



LONDON POLICE SERVICE BOARD

OPEN MEETING AGENDA

Monday, November 24, 2025

8:30 am **and** 11:15 am

Police HQ Executive Boardroom 601 Dundas Street

Link to Livestreams: [8:30am](#) and [11:15am](#)

	ITEM	LEAD	DETAILS
OPEN MEETING PART One: 8:30am			
1	Call Open Meeting to Order	Chair	
2	Swearing in of new Board Member Mike Wallace	Chair	
3	Motion 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
CLOSED MEETING AND BREAK UNTIL 11:15 am			
OPEN MEETING PART Two: 11:15 am			
1	Procedural Matters	Chair	Information
	Opening Remarks		
	Disclosures of Interest		
	Introduction of New Business		
	Approval of Minutes: October 16, 2025 , LPSB Open Meeting		Decision
2	Ceremonial and Special Matters	Chief	Information
	Ceremonial – Donation of a Pipe Major’s Dirk		
3	London Police Service Board: Oversight and Statutory Compliance	DC Guilford ED Johanssen	Decision Information Decision
	3.1 IOP CSPA Procedure Complaint 24-291 Report #2511UD01		
	3.2 Tentative 2026 Meeting and Conference Dates Report #2511PB01		
	3.3 Critical Points Policy Report #2511PB02		
4	Human Resources Division	A/DC Harvey	Information
	Overview of the HR Department Report #2511HR01 and Presentation		

Next Scheduled LPSB Open Meeting Date: December 17, 2025

5	Criminal Investigation Division Crime Stoppers Q3 Report #2511CI01	DC Bastien	Information
6	Executive Administration 6.1 Performance Metrics Mid-Year Report #2511EA03 6.2 Special Investigations Unit Report #2511EA01 and Report #2511EA05 6.3 Delegation of Signing Authority on Lease Agreements Report #2511EA02	Chief Truong DC Bastien M. McKinnon	Information and Decision
7	Verbal Updates <ul style="list-style-type: none"> • Chair Gauss • Executive Director Johanssen • Chief Truong 	ED Johanssen Chair Chief	Information
8	New Business	Chair	Information
9	ADJOURNMENT	Chair	



LONDON POLICE SERVICE BOARD

MINUTES FROM THE OPEN MEETING

Thursday, October 16, 2025

HYBRID: Police Headquarters-Executive Boardroom / Teams

ATTENDANCE	
LONDON POLICE SERVICE BOARD	LONDON POLICE SERVICE
Ryan Gauss, Chair	Chief Thai Truong
Nancy Branscombe, Vice Chair	Deputy Chief Paul Bastien
Hayley Faulkner, Member	Deputy Chief Scott Guilford
Josh Morgan, Member	Deputy Chief Treena MacSween
Steve Lehman, Member	Legal Director Madeline McKinnon
Susan Stevenson, Member	Sam Santos, Executive Assistant
Melanie Coleman, Executive Assistant	
GUESTS	
Ron LeClair, Police Service Advisor	

1. Procedural Matters

Meeting Called to Order: 9:05 am

Moved By: S. Lehman

Seconded By: H. Faulkner

“THAT The London Police Service Board moves from Open to Closed Session pursuant to Section 44(2) of the Community Safety and Policing Act, 2019.”

CARRIED

1. Procedural Matters

Return To Open Meeting: 1:04PM

Disclosures of Interest: None

New Business: None

Moved By: S. Lehman

Seconded By: S. Stevenson

“THAT The London Police Service Board accept and approves the minutes of the August 21, 2025 Board Meeting as presented.”

CARRIED

Moved By: N. Branscombe

Seconded By: S. Stevenson

“THAT The London Police Service Board accept and approves the minutes of the September 11, 2025 Special Budget Meeting as presented.”

CARRIED

2. London Police Service Board Certificates of Recognition

As the governing body of the Service, Chair Gauss took the opportunity to acknowledge individuals whose dedication and leadership advance the Service's goals, improve public safety, and support community well-being. The Certificates of Recognition demonstrate the Board's appreciation for all members and highlight those whose contributions embody the values and spirit of the organization.

Recipients:

Sergeant Ozzie Nethersole: Recognized for outstanding leadership and exemplary service. Sgt. Nethersole's advocacy efforts and compassionate guidance have strengthened a culture of respect, inclusivity, and wellness throughout the organization while fostering trust within the community.

Constable Shayna Wintjes: Recognized for 20 years of dedicated service and exceptional leadership in member resilience, community trust, and mental health advocacy. Cst. Wintjes' innovative initiatives and compassionate support have created lasting positive change and made wellness a visible and integral part of the Service's culture.

3. Finance

3.1 Master Services Products License Agreement Report #2510FF04

Moved By: S. Lehman

Seconded By: N. Branscombe

“THAT The London Police Service Board execute the Master Services, Products, and License Agreement with OnX for purchase of information technology infrastructure products and related services.”

CARRIED

3.2 Revenue Offsetting Personnel Costs Report #2510FF07

This report was received for informational purposes only. No Motion Required.

4. Statutory Compliance Reports – *Community Safety and Policing Act*

4.1 Collection, Preservation & Control of Evidence & Property Report #2510SS03

Moved By: N. Branscombe

Seconded By: H. Faulkner

“THAT the London Police Service Board receive this mandated report and post it to the www.lpsb.ca website under “accountability and reporting.”

CARRIED

4.2 IOP CSPA Procedure Complaint INV-25-39 Report #2510UD03

Moved By: N. Branscombe

Seconded By: S. Stevenson

“THAT the London Police Services Board:

1. Conclude its review of the complaint and advise the Inspector General of Policing of the outcome, including a copy of the report received from the Chief of Police; and,
2. Ensure that the complainant is notified of the determination made regarding this complaint.”

CARRIED

5. Uniformed Division

The Board received two special presentations from the Service highlighting current initiatives to enhance public safety and community well-being. Sharing these updates supports transparency and provides both the Board and the public with an opportunity to learn more about the innovative work taking place across the Service. These presentations reflect the Service’s ongoing commitment to continuous improvement and collaboration in keeping our community safe.

5.1 Open Air Drug Strategy Presentation and

5.2 Nurse Police Response Team Presentation

These will be posted on the London Police Service Board’s Website following the meeting.

These presentations and reports were received for informational purposes only. No Motion Required.

6. Executive Administration

Professional Standards Quarterly Report #2510EA02

This report was received for informational purposes only. No Motion Required.

7. Verbal Updates

Chair Gauss’ Verbal Report

Chair Gauss acknowledged the recent contract extension for Chief Truong to December 31, 2023, noting the Board’s full confidence in the Chief’s leadership and the ongoing transformational change within the organization. The Chair commended the Chief and his team for their commitment to effective policing and to the innovative programs highlighted in this meeting.

He also reflected on attending the National Police Memorial in Ottawa, expressing pride in the large contingent of over 100 London Police Service members who attended, the largest delegation from the Service to date. He extended appreciation to the London Police Association, the Chief, and the Executive Command team for supporting members' participation in these important memorials honouring officers who made the ultimate sacrifice.

The Chair further reported that work has commenced on the Board's new Strategic Plan, with formal details to be shared publicly by year end. The plan will emphasize broad, meaningful, and inclusive community consultation conducted independently of the service to ensure transparency and representation of diverse community perspectives.

Finally, Chair Gauss extended congratulations to Board Member Dr. Hayley Faulkner and her family on the birth of their baby, Sonny.

Chief' Truong's Verbal Report

Chief Truong sincerely thanked the Board for its ongoing confidence and support following the recent contract extension, reaffirming his strong commitment to the organization's continual transformation. He recognised the robust partnership between the Executive Command Team and the London Police Association, highlighting their shared goal of making the London Police Service among the best in the province and across the country.

The Chief also expressed gratitude to the Board Chair for attending the National Police Memorial in Ottawa, highlighting the importance of honouring fallen officers.

He reiterated that the Service continues to undergo significant cultural and organizational change, supported by collaboration at all levels.

The Chief also praised frontline officers, along with Fire, EMS, and medical partners, for their professionalism during a recent incident involving a person in crisis, which was safely resolved through patience and de-escalation. Specifically, Constables Silverthorne, Kane, Armstrong, Coleman, and Staff Sergeant Wright were recognized for their outstanding work in this case.

These verbal updates were received for informational purposes only. No Motion Required.

8. New Business

No new business was presented.

Member Morgan noted the Prime Minister's announcement that the federal government will introduce legislation on bail reform next week, addressing longstanding calls from police boards, chiefs of police, and municipalities across Canada. He emphasized that the proposed changes, which would shift the onus for bail in major crime cases to the accused, represent a significant step toward improving public safety and reducing repeat offences.

The Board collectively expressed support for this initiative, recognizing it as a positive and overdue response to concerns raised by law enforcement and communities nationwide. Appreciation was also extended to provincial and municipal leaders, including local MPs and the London Police Service leadership, for their ongoing advocacy on this issue.

9. Adjournment

Time: 2:52 pm

Moved By: N. Branscombe

Seconded By: S. Stevenson

“THAT The London Police Service Board Adjourn the Open Session of the October 16th, 2025 meeting.”

CARRIED



LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: November 24, 2025

BOARD REPORT #: (cover) 2511UD01

MEETING: Open

COVER REPORT FOR POLICY AND PROCEDURE COMPLAINT REPORT BACK 2511UD01

TO: Chair and Members of the London Police Service Board (the Board)

FROM: Executive Director Stephanie Johanssen

SUBJECT: **IoP Complaint 25-42 Wellness Checks and Death Notifications**

- Discussion
- Seeking Decision

RECOMMENDATION(S):

THAT the London Police Service Board (the Board):

1. Review the attached complaint investigation report from the London Police Service (the Service), to consider whether further action is required or if its review of the complaint can be concluded; and
2. Report back to the Inspector General of Policing and the complainant on any steps taken in response to the complaint.

PURPOSE:

The attached is the investigation report from the London Police Service (the Service/LPS) in response to the Policy and Procedure complaint regarding wellness checks and death notifications. The Board shall review this report to determine if any further action is required in response to the complaint.

SUMMARY:

The Board received a Procedure complaint through the Inspectorate of Policing, regarding concerns about a notification of a family member's death. The family learned of their son's death through a call from the Coroner's office rather than from the police.

It is the current process of the Board that receipt of a Policy or Procedure complaint through the Inspectorate of Policing (IoP) automatically triggers an investigation by the Chief, and that a written report is to be submitted to the Board.

The applicable procedure is LE 013.01 – Deaths/Notification of Next of Kin. The review determined that the Coroner directed the Coroner’s office to notify the next of kin. This approach does not align with the preferred practice outlined in the relevant LPS procedure; however, it is under the Coroner’s lawful direction to notify the next of kin, and the officers involved acted in good faith and under lawful direction.

