



# LONDON POLICE SERVICE BOARD

## OPEN MEETING AGENDA SPECIAL BUDGET MEETING

Thursday, September 11, 2025

9:00am and 10:30am

Police HQ Executive Boardroom 601 Dundas Street

[Link to Livestream](#)

	ITEM	LEAD	DETAILS
<b>OPEN MEETING PART One: 9:00 am</b>			
1	Call Open Meeting to Order	Chair	
2	<b>Motion</b> to move to Closed meeting pursuant to Section 44(1)(b) and 44(2) of the <i>Community Safety and Policing Act</i>	Chair	Decision
<b>CLOSED MEETING AND BREAK UNTIL 10:30 am</b>			
<b>OPEN MEETING PART Two: 10:30 am</b>			
1	<b>Procedural Matters</b> Opening Remarks	Chair	Information
2	<b>Service Fees</b> <a href="#">Report #2509FF01</a>	Chief Truong	Decision
3	<b>Multi-Year Budget</b> <a href="#">Report #2509FF02</a> and <b>Budget Presentation</b> <ul style="list-style-type: none"> <li>Update on Budget Adjustments for 2026-2027</li> <li>Capital Forecast Planning</li> </ul>	Chief Truong	Decision
4	<b>2026 Assessment Growth Funding Submission</b> <a href="#">Report #2509FF03</a>	Chief Truong	Decision
5	<b>ADJOURNMENT</b>	Chair	



# LONDON POLICE SERVICE

## REPORT TO THE LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: September 11, 2025  
BOARD REPORT #: 2509FF01  
MEETING: Open  
CSPA SECTION: N/A

**TO:** Chair and Members of the London Police Service Board  
**FROM:** Treena MacSween, Deputy Chief  
**SUBJECT:** Fees and Charges  
**PURPOSE:** Seeking Decision

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### RECOMMENDATIONS:

THAT the London Police Service Board:

1. Approve Schedule "A", as attached, effective January 1, 2026, to amend fees and charges.
2. That the fees and charges set out in Schedule "A" shall be adjusted on January 1 of each year in accordance with the annual Consumer Price Index and the fees and charges so adjusted shall be rounded up to:
  - (a) the nearest dollar where the fee is less than \$100,
  - (b) the nearest \$10 where the fee is \$100 or more but less than \$1,000.
3. Approve the Draft Fees and Charges Bylaw, contained in Schedule "B", to impose fees and charges for services and activities provided by London Police Service.

### FINANCIAL IMPLICATIONS:

The 2025 Operating Budget includes \$1.51 million for expected revenues from fees and charges. Amendments proposed to these fees are projected to yield an additional \$0.76 million in revenues for 2026, with changes taking effect on January 1, 2026.

Realized revenue figures will depend on demand elasticity. Referencing a comparator organization, it was observed that demand demonstrated inelastic characteristics, as demand levels remained relatively stable despite increases in prices for Record Checks. These fee adjustments are necessary as rates have not been updated since 2017. An inflationary adjustment is planned for January 1, 2027, aligned with the Consumer Price Index (CPI).

### SUMMARY:

This report seeks consideration of a Bylaw, Schedule "B", for establishing fees and charges under the *Municipal Act, 2001*. In establishing service fees, the Board is seeking revenue for the services provided directly from the users who request them rather than taxpayers in general. The 'user-pays' approach provides the mechanism for individuals to choose whether or not to use and pay for certain services.

As outlined in Schedule "A", these fees and charges will be adjusted annually on January 1st, in line with the annual Consumer Price Index. The proposed rate changes will take effect on

January 1, 2026, providing adequate time to inform stakeholders of the updates. Notably, Schedule “A” introduces seven new fee categories including a fee for audio/video redaction services.

This report's fee schedule is formulated on a costing framework designed to fairly reflect escalating costs and align London's fees with those of comparable organizations by January 1, 2026. The framework incorporates inflation-adjusted increases and employs a standardized billing template to maintain consistency in costings.

**DISCUSSION:**

***Rationale for service fees and discounts***

Section 11 of the *Community Safety and Policing Act* requires police services to operate in a manner that is both efficient in resource utilization and effective in achieving community safety goals; this includes ensuring fiscal responsibility of public funds.

This report acknowledges the necessity of recovery for specific services by establishing a bylaw for fees and charges. Fees are appropriate for services that provide specific benefits to identifiable users, whereas municipal taxes typically fund services with broad benefits. This ‘user pays’ approach ensures that direct and indirect costs are borne solely by the individuals or groups using the services, thereby alleviating the financial burden on taxpayers at large. As a result, this system effectively reduces the financial impacts on the broader taxpayer base, who might not benefit directly from these services.

Many fees associated with volunteer activities are exempt or significantly discounted to reduce financial barriers to volunteer activities. Recognizing the value volunteers bring to the community, many of these activities are subject to significant discounts. This measure is intentionally structured to minimize financial impediments that volunteers might face, thereby encouraging and facilitating greater community involvement through volunteerism.

***London Police Services has among the lowest fees among its comparable peers***

A comparison of service fees reveals that the London Police Service has consistently maintained among the lowest fees across most categories when benchmarked against selected police services. This comparison includes Toronto Police Service, Peel Regional Police, Durham Regional Police, York Regional Police, and Ottawa Police Service. Key fee categories, such as criminal record check, vulnerable sector check, false alarm call, and paid duty administration fee, are highlighted, as they constitute the primary sources of fee revenue for the London Police Service.

**Table 1 Fees and Charges Comparators**

<b>Police Service (2025 Rates)</b>	<b>Vulnerable Sector Check</b>	<b>Criminal Record and Judicial Matters Check</b>	<b>Criminal Record Check</b>	<b>Paid Duty Administrative Fee</b>
London	\$45	\$45	\$45	15%
York Regional Police	\$79	\$90	\$90	24%
Ottawa	\$72	\$72	\$72	20-35%
Toronto	\$71.72	\$26.72	\$26.72	15%
Durham	\$57.75	\$57.75	\$57.75	20%
Peel	\$35	\$35	\$35	21.32%

Maintaining below average fees and charges results in foregone revenues compared to counterparts. This information shows that comparator organizations have chosen fees and charges that pass the direct and indirect costs of certain services, only to those individuals or groups that use the service, thereby reducing costs to the tax base.

### ***Additional Fees and Charges for Inclusion***

This review has identified LPS has not imposed fees or charges for the following:

Production of general occurrence reports;  
Audio/Video redaction services;  
Personnel file copies;  
Production of Officer notes and statements  
Paid duty canine fee, per assignment;  
Officer interviews; and  
Canine services.

Schedule “A” introduces fees for the above noted services. Notably, processing requests involving the redaction of audio/video footage, including from body worn cameras, necessitates extracting audio/video from police systems and executing redactions, as mandated by privacy laws to protect personal information. Schedule A imposes an hourly rate model, to accommodate the complexity and scope of each redaction request, ensuring that fees directly align with the time and resources utilized, whether the redaction needs are extensive or minimal.

### ***Implementation Plan***

The implementation of the new fees and charges are proposed to occur effective January 1, 2026 to allow lead-time to communicate fee changes with stakeholders. The lead time is needed to allow for administrative and information technology system changes and to allow for notification to consumers of the affected services. It is anticipated fees and charges will be further amended on January 1, 2027 for inflationary increases.

### **CONCLUSION:**

It is therefore recommended that the Board approve the draft Fees and Charges Bylaw and associated Schedule, effective on January 1, 2026.

**PREPARED BY:** Jody Graham, Director – Financial Services  
**REVIEWED BY:** Madeline Mckinnon, Director – Legal Services

**Attachments:** Schedule “A” Amended Fees and Charges Effective January 1, 2026  
Schedule “B” London Police Service Board Fees and Charges Bylaw

## Schedule "A" Amended Fees and Charges Effective January 1, 2026

Column 1	Column 2
<b>Record Checks</b>	
Criminal Record Check	\$74.00
Criminal Record Check - Volunteers	\$0.00
Criminal Record Check - Volunteers online*	\$9.95
Criminal Record and Judicial Matters Check	\$74.00
Criminal Record and Judicial Matters Check - Volunteers	\$0.00
Criminal Record and Judicial Matters Check - Volunteers online*	\$9.95
Vulnerable Sector Check	\$65.00
Vulnerable Sector Check - Volunteers	\$28.00
Vulnerable Sector Check - Volunteers online	\$28.00
Record Check Adjustment Fee	\$37.00
Broad Record Check	\$74.00
Local Criminal Record Search	\$74.00
Insurance Claim Report	\$74.00
Clandestine Drug Laboratory Property Check	\$47.00
Fingerprints - RCMP	\$36.00
Non-Parent Custody Application	\$85.00
Local Police Record Check - Record Suspension (Pardon)	\$100.00
Reconsideration of a Criminal Record Check	\$85.00
Name Change Application	\$74.00
Extra Copies of Police Checks	\$7.00
<b>Human Resources</b>	
Personnel File Copy	\$147.00
<b>Paid Duty</b>	
Paid Duty Officers, per hour per Working Agreement	By Rank
Paid Duty Vehicle, per hour	\$32.00
Canine, per assignment	\$44.00
Paid Duty Administrative Fee	20%
<b>Other</b>	
Audio/Video Redaction (per hour of search, research, redact, review)	\$82.00
Officer Notes and Statements, per occurrence	\$221.00
General Occurrence Report	\$82.00
Officer Interview, per hour	\$114.00
Photographs up to 10 images	\$47.00
Additional Photographs	\$8.00
<b>Road Safety</b>	
Full Reconstruction Report	\$2,837.00
Collision Investigation Reports, each	\$515.00
Scene Data (raw data), Scene Measurement, Field Sketches & Notes, Vehicle Crush Measurements, Scale Diagrams, Speed/Time and Distance Calculations, Opinions and Conclusions, Executive Summary	

\* - Fee payable to 3rd party provider for processing online request.

## **Schedule “B” London Police Service Board Bylaw**

A bylaw to impose fees and charges for services and activities provided by London Police Service

WHEREAS pursuant to section 391(1.1) of the *Municipal Act, 2001*, S.O. 2001, c. 25, the Board may impose fees or charges on any class of persons for services or activities provided or done by or on behalf of it, and for the use of its property, including property under its control;

NOW THEREFORE the Board hereby enacts as follows:

1. Every person making a request for a service or activity described in Column 1 of Schedule "A" annexed shall pay to the Board the fee plus applicable taxes set out in Column 2 of Schedule "A" opposite such service or activity, as of the applicable effective date.
2. The fees referred to in section 1 shall be payable at the time of making the request for the service or activity.
3. Schedule "A" annexed shall form part of this bylaw.
4. This Bylaw shall come into effect on September 11, 2025. ENACTED AND PASSED on September 11, 2025.

