



LONDON POLICE SERVICE BOARD

OPEN MEETING AGENDA

Thursday, May 21, 2026, 9:00 am **and** 1:15 pm

Police HQ Executive Boardroom 601 Dundas Street

Link to Livestreams [9:00 AM](#) and [1:15 PM](#)

	ITEM	LEAD	DETAILS
OPEN MEETING PART One: 9:00 am			
1	Call Open Meeting to Order	Chair	
2	Motion to move to a Closed meeting pursuant to Section 44(1)(b) and 44(2) of the <i>Community Safety and Policing Act</i> to discuss confidential matters related to labour relations, Finance, and Legal.	Chair	Decision
CLOSED MEETING AND BREAK UNTIL 1:15 pm			
OPEN MEETING PART Two: 1:15 pm			
1	Procedural Matters Opening Remarks Disclosures of Interest Introduction of New Business LPSB Correspondence Reference Document #2605_001 Approval of Minutes: April 16, 2026 , LPSB Open Meeting	Chair	Information Decision
2	Support Services AI Technology Use Presentation (incl BWC) and Report #2605SS01	CAO	Information
3	Financial Services 3.1 EMOP Co-Operative Purchasing Agreement – Diesel Fuel and Gasoline Supply Report #2605FF01 3.2 Operating Budget Status Report #2605FF02 3.3 Mental Health Crisis Response Training Report #2605FF03	CAO CAO CAO	Decision Decision Decision
4	Uniformed Division Police Pursuits Statistics Annual Report #2605UD01	DC MacSween	Information

Next Scheduled LPSB Open Meeting Date: Friday, July 17th, 2026

5	Criminal Investigation Division Sexual Assault Investigation Annual Report #2605CI01	DC Bastien	Information
6	Executive Administration: Professional Standards Branch 6.1 Aggregated Disciplinary Measures Report #2605EA01 6.2 SIU Report #2605EA02	DC Bastien DC Bastien	Decision Information
7	Executive Administration: Chief's Office Inspector General Province-Wide Inspection on Integrity and Anti-Corruption Practices Readiness Report #2605EA03	Chief	Decision
8	Verbal Updates <ul style="list-style-type: none"> • Chair Gauss • Chief Truong 	Chair Chief	Information
9	New Business	Chair	Information
10	ADJOURNMENT	Chair	



May 12th, 2026

London City Council
c/o City of London Strategic Priorities and Policy Committee
300 Dufferin Avenue
London, Ontario
NCB 1Z2

Sent via email to: sppc@london.ca

Dear London City Council,

RE: Council Resolution Request to Maintain the Size of the Board at Seven Members

On behalf of the London Police Service Board (the “Board”), I am writing to advise that at its meeting held on April 16th, 2026, the Board approved a motion requesting that the London City Council confirm that the composition of the Board be maintained at seven members.

The *Community Safety and Policing Act, 2019* (CSPA) took effect on April 1st, 2024, and included a provision requiring municipal councils to formally confirm the composition of the police service board for their respective jurisdiction. In the absence of such confirmation from the Council, the Board will default to the standard five-member structure on the day a new municipal council is organized after the first regular municipal election following the day Section 31 of the CSPA took effect.

Our request reflects the Council’s prior direction under the former *Police Services Act* legislation to increase the size of the Board from five to seven members (attached). The rationale for a seven-member board to govern the London Police Service remains relevant. Maintaining a board of this size supports the effective discharge of the Board’s governance responsibilities, including supporting community safety demands arising from population growth and regional service provision.

The Board respectfully requests that Council confirm the Board’s composition at seven members.

Thank you for your timely consideration of this matter.

Sincerely,

A handwritten signature in blue ink, appearing to read "Ryan Gauss".

Ryan Gauss
Chair, London Police Service Board
Attachment: LPSB Report #2604PB01

RYAN GAUSS CHAIR, NANCY BRANSCOMBE VICE-CHAIR

JEFFERY LANG, STEVE LEHMAN, JOSH MORGAN, SUSAN STEVENSON, MIKE WALLACE



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LONDON POLICE SERVICE BOARD PUBLIC REPORT

Council Resolution Request to Maintain Size of Board

OPEN SESSION REGULAR BOARD MEETING

April 16th, 2026

FROM

Stephanie Johanssen, LPSB Chief Governance Officer – through the Governance Advisory Committee

REASON FOR REPORT

- Update / Information Purposes Only Seeking Decision

RECOMMENDATION(S)

THAT the London Police Service Board (the “Board”) authorize the Chair to sign correspondence on behalf of the Board, recommending London City Council confirm that the size of the Board be maintained at seven (7) members, consistent with the composition permitted under the *Community Safety and Policing Act, 2019* (CSPA) and Council’s prior direction under the former legislation to increase the size of the Board from five (5) to 7 members.

PURPOSE

This report seeks authorization to send correspondence to the London City Council, recommending that it reconfirm the composition of the Board at seven (7) members in accordance with the legislative requirements of the newly implemented CSPA to do so.

FINANCIAL IMPLICATIONS

There are no direct financial implications associated with the recommendations in this report.

BACKGROUND AND LEGISLATIVE CONTEXT

In 2017, the Municipal Council approved a resolution increasing the size of the London Police Service Board from 5 to 7 members (APPENDIX A) under the former *Police Services Act* (PSA). This resolution was based on correspondence received by the Board at the time, requesting an increase to support community safety demands arising from population growth and regional service provision (APPENDIX B).

The CSPA has since replaced the former PSA as the legislation governing police service boards in Ontario. The CSPA provides for police service boards composed of either 5, 7, or 9 members, with municipalities responsible for determining composition through their appointment authority. **As part of the transition to the new legislation, municipal confirmation of board composition is required.** In the absence of such confirmation from the Council, the Board composition defaults to the standard 5-member structure on the day a new municipal council is organized following the first regular municipal election after s. 31 of the CSPA came into force.

DISCUSSION

The rationale for a 7-member board to govern the London Police Service, as outlined in Appendix B, remains relevant. Maintaining a Board of this size in London is necessary to effectively carry out the workload and expanded responsibilities under the current legislation. It also allows for a broader range of perspectives and expertise to inform decision-making and oversight.

The recommendation does not propose a change in Board size but rather ensures the continuity of the Council's previously established decision to increase the Board's size from 5 to 7.

Relevant CSPA Legislation excerpts under s. 31

Number of board members

(2) The municipal board shall be composed of five members unless the municipality passes a resolution to change the number of members under subsection (3).

Resolution to determine board size

(3) The municipality may determine, by resolution, that its municipal board shall be composed of five, seven or nine members.

Transition, existing boards

(13) Despite subsection (2), a municipal board may continue to have the number of members that it had under the Police Services Act until the earlier of,

(a) the day the municipality passes a resolution under subsection (3); or

(b) the day that a new municipal council is organized following the first regular municipal election after the day this subsection comes into force.

Same

(14) If the municipality does not pass a resolution under subsection (3) before the day referred to in clause (13) (b), subsection (2) will begin applying to the municipal board on that day and,

(a) if the application of subsection (2) has the effect of reducing the number of members of the municipal board, the procedure in subsection (8) shall be followed; and

(b) if the application of subsection (2) has the effect of increasing the number of members of the municipal board, the procedure in subsection (9) shall be followed.



OFFICE
OF MAYOR
MATT BROWN



Monday, January 16, 2017

The Hon. Elizabeth Dowdeswell, Lieutenant Governor of Ontario
Office of the Lieutenant Governor of Ontario
Queen's Park
Toronto, Ontario M7A 1A1

RE: Increasing London Police Service Board to Seven Members

At the December 19, 2016 meeting of City Council, it was resolved that:

the Civic Administration BE DIRECTED to submit a letter to the Lieutenant Governor as application to increase the size of the London Police Services Board from five to seven members in accordance with section 27(9) of the Police Services Act R.S.O. 1990, c.P. 15 and include the December 5, 2016 letter from the London Police Services Board as an attachment to that communication;

In accordance with the *Police Services Act R.S.O. 1990*, the City of London requests consideration for an increase in the size of the London Police Services Board from five members to seven members.

London's Police Service Board serves the largest population of any five member board in Ontario. In addition to our 388,000 residents, the City of London is a regional hub in Southwestern Ontario, welcoming over 50,000 visitors daily from the region. An increased capacity on our Police Service Board is required to keep up with the increasing community safety demands which come with population growth and regional service provision.

Further, the City of London has been taking an active role in expanding inclusionary policy and ensuring representative leadership. Expanding the size of the Police Services Board would allow for a wider range of opinions

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London
CANADA

OFFICE
OF MAYOR
MATT BROWN

and experiences to be reflected in LPSB decision making and ensure that one of the city's most significant governing bodies continues to represent our diverse community.

We thank you for your consideration in this matter.

Sincerely,

Mayor Matt Brown

CC: Hon. Marie-France Lalonde, Minister of Community Safety and Correctional Services

Appendix A: Submission from London Police Service Board

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APPENDIX B LONDON POLICE SERVICES BOARD

BOARD MEMBERS
J. EBERHARD, CHAIR
M. DEEB, VICE CHAIR
MAYOR M. BROWN
COUNCILLOR S. TURNER
P. PAOLATTO

December 5, 2016

Mr. Art Zuidema, City Manager
The Corporation of the City of London
300 Dufferin Avenue
London, Ontario N6B 1Z2

Dear Mr. Zuidema:

Re: Expansion of London Police Services Board to Seven Members

I'm writing on behalf of the London Police Services Board to provide input on the matter of expanding our Board from five to seven members. The Board opened our most recent discussion of this matter in April of 2016. We understand that City Council passed a motion for a review of the same question in May of 2016 and will be reviewing the corresponding staff report at the December 13th meeting of the Corporate Services Committee. Please consider this letter input to the committee meeting. Subject to availability, Vice Chair Deeb or I would be pleased to attend to answer further questions.

Based on research with other large Ontario police service boards, and an assessment of our own workload, our Board supports the motion from City Council for a seven-member Board. Our reasoning is as follows. Seven members would provide more input from community members, bring a greater diversity to board membership (in terms of demographics, opinions, and skills), and help our Board to deal more effectively with an increasing workload related to LPS matters and the associations to which we belong. Seven members would also make the Board less vulnerable to a sudden loss of collective skill-sets, education, and institutional memory that tend to occur in election years. All of these factors support the value of a seven-member board as beneficial to the Board's ability to provide governance for the London Police Service.

The London Police Services Board provides oversight and ongoing strategic direction for one of our City's most important public services. The Board must also ensure that adequate resources are available and appropriately allocated to this work. When the time comes to choose new Board members, we would encourage City Council and the

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Email: lpsb@police.london.ca

Province to appoint members with a strong history of community involvement, board governance experience, and business acumen. Given the lead time that may be required for a provincial appointee to be identified, the Board would appreciate being consulted by Council regarding the timing of the new appointments.

Best regards,

A handwritten signature in blue ink, appearing to read 'JE' followed by a stylized flourish and a period.

Jeannette Eberhard, Chair
London Police Services Board

Cc: Chief John Pare, London Police Service



LONDON POLICE SERVICE BOARD

MINUTES FROM THE OPEN MEETING

Thursday, April 16, 2026

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 Treena MacSween
Jeff Lang, Member (Regrets)	Deputy Chief Paul Bastien
Steve Lehman, Member	Roger Ramkissoon, Chief Administrative Officer
Josh Morgan, Member (1:24 PM – 3:02 PM)	Ali Chahbar, General Counsel
Susan Stevenson, Member	Samantha Santos, Executive Assistant
Mike Wallace, Member	
Stephanie Johanssen, Chief Governance Officer	
Melanie Coleman, Executive Assistant	
GUESTS	
Ron LeClair, Zone 6 Advisor	Catherine Bruni, Legal Counsel (Part 1 Only)
Lloyd Stacy; Executive Director, Crimestoppers for London Middlesex	

PART 1

1. Procedural Matters

Meeting Called to Order: 9:30 AM

2. Move into Closed Session

Moved By: N. Branscombe

Seconded By: S. Stevenson

“**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

PART 2

1. Procedural Matters

Return To Open Meeting: 1:24 PM

Disclosures of Interest: None

Introduction of New Business: None

LPSB Correspondence Reference Document #2604_001

Moved By: M. Wallace

Seconded By: S. Lehman

“**THAT** the London Police Service Board accepts and approves the minutes of the March 19, 2026 Board Meeting as presented.”

CARRIED

2. Crime Stoppers Presentation

Presented by Lloyd Stacy; Executive Director, Crimestoppers for London, Middlesex.
Chief Truong

Moved By: N. Branscombe

Seconded By: S. Lehman

“**THAT** the London Police Service Board take the request for funds from Crime Stoppers to the Finance Committee and work with the Chief and leadership team, to find an avenue to provide consistent support to Crime Stoppers, and present a proposal back to the Board.”

CARRIED

3. London Police Service Board Governance

3.1 Board Advisory Committee Assignments Report #2604PB01

Moved By: M. Wallace

Seconded By: N. Branscombe

“**THAT** the London Police Service Board (the “Board”)

1) Confirm its standing Advisory Committee assignments as follows:

a. Finance Advisory Committee: Member Susan Stevenson (Committee Chair, Chair Ryan Gauss, Member Mike Wallace

b. Governance Advisory Committee: Chair Ryan Gauss (Committee Chair), Vice-Chair Nancy Branscombe, Member Jeff Lang

c. Human Resources and Compensation Advisory Committee: Vice-Chair Nancy Branscombe (Committee Chair), Chair Ryan Gauss, Member Steve Lehman

2) Confirm Member Susan Stevenson as its representative to Police Governance Ontario (formerly Ontario Association of Police Service Boards).

