <tr> <td data-bbox="662 695 854 753">Possession (Stolen)</td> <td data-bbox="854 695 992 753">182</td> <td data-bbox="992 695 1130 753">75%</td> <td data-bbox="1130 695 1268 753">237</td> <td data-bbox="1268 695 1425 753">76%</td> </tr> <tr> <td data-bbox="662 753 854 800">Fraud</td> <td data-bbox="854 753 992 800">1,000</td> <td data-bbox="992 753 1130 800">46%</td> <td data-bbox="1130 753 1268 800">1,269</td> <td data-bbox="1268 753 1425 800">38%</td> </tr> </tbody> </table>	Property Crime and Clearance Rates					Offence	# Reported In 2012	Clearance Rate for 2012	# Reported In 2013	Clearance Rate for 2013	Break and Enter	2,524	35%	2,000	34%	Auto Theft	859	34%	845	33%	Theft	8,409	27%	7,978	24%	Possession (Stolen)	182	75%	237	76%	Fraud	1,000	46%	1,269	38%										
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ii. Revictimization rates (Residential B&E, Auto Thefts)	The ability to generate revictimization rates requires the development of a new software application. Due to other priorities and workload demands, this project has been deferred.																																													
iii. Year-end Crime Prevention Activity Report	<table border="1"> <thead> <tr> <th colspan="5" data-bbox="594 982 1466 1052">Crime Prevention Activities</th> </tr> <tr> <th data-bbox="594 1052 829 1079"></th> <th colspan="2" data-bbox="829 1052 1146 1079">2012</th> <th colspan="2" data-bbox="1146 1052 1466 1079">2013</th> </tr> <tr> <th data-bbox="594 1079 829 1136"></th> <th data-bbox="829 1079 992 1136">Number of Events</th> <th data-bbox="992 1079 1146 1136">Attendees/Participants</th> <th data-bbox="1146 1079 1308 1136">Number of Events</th> <th data-bbox="1308 1079 1466 1136">Attendees/Participants</th> </tr> </thead> <tbody> <tr> <td data-bbox="594 1136 829 1163">Senior Lectures</td> <td data-bbox="829 1136 992 1163">0*</td> <td data-bbox="992 1136 1146 1163">0*</td> <td data-bbox="1146 1136 1308 1163">6</td> <td data-bbox="1308 1136 1466 1163">127</td> </tr> <tr> <td data-bbox="594 1163 829 1220">Security Audits</td> <td data-bbox="829 1163 992 1220">192</td> <td data-bbox="992 1163 1146 1220">Not applicable</td> <td data-bbox="1146 1163 1308 1220">185</td> <td data-bbox="1308 1163 1466 1220">Not applicable</td> </tr> <tr> <td data-bbox="594 1220 829 1276">Special Events</td> <td data-bbox="829 1220 992 1276">123</td> <td data-bbox="992 1220 1146 1276">Not applicable</td> <td data-bbox="1146 1220 1308 1276">144</td> <td data-bbox="1308 1220 1466 1276">Not applicable</td> </tr> <tr> <td data-bbox="594 1276 829 1304">Meetings</td> <td data-bbox="829 1276 992 1304">73</td> <td data-bbox="992 1276 1146 1304">1,195</td> <td data-bbox="1146 1276 1308 1304">47</td> <td data-bbox="1308 1276 1466 1304">574</td> </tr> <tr> <td data-bbox="594 1304 829 1331">Lectures</td> <td data-bbox="829 1304 992 1331">73</td> <td data-bbox="992 1304 1146 1331">2,984</td> <td data-bbox="1146 1304 1308 1331">63</td> <td data-bbox="1308 1304 1466 1331">2,047</td> </tr> <tr> <td data-bbox="594 1331 829 1358">Total</td> <td data-bbox="829 1331 992 1358">461</td> <td data-bbox="992 1331 1146 1358">4,179</td> <td data-bbox="1146 1331 1308 1358">445</td> <td data-bbox="1308 1331 1466 1358">2,748</td> </tr> </tbody> </table> <p data-bbox="594 1402 1170 1430">* Senior Lectures were not tracked separately in 2012.</p>	Crime Prevention Activities						2012		2013			Number of Events	Attendees/Participants	Number of Events	Attendees/Participants	Senior Lectures	0*	0*	6	127	Security Audits	192	Not applicable	185	Not applicable	Special Events	123	Not applicable	144	Not applicable	Meetings	73	1,195	47	574	Lectures	73	2,984	63	2,047	Total	461	4,179	445	2,748
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v. Level of public satisfaction (survey)	A Public Needs Survey is scheduled for 2014.																																													

Objective # 4 Increase officer visibility

Action Plans	Progress
4.1 Ensure continuous review of resources and corresponding workload in conjunction with the 2010 Workload Analysis	<p>The Calls for Service Review Committee has reviewed and made recommendations to reduce the number of Code 3 Calls for Service that members currently attend. The review for efficiencies will continue in 2014.</p> <p>A Fraud Pilot Project was initiated to provide the public with the opportunity to report the matter by telephone directly to a Fraud Investigator. The Versadex RMS is being reviewed to improve the software that would result in cost and time savings for the LPS.</p>
4.2 Ensure consistency in community and downtown patrols (e.g., foot patrols assigned to specific business and community areas)	<p>The LPS continues to provide consistent patrols in the downtown area, Old East area, and SOHO (South of Horton) neighbourhoods. In 2013, there were 1,658 Community Foot Patrols. There was a slight decrease when compared to 2012 due to an increase in operational plan involvement and assisting with unforeseen shortages in court security.</p> <p>The LPS partnered with the business associations, both east and west, and have become more responsive to their needs with faster action plans, or patrols, as needed. The officers are now wearing high visibility green jackets, when appropriate, and have conducted action plans that directly impact the core area (east and west).</p> <p>Significant increase in bike patrol usage during 2013 enhanced police visibility, and augmented the ability to respond to calls for service more quickly and to patrol problem areas more frequently than previously possible.</p> <p><i>Refer to Performance Indicator (ii) for more details.</i></p>

Performance Indicators	Results																					
i. Level of public satisfaction	A Public Needs Survey is scheduled for 2014.																					
ii. Activity Report (e.g., direct patrols)	<table border="1"> <thead> <tr> <th style="text-align: center;">Community Foot Patrols</th> <th style="text-align: center;">2012</th> <th style="text-align: center;">2013</th> </tr> </thead> <tbody> <tr> <td>Shifts Worked</td> <td style="text-align: center;">1,696</td> <td style="text-align: center;">1,658</td> </tr> <tr> <td>Provincial Offence Notices issued</td> <td style="text-align: center;">1,560</td> <td style="text-align: center;">1,943</td> </tr> <tr> <td>Provincial Offence Notices issued/shift</td> <td style="text-align: center;">.91</td> <td style="text-align: center;">1.17</td> </tr> <tr> <td>Street Checks</td> <td style="text-align: center;">1,082</td> <td style="text-align: center;">1,161</td> </tr> <tr> <td>Criminal Code Charges</td> <td style="text-align: center;">449</td> <td style="text-align: center;">549</td> </tr> <tr> <td>Occurrences</td> <td style="text-align: center;">917</td> <td style="text-align: center;">942</td> </tr> </tbody> </table>	Community Foot Patrols	2012	2013	Shifts Worked	1,696	1,658	Provincial Offence Notices issued	1,560	1,943	Provincial Offence Notices issued/shift	.91	1.17	Street Checks	1,082	1,161	Criminal Code Charges	449	549	Occurrences	917	942
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Objective # 5 Improve traffic enforcement/road safety

Action Plans	Progress																		
5.1 Ensure consistent strategic enforcement of identified areas (directed patrols)	<p>The Uniformed Division conducted 46 problem oriented policing projects in 2013, which targeted identified problems/areas for strategic enforcement. Throughout the year, Patrol Section members conducted traffic initiatives.</p> <p>In addition, the Traffic Management Unit prepares an annual Traffic Management Plan with monthly strategic enforcement initiatives.</p> <p><i>Refer to Performance Indicator (ii) for more details on numbers and types of media communications.</i></p> <p>The Patrol Section members have partnered with the Traffic Management Unit towards the implementation of Project Collision Reduction (an intersection enforcement strategy) commencing in early 2014.</p>																		
5.2 Publicize enforcement initiatives and results	<p>In 2013, there were 321 traffic-related media communications.</p> <p><i>Refer to Performance Indicator (i) for enforcement statistics.</i></p> <p>The primary traffic-related initiative for 2013 was to increase awareness and enforcement of Highway Traffic Act offences, which directly contribute to motor vehicle collisions and injuries including speeding, red light violations, seatbelt violations and distracted driving.</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: center;">Offence</th> <th style="text-align: center;">2012</th> <th style="text-align: center;">2013</th> </tr> </thead> <tbody> <tr> <td>Seatbelt</td> <td style="text-align: center;">675</td> <td style="text-align: center;">746</td> </tr> <tr> <td>Red Light</td> <td style="text-align: center;">642</td> <td style="text-align: center;">604</td> </tr> <tr> <td>Speeding</td> <td style="text-align: center;">9,251</td> <td style="text-align: center;">10,527</td> </tr> <tr> <td>Distracted Driving</td> <td style="text-align: center;">1,160</td> <td style="text-align: center;">1,680</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">11,728</td> <td style="text-align: center;">13,557</td> </tr> </tbody> </table>	Offence	2012	2013	Seatbelt	675	746	Red Light	642	604	Speeding	9,251	10,527	Distracted Driving	1,160	1,680	Total	11,728	13,557
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Total	11,728	13,557																	
5.3 Provide training for drug impaired driving detection	<p>During 2013, the LPS hosted a Standardized Field Sobriety Testing course. Drug impaired driving detection was a major component of the course and 18 LPS members attended the training.</p>																		