## Schedule "A"

Column 1	Column 2	
<b>Record Checks</b>	Criminal Record Check	\$74.00
	Criminal Record Check - Volunteers	\$0.00
	Criminal Record Check - Volunteers online*	\$9.95
	Criminal Record and Judicial Matters Check	\$74.00
	Criminal Record and Judicial Matters Check - Volunteers	\$0.00
	Criminal Record and Judicial Matters Check - Volunteers online*	\$9.95
	Vulnerable Sector Check	\$65.00
	Vulnerable Sector Check - Volunteers	\$28.00
	Vulnerable Sector Check - Volunteers online	\$28.00
	Record Check Adjustment Fee	\$37.00
	Broad Record Check	\$74.00
	Local Criminal Record Search	\$74.00
	Insurance Claim Report	\$74.00
	Clandestine Drug Laboratory Property Check	\$47.00
	Fingerprints - RCMP	\$36.00
	Non-Parent Custody Application	\$85.00
	Local Police Record Check - Record Suspension (Pardon)	\$100.00
	Reconsideration of a Criminal Record Check	\$85.00
	Name Change Application	\$74.00
	Extra Copies of Police Checks	\$7.00
<b>Human Resources</b>	Personnel File Copy	\$147.00
<b>Paid Duty</b>	Paid Duty Officers, per hour per Working Agreement	By Rank
	Paid Duty Vehicle, per hour	\$32.00
	Canine, per assignment	\$44.00
<b>Other</b>	Paid Duty Administrative Fee	20%
	Audio/Video Redaction (per hour of search, research, redact, review)	\$82.00
	Officer Notes and Statements, per occurrence	\$221.00
	General Occurrence Report	\$82.00
	Officer Interview, per hour	\$114.00
	Photographs up to 10 images	\$47.00
	Additional Photographs	\$8.00
	<b>Road Safety</b>	Full Reconstruction Report
	Collision Investigation Reports, each	\$515.00
	Scene Data (raw data), Scene Measurement, Field Sketches & Notes, Vehicle Crush Measurements, Scale Diagrams, Speed/Time and Distance Calculations, Opinions and Conclusions, Executive Summary	

\* - Fee payable to 3rd party provider for processing online request.



# LONDON POLICE SERVICE

## REPORT TO THE LONDON POLICE SERVICE BOARD

**BOARD MEETING DATE:** September 11, 2025  
**BOARD REPORT #:** 2509FF02  
**MEETING:** Open  
**CSPA SECTION:** N/A

**TO:** Chair and Members of the London Police Service Board  
**FROM:** Treena MacSween, Deputy Chief  
**SUBJECT:** **Update on Budget Adjustments for 2026-2027 and Capital Forecast Planning for 2035**  
**PURPOSE:** Seeking Decision

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### RECOMMENDATIONS:

THAT the London Police Service Board:

1. Approve an increase in the drawdown from the Benefits Reserve Fund (RF098) for 2026, from \$200,000 to \$1,000,000, to reduce the net tax-levy funded impact of the London Police Service Operating Budget by \$800,000.
2. Approve a drawdown of \$700,000 from the Police Service Reserve Fund (RF10100) to provide additional support to the 2026 Operating Budget.
3. Approve the revised 2026 Budget of \$195,776,415 (\$197,276,415 less \$800,000 and \$700,000).
4. Confirm the Operating Budget amount for 2027 as follows, with the understanding that a similar review will be undertaken as part of the 2027 Annual Budget Update for City Council's consideration:  
2027: \$212,888,574
5. Approve the Capital Budget forecast for 2035 in the amount of \$22,964,118.
6. Approve the relocation of remaining funds from PP4474 Backup Communication Centre to PP4325 Next Generation 911 Centre.
7. Approve that the Service retain the additional revenues projected from the revised Service Fees and Charges schedule to help offset related operating pressures.

## **FINANCIAL IMPLICATIONS:**

This report outlines key financial considerations for the London Police Service:

- **Operating Budget Adjustment:**

An increased drawdown from the Benefits Reserve Fund (RF098), from \$200,000 to \$1,000,000, along with an additional drawdown of \$700,000 from the Police Service Reserve Fund (RF10100), results in an adjusted 2026 Operating Budget of \$195,776,415. These measures are intended to reduce the tax levy impact while maintaining essential service delivery.

- **Long-Term Capital Planning:**

The updated 10-year Capital Plan includes a forecast of \$22,964,118 for 2035, supporting critical infrastructure and technology investments such as vehicle replacements, facility repairs, and technology upgrades.

Overall, the London Police Service (LPS) is providing a return of \$1.5 million to the City through reserve drawdowns. These measures promote financial sustainability while ensuring the Service remains well-equipped to meet community needs effectively.

## **SUMMARY:**

The LPS has completed a comprehensive review of its operating and capital budgets for 2026–2027.

For the operating budget, an increased drawdown from the Benefits Reserve Fund (RF098) and an additional drawdown from the Police Service Reserve Fund (RF10100) result in a revised 2026 Operating Budget of \$195,776,415. These adjustments are intended to reduce the tax levy impact while maintaining service levels and addressing financial pressures. The 2027 Operating Budget remains at \$212,888,574, with further reductions to be explored through the Annual Budget Update process.

On the capital side, the updated 10-year Capital Plan includes key projects for 2035, totaling \$22,964,118, with allocations for vehicle replacements, facility repairs, and technology upgrades.

Overall, the Service is returning \$1.5 million to the City, demonstrating a commitment to fiscal responsibility while continuing to support effective service delivery.

## **DISCUSSION:**

On February 29, 2024, London City Council approved the 2024 to 2027 Multi-Year Operating and Capital Budgets as well as the Capital Plan for 2028 to 2033.

Each year during the four-year budget cycle, the London Police Service Board (LPSB) has the opportunity to submit updates to the budget for City Council's consideration. This provision allows the Board to address significant financial changes or emerging needs that may arise.

For the 2026 Annual Budget Update, the LPS Administration has conducted a comprehensive review of the City's guidelines for budget adjustments and completed a thorough internal

evaluation. This process focused on identifying significant adjustments to operating and capital budgets that may necessitate updates.

**OPERATING BUDGET:**

Instructions from the City specify that only budget adjustments resulting in net budget reductions will be included in the 2026 Annual Budget Update for Council’s consideration. If a net budget increase is deemed necessary, prior communication with the City Treasurer is required before proceeding with any budget adjustments.

LPS Administration has conducted a comprehensive analysis of current financial pressures, operational needs, and budgetary constraints. This review involved detailed consultations with Budget Managers and an assessment of various financial scenarios to ensure that the existing budget allocations for 2026 through 2027 are adequate to support ongoing operations and address anticipated challenges.

A separate report will be brought forward to the Board regarding Assessment Growth positions which will also be submitted to City Council as part of the 2026 budget process. This report will outline the need for additional funding to support the city's continued growth, address increasing workload demands, and help close the staffing gap, ensuring the LPS can continue to deliver high-quality services effectively and sustainably.

Below is a summary of the operating budget approved to date for 2026 to 2027 through the Multi-Year Budget process. It is presented by Category and by Department/Division.

*Summary of Approved Operating Budget (2026-2027)*

<b>Category</b>	<b>2026</b>	<b>2027</b>
<b>Operating Base Budget:</b>	\$168,351,698	\$177,981,490
<b>Assessment Growth (2024):</b>	\$4,580,090	\$4,580,090
<b>Assessment Growth (2025):</b>	\$4,812,687	\$4,812,687
<b>Business Cases:</b>		
<b>Public Safety &amp; Infrastructure Modernization</b>	\$15,274,138	\$18,210,488
<b>Next Generation 911 Centre</b>	\$2,661,376	\$3,122,543
<b>Facility Masterplan &amp; Protective Services</b>	\$1,059,450	\$3,421,712
<b>Training Campus</b>		
<b>Police Equipment &amp; Vehicle Requirements</b>	\$536,976	\$759,564
<b>OPERATING BUDGET TOTAL</b>	<b>\$197,276,415</b>	<b>\$212,888,574</b>

Department/Division	2026	2027
<b>Police Service Board:</b>	\$902,365	\$918,461
<b>Executive Administration:</b>	\$10,171,217	\$10,987,516
<b>Human Resources Division:</b>	\$4,809,192	\$5,025,878
<b>Corporate Services Division:</b>	\$8,731,348	\$9,258,837
<b>Facilities, Finance and Fleet Division:</b>	\$18,011,220	\$21,432,761
<b>Uniformed Division:</b>	\$102,109,290	\$108,856,320
<b>Criminal Investigation Division:</b>	\$29,596,899	\$31,587,779
<b>Support Services Division:</b>	\$22,944,884	\$24,821,022
<b>OPERATING BUDGET TOTAL</b>	<b>\$197,276,415</b>	<b>\$212,888,574</b>

### *Operating Pressures (2026-2027)*

As part of its annual financial planning process, the LPS employs a **zero-based budgeting approach**, rebuilding the budget from the ground up rather than relying on prior allocations. This disciplined methodology plays a critical role in ensuring that every dollar is purposefully allocated. By requiring all operational needs to be thoroughly assessed, discussed, and justified from first principles, it fosters a culture of strategic prioritization, transparency, and fiscal accountability. Zero-based budgeting not only strengthens financial stewardship but also enhances the organization's ability to adapt to evolving needs and deliver value to the community with integrity and efficiency.

Over the past several months, the Service has been actively engaged in updating the budget for the 2026–2027 period. Through this process, several financial pressures have been identified, revealing that the current funding allocation is insufficient to meet projected operational demands. As a result, the Service will need to prioritize initiatives and service delivery requirements within the existing budget framework.

### *Opportunities to Mitigate Operating Pressures*

To support the LPS in addressing operational demands and balancing the 2026 budget, two key opportunities for budget adjustments have been identified:

- **Service Fee Review:** A revised LPS fee schedule, based on the York Regional Police costing framework and tailored to local context, is projected to generate approximately \$0.76 million in additional revenue.
- **Reserve Fund Drawdowns:** Increasing the drawdown from the Benefits Reserve Fund (RF098) from \$200,000 to \$1,000,000 would provide \$800,000 in budget support while maintaining a healthy reserve balance in 2026. A similar drawdown may be considered for 2027. Additionally, a drawdown of \$700,000 from the Police Service Reserve Fund (RF10100) is recommended to further support the 2026 Operating Budget. Combined, these reserve adjustments total \$1.5 million in operating support.

While both strategies offer meaningful relief, it is recommended that a balanced approach be taken; applying reserve drawdowns to reduce the operating budget and support the tax levy, while retaining service fee revenues to address internal pressures. Even with these measures in place, including the retention of funds from the service fee review, a budget gap remains for 2026–2027. Further refinements will be necessary, and the Executive Command Team will continue to assess and explore strategies to address the remaining shortfall.

## Police Service Board Budget

For the year 2026, the London Police Service Board is requesting an operating budget of \$913,308.