3) Confirm Member Susan Stevenson as its representative and liaison with the City of London in the implementation of the Community Safety and Wellbeing Act.

4) Receive the information on the Anti-Racism Advisory Panel, acknowledge the conclusion of its work, and note the updated processes for receiving governance-level community input.”

CARRIED

3.2 CSPA s.31(3) Council Resolution on Size of the Board Report #2604PB02

Moved By: S. Stevenson

Seconded By: M. Wallace

“**THAT** the London Police Service Board (the “Board”) authorize the Chair to sign correspondence on behalf of the Board, recommending London City Council confirm that the size of the Board be maintained at seven (7) members, consistent with the composition permitted under the Community Safety and

Policing Act, 2019 (CSPA) and Council's prior direction under the former legislation to increase the size of the Board from five (5) to 7 members."

CARRIED

3.3 CSPA s.258(2) Application for Special Funds Cover Report #2604PB03 for LPS Application for Sponsorship Association of Black Law Enforcers (ABLE) Gala Report #2604EA01

Moved By: N. Branscombe

Seconded By: M. Wallace

"**THAT** the London Police Service Board (the "Board") approve the London Police Service's request for a Board contribution of \$21,000 to sponsor the Association of Black Law Enforcers (A.B.L.E.) Gala taking place on October 24, 2026, at RBC Place, London; and

THAT the Board approve the use of the designated Special Funds under s. 258 of the Community Safety and Policing Act, 2019 (CSPA) in the amount of \$21,000 to fulfil this request, in accordance with Board Policy 106-LPSB Special Funds Account and on the basis that the expenditure is in the public interest."

CARRIED

3.4 AI and Body Worn Camera Policies for approval Report #2604FF01

Moved By: N. Branscombe

Seconded By: S. Stevenson

"**THAT** the London Police Service Board (the "Board") approve Organizational Policy LPS-4-RT-002-Artificial Intelligence Technology Use, with the following amendments:

1. Section 7.4(1) be amended to:

- a) Delegate authority to the Chair of the Board for Artificial Intelligence technologies classified as moderate risk and high risk;
- b) Require that no such technology be deployed until approval is granted by the Board, or under delegated authority of the Chair; and
- c) Require the Chair to report any use of delegated authority to the Board through the monthly delegated authority report.

2. Section 8.2 be amended to:

- a) Report to the Board be provided within 12 months (in place of 18 months);
- b) Remove the requirement for two-year and five-year review;
- c) Require that a review of timelines occur upon submission of the report to the Board; and
- d) Provide that the timeline for subsequent reporting under clause 2 be determined by the Board at the time the report referenced in subsection (a) is received.

- 2) Approve the Board Organizational Policy LPS-4-RT-003-Body Worn Cameras;

3) Direct the Chief to implement these Policies and establish or update any related procedures, directives, reporting structures, and training consistent with Board expectations, within a 6-month timeframe;

An amendment changing the timeframe to 12 months was filed on a tie vote.

4) Receive on an annual basis, commencing in 2027, a Technology Compliance and Risk Report for the previous calendar year, in accordance with the approved AI Technology Use and Body Worn Camera policies; and

5) Receive a presentation from the London Police Service (the “Service”) at the May 2026 Open Board meeting, on Artificial Intelligence technologies including Body Worn Cameras, to support immediate Board awareness and oversight, and that this presentation includes information on the Service’s current use of AI technologies, risk assessment approach, and safeguards in place to ensure policy compliance, and lawful, ethical, and accountable use.”

CARRIED

MEMBER MORGAN LEFT THE MEETING AT 3:02 PM

4. Financial Services

4.2 Update to March Finance Report on Reserve Fund Report #2604FF02

Moved By: S. Stevenson

Seconded By: N. Branscombe

“**THAT** the London Police Service Board receive the update to the March Finance Report on Reserve Fund Report #2604FF02 for information.”

CARRIED

5. Verbal Updates

Chief Truong, Chief Governance Officer Johanssen and Chair Gauss provided updates to the Board and the public.

6. New Business

No New Business.

7. Adjournment

Moved By:

Seconded By:

“**THAT** The London Police Service Board Adjourn the Open Session of the April 16, 2026, meeting.

CARRIED

Adjournment

Ryan Gauss, Chair
London Police Service Board

Date

DRAFT



LONDON POLICE SERVICE

REPORT TO THE LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: May 21, 2026
BOARD REPORT #: 2605SS01
MEETING: Open
CSPA SECTION: N/A

TO: Chair and Members of the London Police Service Board
FROM: Roger Ramkissoon, Chief Administrative Officer
SUBJECT: Use of Artificial Intelligence
PURPOSE: Update / Information Purposes Only

RECOMMENDATION:

THAT the London Police Service Board receive this report for information as a complement to the attached presentation on Artificial Intelligence.

SUMMARY:

The purpose of this report is to provide the Board with an overview of the use of Artificial Intelligence (AI) technologies at the London Police Service. The report focuses on several key areas to include:

- 1) AI use
- 2) Governance and controls
- 3) Emerging operational initiatives

BACKGROUND:

“AI technologies are increasingly being incorporated into policing modernization, influencing evidence management and service delivery. These tools present opportunities to enhance effectiveness and efficiency but also introduce risks related to bias, and discrimination, data governance, privacy, transparency, and public trust.”

As a complement to the recently approved LPS-4-RT-002-Artificial Intelligence Technology Use Board Policy, the attached presentation focuses on AI solely from a LPS perspective and highlights alignment with our overall strategic plan.

OVERVIEW

The information presented has been structured into 5 sections as follows:

SECTION	OVERVIEW
1 – Defining AI, Evolution and its role in Modern Policing	This section focuses on the benefits of AI – in that it is technology that analyzes data and generates outputs to support or inform human decision making. Focus on: <ul style="list-style-type: none">• Processing large volumes of reports and evidence• Becoming standard capability in modern policing

SECTION	OVERVIEW
	<ul style="list-style-type: none"> Overall benefits to the community
<p>2 – Alignment with the 2024-2027 Strategic Plan</p>	<p>LPS's 2024-2027 focuses on 3 Priorities</p> <ul style="list-style-type: none"> Our people Our community Our work <p>This section reinforces alignment to said priorities in that AI supports the needs of an emerging workforce providing members with modern tools to work effectively. AI use also evidence-based deployment and effective response to calls for service which allows members to better meet the needs of our community. AI technologies improve effectiveness and efficiency in decision-making improving workflow and the customer service experience.</p>
<p>3 – Governance and Safeguards</p>	<p>This section focuses on the rigorous review process before implementing AI tools. These include team vetting, environmental scan, privacy impact and a legal scan.</p>
<p>4 – AI tools in use</p>	<p>Co-Pilot currently in used. Received very positive feedback from a recent member survey. Tools under evaluation to be briefly discussed in this section to include Policy Chat and Body-Worm Camera AI Era Bundle.</p>
<p>5 – Technology Demonstration</p>	<p>A demonstration of real-time translation AI tool will be presented – this tool will support members who often have to provide service to members of the community that do not speak English. This tool will improve overall support to the community.</p>

CONCLUSION:

In conclusion, AI leverages technology to support members, enhance operational efficiencies, reduce response time and provides better service to the communities we serve. AI is becoming part of the operational environment, and the focus is on a responsible approach. This work also aligns with our Strategic Plan and broader Technology Strategy.



LONDON POLICE SERVICE

REPORT TO THE LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: May 21, 2026
BOARD REPORT #: 2605FF01
MEETING: Open
CSPA SECTION: N/A

TO: Chair and Members of the London Police Service Board
FROM: Roger Ramkissoon, Chief Administrative Officer
SUBJECT: **EMOP Co-operative Purchasing Agreement – Diesel Fuel and Gasoline Supply**
PURPOSE: Seeking Decision

RECOMMENDATIONS:

1. That the London Police Service Board approve the London Police Service proceeding with the use of the cooperative purchasing agreement resulting from the EMOP Diesel Fuel and Gasoline Request for Tender (RFT #202601) for the supply and delivery of diesel fuel and gasoline.
2. That the London Police Service Board authorize the signing and execution of the Fuel Supply Agreement between the London Police Service Board and Suncor Energy Products Partnership.

BACKGROUND:

The London Transit Commission (LTC), acting as the lead agency on behalf of participating members of the Elgin/Middlesex/Oxford Purchasing Co-operative (EMOP) group, issued a Request for Tender (RFT #202601) for the supply and delivery of diesel fuel and gasoline for a five-year term commencing May 1, 2026, and ending April 30, 2031. The tender included extension options of two one-year extensions or one two-year extension, subject to mutual agreement.

Following a competitive procurement process, Suncor Energy Products Partnership was identified as the lowest compliant bidder, and the contract award was approved by the LTC. London Police Service (LPS) was specifically named as a participating member in the RFT and in the resulting recommendation.

LTC has advised that, as each EMOP member is a separate corporate entity, no single master agreement has been executed on behalf of all participants. Participation is effected through each member's internal approval and issuance of its own purchasing directive, call-up or purchase order, with the RFT terms and accepted submission governing the supply relationship.

SUMMARY:

The purpose of this report is to update the Board on the London Police Service's (LPS) supply and delivery of diesel fuel and gasoline as well as to inform the recommendation with respect to the request for LPS proceeding with the use of the cooperative purchasing agreement and authorize the signing and execution of the Fuel Supply Agreement.

KEY CONTRACT DETAILS:

- Supplier: Suncor Energy Products Partnership
- Procurement Vehicle: EMOP Diesel Fuel and Gasoline RFT #202601
- Term: May 1, 2026, to April 30, 2031
- Extension Options: Two one-year extensions or one two-year extension (by mutual agreement)
- Pricing Structure:
 - Published London daily rack price
 - Plus a fixed transportation charge
 - Minus a fixed contract discount, as set out in the confidential pricing schedule

Pricing applicable to LPS locations has been reviewed internally and will remain confidential in accordance with the RFT requirements.

FINANCIAL IMPLICATIONS:

Fuel expenditures are provided for within the approved operating budget, and participation in the cooperative purchasing agreement is expected to continue to provide competitive pricing through economies of scale achieved across EMOP members.

PROCUREMENT AUTHORITY AND COMPLIANCE:

Participation in this cooperative purchasing arrangement aligns with the London Police Service Procurement and Disposal of Surplus Property Policy, applicable public-sector procurement best practices, and EMOP governance practices.

Due to the projected expenditure and the length of the arrangement (five years, with extension options that may result in a term exceeding five years), Board approval is required in accordance with Section 8 of the Procurement and Disposal of Surplus Property Policy.

LPS participation will be effected through:

- Board approval and internal acceptance of the RFT award, and
- Issuance of an appropriate LPS purchasing directive / call-up / purchase order referencing RFT #202601.

CONCLUSION:

It is recommended that the London Police Service Board approve the participation of the London Police Service in the EMOP cooperative purchasing agreement resulting from RFT #202601 for the supply and delivery of diesel fuel and gasoline, and authorize staff to proceed with purchases under this agreement for the duration of the contract, including any approved extensions. It is further recommended that the Board authorize the signing and execution of the Fuel Supply Agreement, as attached to this report.

PREPARED BY: Jody Graham, Director - Financial Services Branch

REVIEWED BY: Ali Chahbar, General Counsel



LONDON POLICE SERVICE

REPORT TO THE LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: May 21, 2026
BOARD REPORT #: 2605FF02
MEETING: Open
CSPA SECTION: N/A

TO: Chair and Members of the London Police Service Board
FROM: Roger Ramkissoon, Chief Administrative Officer
SUBJECT: **Operating Budget Status – March 31**
PURPOSE: Seeking Decision

RECOMMENDATIONS:

THAT the London Police Service Board receive the Operating Budget Status – March 31 report for information.

THAT the London Police Service Board approve the closure of the London Police Force Sick Leave Reserve Fund (RF051) and the transfer of the remaining balance, following the conclusion of the member's retirement leave period on July 31, 2026 and subject to any final interest allocation adjustments, to the London Police Service Reserve Fund (RF10100). It being noted that while activity in the Sick Leave Reserve Fund will cease and the remaining funds will be transferred with approval of this LPS Board motion, physical termination of the fund will not occur until Spring 2027. This will be the next opportunity for Municipal Council to repeal reserve fund by-laws through the City's annual Reserve and Reserve Fund Housekeeping report.

SUMMARY:

This report provides the London Police Service Board with an update on the status of the 2026 Operating Budget as of March 31, including financial projections through to December 31, 2026. Based on current trends, a favourable year-end surplus of \$1,210,427 is projected, inclusive of the budgeted drawdowns from the Police Service Reserve Fund (RF10100) and the Employee Benefits Reserve Fund (RF098).

The report outlines projected variances related to both personnel costs and non-salary operating accounts, providing an overview of the financial outlook for the remainder of the fiscal year. To support more detailed and accurate forecasting, Division Commanders and Budget Managers will review and update their accounts as part of the June 30 reporting cycle. These reviews will help further validate year-end projections and inform any required budgetary adjustments.

