



## ARCHIVED - Archiving Content

### Archived Content

Information identified as archived is provided for reference, research or recordkeeping purposes. It is not subject to the Government of Canada Web Standards and has not been altered or updated since it was archived. Please contact us to request a format other than those available.

## ARCHIVÉE - Contenu archivé

### Contenu archivé

L'information dont il est indiqué qu'elle est archivée est fournie à des fins de référence, de recherche ou de tenue de documents. Elle n'est pas assujettie aux normes Web du gouvernement du Canada et elle n'a pas été modifiée ou mise à jour depuis son archivage. Pour obtenir cette information dans un autre format, veuillez communiquer avec nous.

This document is archival in nature and is intended for those who wish to consult archival documents made available from the collection of Public Safety Canada.

Some of these documents are available in only one official language. Translation, to be provided by Public Safety Canada, is available upon request.

Le présent document a une valeur archivistique et fait partie des documents d'archives rendus disponibles par Sécurité publique Canada à ceux qui souhaitent consulter ces documents issus de sa collection.

Certains de ces documents ne sont disponibles que dans une langue officielle. Sécurité publique Canada fournira une traduction sur demande.



# EFFICIENCIES REPORT

Selected Efficiencies  
Funding Initiatives  
and Best Practices

Addendum: December 4, 2013

Delivering Efficient and Cost Effective Service

The LPS continues to carefully manage resources, research best practices and explore alternate processes to ensure efficient and cost effective service delivery for the citizens of London.



**PREPARED BY**

the Corporate Services Division

# Executive Summary

During 2012, the London Police Service (LPS) developed its first Efficiencies Report, which provided an historical overview (for external and internal reference) of efficiencies implemented within the organization, primarily from 2007 to 2011. It was intended to be a living document which would be updated on an ongoing basis as the LPS strives towards continuous improvement. The following update is provided to highlight efficiencies that were implemented during 2012 and ones that are underway in 2013. Measurable savings are not available, at this time, for all efficiencies identified in 2013.

To be consistent with the initial report, this update is divided into three categories: Selected Efficiencies, Funding Initiatives and Best Practices.

As illustrated in the following table, the accumulated efficiencies from 2012 are equivalent to \$5,960,189. Refer to the following sections for additional details for each of these efficiencies.

2012 SUMMARY		
Category		Cost Saving
Part 1: Selected Efficiencies		\$967,516
Part 2: Funding		\$4,992,673
Part 3: Best Practices	Undeterminable \$ Value	\$+
<b>Total Identified Savings</b>		<b>\$5,960,189</b>

# Table of Contents

1.0	SELECTED EFFICIENCIES.....	3
1.1	Fleet and Facilities Management .....	3
1.1.1	Propane Conversion Program .....	4
1.1.2	Fleet Utilization .....	4
1.1.3	Crown Victoria Stockpiling Strategy .....	4
1.1.4	Vehicle Sharing and Vehicle Re-Purposing.....	4
1.1.5	Energy Conservation.....	5
1.1.6	Lease Agreement.....	5
1.1.7	Furniture Replacements .....	5
1.2	Police Reporting Centre .....	6
1.3	Explosive Disposal Unit Training Site .....	6
1.4	Emergency Support Section Training Sites.....	6
2.0	FUNDING INITIATIVES .....	8
3.0	BEST PRACTICES .....	9
3.1	Program Evaluation.....	9
3.2	Mental Health Initiatives.....	9
3.3	Disclosure of Digital Images to Crown Attorney’s Office .....	10
3.4	Fraud Intake Pilot Project.....	10
3.5	Enhanced Response to Human Trafficking .....	11
3.6	Geospatial Intelligence Management System.....	11
3.7	Phone Toll Training.....	11
3.8	Crime Prevention - Project Gateway.....	11
3.9	Alternate Course Delivery .....	12
3.10	Cost Recovery Fee Review .....	12
3.11	Compliance Notices.....	13
3.12	Cost Recovery for Special Events .....	13
3.13	Provincial Court Captains .....	13
3.14	Review of Programs and Services .....	13
3.15	Expansion of the Adult Pre-Charge Diversion Program .....	14
3.16	Launch of the LPS E-learning Portal .....	14

# Part 1 – Selected Efficiencies

## 1.0 SELECTED EFFICIENCIES

During the development of this report, key efficiencies were identified and an assessment was conducted to determine a dollar value. As illustrated in the following table, the accumulated efficiencies from 2012 are equivalent to \$967,516.