The requested increase related to the Board's approved budget will be accommodated through budget housekeeping transfers in 2026. A budget amendment is not necessary to support the requested increase from \$902,365.

The LPSB budget is integrated into the larger LPS budget; although the Board operates as a separate entity under its own business unit, one collective fund is shared. When dedicated funds are required by the Board, these expenses must be accommodated within the overall Police Service budget, whether classified as operating or capital expenditures.

The implications associated with this request have been discussed with both the Board and Senior Administration and can be accommodated within the currently existing and defined budget envelope.

### CAPITAL BUDGET:

#### 2035 Capital Budget Update

The Capital Budget for 2035 requires an update to reflect the continuation of existing capital requirements and ongoing needs. This update involves maintaining a rolling 10-year Capital Plan, which includes incorporating the year 2035 into the plan. Detailed descriptions and budget projections for key capital projects are provided to ensure transparency and alignment with long-term strategic goals.

Capital Projects	2035 Budget
<b>Replacement Vehicles (PP4314)</b> Cyclical replacement of London Police Service Vehicles. Replacement is governed by specific use, mileage, and service requirements.	\$4,258,105
<b>Headquarters Building Major Repairs (PP4444)</b> Regular, ongoing maintenance and upgrades to Headquarters (601 Dundas Street). Ongoing expenses are expected as a result of the aging facility.	\$4,793,580
<b>Police Misc. Equipment (PP4291)</b> Lifecycle replacement of existing police equipment, including various protective gear and forensic tools essential for police operations.	\$2,105,504
<b>Police Technology Equipment (PP4295)</b> Ongoing replacement of technological upgrades to support operations, such as Network Switch Replacement, Administrative Phone System Replacement, End User Devices, Infrastructure Devices and Multimedia Devices.	\$9,682,540
<b>Police Outfitting (PP4465)</b> Funded through Development Charges for police officer outfitting, including non-personal equipment and radios.	\$51,530
<b>Portable Radio User Gear (PP4405)</b> Replacement of portable, mobile and in-car radios to maintain service levels and ensure officer safety and access to essential communication tools.	\$57,869
<b>Next Generation 911 Centre (PP4325)</b> Cyclical replacement of NG911 hardware to meet CRTC mandates and maintain effective 911 communication systems.	\$1,132,007
<b>Back-up Communication Centre (PP4474)</b>	\$27,805

<b>Capital Projects</b>	<b>2035 Budget</b>
Infrastructure upgrades for the Back-up Communications Centre to ensure continuity in emergencies.	
<b>Police Storage Server (PP4406)</b> Regular, ongoing maintenance and upgrade of storage server and infrastructure requirements to meet the evolving needs of the organization.	\$855,178
<b>CAPITAL BUDGET TOTAL</b>	<b>\$22,964,118</b>

*Capital Pressures (2026-2027)*

In parallel with the operating budget review, a comprehensive assessment of capital requirements has been completed. This process has surfaced several significant pressures that require attention and strategic planning. While available capital funding is limited, the Executive Command Team is actively reviewing and prioritizing these requests to ensure alignment with organizational goals and operational readiness. These pressures represent essential investments in infrastructure, technology, and equipment that are critical to maintaining service continuity and supporting modernization efforts.

There are no proposed amendments to the approved Capital Budget for the 2026 to 2027 period. The current Capital Budget remains aligned with the original four-year budget cycle and continues to support the planned projects and expenditures within this timeframe.

*Other Capital Considerations*

*Request for Capital Reallocation: PP4474 to RTOC/Primary Data Centre/Communication Upgrade Project*

Under Board Report 22-40, \$2.87M was approved from the Police Service Reserve Fund to support Project PP4474 (Back-Up Communication Centre) in relation to NG911 requirements. With the project now complete, \$1,189,805 in unspent funds remain. The LPS is requesting approval to reallocate these funds to the RTOC/Primary Data Centre/Communication Upgrade project.

Project PP4474 was originally intended to establish a standalone backup communications facility but was implemented as a co-located solution within Headquarters, resulting in limited redundancy. The RTOC project now includes a purpose-built Primary Data Centre that fully integrates the intended scope of PP4474, offering enhanced Business Continuity Planning (BCP), Disaster Recovery (DR), and modern infrastructure capabilities.

This reallocation is budget-neutral, strategically aligned with the Service’s modernization goals, and necessary to address current and future emergency service requirements. It ensures optimal use of approved capital while eliminating inefficiencies and supporting long-term operational resilience.

As of July 31st, the following funds are allocated to support the RTOC/Primary Data Centre/Communication Upgrade project:

- PP4472 RTOC – \$355,238
- PP4328 NG911 Centre Business Case #P-L8 (MYB approved) – \$4,386,260
- PP4325 NG911 Centre (Primary Data Centre) – \$1,859,343 (originally underfunded; supplemented by approximately \$2.5M in provincial funding)
- PP429524 Police Technology Capital – \$1,232,961 (budgeted for the Modern Data Centre)

The remaining funds from PP4474 are the final piece needed to fully fund the project. The reallocation will ensure the budget is complete and allow the Service to proceed with this critical operational infrastructure.

### *Electric Vehicle (EV) Strategy and Business Case #P-29*

As part of the ongoing fleet strategy, the Service continues to implement a phased rollout of electric vehicles (EVs) across various policing functions. Early testing of the use of EVs has shown strong performance when used in administrative and subdued policing roles. In 2026, two new EVs will be deployed as part of a proof-of-concept for frontline patrol operations.

The use of Hybrid vehicles, which incorporate EV technology, have proven to perform very well in a variety of policing applications and offer a practical alternative without requiring additional vehicle charging infrastructure. Since 2020, Hybrid vehicles have been trialed across the fleet for both frontline and administrative use, demonstrating their versatility and reliability. As a result, Hybrid vehicles have emerged as the preferred option in the broader EV transition, enabling continued progress toward emissions reduction while addressing infrastructure and operational challenges. Hybrid vehicle expansion will utilize the remaining funding in the 2026-2027 business case fund.

### *POLICE BENEFITS RESERVE FUND (RF098):*

Each year, a draw is made from the Benefits Reserve Fund, which is recorded as a revenue item in the Operating Budget. This draw is carefully analyzed annually to ensure that the funds are strategically utilized to mitigate increases in self-insured medical and dental benefits. Under the Board's authority, these funds are managed by the Administration to help manage and offset rising costs in group benefits.

It is important to note that if the Benefits Reserve Fund becomes depleted in the future, it would necessitate an increase in the Operating Budget.

During the 2024–2027 Multi-Year Budget (MYB) process, the Board approved a draw from the Benefits Reserve Fund to help offset projected increases in benefit costs, specifically, \$600,000 in 2024, \$400,000 in 2025, and \$200,000 in both 2026 and 2027. The draw for 2024 was not required, and the planned drawdown for 2025 is also not expected to proceed.

Looking ahead to 2026, it is recommended that the Board increase the draw from the Benefits Reserve Fund to \$1,000,000, rather than the previously planned \$200,000. If the Board supports the proposed adjustment, the reserve would remain in a healthy position and could be reassessed for a potential adjustment in 2027.

### *POLICE SERVICE RESERVE (RESF10100):*

The LPS maintains a Reserve Fund, intended for funding initiatives that support Police Services, including tax-supported budget contingencies to mitigate unforeseen events or one-time unanticipated revenue losses and expenses leading to budgetary deficits or fluctuations. The funds may be utilized for:

- (a) One-time initiatives/projects; or
- (b) Initiatives/projects that require a temporary source of financing not to exceed four years.

After reviewing the 2026 budget and projections for the Reserve Fund, it is recommended that a strategic drawdown of \$700,000 for 2026 occur to reduce the net (tax levy funded) impact of the

LPS operating budget. While this is a one-time drawdown for 2026, LPS Administration will continue to review and explore opportunities for additional budget reductions in preparation for the 2027 Budget Update.

**CONCLUSION:**

In summary, the LPS has reviewed its 2026–2027 budgets, proposing reserve drawdowns to ease the 2026 tax levy while maintaining essential services. The Service remains committed to identifying further budget reductions in 2027 through the Annual Budget Update process. The ongoing commitment to identifying additional budget cuts reflects the Service’s dedication to flexibility and prudent management of public resources.

The Capital Plan for 2035 emphasizes the importance of sustaining critical infrastructure and technology, ensuring the LPS is well-prepared to meet the changing needs of the community effectively. As part of this, the Service seeks approval to reallocate unspent funds from Project PP4474 to the RTOC/Primary Data Centre/Communication Upgrade Project, supporting modernization and resilience.

**PREPARED BY:** Jody Graham, Director – Financial Services

**Attachment:** Budget Amendment – London Police Service Draw from Reserve Funds

## Business Case # - London Police Services Draw from Reserve Funds

Primary Strategic Area of Focus: Well-Run City

Primary Outcome: Londoners experience good stewardship, exceptional and valued service.

Primary Strategy: Conduct targeted service reviews to ensure the efficient and effective allocation of resources.

Budget Business Case Type: Cost or Revenue Driver

Ongoing Funding: No [2026]

Description: Strategic drawdown from the London Police Services (LPS) Reserve Fund and Benefits Reserve Fund in 2026 to reduce the net tax levy impact of the LPS budget.

Service(s): London Police Services

Lead: Chief Thai Truong, London Police Services

Budget Business Case Tax Levy Impact Table (\$ Thousands)

Tax Levy Impact Detail	2024	2025	2026	2027	2024 to 2027 Total
Annual Tax Levy Impact	N/A	N/A	-\$1,500	\$0	-\$1,500
Estimated Annual Tax Payer Impact \$ <sup>1</sup>	N/A	N/A	TBC by FP&P	TBC by FP&P	TBC by FP&P
Estimated Annual Tax Levy Change %	N/A	N/A	TBC by FP&P	TBC by FP&P	TBC by FP&P (Average)
Estimated Incremental Tax Payer Impact \$ <sup>1</sup>	N/A	N/A	TBC by FP&P	TBC by FP&P	TBC by FP&P (Average)

Subject to rounding.

1) Calculated based on the average assessed value of \$252 thousand for a residential property (excludes education tax portion and impacts of tax policy).

## Business Case Summary

The LPS Board and LPS administration have reviewed the 2026 budget and projections for the LPS Reserve Fund and Benefits Reserve Fund. The LPS Board recommends a strategic drawdown of \$700,000 for 2026 from the LPS Reserve Fund and \$800,000 for 2026 from the Benefits Reserve Fund in order to reduce the net (tax levy funded) impact of the LPS budget. While this is a one-time drawdown for 2026, LPS administration will be reviewing opportunities for additional budget reductions in preparation for the 2027 Budget Update.