FINANCIAL IMPLICATIONS:

Current projections indicate a year-end surplus of \$1,210,427, assuming the budgeted drawdowns from the Police Service Reserve Fund (\$700,000) and the Police Employee Benefits Reserve Fund (\$1.0M) occur as planned. It is important to note that the fiscal year remains in its early stages, and operational priorities, particularly those related to community safety, may evolve throughout the year and impact financial outcomes.

While the current forecast is favourable, the dynamic nature of police operations necessitates ongoing monitoring. The Service will continue to closely track budget variances and make adjustments as required to ensure financial resources are allocated effectively and remain aligned with strategic objectives, while retaining flexibility to respond to emerging operational demands.

Any surplus realized at the end of 2026 will be transferred to the Police Service Reserve, subject to approval by the London Police Service Board.

It should also be noted that projections for the period January 1 to March 31 reflect only high-level impacts and do not yet incorporate detailed, line-by-line input from Division Commanders. More comprehensive forecasts will be reviewed with Division Commanders as part of the Q2 (to June 30) reporting cycle, at which time greater certainty around year-end projections will be available.

DISCUSSION:

Personnel Costs

Savings in personnel costs are primarily attributed to delays in filling vacant positions, attrition, variations in leaves of absence, and Assessment Growth positions being budgeted at full cost but realized at lower actuals. Given that personnel costs constitute the largest portion of the Operating Budget, fluctuations in these costs can be substantial and are influenced by various factors.

The projected variances in personnel costs through December 31 are as follows:

Personnel Costs	
Salary, Benefits, Pension	\$4,815,854
Paid Time*	(\$4,058,202)
WSIB	(\$649,019)
Total	\$108,633

*Overtime, Statutory Holiday Overtime and Court Time

Key Points:

- **Budgeted Increases for Personnel:** The 2026 multi-year budget provided funding for 17 additional sworn officers and 19 civilian positions, two of which are part-time FTEs. Funding for 19 of these positions was partially supported through Assessment Growth and budgeted at full cost. Actual expenditures to date have been lower than projected, resulting in a favourable variance across salary, benefits, and pension accounts.
- **Overtime Costs:** Actual costs for paid time are forecast to surpass budgeted amounts by the end of the year. Overtime costs are primarily driven by the need to cover essential operational and administrative tasks, maintain minimum staffing levels in accordance with contractual obligations, and to meet legislative and mandatory training requirements. These factors are critical to maintaining effective policing and ensuring community safety. A focused effort is underway to reduce these costs.
- **Attrition:** To date, 11 notices of retirement/resignation have been received from Police Members for 2026, including confirmed departures in the near future. The projected attrition stands at a total of 22, which would impact the financial figures if different.

- **WSIB:** Costs continue to trend upward. Although only three months of activity have been recorded to date, expenditures are already higher than budgeted at this point in the year.

Line Items and Revenue

All non-personnel-related accounts are categorized as line items. At present, there are both expenses and revenue sources that were not included in the original budget, which are expected to influence the Service’s year-end financial position.

The projected variances in line items and revenue through December 31 are outlined below:

Line Items	
Provincial Grants	\$951,381
Secondments - Provincial	\$569,384
Other Contributions	\$371,809
Provincial Revenue	\$210,938
Budget Variances (Net)	(\$366,242)
Maintenance (Technology)	(\$277,423)
Other Purchased Services	(\$358,053)
Total	\$1,101,794

- **Provincial Grants:** The most significant contributor to the projected surplus is funding received through the Ontario Guns, Gangs and Violence Reduction Strategy, which is expected to offset approximately \$500,000 in costs. In addition, several provincial grants are up for renewal and subject to confirmation of continued provincial funding, including Bail Compliance and Warrant Apprehension, Proceeds of Crime, Community Safety and Policing, and Auto Theft Prevention. Should these grants be renewed, related revenue is expected to increase; however, the overall financial impact will vary depending on whether the funding supports personnel costs or operating expenditures.
- **Secondments – Provincial:** New secondments have been established with the Ontario Police College resulting in salary recoveries.
- **Other Contributions:** It is assumed that \$75,000 will be provided by Western University to offset costs associated with Homecoming, based on historical contributions. Additionally, other revenue received under this category is offset by corresponding expenditures, such as those related to the Police Gala.
- **Provincial Revenue:** The costs associated with providing court security and prisoner transportation services for police services in Ontario, including the London Police Service, are supported through funding from the Government of Ontario under the Court Security and Prisoner Transportation (CSPT) program. For 2026, the CSPT grant allocation increased by \$207,754.
- **Budget Variances (Net):** This line represents the net impact of various smaller favourable and unfavourable variances across multiple operating accounts that are not material enough to be individually itemized.
- **Maintenance (Technology):** This line item reflects over-expenditures related to purchases funded by the Ontario Guns, Gangs and Violence Reduction Strategy and the Victim Support Grant (VSG). These costs are offset by revenue recorded under Provincial Grants, resulting in a neutral impact on the overall budget position. Additionally, licence costs for key IT infrastructure have increased. As a result, additional funds are required to support these essential services and maintain operational continuity.

- **Other Purchased Services:** The majority of this expense is attributed to the Police Gala. However, the cost is offset by corresponding revenue recorded under *Other Contributions*, resulting in a net neutral impact on the budget.

Sick Leave Reserve (RF051)

The Sick Leave Reserve (RF051) was established to fund the payment of vested sick leave benefits for London Police Service members hired prior to January 1, 1982, in accordance with Board policy and applicable working agreements. With the conclusion of the last eligible member's retirement, the funds remaining in the Sick Leave Reserve are no longer required to meet the original purpose for which the reserve was established.

CONCLUSION:

As of March 31, 2026, the London Police Service is projecting a year-end surplus of \$1,210,427, inclusive of budgeted reserve drawdowns. Should the year-end results materialize at this level, further discussion will be required to determine which of the budgeted reserve drawdowns are ultimately required/not required in order to balance the operating position to zero.

A formal recommendation regarding the allocation or release of funds will be brought forward following confirmation of the final year-end surplus. Ongoing monitoring will continue throughout the year to ensure financial resources remain aligned with operational priorities and accountability expectations of the Board and the community.

PREPARED BY: Jody Graham, Director – Financial Services Branch

ATTACHMENT: Month End Report March 31, 2026

MONTH END REPORT
As of March 31, 2026

Payroll Percent	21.34%	2025	2025	2026	2026	Available	Adjusted	Year End
Other	25.00%	Budget	Actual	Budget	Actual		Available	Target
<u>Divisions Summary:</u>								
Police Services Board		\$887,688	\$137,654	\$913,308	\$193,084	\$720,224	\$720,224	\$0
Executive Administration		\$9,067,359	\$2,820,981	\$9,473,288	\$2,930,764	\$6,542,524	\$6,496,568	\$45,956
Human Resources Division		\$4,847,760	\$1,201,737	\$4,603,610	\$1,019,691	\$3,583,919	\$3,658,655	(\$74,736)
Corporate Services Division		\$7,919,765	\$1,702,678	\$9,141,395	\$1,691,561	\$7,449,834	\$6,987,673	\$462,161
Facilities, Finance & Fleet Division		\$16,067,732	\$3,274,914	\$18,157,100	\$4,204,378	\$13,952,722	\$13,976,636	(\$23,914)
Uniformed Division		\$98,197,439	\$20,986,250	\$102,856,694	\$22,144,374	\$80,712,320	\$80,585,945	\$126,375
Criminal Investigation Division		\$28,645,647	\$6,902,330	\$30,794,326	\$7,282,227	\$23,512,099	\$23,048,428	\$463,671
Support Services Division		\$21,067,868	\$5,059,421	\$23,292,715	\$7,535,424	\$15,757,291	\$15,655,010	\$102,281
Projected Personnel Cost Y/E Variance*		\$0	\$0	\$0	\$0	\$0	(\$108,633)	\$108,633
NET LPS EXPENDITURES		\$186,701,258	\$42,085,966	\$199,232,436	\$47,001,503	\$152,230,933	\$151,020,506	\$1,210,427
<u>Objects of Expenditure:</u>								
Personnel Costs		\$177,090,276	\$37,025,905	\$186,523,768	\$39,950,965	\$146,572,803	\$146,662,704	\$108,633
Administrative Expenses		\$3,195,860	\$1,007,803	\$3,325,599	\$736,791	\$2,588,808	\$2,520,867	\$42,732
Financial Expenses		\$870,923	\$9,052	\$714,949	\$9,785	\$705,164	\$707,446	(\$2,283)
Purchased Services		\$12,726,116	\$3,957,676	\$16,097,358	\$6,894,417	\$9,202,941	\$9,856,115	(\$787,142)
Materials & Supplies		\$5,472,435	\$1,192,938	\$6,263,875	\$1,285,120	\$4,978,755	\$5,014,581	(\$37,683)
Equipment & Furniture		\$700,303	\$250,896	\$723,632	\$293,482	\$430,151	\$521,045	(\$90,894)
Recovered Expenses		(\$461,637)	(\$140,000)	(\$610,425)	(\$610,425)	\$0	\$0	\$0
TOTAL EXPENDITURES/OBJECT		\$199,594,276	\$43,304,270	\$213,038,756	\$48,560,136	\$164,478,620	\$165,282,759	(\$766,638)
TOTAL REVENUE		(\$12,893,018)	(\$1,218,304)	(\$13,806,320)	(\$1,558,633)	(\$12,247,687)	(\$14,224,752)	\$1,977,065
NET LPS EXPENDITURES		\$186,701,258	\$42,085,966	\$199,232,436	\$47,001,503	\$152,230,933	\$151,058,006	\$1,210,427

*Projected Personnel Cost year end variance is calculated at the Corporate Level, not the Divisional Level



LONDON POLICE SERVICE

REPORT TO THE LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: May 21, 2026
BOARD REPORT #: 2605FF03
MEETING: Open
CSPA SECTION: N/A

TO: Chair and Members of the London Police Service Board
FROM: Roger Ramkissoon, Chief Administrative Officer
SUBJECT: **Mental Health Crisis Response Training**
PURPOSE: Seeking Decision

RECOMMENDATIONS:

1. THAT the London Police Service Board approve the use of the Police Service Reserve Fund to support all costs associated with MHCR training, totalling \$22,887 in capital funding and \$95,303 in operating funding for 2026, and \$232,818 in operating funding for 2027, should these operating pressures not be absorbable through projected year end operating surpluses, including approval of the following:
 - a) The attached binding quote Q2026-435A issued by Street Smarts VR and associated terms and conditions;
 - b) Funding for one (1) full-time FTE from the Canadian Mental Health Association (CMHA) for \$138,320 and authorization for LPS Administration to finalize an MOU with CMHA; and
 - c) The additional identified expenses listed in Appendices A and B.
2. THAT the London Police Service Board approve the direct purchase of Street Smarts VR as a sole-source procurement and CMHA as a single-source procurement under Section 15 of the LPSB Procurement and Disposal of Surplus Property Policy.
3. THAT the London Police Service Board Approve LPS Administration to submit a business case for permanent funding in the next MYB (2028-2031) to secure dedicated funding for the costs associated with MHCR training for future budget years beyond 2027.
4. THAT the London Police Service Board approve LPS Administration to submit a business case for permanent funding through the 2027 Assessment Growth process to secure dedicated funding for 1 full time Constable position for MHCR program coordinator/facilitator.

SUMMARY:

The purpose of this report is to request reserve funding to offset the costs of Mental Health Crisis Response Training operational and capital costs for 2026 and 2027.

This report outlines the London Police Service’s approach to implementing the provincially mandated Mental Health Crisis Response (MHCR) training program, developed by Wilfrid Laurier University under the Community Safety and Policing Act O’Reg 87/24 section 6(1) and 7(1). The program requires all sworn members to complete initial certification and annual requalification within legislated timelines and includes online learning, facilitated forum scenarios, and individual performance-based evaluations.

To support effective, timely, and sustainable delivery, the LPS Training and Professional Development Branch proposes the use of Virtual Reality (VR) technology as the primary method for in-person training, supplemented by live actors only where necessary. This report also presents staffing options to meet instructor requirements, including a model that embeds mental health professionals from the Canadian Mental Health Association (CMHA) alongside police instructors. This approach reflects real-world crisis response, enhances training quality, and supports public safety outcomes.

The London Police Service seeks Board approval for the VR purchase, endorsement of CMHA collaboration, acknowledgement of staffing pressures associated with MHCR delivery, and authorization to use reserve funding to support implementation and ongoing compliance with legislated training requirements.

FINANCIAL IMPLICATIONS:

The total projected cost associated with the proposed delivery of legislated Mental Health Crisis Response (MHCR) training is summarized below.

Appendix A – Financial Summary

Financial Summary				
Expenditures	Funding Type	2026	2027	Ongoing (Annually)
Street Smarts VR*				
Hardware	Capital	\$92,886.53		
Sub-total (Capital)		\$92,886.53	\$0.00	
Street Smarts VR*				
Software	Operating	\$54,848.64	\$94,026.24	\$94,026.24
CMHA x1 FTE (MOU)***	Operating	\$80,686.67	\$138,320.00	\$138,320.00
Wilfrid Laurier Registration Fee	Operating	\$24,000.00	\$24,000.00	\$24,000.00
Train the Trainer Registration	Operating	\$4,500.00	\$4,500.00	\$4,500.00
Actors	Operating	\$2,500.00	\$2,500.00	\$2,500.00
Sub-total (Operating)**		\$166,535.31	\$263,346.24	
Total Expenditures		\$259,421.83	\$263,346.24	

*Assumes a June 1, 2026, launch date and converts the quoted USD amount to an estimated Canadian dollar cost.