2012 SELECTED EFFICIENCIES	COST AVOIDANCE
Fleet and Facilities Management	\$457,064
Police Reporting Centre	\$338,452
Explosive Disposal Unit Partnership Training Sites	\$100,000
Emergency Response Section Training Sites	\$72,000
<b>Total Cost Avoidance</b>	<b>\$967,516</b>

## 1.1 Fleet and Facilities Management

New initiatives continue to be implemented on an annual basis to ensure that LPS fleet and facilities continue to be managed effectively and efficiently. The following table illustrates that during 2012 there was a savings of \$457,064 as a result of these initiatives.

2012 FLEET AND FACILITIES INITIATIVES	
	Annual Savings
Propane Conversion Program	\$374,880
Fleet Utilization	\$13,500
Crown Victoria Stock Piling Strategy	\$4,513
<b>Total Fleet</b>	<b>\$ 392,893</b>
Energy Conservation for Facilities	\$2,750
Lease Agreement	\$26,321
Furniture Replacement	\$35,100
<b>Total Facilities</b>	<b>\$64,171</b>
<b>Total 2012 Fleet &amp; Facilities Efficiencies</b>	<b>\$457,064</b>

### 1.1.1 Propane Conversion Program

The LPS fleet has long been recognized as a premier propane powered fleet. For over 30 years all patrol cars have operated on the less costly propane fuel, the cost of which is typically 55% of the cost of gasoline. In 2012, the LPS fleet propane fuel consumption was 852,000 litres, representing a savings of approximately \$374,880.

Furthermore, commencing in 2013, the LPS propane fleet program will be expanded to include the conversion of 3 prisoner transport vehicles (Ford E350 cargo vans), which will result in additional future savings.

### 1.1.2 Fleet Utilization

A fleet utilization review was completed again in 2012. Based on low vehicle use, it was determined two unmarked vehicles were not required and the following fleet reductions were implemented:

- 1 unmarked vehicle – assigned to the Community Oriented Response Unit
- 1 unmarked vehicle – assigned to the General Investigation Section

This reduction in fleet size resulted in an estimated cost avoidance of \$6,500 in annual fleet operating costs and a further \$7,000 reduction in the average annual fleet (capital) vehicle replacement program.

### 1.1.3 Crown Victoria Stockpiling Strategy

In 2011, Ford stopped manufacturing the Crown Victoria Police Interceptor (CVPI). As Ontario police services transitioned to a replacement patrol vehicle, they found themselves with new surplus CVPI vehicle-specific outfitting components such as prisoner partitions and emergency lighting. The LPS demonstrated a financial case to the London Police Services Board (LPSB) and City Council to stockpile enough new CPVI's to meet patrol vehicle replacement needs up to the year 2015. As a result, the LPS has purchased outfitting components from other police services at an estimated savings of \$4,513 during 2012.

### 1.1.4 Vehicle Sharing and Vehicle Re-Purposing

Additional savings will be realized during 2013 as a result of vehicle sharing and re-purposing strategies.

A request was made to obtain a Cyber Crime Unit vehicle (full-size cargo van) equipped to attend scenes during investigations. Coincidentally, the 'RIDE Program Van' assigned to the Traffic Management Unit was due for replacement. As the RIDE Van is a low use but essential vehicle, it was determined that the replacement full-size cargo van would be purchased and outfitted to suit the operational needs of the two working groups. A grant was received which allowed technology related upgrades to this replacement dual-use vehicle. There was no additional vehicle (upgrade) cost impact to the LPS fleet capital budget.