The Board shall review the Chief’s report-back and determine whether the Board’s review of the complaint can be concluded or if further action is required. A formal response, including the decision and any steps taken, shall be provided by the Board to the Inspector General and to the complainant.

Relevant Board Policy

Board policies were also reviewed in response to this complaint, and it was determined that this complaint engaged the Victim’s Assistance Policy.

While the Victim’s Assistance Policy is still relevant and compliant with legislation, it is being reviewed in light of two recent policy complaints that engaged the policy (this complaint and a former complaint regarding the Service and the Community Outreach Assistance and Support Team [COAST]).

The revised Victim’s Assistance policy is currently in draft form and will be brought forward for Board approval at the December meeting.

RELEVANT LEGISLATION

Community Safety and Policing Act s. 107

Policy or procedure complaint

(6) If ...the complaint relates to the policies, by-laws, rules or procedures referred to in clause (1) (c) or (d), the Inspector General shall,

(a) forward the complaint to the Minister and to,

(i) Repealed: 2023, c. 12, Sched. 1, s. 46 (3).

(ii) the police service board that maintains the police service, if the complaint relates to the board’s policies, by-laws, rules or procedures or the procedures established by the chief of police

Report back

(7) A police service board, O.P.P. detachment board or First Nation O.P.P. board that receives a complaint under subsection (6) shall,

(a) review the complaint as it relates to the policies, by-laws, rules or procedures referred to in clause (1) (c) or (d);

(b) report back to the Inspector General within the time specified by the Inspector General, if any, about any steps taken in response to the complaint; and

(c) report to the Minister about any steps taken in response to the complaint. 2019, c. 1, Sched. 1, s. 107 (7); 2025, c. 6, Sched. 4, s. 5 (5).

CONCLUSION:

The Board shall consider the attached information and determine whether to conclude its review of the file along with its response to the Inspectorate of Policing.



LONDON POLICE SERVICE

REPORT TO THE LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: November 24, 2025
BOARD REPORT #: 2511UD01
MEETING: Open
CSPA SECTION: N/A

TO: Chair and Members of the London Police Service Board
FROM: Scott Guilford, Deputy Chief
SUBJECT: IOP Complaint File 24-491 / INV-25-42 - Death Notification Procedure Review
PURPOSE: Update / Information Purposes Only

RECOMMENDATION:

THAT the London Police Service Board receive this report for information, and that the Board report back to:

- the Inspectorate of Policing, and
- the Solicitor General of Ontario,

in fulfillment of the requirements of s.107(7)(b) and (c) of the *Community Safety and Policing Act*.

DISCUSSION:

Background:

On October 22, 2024, a caller contacted the London Police Service (LPS) requesting a welfare check on her son. Officers attended the address that evening but were unable to make contact. Entry was not forced, and the call was rescheduled for the following morning.

On October 23, 2024, officers re-attended, gained entry, and located the male deceased. The Coroner attended the scene, confirmed the death, and advised the attending officers that the Coroner's office would assume responsibility for notifying next of kin.

Subsequently, the complainant filed a submission with the Law Enforcement Complaints Agency (LECA), expressing concern that the family learned of their son's death through a call from the Coroner's office rather than from police. The complaint was referred to the Inspectorate of Policing, which determined it related to the Chief's procedures under s.107(1)(d) of the CSPA and forwarded it to the Board under s.107(6)(a).

LEGISLATIVE CONTEXT:

Under section 107(7) of the *Community Safety and Policing Act*, the Board must:

- review the complaint as it relates to the policies or procedures of the Chief of Police;
- report back to the Inspector General within the time specified; and
- report to the Solicitor General about any steps taken in response.

This report fulfills those obligations and provides the Board with the Chief's response to the Inspectorate of Policing complaint, as required under section 107(7) of the *Community Safety and Policing Act*.

REVIEW AND FINDINGS

The Chief delegated a review of this incident to Command and the Corporate Support and Continuous Improvement Branch.

Applicable Procedure

- **LE-013.01 – Deaths / Notification of Next of Kin**
LPS members are responsible for notifying next of kin and relaying the information to the Coroner. When possible, notification should be conducted in person by a member of the Major Crime Section or a Patrol Supervisor.

Analysis

The review determined that the Coroner, upon attending, directed that the Coroner's office would notify the next of kin. The attending supervisor and officers complied with this direction.

While this approach did not align with the preferred practice outlined in LE-013.01, it was consistent with the Coroner's authority under the *Coroners Act*, which grants jurisdiction over death investigations upon attendance.

The officers involved acted in good faith and under lawful direction. The supervisor's decision, while procedurally inconsistent, was understandable given the Coroner's instruction. No misconduct was identified.

ACTION TAKEN:

- The attending supervisor and involved officers were engaged and reminded of the requirements under LPS Procedure LE-013.01.
- Command staff emphasized the importance of maintaining responsibility for next-of-kin notifications whenever feasible, while still respecting the Coroner's superseding authority pursuant to the *Coroner's Act*.
- The Division Commander determined that **no** disciplinary or misconduct findings were warranted.

CONCLUSION:

The Chief has reviewed and accepted the findings of the internal review. The incident did not reveal any procedural deficiency within the London Police Service but rather reflected a situational divergence based on the Coroner's lawful direction.

The London Police Service remains committed to ensuring that families receive compassionate and appropriate notifications in accordance with both Service procedure and statutory authority.

PREPARED BY: Katherine Dann, Inspector - Corporate Support & Continuous Improvement Branch

REVIEWED BY: Madeline Mckinnon - Director, Legal Services



LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: November 24, 2025

BOARD REPORT #: 2511PB01

MEETING: Open

TO: Chair and Members of the London Police Service Board
FROM: Stephanie Johanssen, Executive Director
SUBJECT: **Tentative 20265 Board Meeting and Conference Schedule**

- Discussion
- Seeking Decision

RECOMMENDATION(S):

For Information and Discussion.

SUMMARY:

This report outlines the proposed meeting schedule for the upcoming year, including tentative dates for regular board meetings and key organizational conferences.

The proposed timeline is intended to facilitate long-term planning. Adjustments may be made as necessary throughout the year to align with evolving organizational needs or unforeseen scheduling conflicts. At least one month's notice would be provided in these circumstances.

Meetings:

Board meetings are generally scheduled for the third Thursday of each month. This is the tentative schedule for 2026; however, there may be some changes pending upcoming Board workshop and training dates.

Tentative Board Meeting Dates for 2026

- January 15
- February 19
- March 19
- April 16

- May 21
- June 18
- July – No July Meeting
- August 20
- September 17 – Special Budget Meeting
- October 15
- November 19
- December 17

Conferences:

Board members are encouraged to attend police governance and policing conferences to build governance and strategic skills and to stay informed about emerging trends, industry best practices, and changes in legislation. Conference attendance supports advocacy, visibility, connection building, and future planning.

Key conferences for Board members to consider are summarized in the table below. Please advise the Board office as soon as possible of conferences you wish to attend.

Canadian Association of Police Governance

CAPG Winter Governance Summit	January 6 – 7, 2026	Ottawa, Ontario
CAPG Annual Conference	TBA	Edmonton, Ontario

Ontario Association of Chiefs of Police

Annual Conference	May 31 – June 3, 2026	Niagara Falls, Ontario
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Ontario Association of Police Boards (OAPSB)

Spring Conference and A.G.M.	June 1 – 3, 2026	Niagara Falls Ontario
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International Association of Chiefs of Police

Annual Conference	October 24 – 27, 2026	Orlando, Florida
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Canadian Association for Civilian Oversight of Law Enforcement

CACOLE 2025 Conference	TBA	TBA
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CONCLUSION

This report is for information.



LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: November 24th 2025

BOARD REPORT #: 2511PB02

MEETING: Open

TO: The London Police Service Board (the Board)
FROM: Stephanie Johanssen, Executive Director
SUBJECT: **Critical Points Policy**

Seeking Decision

RECOMMENDATION:

THAT the London Police Service Board approve the Critical Points Policy (APPENDIX A), as recommended by The Honourable John W. Morden in his 2012 report of the Independent Civilian Review into Matters Relating to the G20 Summit (The Morden Report).

PURPOSE:

To seek Board approval of the attached Critical Points Policy that establishes clear criteria, roles, and information-sharing processes to support effective governance during significant, high-risk events.

SUMMARY:

The Inspector General of Policing has issued guidance encouraging all municipal police service boards to adopt a Critical Points Policy, modelled on the recently approved Toronto Police Service Board policy. A “critical point” refers to a significant, time-sensitive event that heightens operational, financial, reputational, or enterprise risk for the Service and Board.

The Inspector General’s Advisory (APPENDIX B) underscores the need for clear criteria, structured information sharing, and defined reporting expectations between Chiefs of Police and Boards to strengthen both governance (policy-setting and preparedness) and accountability (reviewing actions and lessons learned).

Adopting a Critical Points Policy is framed as an important modernization step that strengthens statutory oversight responsibilities, improves transparency, and enhances coordination and decision-making during significant events. While the Board will also maintain a Board-specific version of this policy within its Governance Manual, the Inspector General’s recent memorandum elevates the organizational policy as an immediate priority to ensure alignment with provincial expectations.

CONCLUSION:

Approval of this Policy will ensure the Board is prepared, aligned with provincial expectations, and equipped with a clear framework to govern effectively during high-risk or rapidly evolving events.



LPS-A-GA-002

APPENDIX A

Critical Points Policy

Policy Number	LPS-A-GA-002
Effective Date	Upon Approval
Date Approved	TBD
Approved By	London Police Service Board
Board Governance Policy Linkages	TBD
Legislation	<i>Community Safety and Policing Act, 2019 (CSPA)</i>

1. Guiding Principles

Information sharing between the London Police Service (Service) and the London Police Service Board (Board) is foundational to the Board's effective oversight. Information sharing is crucial during times of elevated organizational risk, such as when facing large-scale events.

This Policy defines such Critical Points and sets out a process to guide the Chief of Police and the Board in identifying them, and ensuring the flow of relevant information from the Service to the Board, so that the Board can most effectively carry out its oversight and governance role, including creating and amending Board policies, setting priorities, asking questions, and providing non-binding advice in relation to operational matters.

The Board acknowledges that there are limits to the direction it may give the Chief of Police and the importance of respecting those limits. The Board is prohibited by law from directing the Chief of Police with respect to specific investigations or the conduct of specific operations. Therefore, while the Board may set objectives and priorities for the policing of a Critical Point, the Chief of Police has the authority to determine the methods by which the objectives, priorities, or outcomes will be achieved.