**Assumes that funding for one (1) FTE in the London Police Service Academic Training Unit, Training and Professional Development Branch will be requested through the 2027 AG Business Case to support the personnel costs associated with this initiative.

***FTE costs will be pro-rated from June 1 to December 31, 2026, with full-year costs to be reflected in 2027 and subsequent years.

Funding was originally included in the 2024–2027 Multi-Year Budget (MYB); however, a comparison of approved funding versus projected requirements identifies shortfalls.

Appendix B – Funding Variance

Funding Variance	2026	2027
Approved Budget (PP429224)	\$70,000.00	
Required Capital	\$92,886.53	
Capital Shortfall	(\$22,886.53)	
Approved Budget (BU 810201)	\$71,232.00	\$30,528.00
Required Operating:		
Street Smarts VR Software*	\$54,848.64	\$94,026.24
CMHA x1 FTE (MOU)***	\$80,686.67	\$138,320.00
Wilfrid Laurier Registration Fee	\$24,000.00	\$24,000.00
Train the Trainer Registration	\$4,500.00	\$4,500.00
Actors	\$2,500.00	\$2,500.00
Operating Shortfall**	(\$95,303.31)	(\$232,818.24)

It is recommended that all costs be funded through the Police Service Reserve Fund, with Board approval sought to pursue permanent funding through the next Multi-Year Budget (2028–2031) to support these costs on an ongoing basis.

More specifically, it is recommended that the Board approve:

- \$22,887 in capital funding to address the equipment cost differential, and
- \$95,303 in operating funding for 2026 and \$232,818 in operating funding for 2027, should these operating pressures not be absorbable through projected year-end operating surpluses.

DISCUSSION:

Background

The Mental Health Crisis Response (MHCR) program is a scenario-based, community co-designed curriculum developed by Wilfrid Laurier University that focuses on de-escalation, crisis communication, and relational policing. The program provides frontline officers with evidence-informed training delivered through online learning modules, facilitated group forum scenarios, and individual evaluation scenarios. Successful completion of all components is required for both initial certification and annual requalification.

Legislation mandates that officers assigned to community patrol or community patrol supervision complete MHCR training by **October 1, 2026**, with all remaining sworn members completing training by **October 1, 2027**. Annual requalification is required within 12 months of initial certification and every 12 months thereafter.

Overview of training requirements

Initial Certification

Phase 1 – Online Learning

- **5.5 hours** – Four interactive modules and quizzes

Phase 2 – Forum Scenario (in person)

- **90 minutes** – Group scenario-based learning with feedback. VR to be utilized in Phase 2.

Phase 3 – Evaluation Scenario (individual and in person)

- **20 minutes** – Performance based assessment using a validated tool to assess policing competencies in crisis response. VR to be utilized in Phase 3.

Annual Requalification

Phase 1 – Online Learning

- **40 minutes** – Retake and pass quizzes on all 4 modules from initial certification

Phase 2 – Forum Scenario (in person)

- **90 minutes** – Group scenario-based learning with feedback

Phase 3 – Evaluation Scenario (individual and in person)

- **20 minutes** – Performance based assessment using a validated tool to assess policing competencies in crisis response.

Proposed Action Plan

1. VR Training Systems

Directly related to recommendations #1a and #2 it is proposed that the London Police Service purchases four (4) VR training systems from Street Smarts VR to support individual MHCR evaluation scenarios. The use of VR systems allows consistent, repeatable, and scalable assessment of officers and significantly reduces reliance on live actors, which is not operationally sustainable due to the quantity of forum scenarios and approximately 800 individual assessment scenarios required by the legislation. Four VR training systems allow for multiple scenarios to be run at the same time, and for remedial training to occur where necessary.

Some individuals are unable to use VR equipment for training due to medical, physical, or accessibility reasons, such as motion sickness, vertigo, neurological conditions, or physical discomfort caused by head-mounted devices. For these reasons, the London Police Service will utilize live actors where necessary in accordance with the Mental Health Crisis Response criteria to ensure training remains safe, inclusive, and appropriately accommodated.

2. Personnel Requirements

Wilfred Laurier instructs a Train the Trainer (MHCR T3) course so that police organizations can imbed trainers within their service. Those identified as eligible to take the Train the Trainer course includes police instructors from any discipline, victim services, community members with expertise in mental health, EDI, de-escalation and crisis intervention and mental health professionals.

To ensure all members receive the legislated training annually, conservative scheduling assumptions were applied to account for operational demands and unforeseen circumstances. When these contingencies are included, Phase 2 and Phase 3 of the MHCR training will require approximately 480 hours of instructor-led delivery annually. The delivery model requires a minimum of two instructors for both Phase 2 and Phase 3 training (960 hours in total annually). The London Police Service has identified two viable options to provide this training to its members.

Option A - The expansion of the Academic Unit by 1 sworn member and contract CMHA to provide a 2nd facilitator.

Option A directly relates to recommendations #1b and #4.

Embedding qualified mental health professionals from the Canadian Mental Health Association (CMHA) into MHCR training delivery strengthens the program by combining operational policing expertise with clinical mental health knowledge. While police instructors provide critical perspective on safety, tactics, and frontline decision-making, CMHA practitioners contribute specialized insight into mental health and addiction, de-escalation strategies, rapport-building, and pathways to community-based supports. Co-delivery of MHCR training reflects real-world multidisciplinary crisis response models and enhances the relevance, credibility, and evidence-informed nature of the training, resulting in a more comprehensive learning experience than delivery by police instructors alone.

To properly coordinate, facilitate and assess the training with this delivery model the London Police Service needs to assign one full time Constable to the MHCR training program beginning in January of 2027 as service wide delivery is required by October 1, 2027. The LPS will assign a coordinator for the program through a special projects temporary transfer to deliver training to officers assigned to community patrol and community patrol supervision in 2026.

Option B - Provide the training with certified sworn members of the LPS.

To successfully implement this training with only members from the LPS, the Academic Training Unit would need to increase by two members. One member would act as the coordinator, and the other member would assist with implementation and evaluation. The members would assist the Academic Training Unit with other training when available. This model would only provide a police perspective to the training.

While both options are operationally feasible, the Corporate Services Division is strongly recommending **Option A**—the expansion of the Academic Unit by one sworn member and the establishment of a Memorandum of Understanding with the Canadian Mental Health Association (CMHA) to support co-delivery of the training. This approach provides the required instructional capacity while integrating clinical mental health expertise into the program, strengthening the quality, credibility, and sustainability of MHCR training delivery. Further, Option A supports the 2024–2027 Strategic Plan priority of meaningful engagement and

collaboration, specifically Action 2 to collaborate with partner organizations to improve safety and expand partner-led response initiatives.

Public Safety Impact

MHCR training directly enhances public and officer safety by improving officers' ability to recognize, assess, and safely de-escalate mental health and substance-use-related crises. Standardized, performance-based assessment ensures officers meet provincially mandated competency standards when responding to high-risk calls involving vulnerable individuals.

Embedding mental health professionals from CMHA into training delivery further strengthens public safety by incorporating clinical expertise, evidence-informed de-escalation strategies, and knowledge of community-based supports alongside operational policing perspectives. This multidisciplinary approach reflects real-world crisis response and supports more effective, informed, and coordinated outcomes.

Implementation Plan

Members will complete this training during their regular working hours through a structured, multi-phase delivery model that combines independent learning with in-person, scenario-based training and evaluation.

Phase 1 (Online Learning) will be completed independently, providing scheduling flexibility while ensuring foundational knowledge is established prior to in-person participation.

Following successful completion of online learning, Phase 2 (Forum Scenarios) and Phase 3 (Individual Evaluation Scenarios) will be delivered through scheduled, instructor-led training blocks, which may be scheduled as stand-alone sessions or integrated into other existing training days to support operational flexibility and efficiency. Virtual Reality (VR) technology will be used as the primary method for individual evaluation scenarios, with live actors utilized only where necessary due to medical or physical limitations.

If approved as recommended, coordination with the Canadian Mental Health Association (CMHA) will be integrated into the delivery model. A sworn member of the London Police Service will serve as the MHCR program coordinator, responsible for scheduling, oversight, quality assurance, and ongoing coordination with CMHA to ensure appropriately trained facilitators are embedded into training delivery and legislated timelines are met.

Training outcomes and the effectiveness of the CMHA partnership will be monitored through a defined set of Key Performance Indicators (KPIs) and evaluated in collaboration with the London Police Service's Evidence-Based Policing Unit.

PROCUREMENT CONSIDERATIONS:

The required Mental Health Crisis Response (MHCR) training is a provincially mandated requirement under the Community Safety and Policing Act (CPSA). Wilfrid Laurier University has competitively selected Street Smarts VR as the sole approved virtual-reality platform for the delivery of the validated MHCR training scenarios. At this time, no alternative VR vendors are authorized to deliver the mandated MHCR curriculum (see attached Sole Source documentation).

The Canadian Mental Health Association (CMHA) was identified as the single viable external partner to support MHCR training delivery in London due to its established integration with the

London Police Service and its regional role in crisis response. CMHA is currently embedded within LPS operations through COAST and Crisis Call Diversion, providing direct, ongoing collaboration with LPS members. CMHA's direct involvement in MHCR training will reinforce coordinated frontline response by aligning training content with the operational roles of COAST and Crisis Call Diversion, supporting more consistent and informed decision-making during mental health-related incidents. In addition, CMHA serves as the crisis call centre for Middlesex, Oxford and Elgin Counties and regularly works alongside other police services in the region, supporting a consistent approach to mental health crisis intervention. Their relationship with other police organizations may also provide the opportunity for smaller local services to access LPS–CMHA enhanced MHCR training on a cost-recovery basis, improving regional consistency.

LEGAL CONSIDERATIONS:

LPS General Counsel has reviewed the Street Smarts VR contract, including the terms and conditions associated with quote Q2026-435A. The review did not identify any material risk exposure that would preclude proceeding. While certain provisions could be further refined, the current contractual framework presents a low and manageable level of risk. On that basis, LPS Legal Services supports proceeding with the agreement as proposed.

LPS General Counsel has also reviewed the Competitive Bid Exemption (CBE) and confirms that the proposed sole source procurement complies with section 15(a) of LPSB Policy 103. The supporting documentation establishes that Wilfrid Laurier University was provincially mandated to implement MHCR training and conducted a competitive procurement process, selecting Street Smarts VR. The required MHCR scenarios are proprietary to the Street Smarts VR platform and are not transferable to other systems, and no alternative vendor is capable of delivering these mandated scenarios. This is further supported by the issuance of an 'All Chiefs Memorandum' by the Government of Ontario which further confirms Wilfrid Laurier University's authority over program delivery and reliance on its validated VR scenarios. Accordingly, LPS Legal Services is satisfied that Street Smarts VR meets the definition of a sole source supplier, and that the requirements for a Competitive Bid Exemption under Policy 103 have been met.

LPS Legal Services further acknowledges that the Canadian Mental Health Association (CMHA) is anticipated to be engaged by LPS in support of this initiative and confirms that any future memorandum of understanding (MOU) with CMHA will be subject to review and approval by Legal Services and must be authorized by the Chief of Police or designate prior to execution.

CONCLUSION:

The MHCR program is a legislated training requirement under the CSPA and is essential to ensuring all sworn members are prepared to safely and effectively respond to mental health and substance-use-related incidents. The scope, scale, and ongoing nature of this training require a delivery model that is operationally sustainable and compliant with provincially mandated timelines.

This report recommends approval to execute the binding quote Q2026-435A for Virtual Reality training systems from Street Smarts VR, which will serve as the primary method for individual MHCR evaluation scenarios. The report also presents staffing information related to the requirement. The Training and Professional Development Branch strongly recommends embedding qualified mental health professionals employed by CMHA in the MHCR training delivery for the London Police Service. This co-delivery model combines operational policing expertise with clinical mental health knowledge and reflects real-world crisis response practices.

In addition, the report seeks approval to utilize reserve funding to support MHCR implementation costs

Approval of these recommendations will position the London Police Service to meet its legislated training obligations and ensure the delivery of consistent, high-quality MHCR training that enhances public and officer safety.

PREPARED BY: Angela Johnson, Inspector
Training and Professional Development Branch

ATTACHMENTS: Sole Source Memo for Street Smart VR
Street Smart VR Terms and Conditions
Street Smart Quote Q2026-435A

March 13, 2026

Pete Wiesner and Taylor McCubbin-Freer
Canadian Business Development
Street Smarts VR

Re: Availability of the Mental Health Crisis Response Scenarios in VR

In April 2024, the Ontario Community Safety and Policing Act (CSPA) was updated to mandate Mental Health Crisis Response (MHCR) Education and Applied Training for all Ontario police officers. Wilfrid Laurier University (Laurier) was tasked with implementing this mandate in collaboration with the Ministry of the Solicitor General.