Performance Indicators	Results		
i. Year-end report (e.g., number of collisions, impaireds)		2012	2013
	Total Collisions	9,522	10,068
	Collisions with Persons Injured/Fatal	1,639	1,512
		2012	2013
	Impaired Driving Enforcement	465	532
		2012	2013
	Provincial Offence Notices*		
	Traffic Management Unit Enforcement	10,298	11,180
	Patrol Enforcement	23,880	25,864
	Total Enforcement	34,178	37,044
* Does not include Time to Produce Tickets, Compliance Notices and/or Warning Notices			

ii. Number of traffic-related media announcements			
	Traffic-Related Media Communications	2012	2013
	Media released by the Corporate Communications and Public Relations Officer <i>(includes LPS Website, twitter and Facebook)</i>	81	73
	Media released by the Traffic Management Unit Supervisor through Twitter <i>(lpstraffic Twitter account created in April 2013)</i>	0	171
	Media Interviews with Traffic Management Unit Supervisor <i>(i.e., radio, television, newspaper)</i>	53	77
	Totals	134	321

iii. Drug impaired enforcement statistics

Drug Impaired Statistics	2012	2013
Drug Impaired Evaluations	14	21
Impaired Charges (Failed)	13	17
Refusals (Charged)	1	0
Total Charged	14	17

Objective # 6

Improve the police response to, and the monitoring of, high risk offenders

Action Plans	Progress
6.1 Expand the mandate of mobile surveillance to proactively monitor high risk offenders	<p>The proactive monitoring of high risk offenders improved during 2013. The members of the Mobile Surveillance Unit were able to service a higher proportion of the requests when compared to 2012.</p> <ul style="list-style-type: none"> • There were 22 requests in 2012: 5 were serviced or 23%. • There were 19 requests in 2013: 12 were serviced or 63%. <p><i>Refer to Performance Indicator (i) for more details.</i></p>
6.2 Centralize the coordination/tracking of high risk offenders by expanding the High Risk Individual Unit to include the Sex Offender Registry Coordinator	<p>During 2013, the coordination/tracking of high risk offenders became more centralized as a result of the following changes related to the High Risk Individual Coordinator and the Sex Offender Registry Coordinator:</p> <ul style="list-style-type: none"> • Both positions were located to a shared work area • Cross training of both positions in monitoring of high risk offenders enabled proper coverage during holidays and courses • Requests received from probation officers for reports were streamlined (more time efficient)
6.3 Expand the duties of the High Risk Individual Coordinator to include training for specialized threat assessments	<p>During 2013, the duties of the High Risk Individual Coordinator were expanded to include High Risk Threat Assessments. The Coordinator received training during the year to acquire the skills and qualifications to complete Threat Assessments. In addition, the High Risk Threat Assessment Coordinator became a member of the Domestic Violence High Risk Assessment Team to provide support for bail hearings and safety planning.</p>

Performance Indicators	Results																				
i. Increase in % of surveillance requests initiated	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr style="background-color: #0000FF; color: white;"> <th colspan="4" style="text-align: center;">Surveillance Requests</th> </tr> <tr style="background-color: #0000FF; color: white;"> <th></th> <th style="text-align: center;">2012</th> <th style="text-align: center;">2013</th> <th style="text-align: center;">2012 – 2013 Difference</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;"># of Surveillance Requests</td> <td style="text-align: center;">22</td> <td style="text-align: center;">19</td> <td style="text-align: center;">- 14%</td> </tr> <tr> <td style="text-align: center;"># of Requests that were initiated/serviced</td> <td style="text-align: center;">5</td> <td style="text-align: center;">12</td> <td style="text-align: center;">+140%</td> </tr> <tr> <td style="text-align: center;">% of Requests that were initiated/serviced</td> <td style="text-align: center;">23%</td> <td style="text-align: center;">63%</td> <td style="text-align: center;">+ 40 percentage points</td> </tr> </tbody> </table>	Surveillance Requests					2012	2013	2012 – 2013 Difference	# of Surveillance Requests	22	19	- 14%	# of Requests that were initiated/serviced	5	12	+140%	% of Requests that were initiated/serviced	23%	63%	+ 40 percentage points
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% of Requests that were initiated/serviced	23%	63%	+ 40 percentage points																		

i. Increase in proactive investigations (re: high risk offenders)

Proactive Investigations Re: High Risk Offenders		
2012	2013	% change
35	47	+ 34%

ii. Increase in number of compliance checks on known high risk offenders

Compliance Checks on Known High Risk Offenders		
2012	2013	% change
147	214	+ 46%

iii. Increase in the number and quality of threat assessments

There were 6 threat assessments completed in 2013 (none in 2012 because the process was newly implemented in 2013).

GOAL # 2

Protect and Assist Vulnerable Persons in our Community

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 Continue to liaise with LPS employees through internal communications and training	<p>The Family Consultant/Victim Services Unit (FC/VSU) continued to liaise with LPS employees through training, consultations, and requests for information on the following topics:</p> <ul style="list-style-type: none"> • Critical incidents • Mental illness • Human trafficking • Domestic violence • Issues regarding older adults
1.2 Conduct a satisfaction survey with agencies and officers	The survey will be conducted in 2015.
1.3 Continue to offer input towards community-based services and respond to gaps in service related to populations served by the FC/VSU	<p>The LPS continues to respond to gaps in service related to populations served by the FC/VSU:</p> <p>Sexual Violence Survivor: Funding was received from the Department of Justice to construct a coalition on sexual violence to address gaps in services. This work is based at Sexual Assault Centre London and continues to evolve.</p> <p>High Risk Domestic Violence Project: Funding was received from Ministry of Correctional Services and Community Safety in 2013 to replicate this work in London, Ottawa, Sudbury and Woodstock.</p> <p>Human Trafficking: External funding was received from the Status of Women to develop a community based protocol to respond to the needs of human trafficking victims. During 2013, the protocol was developed and community agencies received training.</p>
1.4 Continue to develop the FC/VSU Professional Advisory Council	The Professional Advisory Council has been disbanded due to demands of limited resources.

Performance Indicators	Results															
i. Number of crisis interventions	<p>There were 2,552 clinical interventions in 2013.</p> <table border="1" data-bbox="631 348 1458 611"> <thead> <tr> <th colspan="3" data-bbox="631 348 1458 405">Family Consultant/Victim Services Unit</th> </tr> <tr> <th data-bbox="631 405 1118 457"></th> <th data-bbox="1118 405 1289 457">2012</th> <th data-bbox="1289 405 1458 457">2013</th> </tr> </thead> <tbody> <tr> <td data-bbox="631 457 1118 506"># of Clinical Interventions</td> <td data-bbox="1118 457 1289 506">1,514</td> <td data-bbox="1289 457 1458 506">2,552</td> </tr> <tr> <td data-bbox="631 506 1118 554"># of Brief Interventions</td> <td data-bbox="1118 506 1289 554">327</td> <td data-bbox="1289 506 1458 554">339</td> </tr> <tr> <td data-bbox="631 554 1118 611"># of Victims Provided with Victim Information</td> <td data-bbox="1118 554 1289 611">623</td> <td data-bbox="1289 554 1458 611">115</td> </tr> </tbody> </table> <p><i>Notes:</i> <i>The number of clinical interventions recorded in 2013 is a more accurate reflection of total interventions when compared to 2012 due to a new tracking system that was implemented in 2013. The new system tracks dispatched calls for service using Computer Automated Dispatch software.</i></p>	Family Consultant/Victim Services Unit				2012	2013	# of Clinical Interventions	1,514	2,552	# of Brief Interventions	327	339	# of Victims Provided with Victim Information	623	115
Family Consultant/Victim Services Unit																
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# of Victims Provided with Victim Information	623	115														
ii. Level of satisfaction (officers and agencies)	The survey and report will be completed in 2015.															
iii. Number of FC/VSU public education and community development events	<p>During 2013, the FC/VSU participated in 133 events/activities including:</p> <ul style="list-style-type: none"> • The development of the community protocol on human trafficking • Development of the High Risk protocol • Public education re: <ul style="list-style-type: none"> ○ Domestic violence ○ Mental Health ○ Victimization 															
iv. Broad representation of community groups on Professional Advisory Council	The Professional Advisory Council has been disbanded due to demands of limited resources.															