This Policy will not prevent or restrict the Service from exercising its policing powers and authorities, in emergent circumstances, to protect community safety.

2. Purpose

The purpose of this Policy is to:

1. Define the term Critical Point and provide clear and consistent assessment criteria for use in identifying Critical Points as they arise.
2. Describe the type of information the Board requires from the Chief to assess potential Critical Points.



3. Describe the information sharing process between the Board and the Service when a Critical Point has been identified/confirmed.
4. Strengthen oversight of the Service, consistent with the Board's legislative responsibilities.
5. Ensure accountability of the Service to the Board.
6. Ensure that the Chief of Police can discharge their duties according to law.

3. Definitions

1. **Critical Point:** A matter of strategic significance that is time-sensitive and which rapidly elevates the Board's operational, financial, reputational or other enterprise risk, and, therefore, calls for the Board's immediate attention and/or preparedness to act. For example, including but not limited to:
 - a) Large-scale operations or events for which advance planning and approval by the Service's Command is required.
 - b) Events or operations that are likely to have a material impact on the Service's relationship with, and service to, marginalized and vulnerable communities.
 - c) Events or operations that raise significant questions of public policy.
 - d) Credible external or internal complaints, including regarding workplace discrimination or harassment, against individual officers and the Service, and findings by administrative tribunals related to discrimination, where such complaints or findings raise significant systemic issues.
 - e) Major incidents resulting in mass casualties.
 - f) Incidents where the SIU has invoked its mandate in response to a death or life-threatening injuries.
 - g) Incidents that are likely to draw significant media attention or that warrant a special press/media conference involving the Chief of Police.

4. Legislative Authority

This policy is established under the following legislative and regulatory framework:

1. **Community Safety and Policing Act, 2019 ("CSPA").**



5. Scope

1. This policy applies to:
 - a) The London Police Service Board, including the Chair and all Members.
 - b) The Chief of Police.
 - c) Service members at the rank of inspector and above, or others designated by the Chief, who are involved in identifying, assessing, managing, or reporting Critical Points.
2. This policy applies in circumstances where:
 - a) The Service or Board identifies a matter of strategic significance that rapidly elevates operational, financial, reputational, or enterprise risk;
 - b) Information sharing between the Service and the Board is required to enable effective oversight and governance; and,
 - c) The matter requires timely communication, collaboration, or preparation at the Board level.
3. This policy does not apply to:
 - a) Routine operational matters or decisions.
 - b) Specific investigations or operational activities where the Board is prohibited from directing the Chief of Police.

6. Policy Directives

It is the policy of the Board that:

6.1 Reporting on Critical Points

1. The Chief of Police will inform the Chair or their designate of any situation in which the Chief of Police believes a Critical Point has emerged or is likely to emerge and provide the Chair, in writing, with further information regarding the Critical Point, including, as appropriate:
 - a) The general nature of the Critical Point.
 - b) The elevated risk(s) posed by the Critical Point.
 - c) Relevant operational and other information necessary for the Board to understand the details of the Critical Point, including an outline of the operational plan, and continuity of service plans.



SECTION 1: GOVERNANCE AND ADMINISTRATIVE POLICIES

- d) Any plans to involve other organizations, including requests to chiefs of police for temporary assistance pursuant to section 19 of the *Community Safety and Policing Act*.
 - e) An estimate of the financial impact.
 - f) Relevant legislation and other legal requirements that may apply, including the need for additional authorities.
 - g) Any ongoing considerations, including resources needed, or policy impacts.
2. The Chair will share the information provided by the Chief of Police with Board Members, all of which will be held in the strictest of confidence.
 3. The Chair, in consultation with the Board Members, and in accordance with the Board's Procedural Bylaw, will determine whether there is a need to obtain additional information, create or amend Board policies, and/or provide direction to the Chief in accordance with the Board's policies, duties and responsibilities, including setting objectives and priorities, and if so, whether to call a Special Meeting of the Board, or to include the Critical Point as an item on the Agenda of the Board's next regularly scheduled meeting.
 4. The Chief will continue to update the Board, through the Chair, on any significant developments, including once the Chief of Police determines that the Critical Point has concluded. In consultation with the Board Members, the Chair may call a Special Meeting of the Board at any time or include an item on the Agenda of a regularly scheduled Board Meeting to discuss the Critical Point.

6.2 Identification of Critical Points by the Board

1. When the Chair believes, or is advised by a Board Member(s) that they believe, that a planned or anticipated event may constitute a Critical Point, the Chair shall request the Chief of Police to consider whether, in their view, the event may meet the definition of Critical Point, and either report to the Board in accordance with this Policy, or provide to the Chair reasons that the event in question does not meet the definition of a Critical Point.

6.3 Chief's Autonomy

1. Once the Board has been given the opportunity to set objectives, ask questions, and provide non-binding advice in relation to operational matters, where applicable, the Chief will maintain the autonomy to finalize and execute the plans.
2. If, during the duration of a Critical Point, the Board concludes that, in its view, the Board's objectives are not being achieved, the Board will inform the Chief of Police of its conclusion. However, the Chief of Police will remain autonomous in determining the appropriate execution of the plans to achieve the mission, objectives, and priorities.



6.4 Training

1. The Chief of police will provide training to ensure that all Command and Service Members from the rank of Inspector and above are trained to recognize the circumstances that may lead to a Critical Point, and to inform the Chief of Police and Command when a potential Critical Point is identified.
2. The Board will ensure that all new Board Members receive training to understand the definition of a Critical Point and effectively understand their responsibilities with regard to the consideration of Critical Points.

7. Public Disclosure, Transparency, and Accountability

1. Subject to operational considerations and the advice of the Chief of Police, the Board will publicly disclose, where it is possible to do so without risking the effectiveness of the operation or any other operations, the safety of Service Members or members of the public, or any other operational considerations raised by the Chief:
 - a) The nature of the operational matter related to a Critical Point.
 - b) Any directions given to the Chief of Police related to a Critical Point.

8. Conclusion

This Policy supports a transparent and collaborative approach to information sharing, enabling the Board and the Chief of Police to effectively manage Critical Points while upholding lawful roles, accountability, and community trust.



**Inspectorate
of Policing**

**Service d'inspection
des services policiers**

Office of the Inspector
General of Policing

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des services policiers

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APPENDIX B

Inspector General of Policing Memorandum and Advisory Bulletin

TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Service Boards

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: **March 20, 2025**

SUBJECT: Inspector General Memo and Advisory Bulletin #3:
Municipal Police Service Board Policy on Critical Points

I am writing to share information and advice with you regarding the Toronto Police Service Board's (TPSB) recently approved policy on "critical points," which was first recommended by The Honourable John W. Morden in his 2012 report of the *Independent Civilian Review into Matters Relating to the G20 Summit* (the Morden Report).

A. The need for a "critical points" policy to support a police service board's statutory governance role

The Critical Points Policy, developed in collaboration between the TPSB and Chief Demkiw, responds to Judge Morden's recommendation that there be greater definition and clarity regarding the role of police service boards in providing civilian oversight of the police service during significant events. The need for a policy on critical points has been consistently supported in other reviews and reports examining the role of civilian police governance in the context of significant policing events, including The Honourable Murray Sinclair's report on the *Thunder Bay Police Services Board Investigation* and The Honourable Gloria J. Epstein's report on the *Independent Civilian Review into Missing Person Investigations (Missing and Missed)*.

The Morden Report discusses the fundamental role of civilian oversight in policing, and describes two essential components of a police board's oversight role, both of which are

supported by a policy that requires information sharing, discussion and reporting over the life cycle of a critical point:

The Governance Component: this represents the authority and responsibility for the development of policies that become the framework within which decisions will be made and actions will be taken by the police service. This is intended to ensure that the police service fulfills its legislated function with due respect to community norms.

The Accountability Component: the process by which actions and activities already carried out by the police service are evaluated to ensure they are consistent with existing policies. This is intended to ensure that decisions which have been taken can be evaluated and addressed in a transparent manner and that lessons learned can be applied to future decisions.¹

B. Inspector General's advice for municipal police service boards to develop a "critical points" policy

I am sharing the TPSB's Critical Points Policy as part of my advisory role under section 102(4) of the *Community Safety and Policing Act, 2019* (CSPA), as a response to these consistent and longstanding recommendations, and in recognition of various recent policing events across this province that may reach the critical points threshold. Embedding and then operationalizing a critical points policy is an important step in modernizing the approach municipal police services and boards across Ontario take to their respective roles, and will serve to strengthen Ontario's policing system in a manner that is consistent with the overall modernization the CSPA was intended to achieve. Therefore, **I advise all Ontario municipal police service boards to review the Policy and, in consultation with chiefs of police and other local stakeholders as may be required, to develop and implement your own policy on critical points soon.**

Please note that this advice is intended for municipal police service boards only and is **not** applicable to OPP detachment boards.

A policy will create a **clear definition** for which significant events reach the 'critical point' threshold. A policy will also formally establish a **reciprocal 'information exchange'** for chiefs and boards to provide information to one another that is relevant to their respective roles. As Judge Morden explained: "With this exchange, the Board will be provided with operational information that will inform its policy-making function and the Chief of Police will have an opportunity to provide his or her views on policy options the Board is considering. With this exchange, both policies and operations may be adjusted to address changing circumstances."² With this 'information exchange' in place, boards can assess the need to set objectives and priorities for how such events are managed and

¹ The Honourable J. W. Morden, *Independent Civilian Review into Matters Relating to the G20 Summit* (Toronto, 2012), page 83 (Morden Report).

² Morden Report, page 7.

turn their attention to other governance responsibilities that may arise in the context of a critical point. This would include, for example, determining the adequacy of board policies, resources and arrangements with other agencies and orders of government.

I further advise boards to ensure that the implementation of a policy on critical points includes thoughtful review of the TPSB Policy as a starting point, but **expect that factors affecting local policing needs will be considered to develop a policy that is reasonable and relevant for the jurisdiction.** I encourage you to engage your Inspectorate of Policing (IoP) Police Services Advisor for further advisory support as you undertake this work.

When developing your board's own policy on critical points, I have the following additional advice when considering the TPSB Policy:

Reporting on Critical Points, TPSB Policy, section 2, item iv:

A recent revision to CSPA section 19 has transferred authority for requests for temporary policing assistance from boards to chiefs of police. To ensure alignment with the CSPA, in place of item iv in the list of information to be reported by the chief to the chair in the TPSB's current Policy, I recommend the following wording:

"Any plans to involve other organizations, including requests to chiefs of police for temporary assistance pursuant to section 19 of the *Community Safety and Policing Act*."