## Financial and Staffing Impacts

Operating Budget Table (\$ Thousands)	2024	2025	2026	2027	2024 to 2027 Total
Previously Approved Net Budget (Tax Levy) – London Police Services	N/A	N/A	\$197,276	\$212,888	\$410,164
Adjustment	N/A	N/A	-\$1,500	\$0	-\$1,500
Adjusted Net Budget (Tax Levy)	\$0	\$0	\$195,776	\$212,888	\$408,664

Subject to rounding.

Staffing Adjustment - Cumulative	2024	2025	2026	2027
# of Full-Time Employees Impacted	N/A	N/A	0	0
# of Full-Time Equivalents Impacted	N/A	N/A	0.0	0.0
Cost of Full-Time Equivalents (\$ Thousands)	N/A	N/A	\$0	\$0

Subject to rounding.

## Environmental, Socio-economic Equity and Governance (ESG) Considerations

Environmental, Socio-economic Equity and Governance Relevance Profile for this Business Case:

### Environmental:

This Business Case does not include any new greenhouse gas emission sources or increased emissions from existing sources.

This Business Case is not expected to have any impact on greenhouse gas emissions in the community.

This Business Case is not expected to have any impact on community adaptation and resilience in the community.

### Socio-economic Equity:

This amendment will reduce the required tax levy, making services more affordable. It is not anticipated that approving this amendment will negatively impact equity-deserving and other vulnerable groups, as fundamentally this amendment is not resulting in any change in services or service levels.

### Governance:

There are no anticipated risks as fundamentally this amendment is not resulting in any change in services or service levels. LPS will continue to regularly monitor budget progress and the balance of the LPS Reserve Fund and provide formal updates to the LPS Board and through the City's semi-annual budget monitoring process and annual Reserve Fund Monitoring process.



# LONDON POLICE SERVICE

## REPORT TO THE LONDON POLICE SERVICE BOARD

**BOARD MEETING DATE:** September 11, 2025  
**BOARD REPORT #:** 2509FF03  
**MEETING:** Open  
**CSPA SECTION:** N/A

**TO:** Chair and Members of the London Police Service Board  
**FROM:** Treena MacSween, Deputy Chief  
**SUBJECT:** 2026 Assessment Growth Funding Submission  
**PURPOSE:** Seeking Decision

### RECOMMENDATION:

THAT the London Police Service Board approve the request for Assessment Growth funding to support the addition of 19 positions for 2026, as outlined in the submission.

### FINANCIAL IMPLICATIONS:

The funding request for the assessment growth positions is outlined as follows:

Type	Permanent	One-time	Total
Operating	\$3,303,928	\$153,593	\$3,457,521
Capital	\$0	\$289,089	\$289,089
<b>Total</b>	<b>\$0</b>	<b>\$442,682</b>	<b>\$3,746,610</b>

*Note: The Operating allocation (Growth area X unit of measure cost of service) equates to \$3,757,135 (8,900 residents x \$422.15/resident).*

### SUMMARY:

The City of London's Assessment Growth Policy prioritizes funds for city growth, with such allocations requiring approval from the City Treasurer. In line with this policy, the London Police Service (LPS) Administration is seeking funding for 19 full-time equivalent positions (14 sworn officers and 5 civilian staff) for 2026. The proposed positions are as follows:

- Constable, Frontline, Patrol Operations Branch: 2
- Constable, Road Safety Section: 2
- Constable, Intimate Partner Violence Unit: 2
- Constable, Hate Crime Officer: 1
- Detective Constable, Sexual Assault / Child Abuse Section: 1
- Detective Constable, Financial Crime Unit: 1
- Constable, Digital Forensic Unit: 1
- Constable Specialist, Technical Support Unit: 1
- Sergeant, Executive Administration: 2
- Staff Sergeant, Real Time Operations Centre: 1
- Administrative Assistant, Patrol Operations Branch: 1
- Procurement Supervisor, Financial Services: 1

- Asset Management Specialist, Financial Services: 1
- Risk and Quality Assurance Specialist, Corporate Support and Continuous Improvement Branch: 1
- Fingerprint Records Coordinator, Forensic Identification Section: 1

The accompanying Assessment Growth Business Case provides a detailed rationale for these additions, demonstrating their alignment with public safety objectives. This staffing strategy positions the Service to effectively respond to current challenges and future demands, contributing to a safer and well-supported community across London.

**CONCLUSION:**

In summary, the London Police Service's request for 19 additional positions in 2026 is vital to address the demands of a growing population and ensure the ongoing delivery of essential services. This request is in alignment with the City's Assessment Growth Policy and highlights the importance of maintaining public safety. Approval of this proposal will enable the LPS to effectively meet operational needs in 2026, ultimately contributing to a safer and more secure City for residents of London.

**PREPARED BY:** Jody Graham, Director – Financial Services

Attachment: 2026 Assessment Growth Business Case

# 2026 Assessment Growth Business Case

Service Grouping: Protective Services  
Service: London Police Service  
Description of Case: Increase complement to address growth needs

## 1. Current State

### a) Description of Current Services Provided

Under the *Community Safety and Policing Act*, police officers are mandated to deliver a broad range of services around the clock, including preserving public peace, preventing and investigating crime, assisting victims, apprehending offenders, laying charges, supporting prosecutions, responding to emergencies, and managing associated administrative responsibilities. These duties are shaped by legislation, common law, and case law, and must be fulfilled regardless of population size.

However, sustained population growth directly increases the volume, complexity, and urgency of calls for service. This places greater pressure on existing resources and intensifies operational demands. While civilian staff provide vital administrative and logistical support, sworn officers remain responsible for the most critical and time-sensitive functions.

To maintain effective, responsive, and legally compliant policing in the face of growing demand, additional resources are essential. These investments ensure that police services continue to meet the needs of the community while upholding their legislative mandate.

### b) Current Cost of Services Provided

Applicable Service or Service Component	2025 Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
London Police Service	\$186,701,258	1073.00	1076.40

c) Unit of Measure (one required, up to three may be entered)

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Population	472,800

d) Current Cost by Unit of Measure

Cost/Unit of Measure
2025 Gross Operating Budget / Population $\$199,594,276 / 472,800 = \$422.15$

e) If this is a Contracted Service, what is the Percentage Contracted Out?

No services are contracted out.

f) Assets Currently Used to Provide Service and Unit of Measure:

Asset: Vehicles, Technology (Computers/Docks/Monitors/Tablets), Office Space (Furniture, Lockers, Renovations), Police Equipment.

Unit of Measure: 1 per 3.5 Patrol Officers, related to each position (requirements vary), Required for each police position.

## 2. Operating Request

a) Description of request and impacts.

To keep pace with the growth within the City of London, provide adequate and effective police service to a growing city, and to close the frontline staffing gap, the London Police Service is seeking a total of 19 Full-Time Equivalent positions (14 police and 5 civilian) for 2026. These positions are representative of frontline, investigative, and support roles.

There is a clear connection between population growth, the positions being requested, and overall community safety. Internally efforts have been made to identify efficiencies, restructure work groups to enhance service delivery, and implement technology to support these improvements. Each requested position plays a distinct role in keeping London’s residents safe. Where feasible, existing roles have been repurposed to meet emerging needs; however, no further reallocation is possible without compromising service effectiveness. The positions outlined in this request are essential to maintaining public safety in a growing city. The specific requests are outlined in the “Other Information” section below.

Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE \$
19	19	\$3,182,028

b) Operating Request (Choose most appropriate metric or average of metrics)

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
\$422.15	8,900	\$3,757,135
Calculated Operating Request		\$3,757,135
Total Operating Request		\$3,457,521

c) Description of Growth in Metric and Rationale

London’s rapid population growth, increasing density, and urban intensification are significantly reshaping the demands placed on police services. Strategic revitalization efforts—particularly in areas like Old East Village, Midtown and the downtown core—are attracting more residents and creating vibrant, high-density communities with increasingly complex public safety needs. City-led initiatives aimed at encouraging growth in these areas are expected to accelerate this trend.

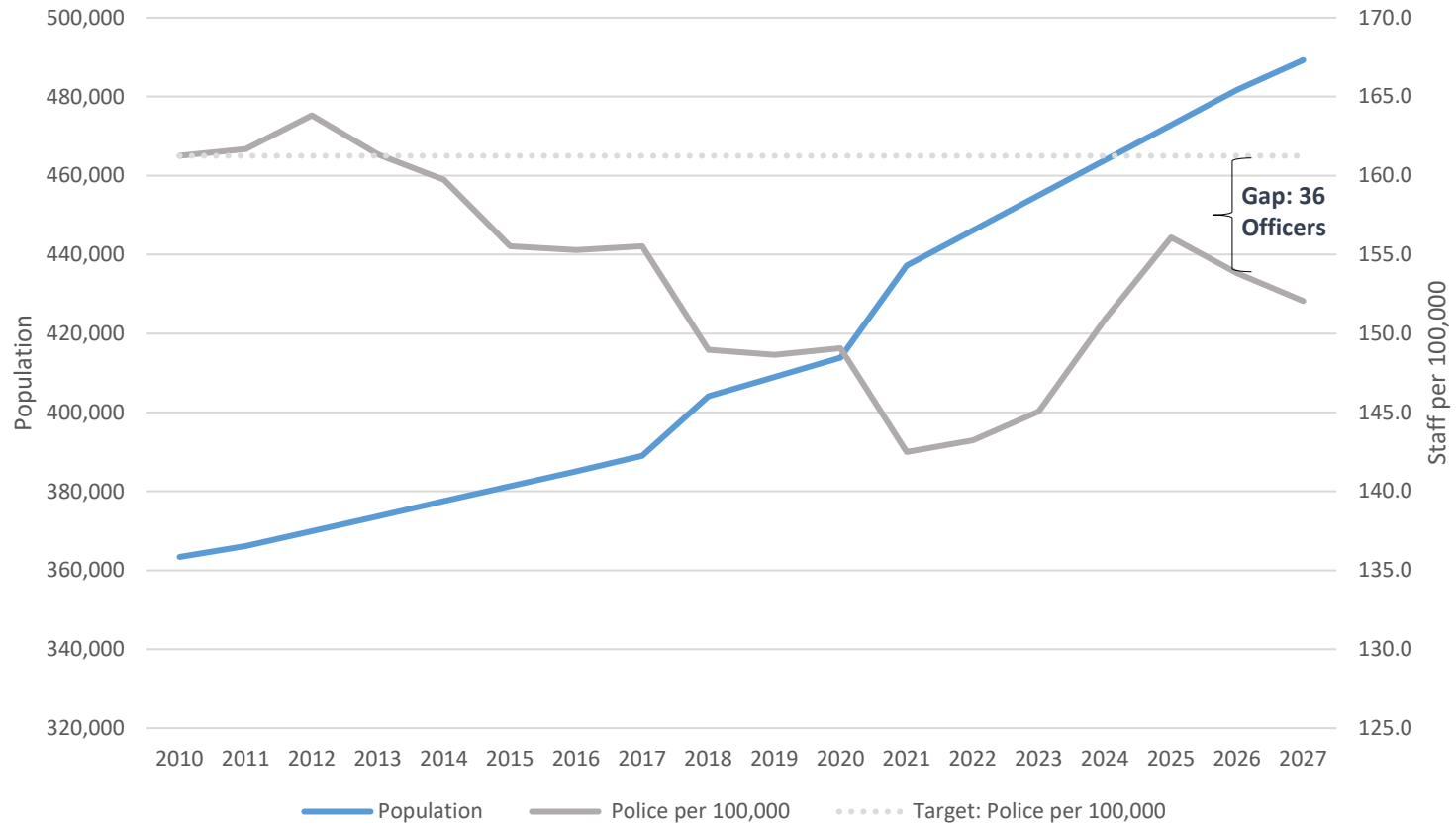
These demographic changes are measurable. London's permanent population is projected to increase from 437,200 in 2021 to 481,700 by 2026. The downtown area is central to London's growth strategy, expected to absorb a large share of new high-density housing and jobs, reinforcing it as the city's economic, cultural, and transit hub. The growth projections further intensify calls for service, increase the need for proactive engagement, and introduce new challenges in crime prevention, public order, and emergency response.