Objective # 2

Work with key police and community partners to enhance response to seniors as victims of abuse and neglect

Action Plans	Progress
2.1 Focus public education to target crime prevention initiatives	During 2013, crime prevention information flyers were distributed in neighbourhoods that were experiencing high residential break and enters and theft from motor vehicle occurrences. Presentations were also provided to various senior groups on topics related to Personal Safety, Fraud Trends, Senior Abuse and Neglect, and Identity Theft.
2.2 Investigate alternatives to criminal charges, such as restorative justice initiatives	<p>Seniors who find themselves in contact with the justice system as a result of “responsive behaviours” due to early or advanced symptoms of dementia are identified and referred through the Direct Accountability Program (DAP). This new initiative was developed in 2013.</p> <p>During 2013, the LPS began work with the Coalition to End Abuse and Neglect of Older Adults and key justice partners towards the development of strategies to divert these individuals from the criminal justice system and afford proper treatment and care.</p>

Performance Indicators	Results
i. Progress Report	<p>During 2013, there were various crime prevention activities focused towards seniors:</p> <ul style="list-style-type: none"> • The Crime Prevention Unit and FC/VSU provided lectures to educate seniors and caregivers in an effort to reduce incidents of abuse and neglect. They also provided lectures, which covered topics on Personal Safety, Fraud, and Identity Theft. • The Crime Prevention Unit members routinely attended the residences of seniors to conduct Home Safety Audits. These audits improve the home security of seniors that have been victims of crime, including domestic violence or break and enters. • A member of the Crime Prevention Unit joined the FC/VSU on the Coalition to End Abuse to Older Adults. Through involvement in the Coalition, the LPS has participated in the development of a protocol on elder abuse designed for use by the entire London and Middlesex community. • The Coalition has succeeded during 2013 in receiving funding through New Horizons to produce educational materials and host community training on the new elder abuse protocol. • The LPS participated in the Southwestern Ontario Regional Elder Abuse Network feasibility study on the development of regional elder abuse teams and participated in the Summit meeting. • The LPS participated regularly on the Geriatric Cooperative of Behavioural Supports Ontario aimed at providing support and intervention to seniors with dementia who are at risk. • The LPS with community partners including Court and Geriatric Mental Health participated in the development of a response for seniors with dementia charged with Criminal Code violations.

Objective # 3 Develop an LPS response to Human Trafficking

Action Plans	Progress
3.1 Establish a working definition and terms of reference for Human Trafficking	A human trafficking procedure and a working definition were developed and implemented during 2013.
3.2 Determine best practices among police services to address Human Trafficking	<p>Research was conducted during 2013 to determine the best practices and procedures that have been implemented at major police services.</p> <p>A six-month Human Trafficking pilot project commenced in mid-2013 in the Uniformed Division with Criminal Investigation Division members as a resource. The pilot project has been extended until September 2014.</p>
3.3 Collaborate on training initiatives aimed at education for police on indicators of trafficking and intervention strategies	<p>During 2013, there were several training initiatives and activities related to Human Trafficking:</p> <ul style="list-style-type: none"> • 302 members of the Uniformed Division and Criminal Investigation Division received training on parades. • 1 member attended Human Trafficking training at the Canadian Police College. • 1 member attended a national Summit on Human Trafficking. • 1 member has become a member of London Coalition Assisting Trafficked Individuals

Performance Indicators	Results						
i. Terms of reference and working definition established	<i>Refer to Action Plan 3.1.</i>						
ii. Activity Report	<p>The focus in 2013 was towards training and a Human Trafficking project involving two members for 6 months which has now been extended to September 2014.</p> <p><i>Refer to Action Plans 3.1, 3.2, and 3.3 for more details.</i></p>						
iii. Number of training initiatives/members trained	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="2" style="background-color: #0000FF; color: white; text-align: center;">2013: Human Trafficking Training Initiatives</th> </tr> <tr> <th style="text-align: center;"># of Training Initiatives</th> <th style="text-align: center;"># of Members Trained</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">12</td> <td style="text-align: center;">302</td> </tr> </tbody> </table>	2013: Human Trafficking Training Initiatives		# of Training Initiatives	# of Members Trained	12	302
2013: Human Trafficking Training Initiatives							
# of Training Initiatives	# of Members Trained						
12	302						

Objective # 4
Continue to build and strengthen partnerships
to support the needs of at-risk populations (sex trade workers)

Action Plans	Progress
4.1 Continue to work collaboratively with community agencies, probation and parole	<p>The LPS Persons at Risk (PAR) Coordinator continued working collaboratively with the PAR working group which includes Elgin-Middlesex Detention Centre, Intercommunity Health Centre, Probation, Crown Attorney and criminal counsel. The PAR Coordinator also participated in the hiring of a consultant for the City of London “Community Plan Regarding Street Involved Sex Work.” Ongoing participation will be required moving forward.</p> <p>In addition, the PAR Coordinator continued to work with My Sister’s Place, London CARES, St. Leonard’s Society, London Regional HIV/Aids Connection, John Gordon Home, John Howard Society, London Abused Women’s Centre, London Intercommunity Health Centre, Salvation Army, Mission Services, Ontario Works, Probation and Parole.</p>
4.2 Continue on-going partnership with London Intercommunity Health Centre	The LPS PAR Coordinator provided medical outreach (103 hours during 27 shifts) with a doctor from the London Intercommunity Health Centre.
4.3 Continue pilot partnership work with Regional Mental Health Care London	<p>The pilot program was implemented in late 2011. Ongoing meetings between the LPS Senior Executive and the Senior Administration of the Regional Mental Health Concurrent Disorder Program continued in 2013.</p> <p>Initially, the pilot program included the participation of two doctors from the Regional Mental Health Care London. In 2013, a doctor from the London Health Sciences Centre began participating in the pilot program as well as a nurse to accommodate requests for assessments from the PAR Coordinator.</p>

Performance Indicators	Results
i. Improved access to appropriate services	<p>The PAR Coordinator works towards improving access to appropriate services. During 2013, there were the following positive outcomes:</p> <ul style="list-style-type: none"> • 3 PAR assessed in hospital and because of the concurrent project with Regional Mental Health Care London, they were immediately transferred to the Concurrent Disorder Program. • 2 PAR assessed for addiction and accepted into rehabilitation programs. • 3 PAR referred to and accepted into Methadone treatment programs. • 5 PAR referred to London CARES and housing located. • 7 PAR accepted at Women’s Community House. • Numerous PAR accepted for diversion after resolution meetings with Crown and Defence Counsel.

ii. Tracking of women exiting the sex trade lifestyle

Women Exiting the Sex Trade Lifestyle		
2012	2013	% change
18	6	- 66%

Note: While the number of women exiting the sex trade lifestyle fluctuates from year to year, it is anticipated that there will be an overall increase in numbers during the 3-year life cycle of this Business Plan.

iii. Increase in women registered as patients and receiving health care

Women Registered in as Patients and Receiving Health Care		
2012	2013	% change
25	27	+ 8%

iv. Increase in mental health assessments and women receiving treatment

Mental Health Assessments		
2012	2013	% change
10	3	- 70%

Note: The decline in numbers is partly due to the unavailability of a doctor, which has been reviewed. To address this issue, the Regional Mental Health Care London assigned a nurse to the pilot in September 2013 to assist in conducting assessments.

GOAL # 3

Continue Efforts to Deliver Efficient and Cost Effective Service

Objective # 1

Improve the efficiency and effectiveness of service delivery

Action Plans	Progress
1.1 Develop and implement program evaluation system	<p>The Program Evaluation Specialist position started in May 2013. The majority of time in 2013 was spent on familiarizing the new member with LPS processes and the records management system.</p> <p>Project Collision Reduction (an intersection enforcement strategy) was developed with planned implementation in January 2014.</p>
1.2 Seek and implement efficiencies and best practices where feasible	<p>In 2012, the LPS produced its first Efficiencies Report which was intended to be a living document. In December 2013, an update was provided to highlight efficiencies that were implemented in 2012 and ones that are underway in 2013. The updated report identified accumulated efficiencies equivalent to \$5,960,189. A copy of the report is posted on the LPS website.</p> <p>In addition, and as part of the budget process, the LPS examined the programs and services that are provided that resulted in the following efficiencies and best practices:</p> <ul style="list-style-type: none"> • Divestment of the crossing guard program • Closing of the Lambeth substation • Review of the Fee Schedule • Implementation of the Compliance Notice Program • Service Model Review • Restructuring of the Information and Technology Branch with the elimination of a high level position • Restructuring to create a centralized payroll area • Reduction in one full-time janitorial position • Commencement of formal Program Evaluation
1.3 Explore alternate forms of service delivery	<p>Implementation of alternative forms of service delivery in 2013:</p> <ul style="list-style-type: none"> • Fraud Intake Project - utilizes a fraud intake line to vet complaints. Reduces patrol officer involvement. • Mental Health Mobile Response Teams (MRTs) - mental health specialists from the Canadian Mental Health Association attend mental health calls, reducing LPS time per call and enhancing service to client. • Mental health apprehensions - new protocol with London Health Sciences Centre to expedite the turnover of apprehended persons. • Domestic Violence Camera project - mobile data terminals are equipped with video cameras enabling officers to video statements rather than typing. • Compliance Notice program - new initiative replacing the former "Time to Produce" process. Cost recovery fee now collected. • Police Reporting Centre - non-criminal fingerprinting. 2013 was the first full year of this initiative relocating this function from the Support Services Division at LPS Headquarters.