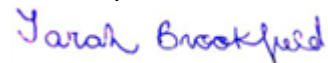
To meet this requirement, Laurier conducted a competitive bid process in 2023 to identify the most suitable virtual reality (VR) training platform for the proprietary MHCR scenarios. After a thorough evaluation of multiple proposals, Street Smarts VR was selected as the service provider of Laurier, on which the MHCR scenarios will be developed onto a VR platform.

Under the contract, Laurier and Street Smarts VR developed the first two MHCR scenarios in VR, which to date are the only two scenarios available in VR. Two further scenarios are currently in production and will be released this year.

These existing VR MHCR scenarios are unique and purpose-built on the Street Smarts VR platform and are not hosted on alternative VR systems. As such, no other VR simulation provider or platform meets the specifications and requirements outlined by Laurier for delivering the mandated MHCR training.

For further details or additional clarification, please feel free to contact Laurier's Centre for Public Safety and Well-Being at MHCR@wlu.ca. We appreciate your understanding and support in ensuring compliance with this critical mandate.

Sincerely,



Tarah Brookfield, PhD
Dean (Interim) Faculty of Human and Social Sciences
Dean (Interim), Faculty of Liberal Arts

Street Smarts VR, Inc.

Terms and Conditions of Sale

1. Orders.

These Terms and Conditions of Sale (these “Terms”) are incorporated into the purchase order or other document in which they are referenced (“Order”) and together constitute the entire contract between the company, entity, department, agency, governmental authority, or organization named or identified on the face of the Order (“Customer”, “you”, or “your”) and Street Smarts VR, Inc. (“Company”, “Street Smarts VR”, “SSVR”, “we”, or “our”) for the purchase of virtual reality (VR), augmented reality (AR), extended reality (XR), or mixed reality (MR) training solutions, products, and other hardware and equipment, including weapon trackers, computers, virtual reality headsets, accessories and other hardware and equipment (“Products”), the extended warranties for the Products (if any) and any services to be provided by Company. The Order lists or describes the Products, extended warranties (if any) and services (if any) covered by that Order. All quotations issued by Company for the Products shall be governed by and subject to these Terms. All terms and conditions contained on any purchasing document, form or correspondence originated by Customer are null and void and without effect and shall not bind Company, notwithstanding acceptance by Company unless expressly agreed to by Company in a separate writing signed by an authorized representative of Company. Company’s failure to object to provisions contained in any Customer documents or communication from Customer shall not be deemed a waiver of the provisions of these Terms. Any terms in any of Customer’s documents or communications that purport to reject, modify or override some or all of the Terms by virtue of standard form language shall not apply. Acceptance of an Order will create an agreement between Company and Customer for the purchase and sale of the Products, extended warranties (if any) and services (if any) listed in the Order at the price set forth in the Order on the terms and conditions set forth herein. If price is omitted from the face of an Order, the price of the Products, extended warranties (if any) and services (if any) subject to that Order shall be the Company’s prices in effect on the date Customer signs the Order with Company. Neither party is responsible for clerical errors. All sales are final. No refunds will be given except as expressly set forth in these Terms or as otherwise decided by Company. Except as expressly provided in these Terms, Customer may neither cancel an Order nor return any Product.

2. Payment.

All payments for Products shall be in U.S. dollars unless otherwise specified in the applicable contract. If Customer has been approved in advance for open credit terms, Company shall invoice Customer upon shipment of the Products, and payment shall be due upon receipt of the Products or within 30 days of the invoice date, as specified in the credit approval. If not specified in the credit approval, Customer shall make payment to Company within 30 days after the date of invoice. If open account credit terms have not been approved in advance, payment in full or an irrevocable letter of credit acceptable to Company will be required prior to shipment. A late charge equal to the lesser of (i) 1.5 percent per month or (ii) the maximum amount permitted by law will be assessed on all past due amounts. Company reserves the right to change the foregoing payment

terms or require payment in advance in its sole discretion, should Company determine that the financial condition or previous payment record of Customer so warrants. Customer shall be responsible for payment of all federal, state, local, and foreign value-added, excise, sales, use, property and similar taxes, export and import licenses, custom fees and duties, tariffs, and all other mandatory payments to government agencies of whatever kind, levied in respect to the Products sold to Customer by Company, except for taxes based on Company's net income. If Company is required to pay additional taxes, fees or other charges, Customer will reimburse Company for such amount. Company is not liable for reporting, collecting or paying any tax, fee or other charges imposed upon the Customer subsequent to the original invoice.

3. Shipment and Title.

Company reserves the right in its sole discretion to allocate inventories and current production when it determines such allocation is necessary and to ship an Order in installments. Partial shipments may be invoiced as made. Scheduled shipping dates are approximate only and Company may ship in advance of the indicated delivery date. In the absence of specific shipping instructions, Company will ship by the method it deems most advantageous. Transportation charges will be freight collect, or if prepaid by Company, will be subsequently invoiced to Customer. Customer is responsible for obtaining insurance against damage to the Products being shipped. All sales are Ex Works (Incoterms 2020) Company's point of shipment. Risk of loss and title passes to Customer at the time of shipment. Company's liability for delivery ceases upon the presentation of the Products to the carrier at the shipping point and the Customer will thereafter be responsible for and bears the entire risk of loss or damage to the Products. Customer is responsible for filing any required claims for loss or damages against the carrier. Customer grants Company a purchase money security interest (or its equivalent under applicable laws) in the Products to secure Customer's payment of the purchase price for the Products. Customer authorizes Company to file financing statements or other instruments with the appropriate authorities to perfect or protect Company's security interest.

4. Contingencies.

Company shall not be responsible for any liability due to any delay in the fulfillment of any Order or provision of any Support Services (defined below) due to events, circumstances, or causes beyond its control, including, without limitation, acts of God, strikes, lock-outs, war, riots, pandemic, epidemic, fire, accident, freight embargoes, subcontractor caused delays, or the compliance with any law, regulation or order, whether valid or invalid, and whether or not similar to those events, circumstances, or causes listed in this Section 4 (each, a "Force Majeure Event"). Fulfillment of the Order shall be deemed suspended so as long as any such Force Majeure Event delays its execution. Whenever such Force Majeure Event has been remedied, Customer shall accept delivery under the Order.

5. Cancellation and Rescheduling.

All Orders are non-cancellable and non-refundable. A shipping date may be rescheduled only with Company's prior written consent (which consent may be withheld in the Company's discretion). A shipment date may be rescheduled only once, and the rescheduled date must be for delivery in the same Company fiscal quarter.

6. Warranty.

(a) Warranty. Subject to the exclusions, limitations and conditions set forth below, Company warrants to Customer that the Products' hardware will be free from material defects in materials and workmanship, when subjected to normal, proper and intended usage by properly informed users, for a period of one year from the date of delivery (plus, if Customer purchases an extended warranty for the hardware Products, such extended warranty period (the "Warranty Period")). AS CUSTOMER'S SOLE AND EXCLUSIVE REMEDIES IN THE EVENT THE PRODUCTS DO NOT PERFORM IN ACCORDANCE WITH SUCH SPECIFICATIONS DURING THE WARRANTY PERIOD AND SUBJECT TO CUSTOMER'S RETURN OF THE DEFECTIVE PRODUCT DURING THE WARRANTY PERIOD IN COMPLIANCE WITH THE RMA PROCESS SPECIFIED IN SECTION 6(C) AND SUBJECT FURTHER TO COMPANY'S CONFIRMATION OF SUCH DEFECTIVENESS, COMPANY, AT ITS SOLE OPTION AND ENTIRE LIABILITY, WILL REPAIR THE DEFECTIVE PRODUCT OR REPLACE IT WITH A NEW OR REFURBISHED PRODUCT OF LIKE KIND. A replacement may be a new or refurbished Product in Company's discretion and any such replacement will continue to be subject to the warranty set forth above for the balance of the Warranty Period for the Product initially purchased. No onsite warranty service or assistance will be provided unless otherwise agreed by Company in writing in each instance. Company is not responsible for any removal, installation, re-installation and set-up costs or charges with a warranty claim.

(b) Exclusions. A Product will not be considered defective, and Company will not have any obligation to repair or replace a Product as a result of any one or more of the following: (i) normal wear and tear, including scratches or dents, (ii) Force Majeure Events, (iii) misuse, accident, fault, neglect, abuse, negligence or intentional misconduct of or by any user or other person, (iv) use of the Product in a manner for which it was not designed or intended, (v) causes external to the Product, such as, but not limited to, power failure, electrical power surges or fluctuations, fire, exposure to or immersion in water or other liquids, or excessive humidity or temperature, (vi) improper storage, handling or attempt to alter or modify the Product, (vii) use of the Product in combination with hardware, software, accessories, or equipment not supplied by Company, (viii) tampering or opening the Product, or any attempted unauthorized repair, (ix) use of the Product with software other than Company's AR, VR or MR software; or (x) being out-of-warranty Product. Company has not authorized anyone (including any Product dealers, resellers, or distributors) to extend any other warranties in connection with the sale of the Product, and it will not accept any responsibility for any statements, representations, or warranties made by any other person or entity.

(c) Claims Procedure. To make a claim under this Warranty, Customer must follow the Return Merchandise Authorization (RMA) process set forth in the Support Terms (Exhibit A). Warranty claims not made within the Warranty Period are waived. Company is not liable for Product lost or damaged during shipment. Any Product (or part thereof) that does not qualify for warranty service (as determined by Company in good faith) will not be repaired or replaced until Customer pays to Company the repair or replacement cost as determined by Company.

(d) Disclaimer. THE LIMITED WARRANTY SET FORTH IN SECTION 6(A) EXTENDS TO CUSTOMER ONLY AS THE ORIGINAL PURCHASER AND CANNOT BE ASSIGNED BY CUSTOMER. COMPANY WILL NOT ACCEPT WARRANTY RETURNS FROM ANYONE OTHER THAN CUSTOMER. EXCEPT FOR THE WARRANTY PROVIDED HEREIN, COMPANY, FOR ITSELF AND ITS SUPPLIERS AND LICENSORS, HEREBY DISCLAIMS AND EXCLUDES ALL CONDITIONS, REPRESENTATIONS, AND WARRANTIES,

WHETHER STATUTORY, EXPRESS, OR IMPLIED, INCLUDING, WITHOUT LIMITATION, ANY IMPLIED WARRANTY OR CONDITION OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, NON-INFRINGEMENT, SATISFACTORY QUALITY, TITLE, QUIET ENJOYMENT, NON-INTERFERENCE, ACCURACY OF INFORMATIONAL CONTENT, OR RESULTING FROM A COURSE OF DEALING, LAW, CUSTOM, USAGE, OR TRADE PRACTICE. TO THE EXTENT THAT ANY OF THE FOREGOING CANNOT BE EXCLUDED, SUCH IMPLIED CONDITION, REPRESENTATION AND/OR WARRANTY IS LIMITED IN DURATION TO THE EXPRESS WARRANTY PERIOD REFERRED TO IN SECTION 6(A). BECAUSE SOME STATES OR JURISDICTIONS DO NOT ALLOW LIMITATIONS ON HOW LONG AN IMPLIED WARRANTY LASTS, THE ABOVE LIMITATION MAY NOT APPLY IN SUCH STATES. THIS WARRANTY GIVES CUSTOMER SPECIFIC LEGAL RIGHTS, AND CUSTOMER MAY ALSO HAVE OTHER RIGHTS WHICH VARY FROM JURISDICTION TO JURISDICTION. THIS DISCLAIMER AND EXCLUSION SHALL APPLY EVEN IF THE EXPRESS WARRANTIES SET FORTH ABOVE FAIL OF THEIR ESSENTIAL PURPOSES. NOTWITHSTANDING THE FOREGOING, THE SUPPORT SERVICES (DEFINED BELOW) AND ANY PRODUCTS CLASSIFIED AS FOR EVALUATION, TEST, ENGINEERING, ALPHA, BETA, PRE-RELEASE, PROTOTYPE OR PRE-PRODUCTION SAMPLES ARE PROVIDED “AS IS” WITHOUT WARRANTY OF ANY KIND. Customer agrees that it will inspect and evaluate the Products upon delivery and notify Company of any non-conformity within thirty (30) days of such delivery of the Products. Products will be deemed accepted by Customer if Customer has not given notice of rejection within such 30-day period. Product will be deemed accepted immediately upon Customer’s completion of its acceptance testing process or Customer using the Products on a production basis (including for training purposes).

7. No Indemnification.

No indemnity is provided by Company. Without limitation, Company disclaims any duty or obligation to defend or indemnify Customer in connection with the Products.

8. Limitation of Liability.

TO THE MAXIMUM EXTENT PERMITTED UNDER APPLICABLE LAWS, THE LIABILITY OF COMPANY AND ITS AFFILIATES AND LICENSORS TO CUSTOMER OR ANY THIRD PARTY ARISING FROM THE USE OR INABILITY TO USE THE PRODUCTS, OR THE PROVISION OF THE SUPPORT SERVICES OR TECHNICAL SUPPORT, INSTALLATION, TRAINING, OR OTHER SERVICES IN CONNECTION THEREWITH, HOWEVER CAUSED, AND ON ANY THEORY OF LIABILITY, INCLUDING CONTRACT, STRICT LIABILITY, OTHER TORT (INCLUDING NEGLIGENCE), SHALL NOT EXCEED THE AMOUNT PAID BY CUSTOMER FOR THE PARTICULAR PRODUCTS WITH RESPECT TO WHICH LOSSES OR DAMAGES ARE CLAIMED. IN NO EVENT WILL COMPANY OR ITS AFFILIATES BE LIABLE FOR ANY INDIRECT, INCIDENTAL, SPECIAL, OR CONSEQUENTIAL DAMAGES OR DAMAGES FOR LOSS OF PROFITS, REVENUE, DATA OR DATA USE OR COST OF COVER, EVEN IF ADVISED OF THE POSSIBILITY OF SUCH DAMAGES. The limitations of liability set forth in this section are fundamental elements of these Terms and apply notwithstanding any failure of the essential purpose of these Terms or any limited remedy hereunder.