In addition, the LPS's 13-year-old Accident Reconstruction Van was targeted for replacement. Rather than purchase a new fully-outfitted replacement vehicle, a 2006 'ambulance-style' Emergency Response Unit vehicle was identified to replace the former Accident Reconstruction Van. An extensive mechanical overhaul was completed in-house by LPS

technicians, and the interior outfitting and exterior painting was completed through a local body shop.

### 1.1.5 Energy Conservation

A lighting replacement project for the east parking garage was completed in 2012, which reduced the building's energy consumption and resulted in an estimated annual hydro savings of \$1,000. The project was approved by London Hydro under the Ontario Energy Retrofit Rebate Program for an energy rebate payment to the LPS of \$1,750.

During 2013, another lighting replacement project was completed for the Headquarters Detention Unit which will result in additional savings.

### 1.1.6 Lease Agreement

The LPS had previously leased 7,200 sq. ft. of building storage space at an annual cost of \$44,323 (2008 figures) at 840 Highbury Ave. The City of London identified another location (11,000 sq. ft.) as surplus and the LPS subsequently agreed to utilize this alternate location. The expanded space provided LPS with the capacity to house all LPS fleet vehicles, equipment and other stockpiled items indoors at a reduced annual operating cost. A facility agreement was reached between the LPS and the City of London to lease the building for a nominal \$2 per year fee plus the building operating expenses of an estimated cost of \$18,000 per year. The net result was a saving of \$26,321 per year.

### 1.1.7 Furniture Replacements

Facilities Management has a well-established network of contacts for obtaining used or surplus furniture and equipment. During 2012, a savings of approximately \$35,100 was realized through the use of surplus City of London furniture and the purchase of used furnishings.

2012 FURNITURE REPLACEMENTS				
Used Furniture Description	Supplier	Est. (new) Purchase Price	LPS Cost	Net Savings
6 Complete Work Stations	City of London (Surplus)	\$24,000	\$0	\$24,000
Quantity of (open) Work Station partitions/panels	City of London (Surplus)	\$7,500	\$0	\$7,500
12 Board Room Chairs (Library)	City of London (Surplus)	\$3,600	\$0	\$3,600
<b>Totals</b>		<b>\$35,100</b>	<b>\$0</b>	<b>\$35,100</b>



## 1.2 Police Reporting Centre

The Police Reporting Centre (PRC) has been in operation since 1996. Over the past 10 years approximately 70-75% of all reported collisions in London have been dealt with at this location. In 2012 there were 9,466 reported collisions in the city. Of these, 6,800, or 72%, were dealt with at the PRC as “self-reports”.

The PRC is staffed by 5 sworn members and 4 civilian members of the LPS. Recently, it was identified that an LPS member at the PRC spends approximately 20 minutes per reported collision compared to 75 minutes when a patrol officer is dispatched to investigate an equivalent “on-street” collision.

If the 6,800 collisions handled by the PRC in 2012 were to have been investigated by dispatched patrol officers, there would have been a difference of 6,233 hours of workload, which represents a savings of \$338,452<sup>1</sup>. These savings are a conservative estimate since they only reflect the time saved from members not having to attend certain less serious collisions. There are also other types of occurrences that are processed at the PRC that save time for patrol officers including thefts from motor vehicles and damage to motor vehicles.

Also in 2012, the PRC was identified as a unit of the LPS that had the capacity to assume some additional duties. In November of that year the “non-criminal” fingerprinting processed by the LPS (police checks of individuals for employment, volunteer and adoption applications) was transferred to the PRC in order to reduce the workload and overcrowding at Police Headquarters.