	<ul style="list-style-type: none"> • Persons at Risk (PAR) psychiatric assistance pilot project - working with Regional Mental Health Care London and identified PAR clients to enhance treatment and potentially reduce long-term police involvement. • Crime Analysis - full review of the crime analysis process, including the implementation of new crime mapping software to identify trends and track police actions / response. • Crossing Guard program - transferred this program to the City of London. Not a policing responsibility. • Human Trafficking (HT) - commenced a project involving assigned officers to proactively address HT matters (previously assigned only when incidents reported). • Street Gang Unit - operated consistent projects directed at street level gang activity. • Community Foot Patrol Unit – officers are frequently deployed on bicycles to provide broader coverage and quicker response.
1.4 Further centralization of payroll	During 2013, the reallocation of existing positions to centralized payroll was completed without increasing the overall complement. The centralized model will improve accountability, accuracy and consistency.
1.5 Pursue funding/grant opportunities and partnerships	<p>Grant applications are submitted as opportunities are identified and become available. Opportunities are primarily identified through Ministry communications to police services.</p> <p>Six grant opportunities were pursued in 2013 4 Successful:</p> <ul style="list-style-type: none"> • Proceeds of Crime Grant - High Risk Domestic Violence Victim Safety Family Consultants/Victim Services Unit - \$270,000 • Safe Streets Project - Crime Prevention through Community Policing Crime Analysis Unit - \$100,000 • Provincial Anti-Violence Intervention Strategy (PAVIS) - \$479,746 • Civil Remedies Criminal Intelligence Unit tech surveillance equipment - \$79,995 <p>2 Unsuccessful:</p> <ul style="list-style-type: none"> • Ontario Police College police vehicle - \$99,897 denied • Public Order Unit personal protective equipment - \$67,800 denied
1.6 Continue Calls for Service Review (e.g., tiered response review)	The Calls for Service Review Committee met twice in 2013 and discussed calls for service that may be handled through alternate means including by-law offences and some fraud offences. The committee will meet again in 2014.

Performance Indicators	Results
i. Program Evaluation Progress Report	<i>Refer to Action Plan 1.1.</i>
ii. Annual Efficiencies/Best Practices Report	The Efficiencies Report (Addendum) was presented to the London Police Services Board on Dec 18, 2013 and posted to the LPS website. The report identifies efficiencies and best practices implemented in 2012 and those underway in 2013. The report identified accumulated efficiencies equivalent to \$5,960,189. An update on 2013 efficiencies will be provided in 2014 as more complete information becomes available.
iii. Number of funding/grant applications/success rate	<i>Refer to Action Plan 1.5.</i>
iv. Calls for Service Progress Report	<i>Refer to Action Plan 1.6.</i>

Objective # 2

Continue to collaborate with community partners to ensure an appropriate and effective police response to persons with mental health issues

Action Plans	Progress
2.1 Establish a Community Acute Mental Health Crisis Response strategy	<p>The London Enhanced Mental Health Crisis Response Committee was established in 2012, which includes representation from the LPS. The Committee is comprised of community partners including the Canadian Mental Health Association, and the London Health Sciences Centre who work together to develop, implement, and maintain an effective community based response to persons in mental health crisis.</p> <p>A strategy has been implemented which includes a 24/7 Mental Health Crisis Mobile Response Team and Mental Health Patient Handover Protocol with the London Health Sciences Centre. This protocol was implemented in 2013 and is central to the effective and efficient response to mental health calls for service by the LPS.</p>
2.2 Develop and implement a new protocol to ensure efficient handover of "Mental Health Act Section 17" apprehended persons to the appropriate external services	In August 2013, a Mental Health Patient Handover Protocol was developed and implemented between the LPS and the London Health Sciences Centre.
2.3 Reduce and de-emphasize police and justice involvement with mental health individuals while ensuring the appropriate assistance is provided	<p>The Mental Health Crisis Mobile Response Team was utilized by the LPS in 700 mental health calls for service in 2013.</p> <p>The Mobile Response Team provides crisis de-escalation and crisis intervention by trained mental health workers providing appropriate assistance to individuals in crisis and de-escalating police involvement.</p>

Performance Indicators	Results
i. Progress Report – Community Acute Mental Health Crises Response Strategy	<i>Refer to Action Plan 2.1.</i>
ii. Progress Report - Handover Protocol	<i>Refer to Action Plan 2.2.</i>
iii. Maintain or reduce call times re: mental health related calls	In 2013, the average time the LPS spend on mental health calls for service was 5.1 hours compared to 6.68 hours in 2012.
iv. Delivery of training to frontline officers re: response to mental health calls	In 2013, Patrol Section members received training in regards to responding to mental health calls for service.

Objective # 3

Enhance Information & Technology Resources to further service delivery and support internal needs

Action Plans	Progress
3.1 Continue to implement voice recognition software	<p>The voice recognition pilot project was initiated in the Major Crime Section in 2012 to evaluate the benefits of using this technology to input statements. Officers found it distracting in the office when being used.</p> <p>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>
3.2 Pilot use of in-camera video recording systems on frontline patrol vehicles	<p>Five vehicles (3 patrol wagons, 1 patrol vehicle, 1 traffic vehicle) have been outfitted with in-camera video recording systems. The effectiveness of the solution will continue to be monitored during 2014.</p>
3.3 Implement phase 2 of the online reportable occurrence reporting system (e.g., Online Autism Registry)	<p>Work has begun on providing an Online Autism Registry for implementation in early 2014. The Registry is intended to provide information to dispatchers and officers to ensure appropriate communication when interacting with a person with autism.</p> <p>Future possibilities for expanded use of online reporting will be explored as resources allow. They include, but are not limited to, the following:</p> <ul style="list-style-type: none"> • Providing citizens ability to submit follow up information related to the initial investigation (e.g., list of items stolen during Break and Enters). • Allowing store security to submit shoplifting and mischief reports. • Providing an on-line process for the submission of missing persons reports (e.g., chronic cases).
3.4 Enhance customer service for criminal record checks and freedom of information requests	<p>Records Screening</p> <p>Throughout 2013, Records Screening staff tracked the processing time for record check requests. The majority of record checks were processed within 10 business days.</p> <p>Fingerprint service for civil record checks were made available at the Police Reporting Centre (PRC) with no appointment necessary throughout all of 2013. The free parking, central location and expanded hours greatly improved customer service. This also helped to decrease record check processing times.</p> <p>During the first week of July, the new Records Screening/Freedom of Information public counter opened. The new counter and lobby include a barrier free access door and wicket. The new wickets are larger in size and include a writing surface for customers and side divider screens to increase customer privacy when speaking with a clerk at the counter.</p> <p>A security camera has been installed on the public counter to enhance customer and staff safety.</p> <p>Two new Chase Paymentech debit machines with updated swipe/chip/tap technology were installed at the public counter. This new technology provides increased security for debit/credit payment methods and also provides quicker payment processing times.</p>

	<p>Throughout all of 2013, one Central Records clerk was assigned full time to the Records Screening front counter for the intake of record check requests. This allowed Records Screening staff to focus on the processing of record checks. Having a properly trained and consistent intake clerk on the counter greatly reduced the problems with record check applications as the forms were screened at submission to catch any errors, missing information and ensured the correct level of record check was submitted.</p> <p>A Virtual Front Counter (VFC) partner was selected in December 2013. The LPS is now working on the development of the VFC. This will provide an online method for applicants to submit record check requests at their convenience thus eliminating the need to attend in person during business hours.</p> <p>Freedom of Information (FOI)</p> <p>The FOI Unit implemented efficiencies in 2013:</p> <ul style="list-style-type: none"> • Electronic receipts that pre-fill the weekly reconciliation of funds report. • Enhanced decision letters with fee statement and fee waiver all attached. • Electronic stamping of review and release copies of FOI documents. <p>The FOI Unit has been equipped with the following technology advancements:</p> <ul style="list-style-type: none"> • Use of Wavepad for severing audio and video tapes. • Use of advanced Versaterm software for downloading information responsive to requests. <p>The following staffing changes have been made in the FOI Unit:</p> <ul style="list-style-type: none"> • Use of on-loan administrative assistant. • Appeals are now assigned to the Legal Director rather than the FOI Supervisor. <p>Infrastructure changes in the FOI Unit:</p> <ul style="list-style-type: none"> • New office provides a quieter atmosphere and better workspace. • Additional wicket at the Records Screening counter to serve FOI customers. <p>The FOI Unit has made the following administrative enhancements:</p> <ul style="list-style-type: none"> • Weekly monitoring chart to identify the number of new requests, completed requests and overdue requests. • File audit enhanced to include written notice identifying the corrections to be made. <p>FOI Current Status:</p> <p>The FOI Unit received 933 new requests in 2013 compared to 801 in 2012. Only 19 of the 2013 files exceeded the statutory timelines and only one of these remained outstanding at year-end. In 2012, there were 164 files that were overdue.</p>
<p>3.5 Test the feasibility of implementing video technology for recording statements</p>	<p>In addition to the video technology for recording statements that is in place at LPS Headquarters, an 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. Forty 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 the Crown.</p>
<p>3.6 Technology service delivery annual review</p>	<p><i>Refer to Performance Indicator (i).</i></p>