Chief's Autonomy, TPSB Policy, section 8:

The TPSB Policy reiterates a board's authority to set objectives and priorities and a chief's statutory authority to make and execute the operational plans to achieve them. If the board's objectives are not being met, the chief should be expected to provide information to the board on why and advise on appropriate measures. I urge you to consider the following amendments to the TPSB's Policy, in **bold**:

"If, during the duration of a Critical Point, the Board concludes that, in its view, the **Board's** objectives are not being achieved, the Board will inform the Chief of Police of its conclusion. **The Chief will respond by informing the Board on corrective measures or the operational necessity of deviating from the Board's objectives.** However, the Chief of Police will remain autonomous in determining the appropriate execution of the plans in order to achieve the mission, objectives and priorities."

C. Engagement of the Ontario Association of Chiefs of Police (OACP) and the Ontario Association of Police Service Boards (OAPSB)

As part of our ongoing collaboration with the OAPSB and the OACP, the IoP engaged both organizations to understand any additional considerations on developing or

implementing a policy on critical points. Given the significance of this policy in helping embed components of a modern approach to police service boards' governance responsibilities and the operational responsibilities of chiefs of police, we greatly appreciate the support of the OAPSB and OACP on this issue, and their ongoing commitment to advancing initiatives that support Ontario police and police governance leaders in raising the performance bar in police governance and operations.

D. The IoP will continue to support boards and services in compliance and implementing leading practices

As the IoP gains further operational experience and insights, and through continued engagement with Ontario's policing sector, I will continue to share information and advice on compliance with the CSPA and leading practices that will enhance civilian police governance and improve the delivery of police services. In addition, the IoP will work to create additional resources and opportunities to support the implementation of my advice across the Ontario policing sector.

I trust this information will be helpful to you. Again, I encourage you to reach out to your IoP Police Services Advisor to discuss this matter further.

All IG Memos and Advisory Bulletins are posted on our website: www.iopontario.ca.

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

Note: Advisory Bulletins are the IG's advice provided pursuant CSPA s. 102(4) and are intended as a resource for the sector by offering the IG's general interpretation of various provisions of the CPSA. Advisory Bulletins are not legally binding, and they do not purport to address all possible factual scenarios or circumstances. As such, you may wish to consult with legal counsel to determine how this general guidance should be applied in your own local context and to navigate specific situations.



TORONTO POLICE SERVICE BOARD

CRITICAL POINTS POLICY

DATE APPROVED	January 14, 2025	Minute No: P2025-0114-4.0
DATE(S) AMENDED		
REPORTING REQUIREMENT	As needed	
LEGISLATION	<i>Community Safety and Policing Act, 2019, S.O. 2019, c. 1, Sched. 1, ss. 37(1)(a) and (f), and 38(1)(a) and (b).</i>	

GUIDING PRINCIPLES

Information sharing between the Toronto Police Service (Service) and the Toronto Police Service Board (Board) is foundational to the Board's effective execution of its oversight responsibilities. In particular, information sharing is crucial during times of elevated organizational risk, such as when facing large-scale events.

This Policy defines such **Critical Points** and sets out a process to guide the Chief of Police and the Board in identifying them, and ensuring the flow of relevant information from the Service to the Board, so that the Board can most effectively carry out its oversight and governance role, including creating and amending Board policies, setting priorities, asking questions, and providing non-binding advice in relation to operational matters.

The Board acknowledges there are limits to the direction that the Board may give to the Chief of Police, and the importance of respecting those limits. The Board is prohibited by law from directing the Chief of Police with respect to specific investigations, or the conduct of specific operations. Therefore, while the Board may set objectives and priorities for the policing of a Critical Point, the Chief of Police has the authority to determine the methods by which the objective, priority, or outcome will be achieved.

This Policy will not prevent or restrict the Service from exercising its policing powers and authorities, in emergent circumstances, to protect community safety.

PURPOSE OF POLICY

The purpose of this Policy is to:

- Define the term Critical Point and provide clear and consistent assessment criteria for use in identifying Critical Points as they arise
- Describe the type of information the Board requires from the Chief in order to assess potential Critical Points;

- Describe the information sharing process between the Board and the Service when a Critical Point has been identified/confirmed;
- Strengthen oversight of the Service, consistent with the Board's legislative responsibilities;
- Ensure accountability of the Service to the Board; and
- Ensure that the Chief of Police can discharge their duties according to law.

POLICY OF THE BOARD

It is the Policy of the Board that:

Definitions

1. **Critical Point:** A matter of strategic significance that is time-sensitive and which rapidly elevates the Board's operational, financial, reputational or other enterprise risk, and, therefore, calls for the Board's immediate attention and/or preparedness to take action.

For example:

- a. Large scale operations or events for which advance planning and approval by the Service's Command is required;
- b. Events or operations that are likely to have a material impact on the Service's relationship with, and service to, marginalized and vulnerable communities;
- c. Events or operations that raise significant questions of public policy; or
- d. Credible external or internal complaints, including complaints regarding workplace discrimination or harassment, against individual officers and the Service, and findings by other tribunals related to discrimination, where such complaints or findings raise significant systemic issues.

For clarity, the above examples are not exhaustive.

Reporting on Critical Points

2. The Chief of Police will inform the Chair or their designate of any situation in which the Chief of Police believes a Critical Point has emerged or is likely to emerge and provide the Chair, in writing, with further information regarding the Critical Point, including, as appropriate:
 - i. The general nature of the Critical Point;
 - ii. The elevated risk(s) posed by the Critical Point;
 - iii. Relevant operational and other information necessary for the Board to understand the details of the Critical Point, including an outline of the operational plan, and continuity of service plans;
 - iv. Any plans to involve other organizations, including, in the case of other law enforcement agencies, recommendations to the Board to

- make requests of other boards or the Ontario Provincial Police Commissioner;
- v. An estimate of the financial impact;
 - vi. Relevant legislation and other legal requirements that may apply including the need for additional authorities; and
 - vii. Any ongoing considerations, including resources needed, or policy impacts.
3. The Chair will share the information provided by the Chief of Police with Board Members, all of which will be held in the strictest of confidence.
 4. The Chair, in consultation with the Board Members, and in accordance with the Board's Procedural Bylaw, will determine whether there is a need to obtain additional information, create or amend Board policies, and/or provide direction to the Chief in accordance with the Board's policies, duties and responsibilities, including setting objectives and priorities, and if so, whether to call a Special Meeting of the Board, or to include the Critical Point as an item on the Agenda of the Board's next regularly scheduled meeting.
 5. The Chief will continue to update the Board, through the Chair, on any significant developments, including once the Chief of Police determines that the Critical Point has concluded. In consultation with the Board Members, the Chair may call a Special Meeting of the Board at any time or include an item on the Agenda of a regularly scheduled Board Meeting, to discuss the Critical Point.

Identification of Critical Points by the Board

6. When the Chair believes, or is advised by a Board Member(s) that they believe, that a planned or anticipated event may constitute a Critical Point, the Chair shall request the Chief of Police to consider whether, in their view, the event may meet the definition of Critical Point, and either report to the Board in accordance with this Policy, or, alternatively, provide to the Chair reasons that the event in question does not meet the definition of a Critical Point.

Chief's Autonomy

7. Once the Board has been given the opportunity to set objectives, ask questions, and provide non-binding advice in relation to operational matters, where applicable the Chief will maintain the autonomy to finalize and execute the plans.
8. If, during the duration of a Critical Point, the Board concludes that, in its view, the objectives are not being achieved, the Board will inform the Chief of Police of its conclusion. However, the Chief of Police will remain autonomous in determining the appropriate execution of the plans in order to achieve the mission, objectives and priorities.

Training

9. The Chief will provide training to ensure that all Command and Service Members from the rank of Inspector and above are trained to recognize the circumstances that may lead to a Critical Point, and to inform the Chief of Police and Command when a potential Critical Point is identified; and
10. The Board will ensure that all new Board Members receive training to understand the definition of a Critical Point, and effectively understand their responsibilities with regards to the consideration of Critical Points.

Public Reporting

11. Subject to operational considerations and the advice of the Chief of Police, the Board will publicly disclose, where it is possible to do so without risking the effectiveness of the operation or any other operations, the safety of Service Members or members of the public, or any other operational considerations raised by the Chief:
 - a. The nature of the operational matter related to a Critical Point; and
 - b. Any directions given to the Chief of Police related to a Critical Point.



LONDON POLICE SERVICE

REPORT TO THE LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: November 24, 2025
BOARD REPORT #: 2511HR01
MEETING: Open
CSPA SECTION: N/A

TO: Chair and Members of the London Police Service Board
FROM: Treena MacSween, Deputy Chief
SUBJECT: **Overview of the Human Resources Division (HRD)**
PURPOSE: Update / Information Purposes Only

RECOMMENDATION:

THAT the London Police Service Board receives this report for its information.

SUMMARY:

This report provides a high-level summary of the LPS Human Resources Division. It will give insight into the division's structure, including explanations of the various roles and unique strengths that support the rest of the organization. The report will then provide information related to both sworn and civilian hiring processes and how HRD supports LPS member wellness.

REPORT:

Overview of the Human Resources Division

HRD is being temporarily led by a Superintendent. HRD is sub-divided into the: Recruiting, Outreach and Member Care Section, the Human Resources Section, and the Psychological Services Branch.

Talent Acquisition Efficiency Improvements

To accomplish hiring goals and bring the best people possible to our organization, some of the following recent process improvements greatly contributed to our success:

- Recruitment Tech Modernization
- Fitness Testing / Open House Sessions Expansion
- Initial Interview Expedited Timing
- Selection Panel Interview Expedited Timing
- Psychological Assessment Timing Improvements
- Background Checks – Increased Resources to reduce delays
- Medical Clearance – Increased Resources to reduce delays

Engagement Efforts to Diversify Talent Pool

Our team actively seeks ways to diversify our hiring pool through engagement with various communities and organizations. Key initiatives include:

1. **Co-op Programs:** The Recruiting Unit operates High School and College Co-op programs, placing students from local schools for hands-on experience; in 2025, 17 students participated.
2. **Youth in Policing Initiative (YIPI):** Funded by the Ministry, YIPI offers high school students paid summer jobs at our service, promoting cultural exchange and work experience. Last summer, we hosted 30 participants.
3. **Auxiliary Police Program:** We recruit volunteers from diverse backgrounds under the Community Safety and Policing Act. Recently, 14 new auxiliary officers began training, including eight females and nine individuals from diverse communities.
4. **Recruiting Unit Event Participation:** Our recruiters regularly attend community and cultural events to promote LPS as an employer of choice, with attendance at 41 events so far in 2025.