## 1.3 Explosive Disposal Unit Training Site

The Explosive Disposal Unit (EDU) requires a site to conduct mandated training and to perform render-safe procedures for explosives seized during investigations. The LPS does not own a specific site for such operations. The EDU relies on private partners to provide sites for training and at which to perform render-safe procedures. This would otherwise entail an annual expense of hundreds of thousands of dollars in land and building acquisitions. Those costs have not been incurred due to partnerships within our community. The EDU continues to identify training sites for future use which results in annual cost savings for the LPS.

## 1.4 Emergency Support Section Training Sites

The LPS Emergency Support Section, which is comprised of the Emergency Response Unit and the Canine Unit have implemented training protocols that utilize shared facilities with local businesses and community partners in an effort to increase the efficiency of the section. The following three arrangements exemplify this fiscally responsible approach:

1. “Close Quarter Battle” (CQB) training is performed in a facility owned by a private corporation. A facility of this size and structure would cost an estimated \$1,000 per month. This shared training arrangement is therefore saving \$12,000 per year.
2. Canine training is performed at the LPS Canine Training Facility that is located at a camp within the city limits. This sharing arrangement is saving an estimated \$2,000 per month, which is equivalent to \$24,000 per year.

<sup>1</sup> 6,800 x 55 minutes = 374,000 minutes 374,000/60 = 6233 hours 6233 x \$54.30 (wage plus benefits) = \$338,452

3. The outdoor range utilized by the Emergency Support Section is the result of a partnership with a private citizen. Due to the size of this area and specific surroundings required for such training, the estimated savings are \$3,000 per month, which is equivalent to \$36,000 per year.

These values are estimates based on rental assessments for similar sized facilities in the London area.

## Part 2 – Funding Initiatives

### 2.0 FUNDING INITIATIVES

During 2012, the LPS continued in its endeavor to provide quality service by pursuing external funding opportunities to enhance service delivery. As illustrated in the following tables, the LPS acquired a total of \$4,992,673 in funding initiatives.

GOVERNMENT FUNDING: 2012	
Bail Safety Project	\$299,336
Community Policing Partnership Program (CPP)	\$900,000
Cyber Crime	\$108,887
Ontario Illegal Gaming Enforcement Unit	\$68,984
Police Officer Recruitment Fund (PORF)	\$420,000
Prisoner Escort	\$378,948
Proceeds of Crime	\$100,000
Provincial Anti-Terrorism	\$89,116
Provincial Anti-Violence Intervention Strategy (PAVIS)	\$479,746
Repeat Offender Parole Enforcement (ROPE)	\$175,320
R.I.D.E. Program	\$41,844
Safer Communities One Thousand Officer Program (SCOOP)	\$1,400,000
YIPI-Youth In Policing Initiative	\$14,805
Court Security Prisoner Transportation	\$491,687
Victim Quick Response Program	\$24,000
<b>Cost Recovery</b>	<b>\$4,992,673</b>

## Part 3 – Best Practices

### 3.0 BEST PRACTICES

The LPS remains committed towards continuous improvement and, as a result, there are a number of 'best practices' that have been identified and implemented since the publication of the previous Efficiencies Report. The following list describes some of those best practices, which includes new initiatives or enhancements to existing processes.

#### 3.1 Program Evaluation

One of the key objectives of the 2013-2015 LPS Business Plan is to "Improve the Efficiency and Effectiveness of Service Delivery" through various action plans including the development and implementation of a program evaluation system. In 2013, the LPS hired a Program Evaluation Specialist and plans are under way to develop and implement a program evaluation framework.

#### 3.2 Mental Health Initiatives

The LPS is significantly impacted by the volume of calls related to minor criminal offences and disorderly behavior, including suicidal persons, that involve individuals suffering from mental illness and homelessness. Since 2005, the number of mental health crisis calls and the time required to complete those calls has steadily increased. This has created a significant strain, financially and operationally, on the LPS as members are diverted from regular patrol duties to respond to and manage mental health crisis calls that are often outside the limits of their professional responsibilities. As a result of this 'police-led' response, persons in acute mental health crisis are often not provided with appropriate assistance, support, or services they require to deal with their unique issues.