Performance Indicators	Results
i. Information & Technology Progress Report	<p>2013 Highlights</p> <p>Criminal Fingerprint Submissions</p> <ul style="list-style-type: none"> Completed the testing interface to allow the electronic submission of both charges and fingerprints to the RCMP. This process, scheduled to be implemented in early 2014, will replace the current manual printing and mailing of fingerprint /charge forms, providing efficiencies for both the LPS and the RCMP. It augments the electronic submission of charge dispositions that is currently in place. <p>Police Record Checks (Civil)</p> <ul style="list-style-type: none"> A Virtual Front Counter partner was selected in December 2013. This will provide an online method for applicants to submit record check requests at their convenience thus eliminating the need to attend in person during business hours. Will work with the vendor and LPS staff in 2014 to ensure technical and operational needs are addressed. Liaising with RCMP in 2014 to move towards taking fingerprint flats only (less time consuming). <p>Crime Analytics/Mapping</p> <ul style="list-style-type: none"> Crime Analytics software has been implemented to automatically provide crime pattern analysis, predictive analytics and crime mapping for LPS Crime Analysts. Similar (less detailed) functionality has been provided for the officers on the street. Crime data will also be shared with citizens through on-line crime maps available through the LPS website. <p>Cells Video/Monitoring</p> <ul style="list-style-type: none"> Major enhancements were made to the cell block video/monitoring system. New and additional monitors have improved visibility. Infrastructure changes ensure high availability and redundancy. Various hardware, software and process changes have been put in place to improve cell block check accountability. The full implementation provides a long term solution to cell video monitoring needs. <p>Electronic Tickets to City</p> <ul style="list-style-type: none"> Electronic ticket data is now sent electronically to the City eliminating the need for any re-keying of this information into appropriate systems at their end. <p>Software Deployment</p> <ul style="list-style-type: none"> A new software deployment tool was implemented to more effectively manage hardware inventory and deploy software updates throughout the organization. <p>P25 Radio System</p> <ul style="list-style-type: none"> LPS radio technicians continue to provide frontline support for the police radio system and related communication equipment. The oneVoice P25 radio infrastructure, shared by Police, Fire and City Environmental and Engineering Services, is also supported by the same technicians. Hardware/software upgrades to the P25 system are ongoing, complex and critical to the organizations involved. LPS radio technicians work closely with LPS partners and the vendor to safely upgrade to the latest versions of the P25 system allowing for reliable, scalable and secure communications interoperability.

NG911

- Next Generation 911 technology is rapidly approaching. The new digital infrastructure will potentially allow many new capabilities (e.g., pictures, text, and video). It will most likely have a major impact on the current call taking/dispatch models, as well as resources needed to manage the additional information. The LPS has been working closely with the LPS service provider to ensure that the appropriate infrastructure will be put in place.

Mobile Phone Infrastructure

- Upgraded Enterprise Server hardware/software to expand mobile device options while continuing to maintain appropriate security.

Software/Hardware Upgrades/Support (ongoing)

- Computer Aided Dispatch (CAD)
- Records Management System (RMS)
- Charge Management System
- Mug Shot/Fingerprint Systems (Criminal and Civil)
- eDisclosure to Provincial and Federal Crowns
- Mobile/in vehicle computers/software
- 2 Factor Authentication
- Video interview hardware/software
- Video streaming/security hardware/software
- Mail, security software
- Server, VMWare, network infrastructure support
- Personal computers/printers/scanners
- Ongoing data replication
- Administrative, E911, phone system support
- Communications Centre hardware/software support
- Smartphone support

Objective # 4

Ensure facilities meet the long-term requirements of the organization

Action Plans	Progress
4.1 Develop an Asbestos Management Plan to remove remaining asbestos at LPS Headquarters (HQ)	LPS Headquarters is asbestos free as of October 2013. Abatement was completed in 4 (major) phases and the project was further broken down into 12 different stages to maintain LPS operability. The first stage commenced November 2009 with the last stage completed October 2013.
4.2 Design and develop LPS HQ interior space plans to ensure the organization's requirements are met	<p>A four part facility expansion and renovation plan was implemented with a start date in the summer of 2007. The following are milestones (completion dates) of the different planned phases.</p> <ol style="list-style-type: none"> 1. Building Expansion – Completed November 2009 2. Repurpose East Building – Completed January 2012 3. Renovate and Asbestos Abate remaining areas in East Building – Completed October 2013 4. Renovate 2nd Floor (Corporate Services Division & Information and Technology Branch) – Target May 2014
4.3 Ensure facility renovations address persons with special needs	All 4 renovations projects/phases listed above were in compliance with the Accessibility for Ontarians with Disabilities Act and the City of London Facility Accessibility Design requirements.

Performance Indicators	Results
i. LPS HQ asbestos free	<i>Refer to Action Plan 4.1.</i>
ii. Adequate, efficient, functional facilities for all LPS members	<p>In 2013, the following significant renovations projects were completed in the LPS Headquarters main floor.</p> <ul style="list-style-type: none"> • Court Services Section - was redesigned with expanded floor space. Building improvements were made in work flow with the addition of private supervisory offices. Improvements were made to occupant comfort in terms of lighting, air quality and esthetic enhancements. • Forensic Identification Section - was redesigned. Building improvements were made in work flow with the addition and replacement of new office furnishings to allow for future staff growth. Improvements were made to occupant comfort in terms of lighting, air quality and esthetic enhancements.
iii. Compliance with Accessibility for Ontarians with Disabilities Act and City of London Facility Accessibility Design requirements	<p>The 3 projects completed in 2013 were in compliance with the Accessibility for Ontarians with Disabilities Act and the City of London Facility Accessibility Design requirements:</p> <ul style="list-style-type: none"> • All newly install doors were 42" wide. • Door hardware upgraded to (barrier free) lever type and where appropriate push type design. • Light switches (lowered) to accessible height. • Lowered (barrier free) reception counter incorporated into Records Screening counter. • The addition of a (barrier free) door operator installed at the Records Screening entrance. • Furniture layout and designs to reflect barrier free accessibility.

Objective # 5
Enhance Green capacity

Action Plans	Progress
5.1 Develop and implement programs to divert landfill waste to recycling	No progress made in 2013 - funding for a recycling program was not approved in the 2013 Operating Budget.
5.2 Expand existing Green Fleet initiatives	Three full size vans used as regular patrol vans, formerly operated on unleaded fuel, were replaced and converted to operate on propane fuel.

Performance Indicators	Results
i. Recycling Progress Report	<i>Refer to Action Plan 5.1.</i>
ii. Green Fleet Initiatives Report	Unleaded fuel consumption reduced by approx. 30,000 litres, offset by corresponding propane fuel consumption increase.

GOAL # 4

Provide a Quality Work Environment Attaining the Highest Level of Professionalism and Accountability to our Community

Objective # 1

Ensure that appropriate organizational structure and staffing levels are in place to meet current and future requirements

Action Plans	Progress
1.1 Ongoing evaluation of existing organizational structure to ensure optimal effectiveness and efficiency in terms of meeting current and future service delivery and program needs	In 2013, the organizational structure was reviewed resulting in name changes to correctly identify the responsibilities of the particular area and reporting line changes. The overall complement of the organization was reduced by 3 positions as a result of the loss of funding for security of the London International Airport.
1.2 Through HR strategic management, monitor staffing levels, current and future workload impacts and project HR requirements to optimize organizational capacity	The Workload Analysis recommended an increase of 16 police positions for 2013 and 14 positions for 2014. These positions have been deferred. In fact, of the 101.5 positions recommended in the Workload Analysis 46 remain unfilled (40 sworn and 6 civilian). As a result, there have been accumulating increases to workload without a corresponding increase in human resources. Workload demands have affected service delivery and further service delivery reviews will be conducted in 2014.