Sworn Member Recruiting Data

The above noted efficiencies and outreach have assisted our team in keeping up with annual increases in hiring demands for sworn officers:

2025 - Constable Recruits - 72:

- 52 to date (plus 15 for Dec OPC Intake)
- 5 Experienced Hires
- 25 Cadets

2024 – 69 (including 8 experienced officers)

2023 – 44 (including 4 experience officers)

2022 – 48 (including 6 experienced hires)

2021 – 30

2020 – 8

Supporting our Members' Wellness

Member wellness is a shared responsibility across LPS, with all levels working to enhance health and mental well-being. The HRD features three specialized teams providing direct support.

Member Care and Organizational Wellness (MCOW) Unit:

- 1 Sergeant leads reintegration for members returning from leaves.
- 1 Constable coordinates the Peer Support Team, leading 60 trained members who, as a secondary duty, offer check-ins and support after challenging calls.
- 1 Wellness Coordinator (civilian) delivers proactive and engaging wellness programs.
- New initiatives: mental health apps—one to track personal well-being and teach coping skills, another to flag members after high-risk calls for Peer Support follow-up.

Psychological Services Branch:

Staff psychologist and coordinator provide confidential counselling and therapy and also lead the High-Risk Position Check-In Program, offering assessments and support for those in high-stress roles.

Abilities Management Specialists Team

This team consists of two civilian police professionals with certified expertise in disabilities management and extensive experience in workplace injury support, return-to-work programs, attendance management, and disability claims guidance. They work closely with MCOW and Psychological Services to help members return to work, whether through accommodations or full duty.

Overview of the Human Resources Section

The HR Section is led by the Manager, Human Resources, and supported by three Coordinators who handle key administrative tasks. Two Generalists manage civilian recruitment, while three Specialists guide respectful workplace processes and foster organizational culture. An HRIS Specialist oversees HR software systems, and two Abilities Management Specialists address disabilities and attendance management.

Key Areas of HR Section Support

The Human Resources Section is essential to the London Police Service, offering support across several core areas:

Talent Acquisition and Workforce Planning - HR manages recruiting and workforce planning to ensure staffing needs are met.

Performance Management - The team oversees performance reviews to support staff development and maintain standards.

Member Engagement and Culture - HR promotes a positive culture, boosting engagement and productivity.

Organizational Design and Effectiveness - HR reviews structures and processes for better alignment with strategic goals.

Leadership Coaching and Development - The section offers programs to develop leadership and management skills.

Change Management - HR leads change management to support staff and minimize disruptions.

Equity, Diversity, and Inclusion - Efforts focus on building a respectful and inclusive workplace for all members.

Abilities Management and Return to Work Support - Specialized support helps members return to work after injuries or disabilities.

The HR Section has made significant contributions to the London Police Service in recent years, particularly through talent acquisition and the hiring of specialized civilian police professionals. Generally, the process includes posting positions, conducting targeted recruitment, assessing minimum qualifications, skills-based testing when required, candidate screening, interviews, background checks, extending job offers, and onboarding.

To support hiring, the HR Section partners with the position's home Division to fully understand specific recruitment needs. Supervisors and managers from the relevant work areas are involved throughout most steps.

CONCLUSION:

The above report is provided to the board to give a high-level overview of the Human Resources Division and how its members support the London Police Service's needs and its members.

PREPARED BY: Chris Churney, Superintendent - Human Resources Division
Justin Henry, Manager - Human Resources Division



LONDON POLICE SERVICE

REPORT TO THE LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: November 24, 2025
BOARD REPORT #: 2511CI01
MEETING: Open
CSPA SECTION: N/A

TO: Chair and Members of the London Police Service Board
FROM: Paul Bastien, Deputy Chief
SUBJECT: **Crime Stoppers Quarterly Report – Quarter Three of 2025**
PURPOSE: Update / Information Purposes Only

RECOMMENDATION:

THAT the London Police Service Board receives the attached report for their information.

SUMMARY:

The number of tips received as of the end of Q3 2025 increased five percent compared to the same period last year, while the number of charges is up 76 percent. The number of arrests, cases cleared and traffic offences in addition to the value of narcotics seized, cash seized, and rewards paid all decreased over the same period.

DISCUSSION:

Background

The purpose of Crime Stoppers is to encourage the public to anonymously become involved in assisting law enforcement agencies in the apprehension and conviction of criminals without fear of reprisals. Tips can be submitted online or by phone. If the information leads to an arrest, the seizure of controlled substances or the recovery of stolen property, the tipster may be eligible for a cash reward of up to \$2,000.

The program has maintained its charitable status and actively participates in fundraising initiatives and speaking engagements yet still faces financial challenges. Despite these financial difficulties, the program continues to receive a steady number of tips, make payments to tipsters, and fulfill its mission effectively.

Cumulative data to the end of Q3 2025 is provided at Appendix A, with historical data included for comparison.

CONCLUSION:

Crime Stoppers tipsters share intelligence in relation to wanted individuals, drug traffickers, and property offenders. The London Police Service continues to rely on these tips and will continue to use them to enhance community safety and strengthen community trust.

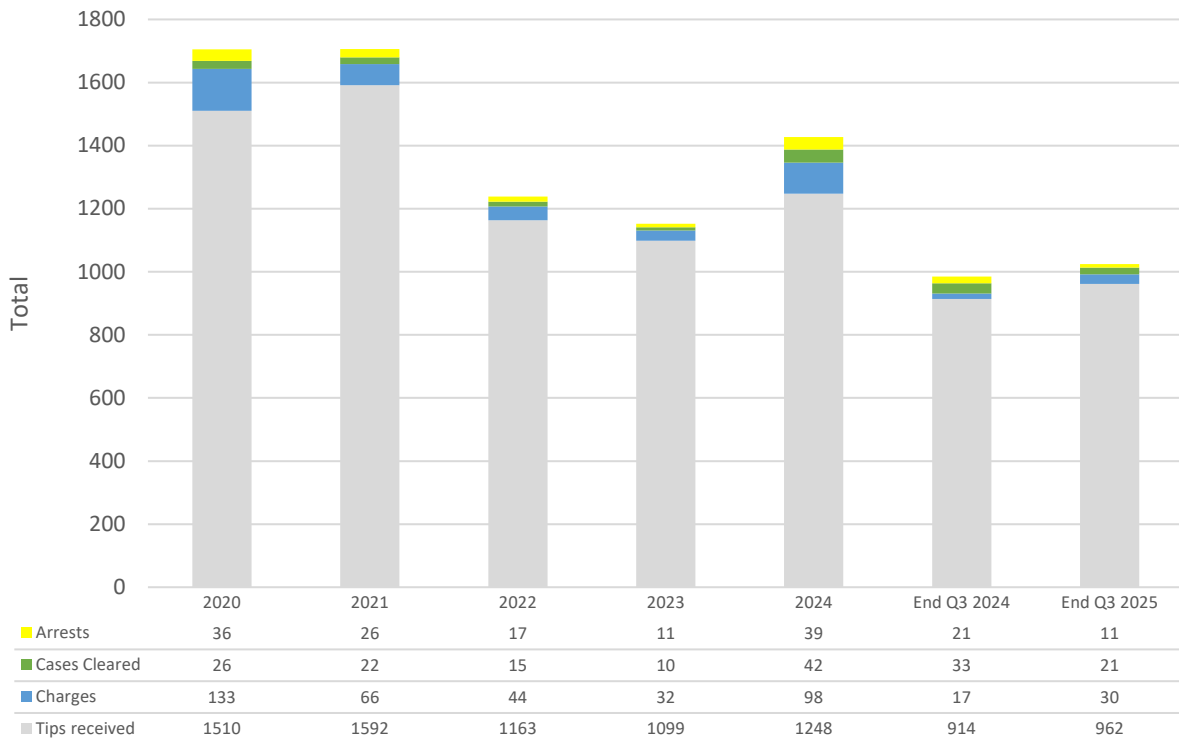
PREPARED BY: Barb Martin, Detective Sergeant – Investigative Support Section