As the city grows, so too does the complexity and volume of work required to maintain public safety. Without a proportional investment in police resources, including personnel, technology, infrastructure, and specialized support, the ability to respond effectively and equitably will be compromised. Slower response times, reduced visibility, and limited capacity to address emerging issues are real risks if resources do not keep pace with growth.

To sustain service levels and meet the evolving needs of London's diverse and expanding population, strategic investment in police resources is essential. This includes not only staffing, but also the tools, systems, and support necessary to deliver modern, responsive, and community-focused policing.

As London's population continues to grow, maintaining the current authorized complement of sworn officers will result in a declining police-to-population ratio. To preserve the lean benchmark ratio of 161.3 officers per 100,000 residents — established in 2010 — an additional 36 sworn members will be required to maintain this ratio with a projected population of 481,700 in 2026. This benchmark was utilized in lieu of the higher 2023 Ontario police-to-population average ratio of 171 outlined by Statistics Canada. This increase should be funded through Assessment Growth, in alignment with the approved sworn positions outlined in the Multi-Year Budget Business Cases. Expanding the sworn complement proportionally with population growth is critical to sustaining effective service delivery, ensuring that the LPS remains responsive, visible, and capable of meeting the evolving needs of the community

### London Population Growth to Number of Officers



### 3. Capital Request

#### a) Capital Request

Capital Project Number and Description:	Permanent	One-Time	2026 Total
PP431426 – Replacement Police Vehicles	\$0	\$0	\$0
PP429126 – Police Equipment	\$0	\$1,455	\$1,455
PP429526 – Police Technology Equipment	\$0	\$54,855	\$54,855
PP444426 – Police Headquarters Building Major Repairs	\$0	\$199,400	\$199,400
PP440524 – Police Radio User Gear Replacement	\$0	\$33,379	\$33,379
<b>Total Expenditure</b>	<b>\$0</b>	<b>\$289,089</b>	<b>\$289,089</b>

#### b) Description of impacts

Due to the shift overlap among constables, immediate access to patrol vehicles is essential to maintain operational readiness. Based on current inventory and staffing levels, three additional vehicles are required to support the sworn positions being requested in this business case. Each vehicle must also be equipped with an in-car mobile radio to ensure reliable communication.

All requested positions require technology to support daily operations. This includes standard equipment such as desktop computers, monitors, and laptops, tailored to the specific needs of each role.

Outfitting costs for police personnel include essential protective gear, such as external body armour and carriers. The London Police Service is obliged to provide appropriate equipment to meet its duty of care and ensure the health and safety of its officers.

To accommodate these new positions, renovations are needed at Headquarters (601 Dundas Street). This includes reconfiguring existing space, expanding locker and storage areas for frontline officers, and purchasing office furniture to support administrative and operational functions.

A portion of funding for outfitting, portable radio gear, firearms and vehicles for sworn members is available through capital accounts PP446519, PP446524, PP440524 and PP431425. As a result, the total funding request has been reduced by \$331,717.

**4. Summary of Request**

The Operating allocation (Growth area X unit of measure cost of service) equates to \$3,758,544 (8,600 residents x \$437.04/resident).

Type	Permanent	One-time	Total
Operating	\$3,303,928	\$153,593	\$3,457,521
Capital	\$0	\$289,089	\$289,089
<b>Total</b>	<b>\$0</b>	<b>\$442,682</b>	<b>\$3,746,610</b>

**5. Environmental, Socio-economic Equity and Governance (ESG) Considerations**

**Environmental:**

Corporate Greenhouse Emissions – This business case is expected to result in increased greenhouse gas emissions due to the direct use of fossil fuels as a result of the additional fleet vehicles when in use.

Community Greenhouse Gas Emissions – The impact on greenhouse gas emissions is directly attributable to the London Police Service’s fossil fuel consumption, independent of community-wide factors.

Community/Corporate Resilience – This business case is not anticipated to affect community adaptation or resilience. Increasing frontline staffing will enhance the city’s ability to respond to extreme weather events. Officers will be equipped to support evacuation efforts, disaster management, and maintain public order during emergencies. Additional officers and support staff will strengthen coordination and communication between the police service and other emergency response agencies. A well-resourced service can also engage in proactive community outreach and educational initiatives to better prepare residents for extreme weather events.

**Socio-economic Equity:**

It is essential that all community members feel secure, and heightened police presence contributes significantly to this objective. Police must operate proactively and authentically engage with the community to ensure equitable outcomes,

particularly for socio-economically disadvantaged populations. This process begins with recruiting personnel reflective of the communities they serve and embedding socio-economic considerations into strategic planning, budgeting, and resource allocation. Currently, frontline officers often move rapidly from call to call, which can hinder meaningful engagement. When interactions are rushed, community members may feel undervalued, potentially undermining trust and confidence in police services.

Socio-economic equity in policing involves distributing law enforcement resources and strategies to address the needs of all communities, especially those historically underserved. This approach enhances public safety and builds community trust and resilience. Investing in policing with an equity focus not only fulfills a moral obligation but also serves as a strategic advantage. By aligning resources with the needs of vulnerable populations and prioritizing inclusive engagement, municipalities can create safer and more equitable societies, ensuring public safety is a shared right.

**Governance:**

Expanding the ranks of officers and support staff within the London Police Service is projected to yield significant governance benefits, including enhanced public safety, lower crime rates, improved traffic enforcement at high-risk locations, strengthened community policing and emergency response, development of specialized units focused on high-impact crimes affecting vulnerable populations, and notable cost reductions through decreased overtime expenditures associated with understaffing.

Conversely, an under-resourced police service poses substantial governance risks, such as difficulty meeting legislative deadlines, delays in evidence disclosure leading to stayed proceedings, declining clearance rates, rising crime severity, and diminished proactive enforcement capacity. London's Overall Crime Severity Index (CSI) for 2024 stands at 65.89, which is 8.57% higher than Ontario's index of 60.69. This difference is particularly notable in non-violent crime, where London's index is 60.07 compared to Ontario's 52.97. This disparity may put a strain on local policing resources. Strategic funding could be instrumental in addressing ongoing non-violent crime issues. The greater overall crime burden in London compared to the provincial average highlights the need for targeted public safety resources.

## 6. Other Information

- **2x Constable – Uniformed Division – Patrol Operations Branch (Sworn – additional positions)**

Frontline officers are the first point of contact for the public and are responsible for responding to emergencies, conducting investigations, maintaining public order, and building trust within the community. As call volumes grow, the capacity of existing officers to respond promptly and thoroughly is stretched, risking slower response times and reduced visibility in neighbourhoods.

According to Statistics Canada, the gap between police resources and population growth in Ontario and Canada continues to widen. In 2023, Ontario's average ratio of authorized police officers per 100,000 residents was 171 and Canada's was 178. Currently, the LPS ratio stands at 156.1 officers per 100,000 residents — well below both provincial and national averages. London's sustained population growth is placing continued pressure on frontline policing. As the city expands, both in population and geographic footprint, the demand for timely, visible, and effective police presence continues to rise. New residential developments, intensified urban areas, and revitalized neighbourhoods are generating more calls for service, more complex incidents, and a greater need for proactive community engagement.

Maintaining adequate frontline staffing is essential to:

- Ensure timely response to emergencies and calls for service
- Support proactive policing and crime prevention initiatives
- Preserve officer wellness by managing workload and reducing burnout
- Maintain public confidence in the safety and responsiveness of police services

Without additional frontline resources, the LPS faces challenges in meeting its legislative mandate and community expectations. Strategic investment in frontline officers is necessary to keep pace with growth, safeguard public safety, and support the evolving needs of London's diverse and expanding population.

- **2x Constable – Uniformed Division – Community Mobilization and Support Branch – Community Support Section – Intimate Partner Violence Unit (Sworn – additional positions)**

As London's population continues to grow, so does the complexity and volume of social challenges facing the community, including the troubling rise in intimate partner violence (IPV). Statistics indicate that London has experienced higher than

national average growth rate in recent years, with the region's growth rate reaching 3.2% in 2024. Projections suggest the London region's population could reach close to 900,000 by 2051, a 57% increase. With more families settling in the city increasing urban density, risk factors such as economic stress, housing instability, and social isolation place victims at a heightened risk. In this context, the demand for specialized police resources to address IPV has never been greater. Over the past decade, reported cases of IPV have increased significantly, reflecting both a genuine rise in incidents and improved mechanisms for victims to report IPV incidents. From 2014 to 2022, police-reported IPV rates increased 19% for women and girls and 21% for men and boys. Societal awareness campaigns, legislative changes, and better reporting protocols have empowered more individuals to come forward, however, this positive trend in reporting has also placed pressure on the LPS IPV unit.

The LPS IPV Unit is responsible for providing education to LPS members and the public relating to IPV. There has been a growing demand for more training for frontline members and communications members on the response to IPV calls for service. This demand has also been included in recent inquest recommendations. Additionally, the IPV Unit has been receiving an increasing number of requests for public presentations as the public is seeking educational opportunities to learn how the police respond to IPV.

The IPV Unit Constables play a critical role in ensuring that all intimate partner-related investigations are properly audited, high-risk cases are identified and monitored, and frontline officers are supported through training and guidance. This position also serves as a vital link between the LPS and community partners, helping to coordinate responses and provide direct assistance to victims. However, as reported incidents of IPV continue to rise, the current staffing levels within the IPV Unit are no longer sufficient to meet the demand. When comparing 2024 and 2025 statistics to date, there has been a 4.6% increase in LPS IPV-related occurrences, going from 3659 in 2024 to 3830 in 2025. This also corresponds with a 6.8% rise in IPV-related charges in which the offender was male, rising from 900 males charged in 2024 to 962 male offenders charged in 2025.