**Mental Health Crisis Mobile Response Team:** In 2012, the LPS entered into a Memorandum of Understanding with the Canadian Mental Health Association (CMHA) - London Middlesex pertaining to the Mobile Response Team (MRT). The MRT is the responsibility of the CMHA – London Middlesex which is mandated and funded to provide mental health crisis service. In accordance with the Memorandum of Understanding, the MRT will be accessible and responsive to LPS referrals 24 hours a day, 7 days a week. The MRT is notified when appropriate and attends all referrals by the LPS.

The MRT will provide crisis assessment, de-escalation, and intervention services to persons in acute mental health crisis to assist them to overcome the crisis. The MRT will also act as a point of access to mental health services and programs provided by community mental health service providers to ensure ongoing support and services for persons facing mental health issues. The utilization of the MRT will de-escalate police involvement and provide the appropriate assistance, support, and services needed by persons who are experiencing a mental health crisis or facing ongoing mental health issues.

There were other initiatives that were implemented by the LPS to help improve the efficiency and effectiveness in the handling of mental health crisis calls including:

- **Mental Health Training:** Training was provided to members in 2012 and covered mental health crisis recognition, crisis intervention techniques, de-escalation, and non-Escalation.
- **Mental Health Patient Handover Protocol:** This was implemented July 2013 to reduce the time spent by officers guarding patients in the hospital by making better use of secure rooms.

Program monitoring and evaluation will be conducted by the LPS to determine the impacts of these new initiatives. It is anticipated that these results will be made available in a future Efficiencies Report.

### **3.3 Disclosure of Digital Images to Crown Attorney's Office**

In March 2013, the LPS changed the procedure for disclosing digital images to the Provincial and Federal Crown Attorneys' Offices. Digital images are now disclosed electronically. This process is not only seamless but also results in a savings for the LPS, as members no longer need to produce digital storage disks to fulfill disclosure requirements.

### **3.4 Fraud Intake Pilot Project**

The LPS implemented a pilot project in June 2013 involving the intake of fraud complaints. The objective of the pilot project is to reduce calls for service that require the attendance of a patrol officer by handling fraud complaints by alternate or non-traditional means.

The establishment of a 'Fraud Intake Line' allows an investigator to vet complaints prior to initiating any investigation. The investigator provides direction, guidance or advice based on the information received from the complainant over the telephone. Some complaints will be screened out early in the process if there is insufficient evidence of fraud.

Additional onus will be placed on the complainant to gather documentation and other evidence available to them (e.g. bank records, cheques) that investigators would otherwise have to obtain by judicial authorization or other means. The complainant, once the required documentation has been obtained, will be asked to attend Police Headquarters to proceed with the investigation.

Unless there are exigent or unusual circumstances, a patrol officer will not be dispatched to the majority of fraud complaints, whereas prior practice required an officer attend all fraud complaints. It is anticipated this will result in significant savings for the LPS

The results of the pilot project will be assessed after a six month period.

### 3.5 Enhanced Response to Human Trafficking

Best practices are being researched with relation to the investigation into the many forms of human trafficking. In addition, educational sessions have been provided to members to heighten awareness of the signs of human trafficking and information on the applicable Criminal Code offences. A pilot project is underway which will assist in determining the extent of human trafficking in the community and the appropriate LPS response moving forward.

### 3.6 Geospatial Intelligence Management System

The LPS have dedicated crime analysts who spend significant time and effort generating investigative information, which can be difficult to strategically search and disseminate. New software was acquired during mid-2012, which tracks investigative information entered by the analysts in a geographical manner and automatically converts it into an Active Crime Report. It is anticipated that this program will save members of the Crime Analysis Unit (CAU) significant time allowing them to concentrate more of their time on actual crime analysis as opposed to searching, compiling and formatting investigative reports. The 2013 year end results will be available for the next Efficiencies Report update.

