

**From:** [Stephanie Johanssen](#)  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** London Police Service Board Submission to Budget Committee: June 11th Meeting  
**Date:** Monday, June 9, 2025 6:32:00 PM  
**Attachments:** [image001.png](#)  
[Letter to London City Council LPSB 2025-06-09.pdf](#)  
[City Council Correspondence to LPSB Budget.pdf](#)

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Good evening,

On April 1<sup>st</sup> 2025, the London Police Service Board received correspondence from Budget Chair Pelosa and Mayor Josh Morgan about exploring shared efficiencies, advocacy opportunities, and revenue or capital strategies as part of the 2026 budget discussions.

Following receipt of this letter, the LPSB Finance Committee met with Budget Chair Pelosa to gain additional insight into enhancing communication with City Council on budget discussions.

The Board considered the April 1<sup>st</sup> correspondence at its meeting on May 15<sup>th</sup> and subsequently requested that the LPS provide some high-level points to inform a comprehensive response as part of a submission to the London City Council's Budget Committee for your June 11<sup>th</sup> meeting. I've attached the response from the LPSB as a submission.

Please let me know if you have any questions or require anything further at this time.

Kind regards,

Stephanie Johanssen



**STEPHANIE JOHANSSEN**  
LONDON POLICE SERVICE BOARD  
*Executive Director*

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June 10, 2025

London City Council  
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City of London

Sent via email to:

[budgetcommittee@london.ca](mailto:budgetcommittee@london.ca)

Dear London City Council,

**Re: London Police Service Board Submission to London City Council Budget Committee**

I am writing on behalf of the London Police Service Board (the Board) in response to your letter dated April 1, 2025, regarding opportunities to engage in an open and constructive dialogue on financial efficiencies.

The Board considered your correspondence at its meeting on May 15, 2025, and subsequently requested that the London Police Service (LPS) provide a high-level summary of key areas where efficiencies could be achieved, along with any other considerations to support a comprehensive response.

**The LPS has implemented several initiatives to improve efficiency, optimize resources, and manage long-term costs and has shared the following key points with the Board:**

*1. Organizational Efficiencies and Cost Savings*

**Human Resources & Recruiting:**

Internal process improvements, such as utilizing high school co-op students to digitize archived records and optimizing recruitment workflows, are expected to lead to efficiency gains. Additionally, outsourcing background checks to retired officers is being explored as a potential cost-saving measure. The balance between in-house and external sourcing, such as for promotional exams and videography services, is under review to identify opportunities for improved cost-effectiveness.

RYAN GAUSS CHAIR, NANCY BRANSCOMBE VICE-CHAIR

JOSH MORGAN, STEVE LEHMAN, SUSAN STEVENSON, MEGAN WALKER

**Technology Integration:**

Investments in digital platforms (e.g., HRIS, Time and Attendance, Microsoft Copilot, and automated forensic tools) are being implemented to streamline operations. Once fully deployed, these tools are expected to reduce manual workloads and improve operational efficiency.

**Service Delivery Enhancements:**

LPS continues to implement initiatives such as the Enhanced Services Unit, Online Reporting, Victim Choice Reporting, and Body-Worn Cameras, aimed at alleviating pressure on frontline officers, enhancing transparency, and improving processing times. The deployment of specialized roles such as Special Constables and Duty Inspectors supports task reallocation, optimizes resource deployment, and addresses public safety risks. Additionally, the integration of business analytics, in collaboration with the Evidence-Based Policing Unit, enables data-driven decision-making. These efforts ensure that the Executive Command Team has real-time access to information and evidence when making critical strategic decisions. The creation of 24/7 investigative teams continues to enhance community service and safety while contributing to reduced call response times.

**Procurement & Facilities:**

Through active participation in the Police Cooperative Purchasing Group (PCPG), LPS maximizes its purchasing power, benefiting from bulk discounts and standardized procurement processes. Additionally, a dedicated Facilities Project Manager is expected to enhance project coordination, minimize duplication, and promote operational efficiency.

## *2. Revenue Generation and External Funding*

**Grant Funding and Secondments:**

LPS has successfully secured funding through various provincial and federal programs, e.g., Mobile Crisis Response Team (MCRT), Closed-Circuit Television (CCTV), Victim Support, and Ontario Police College (OPC) secondments. These funding sources help offset operational costs and enhance service capacity, thereby limiting the impact of tax levies.