The IPV Unit is currently staffed with 3 constables who are overcapacity due to the increase in occurrences, charges, community collaboration, training and public information sessions, resulting in more than 100 hours of overtime in a few short months. The addition of two constables to the IPV Unit is essential to maintain the integrity and responsiveness of these services. Increased caseloads are stretching existing personnel thin, making it difficult to conduct timely and thorough reviews, investigations, provide individualized support to survivors, and build strong cases for prosecution. These new positions will allow the unit to reduce the backlog, reduce the wait times of urgent situations, offer more consistent outreach and education, both within the LPS and in the community, and continue their participation in several collaborative community efforts such as the Femicide Table and the High-Risk Action Table. These efforts are highly

valuable to the community, and through community feedback and involvement, the demand to have police present within community table's is high.

- **2x Constable – Uniformed Division – Patrol Support Branch – Road Safety Section (Sworn – additional positions)**

The Road Safety Section (RSS) plays a critical role in maintaining public safety on London's roads. Constables assigned to RSS are responsible for investigating serious and fatal collisions, conducting hit-and-run investigations, delivering traffic-related education, and supporting community events. They also provide specialized instruction and maintenance for enforcement technologies such as radar, laser, roadside screening devices, and the Intoxilyzer program. As traffic volumes rise, the demand for these services stretches current resources, limiting the unit's ability to respond proactively.

Road safety remains a paramount concern for London residents, reflecting the community's collective desire for a secure environment where drivers, pedestrians, and cyclists share the road with confidence. As London's streets grow busier and the city continues to expand, the volume and complexity of traffic across the city continue to increase due to residential development, expanded road networks, and higher vehicle density. This has led to a 52.5% increase in motor vehicle collisions from 2020-2024 and growing public concern over road safety. In 2023, the LPS recorded 10-year highs in both injury and fatal motor vehicle collisions. This represented a 90% increase in fatal collisions since 2019, underscoring the urgent need for enhanced traffic enforcement and investigative capacity. In response, the RSS substantially increased targeted enforcement, issuing 77.9% more tickets, compliance notices, and warnings compared to 2023, according to year-to-date statistics. This evidence-based approach has yielded significant outcomes, including a 42.8% reduction in motor vehicle collision fatalities and a 9.9% decrease in collision-related injuries in 2024. However, sustaining and building upon these improvements will require continued investment and additional resources to ensure the RSS can effectively address the evolving challenges of a larger and more dynamic community.

The addition of two new constables to RSS is essential to meet growing operational demands. These positions will allow the unit to expand its enforcement efforts, increase community outreach and education, and respond more effectively to high-risk areas and chronic complaint zones. With additional staff, RSS can also enhance its collaboration with other enforcement agencies, improve training delivery across the service, and ensure timely, thorough investigations of serious traffic incidents.

It is crucial that the LPS invests in the resources and infrastructure necessary to safeguard all road users. Expanding the RSS stands as a strategic and necessary measure—one that will not only reduce the frequency and severity of collisions but also reinforce public trust in the city’s commitment to safety.

- **1x Constable – Uniformed Division – Community Mobilization and Support Branch – Community Policing Section – Diversity and Outreach Unit (Sworn – additional position)**

According to the 2021 Census data from Statistics Canada, approximately 23% of Londoners were born outside of Canada. The City of London’s 2024–2028 Newcomer Strategy highlights that London’s population is experiencing rapid growth, largely due to newcomers arriving from overseas and other parts of Canada, demonstrating a strong commitment to fostering a diverse, inclusive, and expanding community. The strategy aims to attract and retain a significant number of newcomers, targeting an annual inflow of at least 4,000 individuals through direct migration and an additional 3,000 through secondary migration. This demographic shift brings many benefits, but also presents new challenges, including a marked increase in hate/bias motivated incidents. Between 2022 and 2024, reported hate crimes in London rose by 42.5%. Compared to 2019, hate crimes have surged by 245%. These trends reflect a growing need for a robust and timely response to hate-motivated activity.

The Hate Crime Officer plays a vital role in ensuring that all hate/bias motivated occurrences are thoroughly investigated, appropriately classified, and supported through both internal and external resources. This includes coordinating with community partners, supporting victims, liaising with media and legal stakeholders, and providing specialized training to LPS members. The officer also serves as a member of the Hate Crime and Extremism Investigative Team (HCEIT), contributing to interagency efforts to monitor and respond to extremist activity.

Currently, LPS only has one officer assigned to this unit, responsible for both investigative support and outreach. Due to the rising volume of cases, this officer is no longer able to conduct criminal investigations directly and can only provide limited support to other investigators. This reduced capacity risks delays in response, causes gaps in victim support, and missed opportunities to build strong cases for prosecution. It also limits the service’s ability to engage meaningfully with affected communities and deliver preventive education.

The addition of a second constable to the Hate Crime Unit is essential to restore investigative capacity, enhance outreach efforts, and ensure that each case receives the attention it deserves. With increased staffing, the unit can respond more promptly to incidents, strengthen relationships with diverse communities, and contribute to the City’s commitment under

the Community Diversity and Inclusion Strategy. This investment will help foster a safer, more inclusive London; one where all residents feel protected, heard, and valued.

- **1x Detective Constable – Criminal Investigation Division – Investigative Services Branch – Sexual Assault and Child Abuse Section (Sworn – additional position)**

London's population has grown by 8% over the past five years, with projections indicating continued expansion. With this growth comes an increase in reported and unreported crime, including sexual assaults and child abuse, due to an increase in the number of potential victims and offenders, along with an increase in societal pressures, socioeconomic challenges and housing instability that place victims at an increased risk. A larger, more diverse population also presents investigative challenges—greater anonymity, increased mobility, and more multi-unit dwellings requiring judicial authorizations for evidence collection. These factors add time and complexity to each case, especially those involving unknown offenders. All sexual assault, child abuse and elder abuse investigations are reassigned to the Sexual Assault and Child Abuse Section (SACAS) who receive the specialized training necessary to conduct these investigations that require additional resources and knowledge. The increase in investigations of this nature has caused an increased caseload for SACAS. These complex and resource intensive investigations have a disproportionate impact on the SACAS's caseload due to the extensive coordination, collaboration, and specialized nature of each investigation in comparison to the caseload of a non-specialized unit. This growth has contributed to the increased volume of cases handled by the SACAS by 36.7% between 2019 and 2024, including sexual assaults, child abuse, and elder abuse, which has resulted in 34.1% more charges being laid over a five-year period. As the city grows, so does the number of incidents requiring investigation, many of which are highly sensitive and demand specialized, trauma-informed approaches.

Currently, SACAS investigators are stretched thin, balancing urgent files with historical cases, disclosure obligations, digital evidence review, and interagency coordination. The addition of a Detective Constable would:

1. Reduce delays and improve outcomes across all case types.
2. Support ongoing training in trauma-informed practices and evolving legal standards.
3. Improve victim support and public trust through timely, thorough investigations.
4. Reduce overtime and improve sustainability for current staff.

Given the rising caseload and investigative demands tied to London's growth, this position is essential to maintain service quality, meet legal obligations, and uphold public confidence in the LPS.

- **1x Detective Constable – Criminal Investigation Division – Investigative Services Branch – General Investigation Section – Financial Crime Unit (Sworn – additional position)**

The Financial Crime Unit (FCU), part of the General Investigation Section within the Investigative Services Branch of the Criminal Investigation Division (CID), plays a critical role in safeguarding the financial well-being of London's residents. The Detective Constables assigned to this unit are responsible for conducting complex investigations, laying charges, preparing judicial authorizations, and presenting evidence in court. They also provide guidance to other divisions and deliver public education on fraud prevention.

Currently, the FCU is comprised of two Detectives and four Detective Constables. However, one Detective is dedicated to administrative responsibilities, leaving only five investigators to manage hundreds of active cases annually. These investigations are increasingly complex, often involving cross-jurisdictional elements and emerging technologies such as cryptocurrency. Despite the unit's best efforts, the average wait time for a victim to receive investigative attention is approaching two years. This delay results in lost evidence, diminished solvability, limited prosecution capabilities, and victims feeling abandoned by the justice system.

In January 2024, a restructuring within CID redeployed one Detective and two Detective Constables from the FCU to the newly formed Cyber Crime Unit. While one of these positions has since been replaced, the remaining gap continues to strain the unit's capacity. Although the Cyber Crime Unit assists with cyber-enabled frauds, the majority of fraud investigations remain the responsibility of the FCU.

As of July 2025, the fraud queue stands at 664 cases — nearly double the volume from January 2022. The ability to report frauds online and the creation of the Cyber Crime Unit were intended to create efficiencies, but the upward trend in fraud cases has persisted. In 2022, the FCU averaged 416 calls waiting to be serviced, 643 calls in 2023, 554 calls in 2024 and the projected average number of calls for service in 2025 is 612. In 2024, a significant amount of overtime was approved to reduce the fraud queue from 643 to 554, however, this was concluded in March of 2025 resulting in the corresponding rise to 664 cases. Financial crimes disproportionately affect vulnerable populations, including older adults, new immigrants, and those on fixed incomes. These victims often suffer devastating personal and financial losses.

In addition to investigative duties, FCU members deliver educational presentations to vulnerable community groups. As of July 2025, the unit has completed 28 presentations — on pace to double last year's total. However, the growing demand for these sessions has made it increasingly difficult to balance community engagement with investigative responsibilities.

London is experiencing rapid population growth, currently ranked as the second-fastest growing region in Ontario. By 2026, the city is expected to grow by nearly 9,000 residents, with projections indicating an additional 45,000 by 2031. This growth is especially pronounced among elderly adults and new immigrants—groups more susceptible to financial crimes. As the population expands, the demand for financial crime investigations and prevention is both urgent and necessary.

- **1x Constable – Criminal Investigation Division – Organized Crime and Support Branch – Technological Crime Section – Digital Forensic Unit (Sworn – additional position)**

The Digital Forensics Unit (DFU) plays a critical role in supporting investigations involving homicides, child exploitation, missing people, and other serious offences. With the increasing reliance on digital devices in nearly every aspect of modern life, digital evidence has become a cornerstone of effective policing and successful prosecutions.

Currently, the DFU is operating at full capacity with one Detective, two Constables, and four Special Constables. Despite this, the unit is facing a persistent and growing backlog. From 2015 to 2023, the DFU completed an average of 325 service requests per year, with a consistent upward trend. In 2024, the DFU handled 420 requests, marking a 29% increase over the previous eight-year average. As of the current year (2025), the DFU has completed 280 service requests year-to-date, with projections estimating 480 requests by year-end. This would represent a 43% increase compared to the nine-year average. As of July 30, 2025, the queue for device analysis stands at 12 weeks, with some requests dating back to February—representing a six-month delay. High-priority cases continue to push lower-priority investigations further down the queue, creating significant risks to timely disclosure and the integrity of investigations.