Attachment: Appendix A

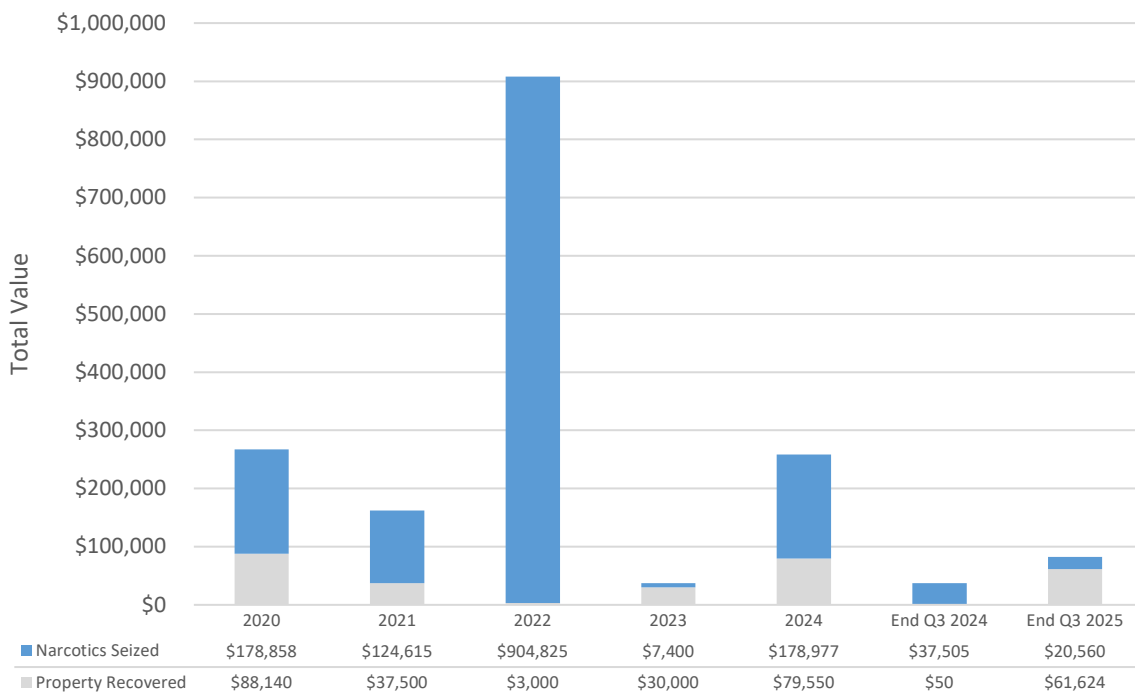
APPENDIX A

Crime Stoppers 2020 – 2025 YTD

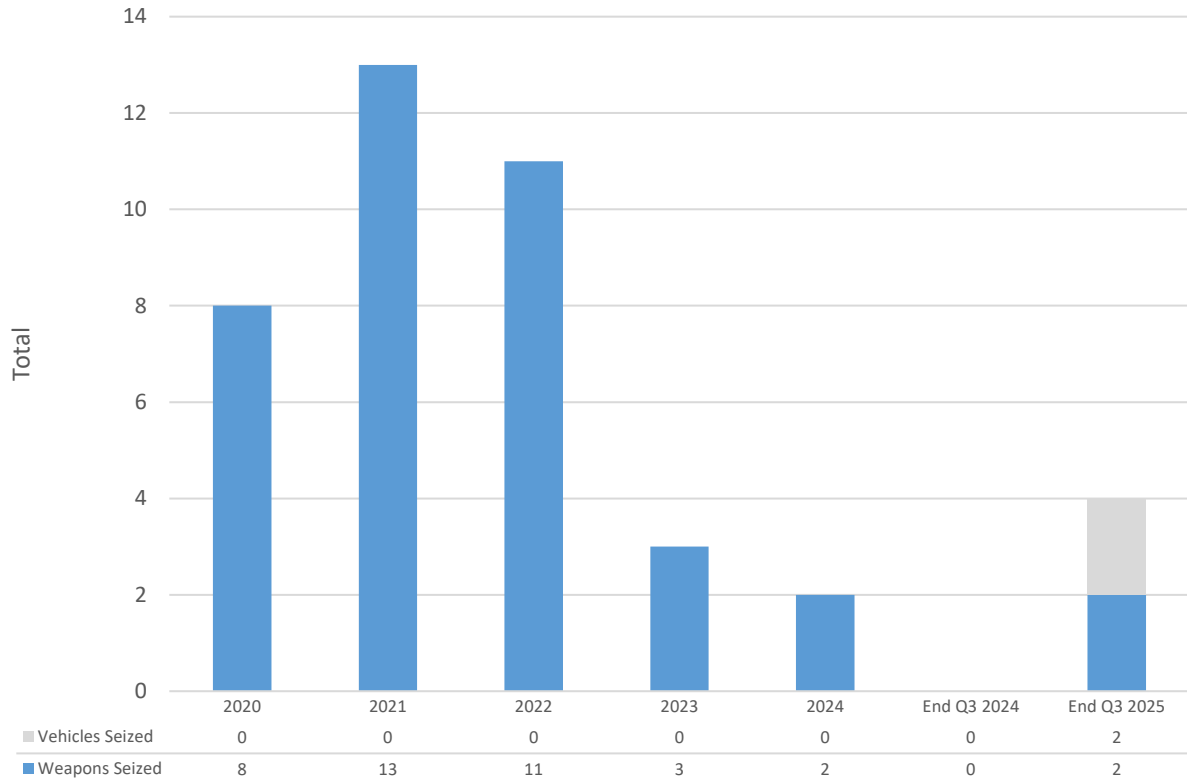
Tips Received to Arrest, Cases Cleared and Charges Laid



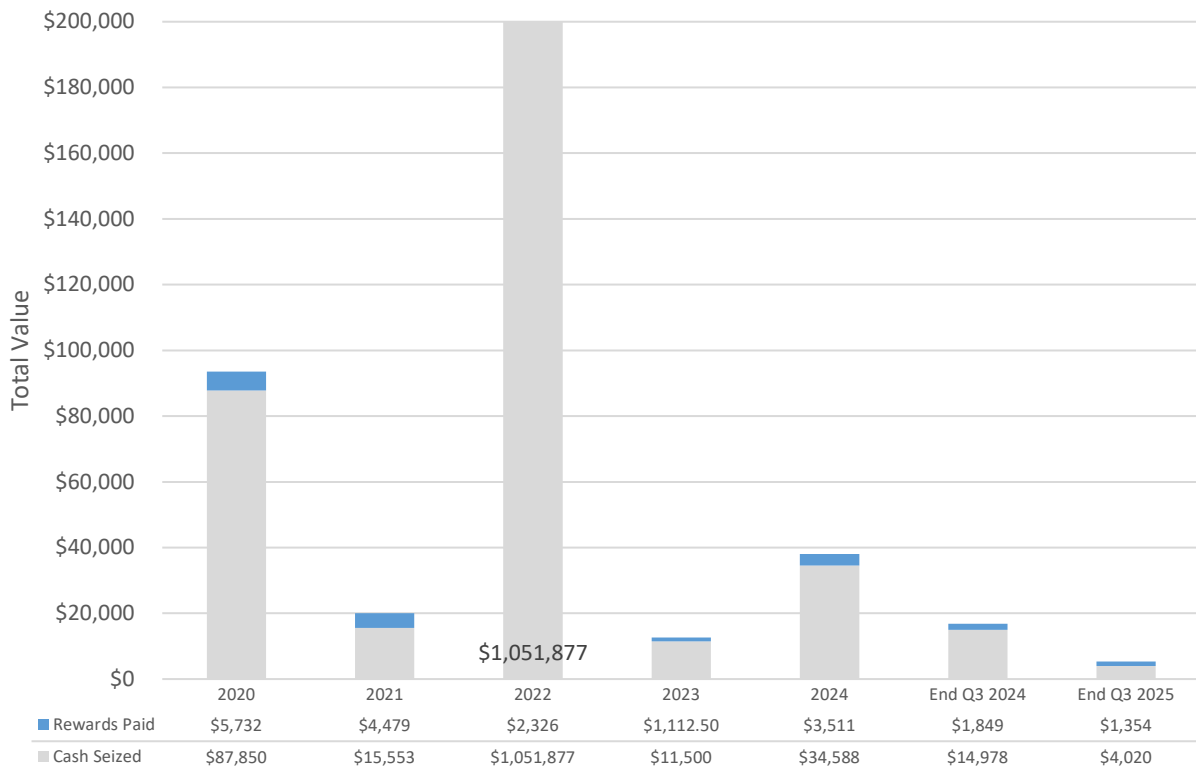
Controlled Substances Seized and Property Recovered



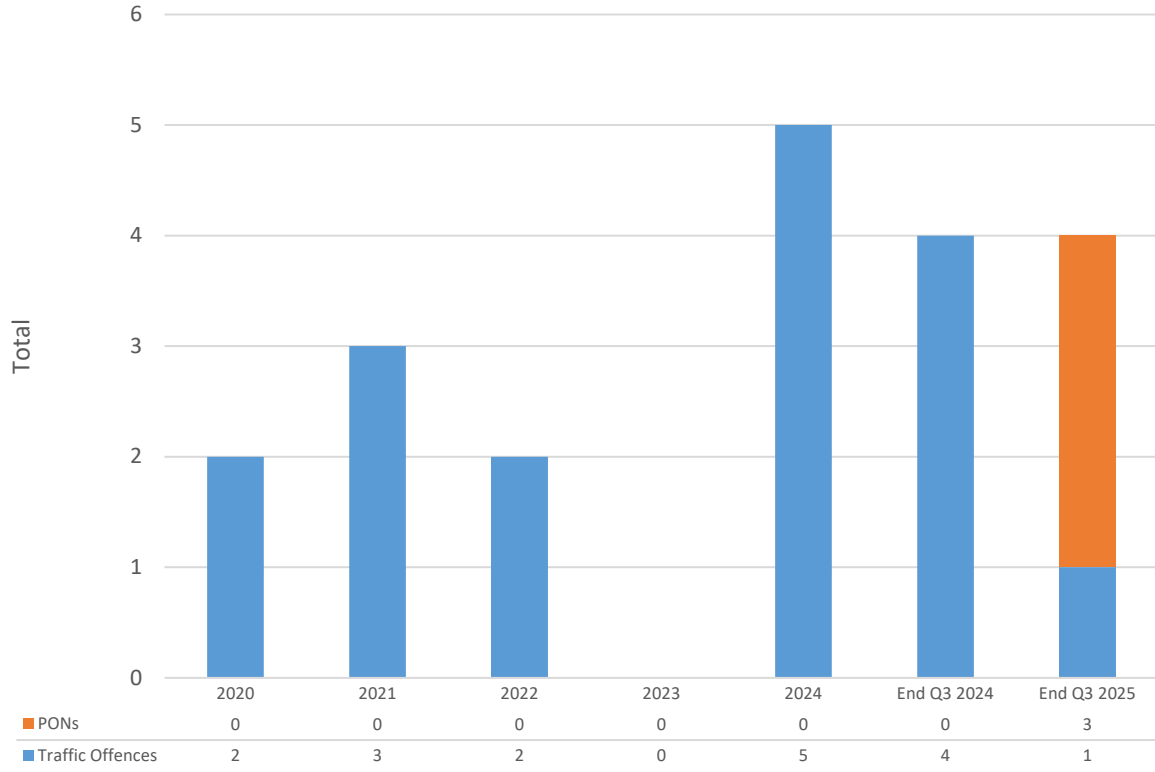
Vehicles and Weapons Seized



Rewards Paid vs. Cash Seized



Traffic Offences





LONDON POLICE SERVICE

REPORT TO THE LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: November 24, 2025
BOARD REPORT #: 2511EA03
MEETING: Open
CSPA SECTION: N/A

TO: Chair and Members of the London Police Service Board
FROM: Thai Truong, Chief of Police
SUBJECT: **2025 Interim Report (Jan 1 to Oct 31) Organizational Performance Metrics**
PURPOSE: Update / Information Purposes Only

RECOMMENDATION:

THAT the London Police Service Board receives this report for its information.

SUMMARY:

This report provides an overview of the London Police Service's (LPS) performance from January 1 to October 31, 2025. It presents progress made toward our strategic goals of enhancing Community Trust, Organizational Wellness, and Community Safety, while ensuring accountability.

Since the approval of the 2024–2027 multi-year police budget, the LPS has remained focused on delivering tangible outcomes. The data presented reflects continued improvement across key performance areas, reinforcing that our Service is on a positive trajectory built on collaboration, innovation, and accountability.

Highlights of 2025 (YTD) Performance:

- 6.9% reduction in the Crime Severity Index (CSI), marking the second consecutive annual decline.
- Continued improvement in emergency response times, particularly for Priority 1 and 3 calls.
- Record levels of police visibility and community engagement, with over 45,000 residents reached.
- Sustained decrease in service complaints, on track for the lowest level in four years.
- Continued success in traffic enforcement and reduction in motor vehicle fatalities.

These achievements reflect the professionalism and dedication of every member of the London Police Service and the Senior Leadership Team in maintaining public confidence and organizational credibility.

PERFORMANCE METRICS:

COMMUNITY TRUST: Increased Police Visibility and Engagement

Goal: Strengthen trust through increased police visibility in high-harm areas and enhanced community engagement.