**Updated Fee Schedule:**

LPS is undertaking a comprehensive review of its Service Fee Schedule to ensure alignment with actual service delivery costs. This review, conducted with support from the York Regional Police Service, includes benchmarking against other municipal police services. An updated fee structure, reflecting more accurate cost recovery for services such as record requests, fingerprinting, and body-worn camera footage, will be presented to the Board for consideration. This update is intended to enhance revenue generation while maintaining fairness and transparency in service charges.

**Strategic Use of Joint Forces and Partnerships:**

LPS collaborates with other policing and enforcement agencies through formal agreements to explore opportunities for external funding, resource sharing, and enhanced operational effectiveness. These partnerships support complex investigations by enabling the sharing of expertise, personnel, and equipment. They also assist LPS in addressing high-risk or resource-intensive issues such as gun and gang violence, organized crime, and human trafficking more efficiently.

### *3. Capital Planning & Personnel Management*

**Asset Review & Optimization:**

As part of ongoing capital planning efforts, LPS regularly reviews its capital assets to assess whether replacements are necessary or can be deferred. This proactive approach ensures that capital investments are made strategically, asset life cycles are extended where feasible, and unnecessary expenditures are avoided, supporting responsible long-term financial planning.

**Hiring Delays & Vacancy Management:**

Key positions have been temporarily held vacant to identify short-term budget mitigation opportunities.

**Role Optimization & Workforce Efficiency:**

LPS continues to explore opportunities to transition appropriate roles from sworn officers to civilian members where operationally feasible. This allows sworn officers to focus on core policing duties while reducing overall personnel costs. Additionally, officers who are temporarily non-deployable are reassigned to meaningful administrative or support roles. This strategy ensures that all members contribute effectively to organizational priorities, improve resource utilization, and maintain high service standards.

**Training & Scheduling Optimization:**

LPS has prioritized on-duty training and strategic scheduling to minimize overtime and maintain effective frontline coverage without increasing staffing levels. Temporary and vacant supervisory positions are being filled using existing staff rather than through overtime hire-ons, generating cost savings while offering development opportunities. Furthermore, expanded cross-training and professional development programs equip more personnel to perform multiple roles as needed. This flexible staffing model enhances operational resilience, reduces reliance on overtime, and supports consistent service delivery across the organization.

### *4. Clarification on Ticket Revenue*

In response to an inquiry from the City regarding ticket revenue, it is important to clarify that LPS does not retain or receive revenue from traffic or offence tickets. All funds collected under the Provincial Offences Act (POA) are directed to the City of London, where they are accounted for

under the City's "Administration of Justice" service. This service is part of the broader "Public Support Services" grouping, which falls under the "Corporate, Operational and Council Services" program.

The Board has undertaken several measures to enhance budget monitoring and fiscal accountability. During its meeting on May 15, 2025, the Board approved a revised target for the London Police Service Reserve Fund, established at 4-6% of the London Police Service's net operating budget. The Board also requested that the LPS provide information in its 2026-2027 Budget Update Report on realized cost savings and potential future savings related to both efficiencies and revenue generation, within a range of \$1 million to \$1.5 million. This will be presented to the Board in September, and the outcome of those discussions will be communicated to the City Council after the meeting. The Finance Committee will continue to actively monitor financial performance and identify cost-saving opportunities throughout the year to ensure alignment with strategic priorities and budget objectives.

While cost-efficiency remains a priority, the Board's legislated mandate to ensure adequate and effective policing in the City of London takes precedence. No measures will be adopted that jeopardize service delivery or public safety.

We value this opportunity to collaborate in navigating the budget process and addressing shared challenges. The Board looks forward to ongoing dialogue and to exploring strategies that support operational efficiency, service excellence, and long-term financial sustainability.

Kind regards,

Ryan Gauss  
Chair, London Police Service Board

Cc:

Mayor Josh Morgan: [mayor@london.ca](mailto:mayor@london.ca)

Budget Chair Elizabeth Pelosa: [epelosa@london.ca](mailto:epelosa@london.ca)