### 3.7 Phone Toll Training

In late 2012, members of the CAU received training on the organization and analysis of telephone toll information (data extracted from mobile devices), which has saved investigators numerous hours. It is estimated that two hours analysts spend on a telephone toll analysis saves 30 hours of investigative time. This will culminate in significant time savings over the course of a year. The 2013 year end results will be available for the next Efficiencies Report update.

### 3.8 Crime Prevention - Project Gateway

Project Gateway is a new crime prevention initiative that was implemented by the Community Services Unit in 2013 and will continue into 2014. There are two components that form Project Gateway as follows:

**Acquisition of Universal Buzz Codes** – Auxiliary Officers are being utilized to frequent all apartment dwellings throughout the city in order to obtain a list of “buzz codes” to afford officers entry into buildings when responding to calls for service. It is anticipated that the acquisition of buzz codes will reduce the amount of time officers spend on calls attempting to locate a landlord or tenant to afford them entry.

**Access Cards** – Police respond to numerous calls for break and enters into apartment building laundry rooms. As a result, Auxiliary Officers are educating superintendents and housing authorities on the use of access cards for vending/laundry machines in residential apartment dwellings. The use of access cards would eliminate the need to use coins to operate the vending/laundry machines. This will reduce the potential for apartment building laundry rooms to be targeted by thieves.

### 3.9 Alternate Course Delivery

The LPS relies heavily on the Ontario Police College (OPC) and the Canadian Police College (CPC) to provide specialized training for members. Courses offered by the OPC and CPC are costly and the LPS demand often exceeds course availability. In 2013 the LPS began researching the feasibility of utilizing subject matter experts, outside of the OPC and CPC, to teach identified courses on site.

This alternate means of training enables the LPS to provide training at a less expensive rate to a greater number of members. On-site courses delivered by expert trainers have been scheduled for 2013 and 2014.

### 3.10 Cost Recovery Fee Review

During 2013, an analysis of the existing LPS Fee Schedule was undertaken by Financial Services to determine if some fees should be increased for cost recovery purposes.

The outcome of the analysis resulted in fees being increased for the following services/documents:

- Local Criminal Record Checks
- Collision Reconstruction:
  - Report (CD)
  - Scale Diagram
  - Scene Measurements
- Ontario Superior Court of Justice Orders – Civil Cases
- Office of the Children’s Layer Requests
- Insurance Claim Report
- Special Paid Duty Administration Fees
- Non Parental Custody Application
- Records Suspension (Pardon)
- Reconsideration/Appeal of a Criminal Record Check
- Photographs (4” by 6”)
- Alarm Reinstatements
- Children’s Aid Society (Family Court Order)

In addition, it was determined that there were some services/documents provided by the LPS at no charge whereby fees should be applied. As a result, new fees were added to the schedule for including:

- Marihuana Grow Operation/Clandestine Laboratory Letter
- National Parole Board of Canada Record Check (Clemency and Record Suspension)
- Compliance Notices (for more details, see next section 3.11 below)

The new fee structure was approved the LPSB and was not implemented until September 2013. The impacts will be assessed over time in terms of cost recovery.

### **3.11 Compliance Notices**

In early 2013, the TTP (Time To Produce) Program was reviewed. The TTP Program had resulted in approximately 15,000 "Warning Offence Notices" being issued annually to motorists who were then required to attend the PRC and prove that a violation had been rectified (e.g. document or equipment violations). In September 2013, the TTP Program was amended to allow members to issue Warning Offence Notices for moving violations or Compliance Notices for equipment or document violations. This new program requires the receiver of the notice to pay an administrative fee of \$20.00 for each Compliance Notice cancelled. The impact will be assessed over time in terms of cost recovery.

### **3.12 Cost Recovery for Special Events**

Due to an increase in the number of special events and the corresponding demands on LPS resources over the past number of years, the LPS has begun charging fees through Special Paid Duties ("hire-on" officers) for special events (e.g., parades) that were not previously charged for. The 2013 year end results will be available for the next Efficiencies Report.