Police Visibility in High-Harm Areas

In 2025, officers continued to focus resources on enhancing officer visibility in identified “hotspot” areas. The hot spots are categorized as:

- Community-Based: Identified through complaints or concerns from the community.
- High-Harm: Defined by frequency, severity, and patterns of violent crime.
- High Frequency of Property Crime: Defined by data on property-related offences.

From January to October 31, 2025, officers spent a total of 16,473.7 hours in identified hotspot areas, a 23% increase compared to the 13,401 hours recorded over the entire previous year. This growing presence demonstrates our continued focus on visibility, responsiveness, and proactive engagement in areas experiencing higher levels of risk.

Hotspot Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	2025 YTD
Community Based	555.0	185.2	181.3	135.4	174.3	152.4	131.4	160.3	157.8	193.8	2026.9
High-Harm	1115.7	1009.9	930.1	984.1	1010.7	842.6	796.0	365.0	374.9	344.4	7773.4
Property Crime	729.5	611.7	676.9	609.3	690.6	648.6	606.5	662.0	708.4	729.9	6673.4
Total	2400.2	1806.8	1788.3	1728.8	1875.6	1643.6	1533.9	1187.3	1241.1	1268.1	16473.7

Conclusion: Increased visibility continues to be a cornerstone of our proactive strategy. Deployment data confirms our focus on evidence-based policing and responsiveness to community concerns.

Community Engagement Events

Through a continued commitment to engagement, LPS members have made measurable progress in fostering meaningful connections across the community. Between January 1 and October 31, 2025, members participated in more than 250 community events, engaging with over 45,000 residents. This represents a substantial increase from 217 events and 27,203 residents reached during all of 2024, a growth of 15% in events and 65% in total community interactions. This sustained upward trend shows our members’ dedication to building trust and accessibility through authentic, data-informed engagement with London’s diverse population.

Conclusion: Community engagement is a central component of our policing strategy, and the data indicates that our members are strengthening public trust and supporting LPS’s commitment to accessibility and responsiveness for all community members.

ORGANIZATIONAL WELLNESS: Reduction in Service Complaints

Goal: Reduce service complaints through improved service delivery and professionalism.

As of October 31, 2025, the London Police Service has received nine service complaints, a continued decline from 37 complaints in 2024. The Inspectorate of Policing (IOP) now oversees

all public complaints regarding police services under the *Community Safety and Policing Act*. Upon receipt, the IOP assesses jurisdiction, determines whether an investigation will be retained, and notifies the Service of any matters under review. To date, the IOP has retained six investigations, while three additional complaints were received and are being addressed by the LPS Professional Standards Branch.

This reduction in complaints reflects the continued professionalism of our members, improvements in service delivery, and our ongoing commitment to maintaining public confidence and accountability.

	2021	2022	2023	2024	2025 YTD
# of Service Complaints	53	44	65	37	9

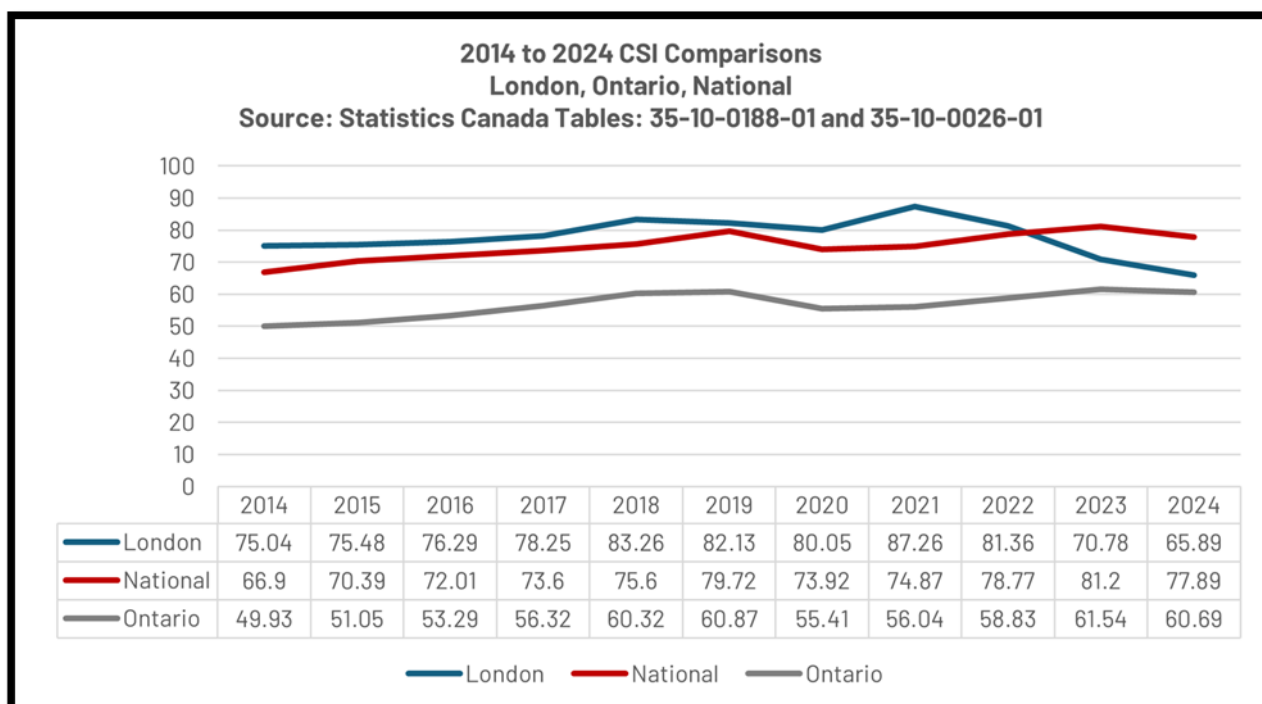
Conclusion: The continued reduction in complaints demonstrates our dedication to prompt responses, enhanced community confidence, and consistently high professional standards. We are on track to achieve the lowest level of service complaints in four years, reflecting the effectiveness of our operational improvements.

COMMUNITY SAFETY: Reduction in Crime Severity Index

Goal: Achieve a reduction in the Crime Severity Index (CSI).

The Crime Severity Index, which measures both the volume and severity of crime, provides a clear picture of crime trends in London and how they compare both provincially and nationally. In 2023, we reported a 14% reduction in the Crime Severity Index. At 65.89, London’s CSI for 2024 has dropped a further 6.9% and remains below the national average for a second year.

Among Ontario’s largest police services, London achieved the third-largest reduction in CSI.



Conclusion: These results reinforce that our investment in data-driven crime prevention, visibility, and targeted enforcement is delivering measurable progress in community safety.

RESPONSE TIMES: Improving Efficiency

Goal: Reduce response times for urgent (Priority 1) and non-urgent (Priority 2 and 3) calls.

Year-to-date data for 2025 shows continued progress in response times, with notable improvement in Priority 1 and Priority 3 calls compared to the full 2024 year.

At the 90th percentile (meaning 90% of calls were handled within this time), Priority 1 response improved to 9 minutes and 1 second, down from 9 minutes and 36 seconds in 2024.

The most significant improvement was observed in Priority 3 calls, which decreased from 81 hours and 47 minutes to 41 hours and 54 minutes, reflecting ongoing efforts to manage lower priority calls more efficiently through optimized deployment and resource allocation.

While Priority 2 response times saw a modest increase to 9 hours and 30 minutes from 9 hours and 12 minutes in 2024, this variance is attributed to increased call volume, call complexity, and the prioritization of higher-risk incidents.

Response Times - Complete years 2020 to 2024 and YTD 2025

Initial Dispatch Priority	2020	2021	2022	2023	2024	2025 YTD
1	0:09:02	0:09:12	0:09:30	0:10:02	0:09:36	0:09:01
2	2:36:23	4:32:10	6:48:13	9:45:56	9:12:15	9:30:42
3	12:52:18	16:53:49	107:54:34	132:28:47	81:47:45	41:54:00

Response Time (Received to First at Scene) – 90th Percentile (90% were less than) H:MM:SS

Conclusion: The London Police Service continues to make measurable progress in improving response to critical incidents, particularly those of highest urgency. Ongoing enhancements to our service delivery model—including deployment adjustments, technology-driven dispatch improvements, and the use of evidence-based resource allocation—are designed to sustain these gains. Our goal remains clear: to ensure timely, effective, and high-quality responses across all call categories, balancing community safety with operational efficiency.

ROAD SAFETY: Traffic Enforcement and Reduction in Fatal Collisions

Goal: Increase traffic enforcement and reduce road-related incidents.

So far in 2025, the LPS has issued more traffic tickets than in the entire 2024 calendar year. This reflects our continued commitment to ensuring road safety and reducing dangerous driving behaviors.

Year	Warn/CNs	Tickets	Total
2019	11,210	10,212	21,422
2020	5,955	9,622	15,577
2021	3,417	6,887	10,304
2022	1,497	4,542	6,039
2023	2,800	6,746	9,546
2024	4,981	9,639	14,620
2025 YTD	4,788	9,918	14,706

Conclusion: Our increased focus on traffic enforcement demonstrates our proactive approach to road safety. With more stops and warnings issued, we are committed to ensuring the safety of everyone on our roads.

Goal: Decrease motor vehicle fatalities.

As of October 31, 2025, 10 fatal motor vehicle collisions have been recorded, compared to 12 for the entire year in 2024, reflecting a 17% reduction year-over-year. This improvement two years in a row, demonstrates the continued effectiveness of targeted enforcement, increased officer presence in high-collision areas, and sustained road safety campaigns aimed at reducing impaired, distracted, and aggressive driving.

	2020	2021	2022	2023	2024	2025 YTD
# of Fatalities	12	20	11	22	12	10

Conclusion: Increased enforcement and focused education campaigns continue to yield improved outcomes. Seasonal factors may influence year-end totals, but the downward trend remains encouraging.

DECREASING SHOOTINGS: Reducing Gun Violence

Goal: Achieve a reduction in shootings across the city.

As of October 31, 2025, there have been 21 shootings, compared to 14 in all of 2024. Although this represents an increase, the total remains below peak years (2021–2023). Investigative analysis indicates that the majority of incidents are targeted, with no known ongoing risk to public safety.

	2020	2021	2022	2023	2024	2025 YTD
# of Shootings	14	28	24	27	14	21

Conclusion: The LPS continues to prioritize gun violence reduction through enhanced intelligence-sharing, community partnerships, and enforcement operations. We remain committed to sustained collaboration with provincial and federal partners to prevent firearm-related violence.

CONCLUSION AND OUTLOOK:

The data presented in this interim report reflects ongoing progress in our collective effort to enhance community safety and trust. The results demonstrate the value of strategic investment, strong leadership, and the dedication of our members.