9. Prohibited Uses.

THE PRODUCTS ARE NOT DESIGNED FOR USE IN APPLICATIONS WHERE THE FAILURE OF A PRODUCT COULD RESULT IN DAMAGE TO PERSONAL PROPERTY, BODILY INJURY, DEATH OR IN VIOLATION OF THE LAWS AND REGULATIONS OF THE JURISDICTION SUCH PRODUCTS ARE USED IN. CUSTOMER AGREES NOT TO USE ANY PRODUCT OR PERMIT CUSTOMER'S END USERS TO USE ANY PRODUCT IN SUCH APPLICATIONS. Customer acknowledges that its obligations under this Section will not be affected by any alleged negligence or misconduct by Company relative to the design or manufacture of the Products.

10. Licensed Programs.

In the absence of a separate software license agreement between Company and Customer, the terms and conditions in this Section shall apply to any Product containing or shipped with software (including embedded firmware in the tracker and weaponry and all software content or training modules) (collectively "Licensed Programs"). Title to the Licensed Programs remains vested in Company or Company's licensors and the license rights granted by Company to Customer in this Agreement cannot be assigned or transferred, whether by contract, merger, acquisition, asset sale, operation of law, or otherwise. Customer shall not, directly or indirectly, do any of the following: (a) reverse engineer, decompile, or otherwise attempt to derive the source code for the Licensed Programs or modify any Licensed Program or any portion thereof; (b) sell, lease, license, sublicense, distribute, assign, or otherwise transfer in whole or in part the Licensed Programs or the unique code issued to you by Company that is required to activate the Licensed Programs (the "Software License Key") to anyone; (c) attempt to bypass, disable, or circumvent the Software License Key or any license enforcement mechanism; or (d) provide, disclose, share, divulge or make available to any third party, or permit any third party to use, any of the Licensed Programs or the Software License Key without Company's prior written consent. Subject to Customer's compliance with this Agreement, Company grants to Customer a non-exclusive license to (i) use the Licensed Programs, only in object code or executable code form, solely for Customer's own internal business purposes and only as contained in or for use with the Product, and (ii) if a Licensed Program requires a Software License Key for activation, use the Software License Key(s) for such purposes to the extent permitted by these Terms and subject to Customer's timely payment of the applicable license fees. Notwithstanding the license set forth in the immediately preceding sentence, for Licensed Programs that are provided for evaluation, or that are beta or alpha software releases, the license grant in Section 11 will apply instead of the license grant in this Section 10. All other terms of this Section still apply to such evaluation software and alpha and beta releases. Customer acknowledges and agrees that a Software License Key will enforce the applicable term and may enforce license scope and usage limits. The Licensed Programs will automatically cease to function upon expiration of the Software License Key, and will not operate thereafter unless and until Customer obtains and applies a replacement or renewed Software License Key purchased from Company. Customer is solely responsible for timely renewal and maintenance of the Software License Key, and Company shall have no liability for any inability to access or use the Licensed Programs resulting from an expired, missing, or invalid Software License Key. The Licensed Programs are commercial computer software subject to RESTRICTED RIGHTS. In accordance with 48 CFR 12.212 (Computer software) or DFARS 227.7202 (Commercial computer software and commercial computer software documentation), as applicable, the use, duplication, and disclosure of the Licensed Programs by the United States of America, its agencies or

instrumentalities is subject to the restrictions set forth in these Terms. Notwithstanding the foregoing of this Section, the open source software is licensed to you under the terms of the applicable third-party licenses, not these Terms. Any terms of these Terms that conflict with the terms of any license agreements for open source software shall not apply to open source software. Company disclaims and excludes any warranties and indemnity for open source software.

11. Evaluation Products.

Subject to Customer's compliance with this Agreement, Company grants to Customer a limited, revocable (in Company's sole discretion), non-exclusive license to use Products classified as for evaluation or as beta or alpha Products ("Evaluation Products") until the expiration date of the Software License Key provided by Company, or until such license is revoked by Company or otherwise terminates (whichever occurs first), solely for Customer's own internal testing, training, and evaluation purposes, and to the extent necessary to evaluate the suitability of the Evaluation Product for licensing it on a paid basis or to test and evaluate beta Evaluation Products, as applicable. The Evaluation Products can be activated with no-cost evaluation or beta test Software License Key(s). No other use of the Evaluation Products is permitted. Customer agrees not to: (i) sell, assign or otherwise transfer the Evaluation Products or (ii) share any Evaluation Product with or disclose any Evaluation Product or related technical information or documentation to any third party without the prior written consent of Company.

12. Support and Onboarding.

Company will provide support and onboarding services for the ordered Products (the "Support Services") pursuant to Company's then-current Onboarding, Training, and Support Terms and Conditions, a copy of which in effect on the date of the Order is attached as Exhibit A (the "Support Terms"). Company's obligation to provide Support Services is subject to Customer's compliance with Customer's obligations under the Support Terms. Support Services do not extend to Evaluation Products.

13. Export Law Assurances.

Customer agrees and certifies that neither the Products nor any other technical data received from Company, nor the direct product thereof (collectively, "Technical Information"), will be exported except as authorized and as permitted by applicable laws, regulations, and ordinances. Customer acknowledges that the Technical Information provided hereunder may be subject to export controls, including but not limited to, export controls administered under the U.S. Export Administration Regulations (EAR). Customer shall comply with applicable federal, state, local laws, regulations and ordinances, and other applicable laws, regulations, and ordinances, including foreign laws. If Customer obtained the Technical Information outside of the United States, Customer agrees not to re-export the Technical Information except as permitted by the laws and regulations of the United States and the laws and regulations of the jurisdiction in which Customer obtained the Technical Information.

14. Entire Agreement.

The Order and these Terms, including all Exhibits, constitute the entire agreement between the parties regarding their subject matter and supersede all prior communications, negotiations, understandings, agreements or representations, either written or oral, between the parties regarding

their subject matter. No additional terms on any purchase order or instruments issued by Customer shall be binding on Company.

15. Waiver; Modification.

If a party waives any term, provision or a party's breach of these Terms, such waiver shall not be effective unless it is in writing and signed by the party against whom such waiver is asserted. No waiver by a party of a breach of these Terms by the other party shall constitute a waiver of any other or subsequent breach by such other party. These Terms may be modified only if authorized representatives of both parties consent in writing.

16. Assignment.

Neither party will assign or transfer any rights or obligations under an Order or these Terms without the prior written consent of the other party, which consent shall not be unreasonably withheld. Notwithstanding the foregoing, unless Customer is a U.S. federal government entity, Company may assign or transfer any rights or obligations under an Order or these Terms without the prior written consent of the other in the event of a sale or other transfer of all or substantially all of its assets or equity, or in the event of a reorganization, acquisition, or merger. Company may also assign its right to receive payment. Any purported assignment in violation of this paragraph is void.

17. Governing Law; Venue.

These Terms will be governed by and construed in accordance with the substantive laws of Texas. Any dispute arising out of, in connection with, or relating to any Products or services offered or provided or these Terms, including any question regarding its existence, validity, or termination, shall be resolved exclusively in the state and federal courts located in San Antonio Texas. These Terms will not be governed by the following, the application of which is hereby expressly excluded and waived: (i) the conflict of law rules of any jurisdiction; and (ii) the United Nations Convention on Contracts for the International Sale of Goods. Notwithstanding the foregoing, solely if Customer is a federal government entity, the Order will be governed by U.S. federal law, and all disputes will be resolved in the specific forum or venue prescribed by applicable federal law.

18. Severability.

If a court of law holds any provision of these Terms to be illegal, invalid or unenforceable, that provision shall be deemed amended to achieve an economic effect that is as near as possible to that provided by the original provision and the legality, validity and enforceability of the remaining provisions of these Terms shall not be affected thereby.

19. Feedback.

If Customer provides any ideas, suggestions or recommendations to Company regarding the Products or any service or ideas for a future product or service ("Feedback"), Company is free to retain, disclose, use and incorporate such Feedback in Company's products and/or services, without payment of royalties or other consideration to Customer and is hereby granted an irrevocable, worldwide, sublicensable, assignable, transferable, royalty-free, fully paid license to all Feedback, including to use and implement it. Customer understands and agrees that Company is not obligated to implement or otherwise use any such Feedback, and that it has no right to compel

such implementation or usage. Feedback is provided voluntarily and is not confidential. Nothing herein shall be interpreted as imposing an obligation on Customer to provide Feedback to Company.

Exhibit A

Onboarding, Training, and Support Terms and Conditions

1. Overview

These Onboarding Terms and Conditions (“Terms”) govern the support onboarding process provided by SSVR to its customers (“Customer”). By proceeding with onboarding, the Customer agrees to the terms outlined herein. SSVR reserves the right to update these Terms at any time, with notice provided to the Customer via email.

2. Onboarding Process

The SSVR onboarding experience is designed to ensure a smooth and successful implementation for every Customer. The onboarding process consists of the following stages:

2.1 Welcome Kick-Off Email

Upon receiving the purchase order, the Customer will receive a Welcome Kick-Off Email containing:

- An overview of the onboarding timeline and next steps
- Access credentials and platform login instructions to Street Smarts VR knowledge base
- A welcome onboarding video for the Customer to review prior to their training session
- Shipment confirmation and hardware tracking information (when applicable)
- Key contact information for the SSVR Support team

The Customer is responsible for reviewing all materials included in the Welcome Kick-Off Email in a timely manner and prior to their scheduled Training Session (T3).

2.2 Welcome Video

A welcome video will be provided as part of the kick-off communication. The Customer is required to review this video before their T3 Training Session. The video covers:

- An introduction to SSVR and its offerings
- An overview of the hardware devices included in the kit
- General usage guidelines and best practices
- What to expect during the T3 Training Session

2.3 Hardware Kit Shipment

SSVR will ship the Customer’s hardware kit to the address provided at the time of the Order. SSVR shall have up to ninety (90) days from the date the Order is processed to ship the hardware kit. SSVR will use commercially reasonable efforts to ship within this period and will notify Customer of any anticipated delays. The following terms apply to the shipment:

- The Customer is responsible for ensuring the shipping address on file is accurate and up to date.

- SSVR is not liable for delays caused by incorrect address information, carrier delays, or circumstances beyond its control.
- Hardware devices remain subject to SSVR's applicable warranty and equipment policies. Warranty begins on the day the kit(s) are delivered.

2.4 T3 Training Session

Once the Customer's hardware kit has shipped, a SSVR representative will reach out to schedule the T3 Training Session. The following terms apply:

- The T3 is considered as a virtual or live (customer makes the selection during the sales process) scheduled training session conducted by a SSVR representative (live T3) or virtual (conducted through SSVR knowledge base customer portal).
- It is the Customer's responsibility to ensure that the appropriate personnel are available and prepared for the session.
- The Customer must have reviewed the welcome video and received their hardware kit prior to the T3.
- Should the Customer need to reschedule, a minimum of 48 hours' notice is required. Failure to provide adequate notice or to attend a scheduled session without notice may result in a delay in onboarding support.
- SSVR reserves the right to reschedule the T3 in the event of unforeseen circumstances and will communicate any changes as soon as reasonably possible.

3. Customer Responsibilities

To ensure a successful onboarding experience, the Customer agrees to:

- Review all materials provided in the Welcome Kick-Off Email prior to the T3
- Attend the T3 Training Session at the scheduled date and time
- Designate a primary point of contact for communications
- Maintain accurate account and shipping information with SSVR

4. Support During Onboarding

The SSVR Support team is available to assist Customers throughout the onboarding process. Customers may reach Support via the contact information provided in the Welcome Kick-Off Email. Support inquiries will be addressed during standard business hours, Monday through Friday, 9:00 a.m. to 5:00 p.m. Central Standard Time (CST), excluding U.S. federal holidays. Inquiries received outside of business hours will be responded to on the next business day.

5. Limitation of Liability

SSVR shall not be held liable for onboarding delays resulting from the Customer's failure to complete required pre-training steps, inaccurate shipping information, or failure to attend scheduled sessions. SSVR's liability is limited to the re-scheduling of onboarding activities within a reasonable timeframe.

6. Training Room Requirements

Customer must provide SSVR access to facilities that meet the following requirements in order for SSVR to provide any T3 training. SSVR will not be liable for any losses, delays, or impairments caused by Customer's failure to meet the following requirements, or impairments caused by Customer's failure to follow our recommendations.