### **3.13 Provincial Court Captains**

In 2012, a Provincial Court Captain Program was implemented. This program is an initiative of the Uniformed Division and is aimed at reducing the number of members that are unnecessarily on "stand-by" at Provincial Court awaiting court proceedings. A Court Captain is assigned each day that directs the attendance of the required members based on court progress, which they assess through ongoing communications with the prosecutor of the day. This allows LPS members to remain on patrol until contacted by the Court Captain with direction as to whether they are required or not. Previous to this program all members who had a matter scheduled for court would arrive at a set time and then await for their matter to be dealt with in no particular sequence which was an inefficient use of time. This program has shown great success at maintaining patrol staffing levels. The 2013 year end results will be available for the next Efficiencies Report.

### **3.14 Review of Programs and Services**

A review of programs and services that are currently being delivered by the LPS was undertaken during 2013 in order to identify appropriate service levels and alignment of programs. This review is an ongoing process and changes will continue to be implemented in light of an increasing workload coupled with the economic and fiscal constraints. The following are two initiatives that were implemented during 2013 as a result of this ongoing evaluation.

#### **Closure of Lambeth Substation**

During the past several years, the Lambeth Substation had been underutilized in an operational and was in a state of disrepair. As a result of a facility evaluation, it was determined that the costs associated with keeping this facility open could not be justified and the Lambeth Substation would permanently close. The closure of the substation was effective March 2013. It is anticipated that this closure will result in savings in terms of improvement repairs and ongoing operating costs, which will be available in the next Efficiencies Report.



### **Transfer of the Crossing Guard Program**

Historically, the management the Crossing Guard Program was overseen by the LPS. In September 2013 the program was transferred to the City of London which was in compliance with legislative requirements. This transfer enables the LPS to focus on core policing activities. The impacts and cost savings associated to this transfer will be available in the next Efficiencies Report.

### **3.15 Expansion of the Adult Pre-Charge Diversion Program**

During 2011, the LPS commenced an Adult Pre-Charge Diversion Pilot Project, which focused on adults who would have otherwise been charged with shoplifting offences, but who agreed to participate in an Alternate Measures Program. The pilot project was successful in terms of adults completing the program and in terms of saving officer time (cost avoidance of \$34,987 per year). Additional details of this analysis are provided in the initial Efficiencies Report.

As a result of the success of the pilot project, the LPS expanded the Adult Pre-Charge Diversion Program in April 2012 to include additional criminal offences that could be considered for “Direct Accountability” including:

- All theft under \$5000
- All possession under \$5000
- All mischief under \$5000
- All fraud under \$5000
- All false pretences under \$5000
- Cause disturbance (language, fighting, behavior etc.)
- Take motor vehicle without consent

The expansion of this program has been successful in diverting adults from the traditional court process. During 2012, the Adult Pre-Charge Diversion Success Rate was 87% for a total 137 adult participants.

### **3.16 Launch of the LPS E-learning Portal**

Beginning in 2009, the LPS began utilizing Canadian Police Knowledge Network (CPKN) E-learning courses as training tool. CPKN courses are developed in direct partnership with police subject matter experts to ensure that police officers are trained in police-specific situations, protocols and tactics. The LPS benefits not only from cost savings (e.g. reduced training time) but also from increased flexibility in scheduling courses. A detailed analysis in terms of cost savings (\$199,217) was provided in the initial Efficiencies Report.

The LPS subsequently entered into an agreement with CPKN regarding the creation of an LPS Portal with CPKN, which will further enhance the delivery of e-learning. This portal was launched in March 2013 and provides LPS officers quick and easy access to the following:

- Online CPKN courses
- Online OPVTA (Ontario Police Video Training Alliance) library of training videos

In addition to the foregoing, this portal also enables the LPS to post 10 internal customized online courses or videos that can be accessed by officers in the same manner as the CPKN courses.

The LPS anticipates continued savings as a result of these expanded training initiatives.