The addition of a Constable – Digital Forensic Examiner is essential to address this backlog and meet the increasing demand for digital evidence analysis. Without this position, the risk of delays contrary to Section 11 of the *Charter of Rights and Freedoms* (as outlined in *R. v. Jordan*) becomes more pronounced. Delays in disclosure can result in charges being stayed or withdrawn, undermining public confidence and potentially allowing offenders to evade accountability. Timely analysis is also critical to preserving evidence, as early findings often inform the need to seize additional devices or pursue new investigative leads.

Operationally, the current workload has led to significant overtime expenditures. In 2024, DFU members incurred over \$72,000 in overtime, and in 2025 (January–May), overtime for Special Constables alone increased by 43% compared to

the same period the previous year. This level of overtime is not sustainable and places additional stress on staff, which can impact both performance and well-being. Adding a new examiner would help distribute workload more evenly, reduce reliance on overtime, and improve the quality and timeliness of forensic reports.

As LPS continues to grow its sworn complement to meet the needs of a growing city, the number of investigations—and by extension, the volume of digital evidence—will only increase. A new Digital Forensic Examiner will ensure that LPS can continue to meet disclosure timelines, support investigators effectively, and uphold the integrity of the justice process. This position is a strategic investment in both operational sustainability and public trust.

- **1x Constable Specialist – Criminal Investigation Division – Organized Crime and Support Branch – Criminal Intelligence Section – Technical Support Unit (Sworn – additional position)**

The Technical Support Unit (TSU), a specialized and highly trained team within the Criminal Intelligence Section, plays a critical role in supporting these efforts through advanced surveillance, covert operations, and digital evidence collection. Despite a dramatic increase in workload, inventory, and investigative support requests, TSU has not seen a complement increase since 2016, when it grew from one to two members. Since then, the unit has experienced a 1600% increase in inventory—now valued at over \$1 million—and a 63% year-over-year increase in JSI (Judicial Surveillance Interface) requests, with projections exceeding 140 requests in 2025. TSU also responds to an average of 208 technical support requests annually and executes between 120–150 judicial authorizations. These figures do not fully capture the demand, as investigative teams often refrain from submitting formal requests due to known staffing limitations.

The addition of a Constable Specialist is essential to meet current and future demands. TSU is the smallest technical support unit among Ontario’s “Big 12” municipal police services, despite London’s comparable population size. Best practice guidelines from the Criminal Intelligence Service of Ontario (CISO) recommend two trained installers per deployment, yet TSU frequently operates with only one available member due to training, leave, or other duties, resulting in at least 14 weeks annually with insufficient coverage. This staffing gap limits LPS’s ability to support complex investigations, delays evidence collection, and increases reliance on overtime and external agencies.

Expanding TSU’s complement will enhance LPS’s ability to conduct major investigations, including kidnappings, undercover operations, and Part VI wiretap cases. It will also improve the deployment of advanced technical equipment, reduce operational costs by minimizing manual surveillance efforts, and strengthen inter-agency collaboration across District 4. A third Constable Specialist will allow TSU to respond more rapidly, reduce stress and workload on current

members, and improve the quality and timeliness of technical evidence — often considered “best evidence” in court proceedings.

This investment directly supports the strategic priorities of both the City of London and LPS, including improving emergency response times, enhancing community safety, and leveraging technology to increase organizational effectiveness. It also aligns fiscal responsibility goals by reducing overtime, minimizing court costs, and improving investigative efficiency. As criminal activity becomes more sophisticated and technology-dependent, LPS must ensure that TSU is equipped to meet these challenges head-on. The addition of a Constable Specialist is a necessary and strategic step toward maintaining public trust, advancing investigative capabilities, and safeguarding the community.

- **2x Sergeant – Executive Officer – Executive Administration – Office of the Chief (Sworn – new positions)**

London’s accelerating population growth and the emergence of new residential and commercial developments have significantly increased the operational demands on the LPS. As the city expands, so too does the volume of public safety challenges, community expectations, and administrative complexity. This growth has placed heightened pressure on the Chief of Police and Deputy Chiefs, who must now manage a surge in public engagement, inter-agency coordination, and strategic oversight.

Chiefs are expected to be highly visible and accessible, attending community events, and maintaining strong relationships with stakeholders, municipal leaders, provincial ministries, and diverse community organizations. These demands are not episodic; they are persistent and increasing as the city grows. For example, members of the LPS attended 217 public events in 2024; the majority of which included the attendance of at least one Chief. This year, LPS members are on track to attend 281 events, representing a 22% increase in events attended in one year. While attendance at these events provides the Chiefs with the opportunity to engage with the community they serve, it reduces the time the Chiefs have available to complete administrative tasks such as emails, phone calls, and requests for community presence, resulting in delays in their response to community members.

To support this evolving mandate, the addition of two Executive Officer positions to the Office of the Chief of Police is essential. One Executive Officer will support the Chief directly, while the other will serve the three Deputy Chiefs. This structure ensures continuity of executive support, even during scheduled leave or training, and guarantees that leadership functions are not interrupted. They manage high-volume communications including correspondence with community members and requests for attendance at community events, coordinate confidential correspondence, and support the

execution of multi-year initiatives tied to the Strategic Plan. Their work allows Chiefs to focus on high-impact leadership, innovation, and organizational transformation; functions that are increasingly critical in a growing urban environment. By streamlining administrative workflows and managing deliverables, Executive Officers ensure operational efficiency across the organization, helping to redirect valuable time and resources to frontline and investigative functions. They also play a central role in cross-functional coordination, particularly during organizational restructuring or the launch of new programs in response to city-wide needs.

Notably, 10 of the Big 12 police services in Ontario already have Executive Officer roles. LPS is one of the last remaining services without this support structure, alongside Sudbury. This underscores the urgency of aligning with provincial best practices to ensure our leadership team is equipped to meet the demands of a growing and increasingly complex public safety landscape.

- **1x Administrative Assistant – Uniformed Division – Patrol Operations Branch (Civilian – additional position)**

The LPS Uniformed Division (UD) in the Patrol Operations Branch currently supports over 400 LPS members. The division is experiencing increased demand for frontline services, community engagement, and specialized deployments in line with the growth of the city. This growth has significantly expanded the administrative workload, which has become too substantial for a single Administrative Assistant to manage effectively.

The original Operational Support Administrative Assistant position was established in 2021 to assist with frontline staffing coordination. Since that time, the workload has grown substantially in response to both population growth and the expansion of the LPS UD sworn and civilian complement. Between 2021 and 2025, LPS UD has seen significant increases:

- Staff Sergeants: from 4 to 5
- Sergeants: from 16 to 36
- Constables: from 200 to 300
- Recruits per year: from 24 to over 60
- New teams added: 20 Special Constables, 16 Cadets, and 20 Investigative Constables (POIS)

The scope of responsibilities has evolved accordingly. The responsibilities assigned to position now include overseeing certifications, training registration, vacancy tracking, leave forecasting, and deployment planning for all UD Patrol members. This position is also responsible for the creation and training on SharePoint scheduling tools, the development of new time and attendance systems, and assistance with the rollout of new technologies such as body worn cameras. These systems require consistent oversight, data management, and coordination to ensure successful implementation and integration. Without adequate staffing, delays and errors in scheduling, training coordination, and resource tracking become more likely, impacting both officer performance and public service delivery. These tasks are essential to maintain operational readiness and ensure that officers are deployed efficiently and equitably across the city. However, with only one assistant in place, frontline supervisors, such as Sergeants and Staff Sergeants, are increasingly required to take on administrative duties, pulling them away from their core leadership and operational responsibilities.

Adding a second Administrative Assistant will alleviate pressure on frontline leadership, improve accuracy and efficiency in scheduling and coordination, and enhance the division's ability to adapt to operational and technological changes. This role will provide daily support across multiple units, ensuring that administrative tasks are completed promptly and to a high standard. As the city grows and demands on police services increase, investing in administrative capacity is essential to sustaining effective, responsive, and well-organized patrol operations.

- **1x Procurement Supervisor – Facilities, Finance and Fleet Division – Financial Services Branch (Civilian - new position)**

The city's population growth and the expansion of LPS's service delivery has led to a sharp increase in the volume and complexity of procurement activities, including sourcing specialized equipment, managing vendor relationships, and coordinating logistics across multiple divisions. With a rising capital budget and greater reliance on technology and specialized services, the absence of a dedicated Procurement Supervisor has become a critical gap in the organization's ability to operate efficiently and strategically.

Currently, procurement responsibilities are distributed across various roles, limiting oversight, consistency, and accountability. This decentralized approach increases the risk of delays, cost overruns, and non-compliance with procurement regulations and trade agreements. As LPS scales to meet the needs of a growing city, a centralized and professionalized procurement function is essential to ensure transparency, efficiency, and value for money in all purchasing decisions.

The following is a snapshot of the volume currently being processed by the Procurement and Materials Management Unit:

Purchase Orders:

2022 – 270  
2023 – 278  
2024 – 327  
2025 – 167 to date

RFx's:

2022 – 4  
2023 – 9  
2024 – 13  
2025 – 19 to date

Competitive Bidding Exemptions:

2022 – 23  
2023 – 35  
2024 – 41  
2025 – 19 to date

The Procurement Supervisor will lead and manage the Procurement Unit, overseeing the full procurement lifecycle, from sourcing and purchasing to financial administration and vendor management. This role will be responsible for developing and implementing procurement strategies aligned with organizational goals, managing risk (including tariff issues and single supplier dependencies), and supporting both operational and capital planning. The supervisor will also ensure compliance with applicable legislation, trade agreements, and internal policies, while maintaining accurate records and supporting audit and reporting requirements.

In addition to improving internal coordination, the Procurement Supervisor will enhance collaboration with City of London procurement experts and external partners. This alignment will help ensure that LPS procurement practices reflect municipal best practices and sector standards. Furthermore, many functions currently outsourced to third-party experts at significant cost can be brought in-house, resulting in substantial savings and improved responsiveness. While some external expertise may still be required, the addition of a Procurement Supervisor will allow LPS to complete most of the procurement work internally, with greater control and strategic oversight.

As LPS continues to evolve in response to London's growth, the Procurement Supervisor will play a vital role in supporting long-term planning, optimizing procurement processes, and ensuring that resources are deployed effectively and responsibly. This position represents a strategic investment in operational excellence and fiscal stewardship.

- **1x Staff Sergeant – Uniformed Division – Patrol Operations Branch – Real Time Operation Centre (Sworn – new position)**

London's permanent population is on a steady rise, and so are the potential challenges related to crime, traffic accidents, emergencies, and public safety concerns. To effectively address these challenges, the LPS must continue to expand its police service and leverage new technologies to boost our operational efficiency and effectiveness. Enhancing our ability to work seamlessly with our emergency service partners, including other Police Service, Fire, Paramedic Services, and the City of London, as well as other government departments and Non-Government Organizations ensures effective and crucial communication, interoperability, and cooperation in real time.