- **Adequate Play Area:** Requires a minimum of 20x20 feet to meet our smallest playspace boundary of 10x10 feet. However, when possible, a 30x30 feet or larger room is preferable for single-user training of unobstructed space. For multi-user training, we recommend a 30x30 feet space or larger to allow for multiple trainees in the playspace.
- **Ceiling Height:** Ensure sufficient overhead clearance to prevent accidental contact with low-hanging fixtures.
- **Lighting Conditions:** Maintain consistent, adequate lighting to enhance tracking accuracy. Poorly lit rooms can cause tracking interference.
- **Flooring and Walls:** Textured carpeted design enhances the ability to capture a better digital floor print. If possible, use masking tape to help add patterns to solid wall surfaces and floors (if applicable).
- **Reflective Surfaces:** Remove or cover mirrors and glass tables, as they can interfere with sensor tracking within the base stations.
- **Obstacles and Furniture:** Clear the play area of furniture, obstacles, and other items to prevent collisions.
- **Additional Resources:** Use a TV, projector, or additional monitor. To enhance the viewing experience for those not wearing the SSVR headset, it's beneficial to display the SSVR user's perspective on an external screen. This can be achieved by casting or mirroring the VR content to a TV, projector, or additional monitor.

7. Post-T3 Responsibilities

- After T3 completion, Customer is responsible for training other individuals within Customer's unit, agency, and/or entity (as applicable) who operate and train within the SSVR system. Customer has the option to purchase additional training SKUs to train new or future trainer(s).
- Customer has access to the Street Smarts VR Knowledge Base as reference resources for ongoing training, troubleshooting, how-to, and best practices.
- Customer may purchase additional training hours at any time during Customer's contract at the standard prevailing rate or use additional training hours pre-purchased within the Order. It is Customer's responsibility to email support@streetsmartsvr.com to purchase and schedule additional paid training.
- It is Customer's responsibility to notify SSVR support by emailing support@streetsmartsvr.com for any shipping address changes, new points of contact (POC's), and any addition/removal of personnel from SSVR Knowledge Base/Customer Portal.

8. Support Services

Customer will have access to digital training resources, online documentation, videos, tutorials, articles, courses, and automated customer support during the term of Customer's Order. Customer

will gain access to these resources during the onboarding process and Customer will be responsible for submitting a support form request through the Street Smarts VR knowledge base to request any changes to personnel and/or add/remove users.

Street Smarts VR customer support covers assistance with:

- Product and software setup and configuration questions
- Troubleshooting technical issues
- Accessing and utilizing training materials (digital and printed)
- Reporting bugs or performance concerns
- Software license key requests

Support Channels

- Knowledge Base and Support Portal Access: Automated, self-service resources including articles, FAQs, videos, and documentation. The support portal is our preferred method for submitting a support ticket. Use the support form within the knowledge base for each request or issue.
- Email Support: Primary live support channel for technical assistance, general inquiries, and troubleshooting. Use support@streetsmartsvr.com when applicable.

Support Availability

Live Email Support: Available Monday through Friday, 9 AM to 5 PM Central, business days (M-F) not including company and US federal and Canadian federal holidays and unavailability due to Force Majeure Events (as defined in the Terms and Conditions of Sale).

- For support requests submitted outside of normal business hours, we will use commercially reasonable efforts to address them during the next business day, subject to any Force Majeure Event.
- Automated Support: Knowledge Base and Customer Portal are available 24-7, subject to any service outages, maintenance, and Force Majeure Events.

Exclusions

The following are not covered under standard support:

- Onsite support visits or virtual training (unless specified in the Order and/or separately purchased).
- Custom development, feature modifications, or integrations.

Customer Responsibilities

To ensure effective support, Customer is expected to:

- Provide detailed information about the issue, including screenshots or logs when applicable.
- Maintain internet access and a compatible hardware environment for remote troubleshooting.
- Follow any troubleshooting instructions provided by the support team.

- Submit a ticket for each individual issue so that Street Smarts VR can accurately track each issue separately and provide resolutions to each issue.

Service Limitations

- Support is limited to the duration of the active subscription period under the Order.
- Requests outside of agreed-upon hours or services may incur additional fees at SSVR's discretion and at the then-current rates.

9. Warranty Policy and RMA Process

9.1 Limited One-Year Hardware Warranty

SSVR warrants that all hardware devices included in the Customer's kit will be free from defects in materials and workmanship under normal use and service conditions for a period of one (1) year from the date of the original delivery ("Warranty Period"). This limited warranty applies solely to the original Customer and is non-transferable. This warranty is subject to the terms, conditions, exclusions, and limitations set forth in Section 6 of the Terms and Conditions of Sale.

This warranty does not cover:

- Damage resulting from misuse, neglect, accident, or unauthorized modification
- Damage caused by failure to follow the Training Room Requirements outlined in Section 6 of these Terms
- Normal wear and tear
- Damage resulting from operation outside of the permitted or recommended environment
- Loss or theft of hardware devices
- Cosmetic damage that does not affect functionality
- Any Customer-initiated factory reset of a headset, router, or other hardware device, unless performed at the express written direction of SSVR's support team as part of an authorized troubleshooting procedure (see Section 9.5)

SSVR's sole obligation under this warranty is to repair or replace, at its discretion, any defective hardware device through the Return Merchandise Authorization (RMA) process described below.

This limited warranty extends solely to the original purchasing Customer identified on the Order and is not transferable or assignable to any third party, including any entity to which Customer has lent, donated, or otherwise transferred the hardware. SSVR will not accept warranty claims from, or provide warranty service to, any party other than the original purchasing Customer. Any third party that acquires hardware from Customer does so without warranty coverage, unless such third party independently purchases an extended warranty directly from SSVR.

9.2 Return Merchandise Authorization (RMA) Process

All hardware replacement requests must be submitted through SSVR's formal RMA process. SSVR will not accept unauthorized returns. The following steps outline the RMA process:

Step 1 – Submit a Support Request

The Customer must contact the SSVR Support team at support@streetsmartsvr.com or through the Street Smarts VR knowledge base within the Warranty Period to initiate an RMA request. The request must include:

- Customer name and account information
- Description of the issue or defect observed
- The specific hardware device(s) affected
- Date the issue was first identified
- Serial numbers

Step 2 – Photo Documentation Submission

To assess whether the reported issue qualifies for RMA, the Customer is required to submit photographic evidence of the defective hardware. Photos must clearly show:

- The full device, including all visible sides
- The specific area of damage or defect being reported
- Any visible physical damage, wear, or malfunction indicators
- The device serial number or identifying label, where accessible

Photos must be submitted to the SSVR Support team via the contact method provided in the Welcome Kick-Off Email. Submissions that do not include adequate photo documentation will not be processed until all required images have been received.

Step 3 – RMA Assessment & Approval

Upon receipt of the support request and photo documentation, SSVR will review and assess whether the reported issue qualifies for replacement under the Limited One-Year Hardware Warranty. SSVR reserves the right to:

- Request additional photos or information if the initial submission is insufficient
- Determine, at its sole discretion, whether the defect qualifies for warranty replacement
- Deny the RMA request if the damage is determined to fall outside the scope of the warranty

Step 4 – RMA Authorization & Return Shipping

If the RMA request is approved, SSVR will issue an RMA Authorization Number and provide the Customer with return shipping instructions. The Customer must:

- Ship the defective device using the instructions provided by SSVR
- Include the RMA Authorization Number on the outside of the return packaging
- Return the device within 10 business days of receiving the RMA Authorization Number

Hardware returned without an RMA Authorization Number will not be accepted and may be returned to the Customer at their expense.

Step 5 – Replacement Shipment

Upon receipt and inspection of the returned device, SSVR will ship the replacement hardware to the Customer's address on file. Replacement devices are warranted for the remainder of the original Warranty Period.

SSVR reserves the right to deny any RMA claim if, upon inspection, the returned device is found to be free of defects or if the claimed defect resulted from a cause excluded under Section 9.1. In such cases, SSVR will return the original device to Customer at Customer's expense, and no replacement will be issued.

If SSVR determines, in its sole discretion, that a Customer has submitted a pattern of repeated or excessive warranty claims, SSVR may require the Customer to take corrective action—such as completing additional training, addressing environmental or operational conditions, or providing additional documentation—as a condition of processing further claims. SSVR further reserves the right to deny any warranty claim that it reasonably determines is not the result of a manufacturing or material defect.

9.3 Extended Warranty

Customers may purchase an extended warranty at the time of sale or renewal with SSVR. The extended warranty provides continued coverage beyond the initial one-year Warranty Period and remains subject to the same terms, conditions, and RMA process outlined in Sections 9.1 and 9.2. Customers interested in purchasing an extended warranty should contact their SSVR representative for available options and pricing.

9.4 Post-Warranty Shipping Responsibility

Upon expiration of the one-year Warranty Period, and unless the Customer has purchased an extended warranty, the Customer assumes full responsibility for all shipping costs associated with the return of defective hardware and the shipment of any replacement devices. SSVR will continue to facilitate the RMA process as outlined in Section 9.2; however, all outbound and inbound shipping fees will be invoiced to and paid by the Customer prior to the shipment of any replacement hardware.

9.5 Factory Reset and Reimaging

A Customer-initiated factory reset of any headset, router, or other hardware device renders the device inoperable for use with SSVR's software and voids the limited warranty set forth in Section 9.1. Factory resets performed at the express written direction of SSVR's support team as part of an authorized troubleshooting procedure will not void the warranty.

If a Customer-initiated factory reset has occurred, SSVR may, at its sole discretion, offer to reimage the affected device(s) to restore functionality. Reimaging is subject to the following conditions:

- Customer shall pay a reimaging service fee as determined by SSVR at the time of the request.
- Customer shall bear all costs associated with the shipment of the affected device(s) to SSVR and the return shipment to Customer, including all duties and taxes.
- All reimaging fees and shipping costs must be paid in full prior to SSVR commencing the reimaging process or shipping any reimaged device(s).
- Reimaging does not reinstate or extend the original Warranty Period. Following reimaging, the device will be warranted only for the remainder of the original Warranty Period, if any, or not at all if the Warranty Period has expired.

SSVR reserves the right to decline a reimaging request if, in its sole judgment, the device cannot be restored to proper working condition.

STREET SMARTS VR

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Quoted To:

London Police Service
 Angela Johnson
 AJohnson@londonpolice.ca

Quote Number: Q2026-435A

Account Executive

Taylor McCubbin | taylor@streetsmartsvr.com

Quote Date: 3/9/2026

Quote Expiration: 6/7/2026

Prepared By:

Taylor McCubbin | taylor@streetsmartsvr.com

Description	Quantity	Unit Cost	Extended Cost
VR Training Solution 3 YR			
Solution includes the products and services below			
VR Software			
SSVR Training Library w/MHCR and Creator interface - 36 months <i>Single User Configuration</i>	1	\$198,000.00	\$198,000.00
VR Core Hardware Components			
(4) HTC VR Headset & Controllers	1	\$60,000.00	\$60,000.00
(4) Alienware Area-51 Laptop			
(4) Wireless Mouse			
(4) Wireless Router			
(8) Base Station and Fovetic Stand			
(4) Power Strip			
(4) Rugged Carrying Cases			
(4) SSVR Glock 17			
(4) SSVR Recoiling C8/M4 (Green Gas NOT Included)			
(4) SSVR CW 7			
(4) SSVR Flashlight			
(4) SSVR Baton			
(4) SSVR OC Spray			
T3 Train-the-trainer session	1	\$5,000.00	\$5,000.00
VR Hardware & software training, 1 SSVR Instructor, Up to 8 trainees, Up to 8 hours			
Shipment to Canada - Customer must supply Broker Information to SSVR (See NOTE Below)	1	\$200.00	\$200.00
Please allow 90 days for delivery of hardware to delivery site			
SSVR Warranty Service*			
Limited manufacturer warranty on HTC hardware for 36 months		Included	
Extended Warranty		Included	
Software updates and proprietary user interface tools for 36 months		Included	
*SSVR Warranty Service - All warranties begin the day the systems are delivered	1	\$263,200.00	\$263,200.00

To Order

Send all documents to jen.abel@streetsmartsvr.com
 Required documents: Purchase Order (PO), Contract or a Letter of Intent (LOI)
 An invoice cannot be issued until all documents have been submitted

Total USD	\$263,200.00
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Terms

Payment Due Upon Receipt of Hardware
 ACH Preferred Payment Method

NOTE TO INTERNATIONAL CUSTOMERS

- * The **buyer** acknowledges and **agrees** that the **quoted price does not include sales, use, excise, import, export, goods and services, broker, customs, storage, value-added or similar tax, tariff, or duty.**
- * **These costs** are not included in the price and **will be borne by the buyer upon importation.**
- * We **recommend seeking professional advice** or consulting with relevant authorities to **understand the specific tariffs and fees applicable to this purchase.**



LONDON POLICE SERVICE

REPORT TO THE LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: May 21, 2026
BOARD REPORT #: 2605UD01
MEETING: Open
CSPA SECTION: N/A

TO: Chair and Members of the London Police Service Board
FROM: Treena MacSween, Deputy Chief
SUBJECT: **Vehicle Pursuit – Annual Report 2025**
PURPOSE: Update / Information Purposes Only

RECOMMENDATION:

THAT the London Police Service Board receives this report for its information in compliance with Board policy.

SUMMARY:

This report is submitted for the Board's awareness and reference, pursuant to London Police Service Board Policy LPSB-060 Reports.