Performance Indicators	Results
i. Annual review of organizational chart	The organizational chart is reviewed annually including name changes, reporting structure and complement. The most recent update was approved and posted to the Intranet on August 1, 2013. A further update is planned in the first half of 2014.
ii. Submission of an annual HR Requirements report to the Chief	The Workload Analysis recommended an increase of 16 police positions for 2013 and 14 positions for 2014. These positions were deferred. Of the 101.5 positions recommended in the Workload Analysis (through 2015) 46 remain unfilled (40 sworn and 6 civilian).
iii. Annual divisional audit/staffing reviews	Divisions submit workload analysis reports annually on January 31 to the Corporate Services Division. Workload impacts affecting individual areas and staffing needs are identified.

Objective # 2

Develop strategies for effective recruitment, selection and retention

Action Plans	Progress
2.1 Develop and implement recruitment initiatives to attract a diverse candidate pool	<p>During 2013, there were various initiatives and events held to attract a diverse candidate pool:</p> <ul style="list-style-type: none"> • An LPS recruitment display was set up at a Black History Month event hosted by the LPS. • The LPS coordinated a high school co-op program, which provides teenagers with opportunities to learn about the various careers within policing. Besides performing meaningful work, the students attended various field trips and training sessions. • The LPS Diversity Officer attended 6 recruiting outreach events and mentored 18 diverse candidates. • LPS members attended the annual Association of Black Law Enforcers (ABLE) Scholarship Awards Ball. Their presence at this event demonstrated the commitment of the LPS towards diversity to the diverse youth that were present at this event. • The LPS continued to support the Police Ethnic and Cultural Exchange (PEACE) Team to provide diverse teens with information they need to assist them in making a career choice.
2.2 Enhance Internet recruiting strategies	<p>There were several new Internet recruiting strategies implemented in 2013:</p> <ul style="list-style-type: none"> • Two new video testimonials of serving officers with diverse backgrounds were added to the LPS recruiting webpage. • Specific civilian positions were posted on the LPS webpage, as well as broader based websites such as Monster.com. • The LPS external website was used to advertise for the current hiring of cadets, resulting in dozens of prospective candidates that applied for positions.
2.3 Develop and implement retention strategies	<p>In 2013, there was a concentration on organizational wellness, which will continue into 2014.</p> <p>An In-Service training session titled "Mental Health and Suicide Intervention in the Work Place" was held for all sworn civilian members.</p>

Performance Indicators	Results									
i. Increase in applications	<table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="3" style="background-color: #0000FF; color: white;">Number of Applications</th> </tr> <tr> <th style="text-align: center;">2012</th> <th style="text-align: center;">2013</th> <th style="text-align: center;">% change</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">684</td> <td style="text-align: center;">334</td> <td style="text-align: center;">- 51%</td> </tr> </tbody> </table> <p><i>Note: Due to minimal hiring in 2013, LPS was removed from the active hiring</i></p>	Number of Applications			2012	2013	% change	684	334	- 51%
Number of Applications										
2012	2013	% change								
684	334	- 51%								

list on the Applicant Testing Services (ATS) website, resulting in a decrease in applications received. ATS is a private firm that specializes in the delivery of pre-hire screening testing for law enforcement, emergency services and other specialized careers.

ii. Increase in website hits on recruiting web pages

Recruiting Website – Number of Page Views		
2012	2013	% change
61,373	23,779	- 61%

iii. Number of diversity outreach initiatives/events

Diversity Outreach Initiatives/Events	2012	2013
Committees	18	16
Community Partners	36	30
Cultural Events Attended	38	45
Community Outreach Activities	98	84
Community Meetings	93	120
Diversity Recruiting Lectures	8	6
Diverse Applicant Mentoring participants	19	18

Objective # 3

Promote career development and training opportunities for all employees

Action Plans	Progress
3.1 Develop and deliver enhanced supervisory training	One LPS Supervisor Course was held in 2013. A new session of “Suicide Recognition and Intervention” was added to the curriculum to enhance the supervisor’s knowledge in this area.
3.2 Develop new training specifically for civilian supervisors	The one day “I Step Forward” course was provided for all civilian supervisors in 2013. A separate course that focuses on LPS procedures and supervisory practices is planned for 2014.
3.3 Create mentoring program for new supervisors	Preliminary research regarding mentoring programs was conducted in 2013. Additional research is required before determining an appropriate mentoring program.
3.4 Expand professional development through e-Learning	<p>During 2013:</p> <ul style="list-style-type: none"> • The Ontario Police College created its virtual academy (OPCVA) which was available to all police services. Members were notified of this and Human Resources Branch assisted with course registration of members. • The LPS launched its E-Learning Portal with CPKN, which provided members with an easier way to access CPKN course, OPVTA videos and courses developed by the LPS. 303 students completed CPKN courses during 2013, for a total of 713.5 hours. • “Introduction to Incident Management System” on-line course was completed by 457 members.
3.5 Continue to support self-initiated learning	<p>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.</p> <p><i>Refer to Performance Indicator (ii) for number of members participating in self-initiated Learning and percentage of costs reimbursed.</i></p>

Performance Indicators	Results
i. Number of training opportunities provided	<p>There was one LPS supervisor course and one LPS civilian supervisor course in 2013.</p> <p>Members participated in self-initiated learning courses and various e-learning opportunities in 2013.</p> <p><i>Refer to Performance Indicator (ii) and (iii) for details.</i></p> <p>In 2013, there were 2,152 individuals who participated during in-house training sessions for a total of 6,130 hours. Examples of these in-house training sessions include parade training, radar training, and operational planning training. There were 2 sessions of In-Service training held during 2013 with 1,613 students participating for a total of 16,130 hours.</p>

ii. Number of members participating in training and mentoring opportunities

Self-Initiated Learning	2012	2013
Sworn participants	29	23
Civilian Participants	7	6
Courses Completed	63	55
Reimbursement	89.5%	57.5%

Note: There was a significant increase between the total costs submitted by participants from 2012 to 2013, which impacted the percentage of reimbursement (decreased from 89.5% to 57.5%)

Refer to Action Plan 3.3 for progress report regarding mentoring opportunities.

iii. Number of members participating in e-Learning

There were 760 participants in e-Learning during 2013 compared to 876 in 2012.

Objective # 4 Enhance Employee Health & Wellness

Action Plans	Progress
<p>4.1 Develop and implement strategies to heighten awareness & better understanding of Health & Wellness (re: stressors unique to police environment)</p>	<p>During 2013:</p> <ul style="list-style-type: none"> • A multi-faceted communication strategy was utilized including Intranet postings, All Users memorandums, monthly health newsletters, and postings on Bulletin Boards. • Health and Wellness initiatives focused on LPS specific opportunities/resources (e.g., wellness and shift work, healthy fast food choices, recommended links for health and wellness, along with the introduction of automated stretch clocks for areas that can benefit). • LPS Wellness Committee members attended regular meetings of the Police Health and Wellness group comprised of representatives from other Ontario police services.
<p>4.2 Promote a psychologically healthy work place</p>	<p>During In-Service training in 2013, staff presented a “Mental Health and Suicide Intervention in the Workplace” session. This session introduced the topic of mental health in the workplace, including the stigma attached to it. As a result there were many open discussions about this topic with many members expressing their appreciation that this topic was brought forward.</p> <p>The LPS Wellness Committee shared resources from the Centre for Mental Health at Great West Life through direct communications to members.</p>
<p>4.3 Facilitate Employee Assistance Program (EAP) communications to employees</p>	<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 continues to provide 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 2013, Homewood assisted with supervisor training in the area of “Suicide Recognition and Prevention.”</p>
<p>4.4 Develop and implement a back to work program</p>	<p>A new Attendance Management Program will be implemented in 2014. Development of an Accommodated Work Program will then begin with implementation expected in late 2014/early 2015.</p>

Performance Indicators	Results
i. Participants in Health & Wellness programs	<p>Health and Wellness programs held during 2013 included:</p> <ul style="list-style-type: none"> • Yoga (weekly) • Boot Camp (twice weekly) • Brown bag Lunch Challenge (10) • Going Green (84) • Fitness Pin Challenge (297) <p>There was also a significant number of visits (1,777) to the Wellness webpage on the LPS Intranet.</p>
ii. Results from Health & Wellness survey	<p>A Health Risk Assessment was conducted, which identified the following areas that were of the most concern to members (ranked):</p> <ul style="list-style-type: none"> • Nutrition • Alcohol • Weight • Sleep <p>There were several Health and Wellness related questions that were included in the 2013/2014 Internal Needs Survey. The results of the survey are in the process of being reviewed.</p>
iii. Progress Report – Health & Wellness strategies (e.g., Business Health Culture Index results)	<p>Refer to Action Plan 4.1 and Performance indicator (i) for more details on Health and Wellness strategies and participants.</p> <p>The Wellness Committee hopes to conduct an independent survey to measure the Business Health Cultural Index (BHCI)</p>
iv. Number of voluntary fitness pin participants	<p>In 2013, there were 297 members who voluntarily participated in the Ontario Police Fitness Award Program and received the fitness pin.</p>
v. Number of EAP communications/activities	<p>During 2013 there were 2 Family Night presentations, plus 10 Life Line newsletters.</p>

Objective # 5
**Continue to develop a service that is more reflective
and understanding of the diverse community we serve**

Action Plans	Progress
5.1 Conduct employee demographics survey to determine diversity	An Employee Census was conducted during 2013 with an 86% response rate.
5.2 Continue to participate in diversity-related events to build relationships and enhance recruitment opportunities	During 2013, the LPS Diversity Officer participated in recruiting outreach at Western University, Brescia College, Westervelt College, Fanshawe College and mentored 18 diverse applicants
5.3 Train recruiters and interviewers in matters of cultural bias	All recruiters received Diversity Training in the area of cultural bias in 2012.