As Chief, I recognize that success is not defined by one metric but by the consistent pursuit of improvement. Our Executive Command Team and Senior Leadership Team bear a significant responsibility, to lead by example, strengthen credibility, and safeguard the reputation of our organization. We are committed to ensuring that every action taken reflects our values of service, integrity, and accountability.

A comprehensive annual performance report for 2025 will be presented to the Board early next year.



LONDON POLICE SERVICE

REPORT TO THE LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: November 24, 2025
BOARD REPORT #: 2511EA01
MEETING: Open
CSPA SECTION: N/A

TO: Chair and Members of the London Police Service Board
FROM: Paul Bastien, Deputy Chief
SUBJECT: **Report on Investigation by Chief Pursuant to s. 81(1) CSPA
SIU Case 25-OCI-189 (Custody Injury)**
PURPOSE: Update / Information Purposes Only

RECOMMENDATION:

THAT the London Police Service Board receive this report for information purposes.

SUMMARY:

On September 5, 2025, the Special Investigations Unit closed an investigation into the actions of two sworn members of the London Police Service when an individual in the officers' custody sustained an injury presumed to be a "serious injury" as set out in the SIU Act. The Director concluded that there was no basis upon which to believe that the officer had committed a criminal offence.

Following closure of the SIU investigation, LPS Professional Standards Branch undertook an investigation as required by s. 81 of the Community Safety and Policing Act. The focus of the PSB investigation was conduct of the LPS officers involved¹, procedures established by the Chief, and policing provided as they pertained to the incident that resulted in injuries to the individual.

The PSB investigation found that the involved officers had complied with standards of conduct and that relevant procedures were adequate, as was the policing provided.

DISCUSSION:

Background

Section 81 of the CSPA requires that the Chief investigate officer conduct, the policing provided, and relevant procedures as they pertain to an incident investigated under s. 15 of the Special Investigations Act². Pursuant to s. 81(4) of the Act, this is the Chief's report to the Board in respect of the investigation into the above-referenced incident, submitted in accordance with Sec. 8 of O. Reg. 90/24, CSPA and Board policy LPS-2-IAS-001.

¹ An involved officer may be a "Subject Official" (if their conduct appears, in the opinion of the SIU Director, to have been the cause of the incident under investigation) or a "Witness Official" (if, in the opinion of the Director, the officer was involved in the incident but is not a Subject Official).

² SIU Director may cause an investigation to be conducted into any incident in which any of the following occurs, if the incident may have resulted from criminal conduct by an official: the death or serious injury of a person, the discharge of a firearm at a person, or the sexual assault of a person, as reported by the person.

Incident Summary

On May 10, 2025, the Ontario Provincial Police notified the London Police Service about a suspected impaired driver (the complainant) who was involved in a disturbance and collisions outside of the city, heading toward London. LPS officers observed OPP in pursuit and witnessed the suspect's vehicle being stopped after contacting OPP cruisers.

The complainant resisted as officers tried to effect an arrest and two LPS officers deployed Conductive Energy Weapons (CEW). After being handcuffed, the complainant experienced a medical emergency; Narcan and life-saving measures were administered, and the complainant was hospitalized for a collapsed lung and drug ingestion.

The Special Investigations Unit was notified and investigated. On September 5, 2025, Director Joseph Martino notified the Chief that he had concluded that there was no basis for proceeding with charges in the case and that there was no further action contemplated.

Summary of Findings: Special Investigations Unit

Two LPS officers were designated by the SIU as subject officials. After reviewing the evidence, the SIU concluded there were no reasonable grounds to believe either officer committed a criminal offence in connection with the complainant's arrest and injury. The complainant had driven recklessly, colliding with police vehicles and running red lights, which justified his arrest for dangerous driving.

Police officers are protected from criminal liability for using force in the course of their duties, provided the force is reasonably necessary and authorized by law. The use of CEWs by the officers was deemed by the Director to have been justified and appropriate in the circumstances, given the complainant's ongoing resistance and the threat posed to public safety.

Summary of Findings: LPS Professional Standards Branch

The investigation found that London Police Service officers acted in accordance with procedures, and relevant legislation. Their use of force, including the deployment of CEWs, was deemed appropriate and consistent with both provincial standards and internal training requirements. No deficiencies in officer training or compliance with procedures related to use of force or prisoner care/custody were identified.

Minor, inter-agency communication issues with potential to impact operational effectiveness were identified. This matter was referred to the Communications Branch to review operational communication protocols to improve coordination with the Ontario Provincial Police.

CONCLUSION:

The Professional Standards Branch investigation determined that London Police Service procedures related to the incident were in keeping with legislation and written such as to provide adequate and appropriate guidance to its members.

With respect to the conduct of the designated officials, the investigation determined it to have complied with standards set out in the Community Safety and Policing Act and with London Police Service procedure.



LONDON POLICE SERVICE

REPORT TO THE LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: November 24, 2025
BOARD REPORT #: 2511EA05
MEETING: Open
CSPA SECTION: N/A

TO: Chair and Members of the London Police Service Board
FROM: Paul Bastien, Deputy Chief
SUBJECT: **Report on Investigation by Chief Pursuant to s. 81(1) CSPA
SIU Case 25-OCI-156 (Custody Injury)**
PURPOSE: Update / Information Purposes Only

RECOMMENDATION(S):

THAT the London Police Service Board receive this report for information purposes.

SUMMARY:

On August 12, 2025, the Special Investigations Unit closed an investigation into the actions of a sworn member of the London Police Service after an individual in the officers' custody sustained an injury presumed to be a "serious injury" as set out in the SIU Act. The Director concluded that there was no basis upon which to believe that the officer had committed a criminal offence. Following closure of the SIU investigation, LPS Professional Standards Branch undertook an investigation as required by s. 81 of the Community Safety and Policing Act. The focus of the PSB investigation was conduct of the LPS officers involved¹, procedures established by the Chief and policing provided by the LPS as they pertained to the incident that resulted in injuries to the individual.

The PSB investigation found that the involved officers had complied with standards of conduct and that relevant procedures were adequate, as was the policing provided.

DISCUSSION:

Background

Section 81 of the CSPA requires that the Chief investigate officer conduct, relevant procedures, and the policing provided as they pertain to an incident investigated under s. 15 of the Special Investigations Act². Pursuant to s. 81(4) of the Act, this is the Chief's report to the Board in respect of the investigation into the above-referenced incident, submitted in accordance with Sec. 8 of O. Reg. 90/24, CSPA and Board policy LPS-2-IAS-001.

¹ An involved officer may be a "Subject Official" (if their conduct appears, in the opinion of the SIU Director, to have been the cause of the incident under investigation) or a "Witness Official" (if, in the opinion of the Director, the officer was involved in the incident but is not a Subject Official).

² SIU Director may cause an investigation to be conducted into any incident in which any of the following occurs, if the incident may have resulted from criminal conduct by an official: the death or serious injury of a person, the discharge of a firearm at a person, or the sexual assault of a person, as reported by the person.

Incident Summary

On April 21, 2025, at 3:45 a.m., an LPS officer operating a marked cruiser around Clarke Road and Trafalgar Street, attempted to stop a suspicious vehicle. The vehicle travelled into a residential area and stopped, the driver (the Complainant) fled on foot, and the officer radioed for assistance while taking chase.

A Canine Unit officer responded and initiated a track and subsequently, the police service dog (PSD) located and the Complainant hiding in shrubbery in a nearby yard, and bit him on the leg. The Complainant was taken to hospital by ambulance and admitted for a bite wound to the back of his right knee.

The Special Investigations Unit was notified and investigated. On August 12, 2025, Director Joseph Martino notified the Chief that he had concluded that there was no basis for proceeding with charges in the case and that there was no further action contemplated.

Summary of Findings: Special Investigations Unit

With respect to the force used by the Subject Official, the Director surmised that the use of the police dog was a reasonable tactic in the circumstances. Likewise, he concluded that a punch delivered by the officer to the face of the Complainant when did not appear to be disproportionate given the circumstances, which involved the Complainant attempting to restrain the dog. In all, the Director found that the evidence fell short of reasonably establishing either the dog bite or the strike was excessive.

Pursuant to section 25(1) of the *Criminal Code*, police officers are immune from criminal liability for force used in the course of their duties provided such force was reasonably necessary in the execution of an act that they were required or authorized to do by law. In this case, the Director was unable to conclude that reasonable and probable grounds existed to believe the Subject Official used unlawful force.

Summary of Findings: LPS Professional Standards Branch

The investigation found that LPS Canine Unit officer acted in accordance with procedures, and relevant legislation. The use of force, including the deployment of the police service dog and the strike to the face, was deemed appropriate and consistent with both provincial standards and internal training requirements. No deficiencies in officer training or compliance with procedures were identified.

A third officer involved in apprehending the Complainant, and who placed him under arrest after taking custody of him from the Canine Unit officer, was found to have arrested the Complainant for "flight from police". That offence is related to flight from police while involved in a suspect apprehension pursuit in a motor vehicle but does not apply in the context of an individual who flees on foot. However, this officer was lawfully positioned, as were the others, to arrest the Complainant for other offences, and the matter does not rise to the level of misconduct. It has instead been dealt with by the Professional Standards Branch as a coaching/work performance issue with the officer.

CONCLUSION:

The Professional Standards Branch investigation determined that London Police Service procedures related to the incident were in keeping with legislation and written such as to provide adequate and appropriate guidance to its members.

With respect to the conduct of the designated officials, the investigation determined it to have complied with standards set out in the Community Safety and Policing Act and with London Police Service procedure.



LONDON POLICE SERVICE

REPORT TO THE LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: November 24, 2025
BOARD REPORT #: 2511EA02
MEETING: Open
CSPA SECTION: N/A

TO: Chair and Members of the London Police Service Board
FROM: Treena MacSween, Deputy Chief
SUBJECT: **Delegation of Signing Authority for Lease Agreements**
PURPOSE: Seeking Decision

RECOMMENDATION:

THAT the London Police Service Board delegate signing to the Chair to execute lease agreements in excess of \$50,000.00 for a 12-month period, subject to renewal.

SUMMARY:

LPSB Policy: 125 (Delegation of Signing Authority to the Chief of Police) provides that rental agreements for LPS training or operational purposes valued in excess of \$50,000.00 must be signed by the Board.

In February 2025, to ensure that LPS Facilities was positioned to make timely and competitive offers on rental facilities, the Board delegated signing authority to the Chair to execute lease agreement in excess of \$50,000.00 for a 6-month period, subject to renewal. This signing authority has since expired. Accordingly, LPS recommends that the Board renew its delegation of signing authority for lease agreements to the Chair, so that agreements may be executed outside of the Board meeting cycle.

PREPARED BY: Madeline Mckinnon, Director - Legal Services