To keep pace with an increase in size and technological capabilities, many police agencies, including the LPS, have established or are in the process of developing a Real-Time Operations Centre (RTOC). Currently, The Niagara Regional Police Service, Toronto Police Service, Ottawa Police Service, Peel Regional Police Service, Guelph Police Service, and York Regional Police Service have a RTOC. Additionally, Durham Regional Police Service is developing a RTOC and this new standard for Command and Control is being considered by multiple other police services in Ontario and Canada. The RTOC is designed to coordinate command and control during emergency responses and manage calls for service. Moreover, the RTOC will play a critical role in deploying crime prevention strategies by utilizing centralized intelligence and live monitoring to respond to crime trends effectively.

For the successful development and ongoing operation of this new critical unit, the addition of a dedicated Staff Sergeant is essential. This role will be pivotal in ensuring the RTOC operates smoothly and achieves its objectives. The Staff Sergeant of the RTOC will serve as the operational and administrative lead, responsible for overseeing personnel, managing technology, and coordinating real-time support for frontline officers. This role is vital in transitioning the RTOC from concept to full operational capacity, including the development of standard operating procedures, budget oversight, and integration with other branches and community stakeholders. As the city's infrastructure and traffic volumes expand, the need for centralized, data-driven policing becomes increasingly urgent.

RTOCs are proven to improve response times through live CCTV monitoring, enhance decision-making with real-time intelligence, and support predictive policing by identifying patterns and trends as they emerge, which will assist the LPS in

responding to approximately 650 calls per day (2024). They also enable dynamic resource allocation and interagency coordination during major incidents, natural disasters, or public events. Without a consistent leadership presence, these benefits cannot be fully realized, and the RTOC will operate below its potential.

The Staff Sergeant will ensure the RTOC is adequately staffed, technically equipped, and aligned with evolving legislative and procedural standards. This position will also maintain liaison with the City of London's Emergency Management Section, support crisis response, and provide monthly workload statistics to command staff. As new technologies are introduced and operational demands increase, a dedicated leader is required to guide the RTOC's growth, ensure accountability, and deliver on its promise of enhanced public safety.

Investing in this leadership role is a strategic step toward modernizing police operations and ensuring that the LPS remains responsive, efficient, and prepared to meet the challenges of a growing city.

- **1x Asset Management Specialist – Facilities, Finance and Fleet Division – Financial Services Branch (Civilian - new position)**

In December of 2022, the LPS's capital asset portfolio was valued at over \$175 million. In two years, the LPS's capital asset portfolio increased to \$196 million, representing an increase of 12%. With a capital asset portfolio that will continue to grow in alignment with the growth of the police service, the need for accurate tracking, strategic planning, and lifecycle management of physical assets has become increasingly urgent. Despite this, LPS does not currently have a dedicated full-time resource assigned to oversee asset management, resulting in fragmented practices and limited coordination across divisions. Of note, the LPS currently utilizes the City of London's Asset Management team to support legislative obligations relating to asset management, resulting in costs borne on the police service per year that could be diverted to hiring a dedicated Asset Management Specialist.

Asset management responsibilities are currently performed on an ad hoc basis by Branch and Division Commanders and other specialized police professionals that are compensated at significantly higher levels than a dedicated Asset Management Specialist. This approach not only diverts senior personnel from their core duties but also lacks the consistency, expertise, and strategic oversight required to manage a growing and increasingly complex asset base. The addition of a full-time Asset Management Specialist will improve coordination, enhance data integrity, and allow for the implementation of best practices aligned with the City's Corporate Asset Management framework.

This role will be responsible for maintaining accurate records of asset issuance, transfer, and returning, including computers, phones, and other operational equipment—while ensuring data integrity across enterprise systems. The specialist will conduct regular audits, reconcile inventories, and support procurement and financial alignment. They will also contribute to the development and annual updates of the Corporate Asset Management Plan, ensuring compliance with O. Reg 588/17 and supporting internal and external audits.

Beyond operational efficiency, the Asset Management Specialist will play a key role in long-term infrastructure planning. By implementing a corporate asset registry, tracking asset conditions and performance, and supporting capital budget development, this position will enable informed decision-making and risk-based prioritization for repair or replacement. The specialist will also serve as a liaison with the City's Corporate Asset Management team, ensuring integration and consistency in practices across departments.

Investing in this position is a strategic step toward responsible stewardship of public resources, improved operational efficiency, and enhanced compliance with regulatory standards. As LPS continues to scale in response to the city's growth, the Asset Management Specialist will be essential in supporting sustainable infrastructure planning and ensuring that assets are managed with transparency, accountability, and long-term value in mind.

- **1x Risk and Quality Assurance Specialist – Corporate Services Division – Corporate Support and Continuous Improvement Branch (Civilian – new position)**

As the City of London experiences rapid growth, the complexity and volume of risks facing the LPS expand in tandem. Population increases, urban development, heightened public expectations for police accountability and transparency, and increased legislative oversight (CSPA, inquest recommendations, etc.) intensify public safety challenges and expose the LPS to new and evolving threats. To address these increasingly complex and diverse risks and challenges, the LPS proposes the creation of a Risk and Quality Assurance Specialist role. The Risk and Quality Assurance Specialist systematically evaluates and refines police procedures, while ensuring the LPS can anticipate and adapt to the multifaceted risks of a growing urban landscape and ensure business continuity. By analyzing data, monitoring compliance, and standardizing best practices, this role ensures that police operations remain effective, responsive, and legislatively compliant. This not only helps front-line officers focus on policing but also strengthens public trust, enhances risk management, and enables the LPS to adapt efficiently to the evolving needs of a larger, more population-dense city.

At present, one sergeant staffs the Risk Management and Quality Assurance Unit, and is responsible for maintaining the LPS directives system, which includes procedures and Chief's orders, as well as the LPS's quality assurance program, business continuity planning, fire safety planning and training, and accessibility planning and training. Due to increased risks to the organization resulting from the growth of the city and the LPS, in mid-2024 this position expanded into more of a consultation and oversight role relating to urgent risks to the LPS, including health and safety matters, assumed oversight on enterprise and building security, and assisted Legal Services on several occasions due to increased civil risks to the LPS. The correlation between the growth of the city and the LPS to the expansion of this role can be demonstrated by the expansion of the LPS into several additional buildings, all which require significant support from this role by conducting a building security review and overseeing the implementation of appropriate measures, ensuring fire safety planning is appropriate and compliant, and conducting a legislative review to ensure the LPS is legislatively sound. This transition has resulted in a large shift in the day-to-day operations of this position, requiring more than half of this position's capacity, reducing the ability to complete necessary and proactive risk management and quality assurance duties.

Over the past five years, the Risk Management and Quality Assurance Unit facilitated an average of 24 procedure amendments per year. For example, in 2024, this role facilitated 29 procedure amendments and grew the LPS directives system by 9 new procedures. Procedural additions and amendments are a direct result of the growth of the LPS and improvements made to the organization, such as the body worn camera program, while the remainder of the procedural additions and amendments correspond to increased legislative requirements, such as the introduction of the *CSPA* and inquest recommendations. In 2025, due to the increased demands and the growth-related transition of this position, the Risk Management and Quality Assurance Unit is on track to complete only 8 procedure amendments and 2 new procedures.

With the increased growth of the city driving the transformation of the existing sergeant role, only legislatively required audits are being completed, and these audits are being completed with the assistance of members temporarily transferred from other areas of the LPS, resulting in months-long vacancies elsewhere in the LPS. Additionally, new audits stemming from recent inquest recommendations are unable to be implemented without the addition of the Specialist, putting the LPS at significant legislative and financial risk. Many of the new or recently amended LPS procedures include recommended audit processes to support the LPS's commitment to transparency and accountability to be overseen by the existing sergeant, however due to the expanded role of this position, these audits cannot be completed. Without a dedicated Risk and Quality Assurance Specialist, the LPS's quality assurance program will not be in alignment with industry best practices, cannot be effective or proactively improve the LPS's processes, cannot enhance public transparency, or protect the LPS and its members from risk.

The addition of the Risk and Quality Assurance Specialist will ensure the responsibilities of the Risk Management and Quality Assurance Unit are fulfilled, allow for proactive risk management and quality assurance functions and enhance LPS risk-related plans and processes. This position represents a strategic investment in operational resilience and cost avoidance. It ensures the LPS remains responsive, legally sound, and aligns with the needs of a growing urban population. The role will also strengthen inter-agency collaboration, particularly with the City's Risk Management team, promoting shared preventative initiatives and reducing financial and reputational risks for both organizations.

- **1x Fingerprint Records Coordinator – Criminal Investigation Division – Investigative Services Branch – Forensic Identification Section (Civilian – additional position)**

As the London Police Service (LPS) operates within one of Ontario's fastest-growing regions, increasing demands are being placed on its forensic and administrative functions, particularly for fingerprint records management. The volume of cases requiring fingerprinting, photographic documentation, and record management has grown substantially, placing significant strain on existing resources. The fingerprint backlog has more than doubled from 2023 to 2024, with monthly averages rising from 877 to 1,684 cases. In 2025, early data shows an even steeper climb, averaging over 2,000 cases per month. This trend highlights a growing operational strain and underscores the urgent need for increased capacity and resources. To address this challenge, the LPS proposes the addition of one Fingerprint Records Coordinator to support the Forensic Identification Section.

The Fingerprint Records Coordinator plays a vital role in maintaining and verifying fingerprint records, ensuring accurate submission to the RCMP. This position also manages mugshot and photograph records, including uploading, redacting, sealing, destroying, and disclosure with the Crown Attorney's office. The Fingerprint Records Coordinator responds to third-party requests for pardons, file destruction, and photograph access in accordance with the *Freedom of Information and Protection of Privacy Act*. Additionally, they are responsible for training cadets and new employees on fingerprint and charge entry procedures, ensuring consistency and accuracy. Ensuring compliance with the *Youth Criminal Justice Act*, *Identification of Criminals Act*, and other legislative mandates is managed by this role, alongside general administrative duties that support forensic operations.

The operational demand for fingerprint record management has increased significantly, driven by London's rapid population growth. The current staffing model, reduced from three to two positions in 2015, has proven insufficient to meet growing demands. Despite efforts to use contract staff and overtime, administrative processes have fallen behind. Currently, the backlog for fingerprint destruction stands at 1,860 files. Adding another Fingerprint Records Coordinator will

allow more active files to be processed simultaneously, improving service delivery and reducing delays. The projected overtime required to maintain — not eliminate — this backlog exceeds 1,000 hours in 2025. Adding this role will decrease overtime and temporary staffing, supporting efficient operations and prompt record destruction and sealing, which are vital for legal compliance and safeguarding individual rights. The proposed position will restore operational capacity, reduce risk, and ensure the LPS remains compliant and responsive in a rapidly expanding urban environment.