Performance Indicators	Results
i. Demographic results	<p>Results from the 2013 Employee Census:</p> <ul style="list-style-type: none"> • Visible Minorities and Aboriginal Peoples represent 3.7% of all members of the LPS including sworn and civilian members and cadets. <i>According to Stats Canada 2011 National Household Survey, 16% of Londoners reported being a visible minority.</i> • LPS members' ethnicity: Aboriginal, Black, Chinese, Filipino, South East Asian, Central of South American, West Asian or North African, and persons of mixed race or colour. • LPS members are able to communicate in 27 languages. • 3% of all members who responded identified that they had a disability as defined under the Ontario Human Rights Code. <p>The LPS Diversity Officer will continue to work with the Human Resources Branch to recruit diverse members.</p>

ii. Diversity Activity Report (e.g., number of diversity events)

2013: Diversity Activity Report		
Performance Indicators	# of Activities	# of Citizens Contacted
Community Meetings	120	685
Diversity Presentations	30	2,589
Recruiting Outreach	6	1,392
Diverse Applicants Mentored	18	18
Newcomer Orientations	40	920
Hate Crime Presentations	8	57
Cultural Events Attended	45	6,871
Internal Training Provided	3	19
Diversity Media Interviews	13	13
Combined Outreach Results	283	12,564

iii. Recruiter Diversity Training Progress Report

Diversity Officer provided awareness training on cultural bias to recruiting staff in 2013.

GOAL # 5

Strengthen Communications, Community Outreach, and Partnerships

Objective # 1

Improve external access to information

Action Plans	Progress
1.1 Enhance and promote awareness of the LPS website	<p>During 2013:</p> <ul style="list-style-type: none"> Media releases promoted by social media. Internet home page updated including Online Reporting, Most Wanted Page, Budget Presentations and other LPS Publications. Unsolved Murders web page was developed and launched in 2013. <p><i>Refer to Performance Indicator (ii) for website/social media hits.</i></p>
1.2 Increase media messaging through social networking mediums	<p>The majority of LPS media releases were promoted on Twitter and Facebook. Promoted community messaging on Twitter including, crime stats, road conditions, crime prevention, impaired driving and community events. Live tweeting by Chief Duncan and Media Officer on St. Patrick's Day 2013 was well received. Increase of over 400 followers leading up to the day.</p> <p><i>Refer to Performance Indicator (iii) for media message year-end comparisons.</i></p>
1.3 Expand LPS social media (e.g., YouTube, Twitter, Facebook)	<p>LPS increased its Twitter followers by 3 times and increased Facebook "Likes" (subscribers) by 1.5 times in 2013 when compared to 2012.</p> <p>A Fanshawe College student volunteered time in 2013 to create three high quality grade videos for YouTube.</p> <p><i>Refer to Performance Indicator (ii) for Twitter and Facebook year-end comparisons.</i></p>

Performance Indicators	Results																
i. Results from Public Needs Survey	A Public Needs Survey is scheduled for 2014.																
ii. Increase in Internet website/social media hits	<table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr style="background-color: #0000FF; color: white;"> <th colspan="4">Website/Social Media Hits</th> </tr> <tr style="background-color: #D3D3D3;"> <th></th> <th>2012</th> <th>2013</th> <th>% change</th> </tr> </thead> <tbody> <tr> <td># of Twitter followers</td> <td style="text-align: center;">2,318</td> <td style="text-align: center;">7,714</td> <td style="text-align: center;">+ 233%</td> </tr> <tr> <td># of Facebook likes</td> <td style="text-align: center;">1,612</td> <td style="text-align: center;">2,745</td> <td style="text-align: center;">+ 70%</td> </tr> </tbody> </table>	Website/Social Media Hits					2012	2013	% change	# of Twitter followers	2,318	7,714	+ 233%	# of Facebook likes	1,612	2,745	+ 70%
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Objective # 2 Promote LPS image

Action Plans	Progress
2.1 Develop and partner with Rogers for "On Patrol 2" TV Series	Met with Rogers TV in 2013 to develop new "On Patrol 2." Segments will be coordinated and produced in 2014.
2.2 Increase positive media (related to LPS activities)	The Corporate Communications and Public Relations Officer, through media conferences, media releases and social media, promoted positive messaging in relation to investigation outcomes, community events, community service and community messaging.
2.3 Increase public awareness of members' volunteer activities	<p>LPS members continue to dedicate significant volunteer hours to community organizations and events. The LPS has promoted members' efforts through social media and media engagement.</p> <p>Examples of promoted events include:</p> <ul style="list-style-type: none"> • LPS named as Special Olympics Ontario London Fans of the Year • LPS vs. London Fire Services basketball game hosted by London Lightning • Sunshine Foundation DreamLift to Disney • LPS Law Enforcement Torch Run Committee activities: Torch Run, NHL Old-timers hockey game, Volunteer Tolls at Costco, Rock and Roll Charity Bowl, Charity Golf Tournament • Ethan's Make-a-Wish event • United Way campaign and StairClimb • Son of a homicide victim - birthday gift collection • Walk a Mile in Her Shoes for Women's Community House • Canadian Blood Services Partners for Life • Dancing with the Stars of 911 – Dave Mounsey Foundation • Run for Rick to benefit Salvation Army • Salvation Army Kettle Drive • MADD Red Ribbon Campaign • Shine the Light on Woman Abuse

Performance Indicators	Results
i. Number of positive feedback messages received	<p>In 2013, the LPS received 66 commendations and 72 thank you letters. During the year, the LPS primarily used social media for community engagement and positive messaging. Facebook “Likes” and Twitter “Favourites” increased significantly due to focused community engagement using both mediums.</p> <p>In 2013, the @lpsmediaoffice Twitter account posted 1,426 messages, which were “retweeted” 8,146 times and “favourited” 1,946 times.</p>
ii. Number of positive media releases	<p>In 2013, the LPS posted 40 positive media releases via email, Twitter, and Facebook. Other positive messaging was posted directly to Twitter as the preferred medium.</p> <p><i>Refer to Performance Indicator (i) for more details.</i></p>
iii. Results from Public Needs Survey	A Public Needs Survey is scheduled for 2014.

Objective # 3
Improve internal communications through the development of a comprehensive strategic communication plan

Action Plans	Progress
3.1 Publish message from the Chief on a quarterly basis	The Chief's message is posted on the Intranet on annual basis as the Chief communicates regularly through All User messages and Twitter. Chief Duncan has over 2,000 followers (including LPS members) on Twitter and he promotes LPS events, investigations, LPS volunteers and comments on community issues.
3.2 Explore social media (e.g., blogs, webcasts) and implement, if feasible, to communicate to members	The LPS website is hosted by the City of London, and in 2013 the City updated its website platform and design. A grant application through the Proceeds of Crime Fund has been submitted for 2014 to assist with the development of new digital platforms. The LPS continues to use the Intranet as a primary communications medium for members. Corporate Communications including Routine Orders, posting events, or member programs such as Wellness, and other member resources are accessible at all computer stations including Mobile Data Terminals in the cruisers. With the development of a new Intranet platform, the LPS will explore new internal communications strategies.
3.3 Communicate and integrate the business plan strategy (goals, objectives and action plans) throughout the organization	The approved Business Plan is published to the LPS Website and the Intranet. Objectives, Action Plans, and Performance Indicators are identified. Progress reports are submitted by the relevant areas on an annual basis. Projects and task forces are prioritized based on linkages to business plan objectives.
3.4 Installation of information monitors within LPS Headquarters	Due to fiscal restraints, the installation of information monitors within LPS Headquarters will be reviewed in 2014/2015.

Performance Indicators	Results									
i. Communication Plan Progress Report	The Communication Plan continues to be developed in 2014 and will include Internet and Intranet components.									
ii. Increase in employee use of internal communication tools (e.g., Intranet, blogs)	<table border="1"> <thead> <tr> <th colspan="3" style="background-color: #0000FF; color: white;">Employee Use of Internal Communication Tools</th> </tr> <tr> <th style="text-align: center;">2012 Intranet Visits</th> <th style="text-align: center;">2013 Intranet Visits</th> <th style="text-align: center;">% change</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">353,652</td> <td style="text-align: center;">339,816</td> <td style="text-align: center;">- 4%</td> </tr> </tbody> </table>	Employee Use of Internal Communication Tools			2012 Intranet Visits	2013 Intranet Visits	% change	353,652	339,816	- 4%
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353,652	339,816	- 4%								
iii. Results of Internal Survey/Consultations	An Internal Needs Survey was conducted during 2013/2014 In-Service training sessions. The results are in the process of being reviewed.									

Objective # 4
Strengthen support for the diverse populations within the community

Action Plans	Progress
4.1 Continue to reach out to immigrants and diverse communities (e.g., newcomers presentations)	The LPS continued to reach out to immigrants and diverse communities during 2013: <ul style="list-style-type: none"> • Newcomer Orientations - 40 activities (920 contacts) • Diversity Presentations - 30 activities (2,589 contacts) • Cultural Events attended - 45 activities (6,871 contacts)
4.2 Expand multi-lingual printed communications	<i>Refer to Performance Indicator (ii) for details.</i>
4.3 Continue to partner with the Ministry of Education for Specialized Language Training for Law Enforcement (SLT)	During 2013, members of TVDSB and Wheable Adult Education – Specialized Language Training (SLT) program continued the active partnership between Ministry of Citizenship and Immigration and the LPS Citizens Academy. An award ceremony took place at Wheable to recognize top students and faculty of the SLT program

Performance Indicators	Results
i. Progress Report (# of events, interactions)	During 2013, the LPS continued to provide support and interact with the diverse populations within the community: <ul style="list-style-type: none"> • Diversity Presentations - 30 activities (2,589 contacts) • Hate Crime Presentations - 8 activities (57 contacts) • Internal Training provided - 3 activities (19 contacts) • Community Meetings -120 activities (685 contacts) • 16 Committees • 30 Community Partners
ii. Number of multi-lingual communiqués/releases	An LPS Newcomers pamphlet was released in Spanish in 2013. In addition, one multi-lingual information sheet was developed and released in 2013 for the South Asian and Middle Eastern communities to address break-ins targeting gold jewellery and cash being kept in home. Suspects specifically targeting these communities due to cultural and religious practices.
iii. Feedback received from the Specialized Language Training program	A feedback survey process for the Specialized Language Training program is being developed for 2014/2015.
iv. Number of English as a second language (ESL) persons enrolled in Citizen Academy	There were 11 ESL students who participated in Citizen Academy in 2013.

Objective # 5

Continue to enhance relationship with schools, colleges and universities

Action Plans	Progress
<p>5.1 Meet regularly with elementary and secondary school staff to maintain effective service delivery and to ensure LPS educational materials are in compliance with school curriculum</p>	<p>The LPS continued to meet regularly with elementary school staff during 2013. Various meetings and activities were held during 2013 including:</p> <ul style="list-style-type: none"> • Throughout the year, meetings were held with the Grade 6 VIP (Values influence and Peer) Program Writing Committee to re-develop the curriculum of the program. • LPS School Safety Officers – met on an as needed basis with the principals and vice principals to ensure the environment/curriculum is accurate and up to date (e.g., cyber bullying and sexting additions to the curriculum if required). • LPS Secondary School Resource Officers – met on an ongoing basis with school executives (principals, vice principals, guidance counselors) to determine the needs of the individual schools in terms of safety and curriculum (e.g., Drug Awareness Program). • Safe Schools Program – The Supervisor, LPS Community Services Unit, met with the Safe Schools committees a regular basis. • Provincial Counterpart meetings – members of the LPS Community Services Unit attended meetings to determine best practices from other schools regarding curriculum. • Safety Patrollers: LPS School Safety Officers provided ongoing training (street and parking lot safety) to the student peers who conduct safety patrols before and after school.
<p>5.2 Continue to effectively manage the crossing guard program and provide resources towards the YMCA Children's Safety Village, and student educational programs (e.g., lectures on drugs and cyber crime awareness)</p>	<p>The Crossing Guard Program was managed from January to August 2013 through the liaison of the contracted security company, Stinson's Security, and the Supervisor of the Community Services Unit. In August 2013, the management of this program was transferred to staff at the City of London.</p> <p>Throughout 2013, an LPS School Safety Officer was assigned each day of the week (Monday through Friday) to provide programming at the YMCA Children's Safety Village.</p> <p><i>Refer to Action Plan 5.1 for details regarding school educational programs.</i></p>
<p>5.3 Continue to engage Western University and Fanshawe College to promote positive student behaviour within community</p>	<p>During 2013:</p> <ul style="list-style-type: none"> • The Supervisor of the LPS Community Oriented Response (COR) Unit continued to be directly involved with the Town and Gown Association of Ontario. Approximately five meetings with the Town and Gown Committee of London were attended by COR Unit members. • During August and September, three meetings were held at Western University with the Off-Campus Housing Mediator and Western representatives to prepare for Orientation Week and the following weeks. There were also multiple interactions as needed during the school year when COR members and the Off-Campus Housing Mediator attended the residences to meet with student tenants. • Members of the COR Unit are representatives of 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 Union. Regular Committee meetings are held approximately 5 times during the year.

- Additional meetings were held during the year with the University Student Council and Fanshawe Student Union to address emerging issues specifically related to the off-campus body.
- Auxiliary Officers and Community Service Unit members assisted with pre-event educational meetings/door to door campaigns.
- Partnership with Good Neighbour Program initiated at Western.

Performance Indicators	Results																																														
i. Progress Report (school activities/meetings)	<table border="1"> <thead> <tr> <th colspan="3" data-bbox="686 546 1403 646">LPS COMMUNITY SERVICES UNIT EDUCATIONAL STRATEGIES</th> </tr> <tr> <th data-bbox="686 653 1027 825" rowspan="2">Grade Level/ Educational Strategy</th> <th colspan="2" data-bbox="1032 653 1403 751">Number of Events (lectures, presentations)</th> </tr> <tr> <th data-bbox="1032 758 1214 825">2011/2012 school year</th> <th data-bbox="1219 758 1403 825">2012/2013 school year</th> </tr> </thead> <tbody> <tr> <td data-bbox="686 831 1027 856">Kindergarten</td> <td data-bbox="1032 831 1214 856">233</td> <td data-bbox="1219 831 1403 856">21</td> </tr> <tr> <td data-bbox="686 863 1027 888">Grade 3</td> <td data-bbox="1032 863 1214 888">136</td> <td data-bbox="1219 863 1403 888">118</td> </tr> <tr> <td data-bbox="686 894 1027 919">Values, Influences, & Peers</td> <td data-bbox="1032 894 1214 919">1,070</td> <td data-bbox="1219 894 1403 919">901</td> </tr> <tr> <td data-bbox="686 926 1027 951">Grade 8</td> <td data-bbox="1032 926 1214 951">210</td> <td data-bbox="1219 926 1403 951">168</td> </tr> <tr> <td data-bbox="686 957 1027 982">Assemblies</td> <td data-bbox="1032 957 1214 982">5</td> <td data-bbox="1219 957 1403 982">5</td> </tr> <tr> <td data-bbox="686 989 1027 1014">Meetings</td> <td data-bbox="1032 989 1214 1014">21</td> <td data-bbox="1219 989 1403 1014">25</td> </tr> <tr> <td data-bbox="686 1020 1027 1045">Committees</td> <td data-bbox="1032 1020 1214 1045">16</td> <td data-bbox="1219 1020 1403 1045">7</td> </tr> <tr> <td data-bbox="686 1052 1027 1077">Presentations</td> <td data-bbox="1032 1052 1214 1077">116</td> <td data-bbox="1219 1052 1403 1077">115</td> </tr> <tr> <td data-bbox="686 1083 1027 1108">Block Parent</td> <td data-bbox="1032 1083 1214 1108">10</td> <td data-bbox="1219 1083 1403 1108">0</td> </tr> <tr> <td data-bbox="686 1115 1027 1140">Traffic Surveys</td> <td data-bbox="1032 1115 1214 1140">19</td> <td data-bbox="1219 1115 1403 1140">3</td> </tr> <tr> <td data-bbox="686 1146 1027 1234">Other Events (Lockdown Drills, Suspension Meetings, etc.)</td> <td data-bbox="1032 1146 1214 1234">363</td> <td data-bbox="1219 1146 1403 1234">269</td> </tr> <tr> <td data-bbox="686 1241 1027 1266">Total</td> <td data-bbox="1032 1241 1214 1266">2,199</td> <td data-bbox="1219 1241 1403 1266">1,632</td> </tr> </tbody> </table>			LPS COMMUNITY SERVICES UNIT EDUCATIONAL STRATEGIES			Grade Level/ Educational Strategy	Number of Events (lectures, presentations)		2011/2012 school year	2012/2013 school year	Kindergarten	233	21	Grade 3	136	118	Values, Influences, & Peers	1,070	901	Grade 8	210	168	Assemblies	5	5	Meetings	21	25	Committees	16	7	Presentations	116	115	Block Parent	10	0	Traffic Surveys	19	3	Other Events (Lockdown Drills, Suspension Meetings, etc.)	363	269	Total	2,199	1,632
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