In 2025, LPS members were involved in 161 vehicle related occurrences, five (5) of which led to the initiation of a vehicle pursuit, with the remaining dealt with by means of alternatives to a pursuit. In total, 396 criminal charges and 84 provincial offences were laid against 143 individuals.

With respect to pursuit 1, there were no injuries or damage. Members acted in good faith, satisfied the 3-Part Test, and were in compliance with LPS procedure.

Pursuit 2 and 3 stemmed from the same incident. There were no injuries or damage. Members satisfied the 3-Part Test; however, there were violations of LPS procedure. These violations have been addressed through coaching and training.

With respect to pursuit 4, there were no injuries or damage. Members acted in good faith, satisfied the 3-Part Test, and were in compliance with LPS procedure.

With respect to pursuit 5, there were no injuries or damage. Members acted in good faith and satisfied the 3-Part Test; however, there were violations of LPS procedure. These violations have been addressed through coaching and training.

See Table 1 on page 2 for annual vehicle pursuit data.

FINANCIAL IMPLICATIONS:

None.

DISCUSSION:

Background

Vehicle pursuits are governed by Ontario Regulation 397/23 made under the *Community Safety and Policing Act*, as well as Policing Standard LE-045: Suspect Apprehension Pursuits.

Vehicle pursuits are low frequency dynamic events that expose our members, the public, and the organization to significant risk. A pursuit is initiated when a police officer in a motor vehicle pursues another motor vehicle that the officer attempted to stop but who failed to stop and remain in place.

Prior to initiating a vehicle pursuit, an officer must assess the availability of alternatives to a pursuit and apply the following three-part test.

An officer may initiate a pursuit when:

- 1) A criminal offence has been committed or is about to be committed, and there are no alternatives set out in LPS vehicle pursuit procedures that can readily be implemented in the circumstances.
- 2) Stopping the motor vehicle is necessary to apprehend an individual in connection with the offence or to prevent the commission of the offence; or the purpose of the pursuit is to identify the motor vehicle or an individual inside the motor vehicle.
- 3) The risk to public safety that may result from the pursuit is outweighed by the risk to public safety that may result if, an individual in the fleeing motor vehicle is not immediately apprehended, or the fleeing motor vehicle or an individual in the fleeing motor vehicle is not identified.

This test must be performed prior to initiating a pursuit and then continuously throughout that pursuit. If at any point the risk to the public outweighs the need to apprehend an individual or identify the individual/vehicle, the pursuit **must** be terminated. This test helps ensure that a pursuit does not create a greater danger to the public than the circumstances giving rise to it.

Table 1

Pursuits	2020	2021	2022	2023	2024	2025
Vehicle Pursuits Initiated	10	7	6	5	1	5
Vehicle Pursuits Terminated	8	5	6	2	1	1
Criminal Offence	10	7	6	5	1	5
Provincial Offence	0	0	0	0	0	0
Injuries						
Civilian	0	1	0	5	0	0
Police	0	0	0	0	0	0
Damage						
Civilian	\$15,000	\$4,500	\$500	\$20,000	\$0	\$0
Police	\$23,000	\$500	\$0	\$0	\$5500	\$0
Outcome						
Provincial Offence	1	1	0	0	1	1

Criminal/Drug Offences	42	18	0	34	3	37
In Compliance	4	4	4	4	0	2
Not in Compliance	6	3	2	1	1	3
Officer Charged	0	0	0	0	0	0

CONCLUSION:

Vehicle pursuits are reviewed to ensure compliance with LPS procedure, identify trends, and training needs. The London Police Service continues to deliver practical training focusing on alternatives that must be considered prior to initiating a vehicle pursuit to all recruits upon their successful completion of Basic Constable Training at the Ontario Police College.

PREPARED BY: Rick Letourneau, Sergeant
Training & Professional Development Branch



LONDON POLICE SERVICE

REPORT TO THE LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: May 21, 2026
BOARD REPORT #: 2605CI01
MEETING: Open
CSPA SECTION: N/A

TO: Chair and Members of the London Police Service Board
FROM: Paul Bastien, Deputy Chief
SUBJECT: **Sexual Assault Report 2025**
PURPOSE: Update / Information Purposes Only

RECOMMENDATIONS:

THAT the London Police Service Board receive the information provided.

SUMMARY:

This report is submitted pursuant to the London Police Service Board Policy no. 037 "*Sexual Assault Investigation*", which requires that the Chief report annually on the number of sexual assaults reported, the number of cases reviewed by the Violence Against Women/Gender-Based Violence Advocate Case Review Program, and any recommendations made during the course of those reviews. The policy further requires that, in cases where a victim who requests that police disclose the name of the accused has their request denied, the Chief provide the Board with reasons for such.

The number of sexual assaults reported to the London Police Service in 2025 increased by 18.9% compared to 2024. The number of cases cleared by way of a charge being laid was approximately 32.5%, with 35 investigations still open at the time of this report.

FINANCIAL IMPLICATIONS:

Not applicable.

DISCUSSION:

Background:

Uniform Crime Reporting Statistics

Incidents reported to police, including sexual assaults, are coded according to standards established by the Canadian Centre for Justice and Community Safety Statistics Uniform Crime Reporting Survey. Incidents may be categorized as either "founded" or "unfounded". An incident may only be coded as unfounded in cases where it has been determined through investigation that the offence reported did not occur and was not attempted. Anytime it is determined that the reported incident did occur or was attempted, or in the absence of credible evidence to confirm otherwise, an occurrence is coded as founded.

Between 2021 and 2025, reported occurrences increased overall, with 2025 recording the highest annual total. While volumes fluctuated from year to year, the primary outcome categories and their relative distribution remained generally consistent throughout the reporting period. Charge rates increased steadily between 2021 and 2024, peaking in 2024. In 2025, the charge rate declined despite an increase in reported occurrences. This coincided with a higher proportion of cases remaining under investigation at year-end compared to previous years. Across all five years, victim or complainant decisions to decline further action and cases concluded due to insufficient evidence consistently accounted for a significant proportion of outcomes, each representing approximately one-third of reported occurrences annually. These proportions remained stable over time and reflect recurring patterns observed with the investigation of complex and sensitive offences. Unfounded occurrences remained consistently low throughout the reporting period, and outcomes classified as “other” represented a small and stable proportion of cases each year, indicating no material change in decision-making thresholds or outcome classification.

Table 1 - Sexual Assault Clearance Data - Five-year Comparison

Reported	No.	Charge(s)		Unfounded		Victim/Complainant Declines to Proceed/Requests No Further Action		Insufficient Evidence to Proceed		Still Under Investigation		Other	
		n	%	n	%	n	%	n	%	n	%	n	%
2025	616	200	32.5	3	0.5	193	31.3	173	28.1	35	5.7	12	1.9
2024	518	205	39.6	1	0.2	164	31.7	136	26.3	5	1.0	7	1.4
2023	587	230	39.2	2	0.3	183	31.2	160	27.3	2	0.3	10	1.7
2022	568	177	31.2	0	0.0	207	36.4	177	31.2	0	0.0	7	1.2
2021	534	149	27.9	1	0.2	190	35.6	184	34.5	0	0.0	10	1.9

Violence Against Women Advocate Case Review Program

The Violence Against Women/Gender-Based Advocate Case Review Program (VAW/GBV Review Committee), established in 2017, is currently comprised of representatives from the following community entities:

- Anova
- London Abused Women’s Centre
- Carrefour des Femmes du Sud-Ouest de l’Ontario
- Muslim Resource Centre for Social Support and Integration
- Atlohsa Family Healing Services Inc.
- Bellehumeur Law
- Regional Sexual Assault and Domestic Violence Treatment Centre
- Western University and Fanshawe College (added in 2026)

The program is mandated to:

- ensure sexual assault investigations are conducted with integrity and openness
- promote trauma- and violence-informed practices throughout all stages of investigation

- identify gaps, recommend improvements, support and training for officers
- foster collaboration between police and community advocates to strengthen investigations and build public trust

The committee is provided access to police records pertaining to all sexual assault reports cleared as unfounded as well as all of those determined to be founded but cleared other than by charge. For the purposes of the VAW/GBV Case Review Program, a “*sexual assault report*” means a report of sexual assault received by the London Police Service from a complainant aged 16 or older, involving a suspect(s) over the age of 18.

The committee reviewed 149 cases in 2025, 32 of which were reported during the reporting year. The remainder pertained to reports made in 2024 or 2023.

Table 2 - VAW/GBV Case Review Program Data - Five-year Comparison

Sexual Offences	2025	2024	2023	2022	2021
Sexual Assaults - Reported	616	518	587	568	534
VAW /GBV Advocate Case Review Program					
Cases reviewed	149	207	197	209	1
Recommendations	2	0	0	0	0
Victim Requests to Disclose Identity of Accused					
Requests	0	0	0	0	0
Denials	0	0	0	0	0

CONCLUSION:

Overall, the five-year data on sexual assaults reflect an increase in reported occurrences, with some year-to-year variation in the rate of charges laid and the number of cases remaining under investigation. The distribution of other outcome categories has remained relatively stable over time.

PREPARED BY: Janine Bonnett, Detective Sergeant
Sexual Assault and Child Abuse Section



LONDON POLICE SERVICE

REPORT TO THE LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: May 21, 2026
BOARD REPORT #: 2605EA01
MEETING: Open
CSPA SECTION: N/A

TO: Chair and Members of the London Police Service Board
FROM: Paul Bastien, Deputy Chief
SUBJECT: **Aggregate Report on Disciplinary Measures Imposed Under s. 200(1) CSPA**
PURPOSE: Decision

RECOMMENDATIONS:

1. That the London Police Service Board receive this report pursuant to section 215(1) of the *Community Safety and Policing Act, 2019*, S.O. 2019, c. 1, Sched. 1 (CSPA) for information purposes.
2. That the Board publish this report on the internet pursuant to section 215(2)(a) of the CSPA.
3. That the Board forward this report to the Complaints Director pursuant to section 215(2)(b) of the CSPA.

SUMMARY:

This report outlines the aggregate disciplinary measures that were imposed on London Police Service officers under Part XII of the CSPA between April 1, 2024, and March 31, 2026.

During the reporting period CSPA discipline was imposed on four police officers within the London Police Service. Discipline was imposed for three officers without a hearing and with the officers' consent. One officer's discipline was imposed through adjudication as demotion was being sought under the CSPA.

FINANCIAL IMPLICATIONS:

Not applicable

DISCUSSION:

Background:

Section 200(1) CSPA grants the Chief the authority to impose any combination of the following disciplinary measures on a police officer without holding a hearing if the officer consents to the imposition of the measure(s):

- suspension without pay for a period not exceeding 30 days or 240 hours
- forfeiture of not more than three days or 24 hours pay
- forfeiture of not more than 20 days or 160 hours off

- reprimand
- counselling, treatment or training
- participation in a specified program or activity

If the police officer does not consent to the disciplinary measure imposed by the Chief, the officer may apply to the Ontario Police Arbitration and Adjudication Commission (OPAAC) to appoint an adjudicator to hold a hearing into the matter. Likewise, in cases in which the Chief is seeking demotion or termination, the Chief may apply to the OPAAC to appoint an adjudicator to hold a hearing.

Section 215 *CSPA* requires that the Chief report to the Board prior to June 1 and December 1 each year on aggregate disciplinary measures imposed under Part XII of the *Act*. In turn, the *Act* requires that the Board post the report on its website within 30 days of receipt and forward the report to the Complaints Director, Law Enforcement Complaints Agency.

Ontario Regulation 90/24 *CSPA* requires that the semi-annual Aggregate Report on Disciplinary Measures contain the following:

1. Each provision of the Code of Conduct for Police Officers made under the *CSPA* under which a disciplinary measure was imposed, which measure was imposed, and the number of times that each measure was imposed in relation to the provision.
2. The number of times a disciplinary measure was imposed **without a hearing; following a hearing requested by the police officer; and following a hearing requested by the Chief** when demotion or dismissal was sought.
3. The **average** and **total** number of days or hours deducted in cases where a disciplinary measure includes **suspension without pay, forfeiture of pay, or forfeiture of time off.**

The above data is set out at **Appendix A** in the tables 1 through 3 respectively. Disciplinary measures imposed in relation to misconduct that **occurred prior to April 1, 2024**, is subject to provisions of the *Police Services Act* and is not included in this report.

CONCLUSION:

Moving forward, this report will be provided to the Board semi-annually in May and November in accordance with the reporting requirements of O. Reg. 90/24 *CSPA* (for the periods April 1 to September 30 and October 1 to March 31 respectively).

PREPARED BY: Charlene Humble, Inspector - Professional Standards Branch

ATTACHMENT: Appendix A - Aggregate Disciplinary Measures Data

Appendix A

Aggregate Disciplinary Measures Data

Table 1 – Code of Conduct Provision Under which a Disciplinary Measure was Imposed Under s. 200(1) CSPA

Sec.	Nature of Conduct	Suspension w/o pay	Forfeiture of pay	Forfeiture of hours	Reprimand	Counselling/treatment/training	Program/activity
4	Finding of guilt (Criminal Code) ¹	-	-	-	-	-	-
10	Undermining public trust	-	-	1	-	2	-
16	Interfere with administration of justice	-	-	1	-	-	-

Table 2 - Number of Times a Disciplinary Measure was Imposed

Circumstance (Hearing/No Hearing)	n
Discipline imposed without hearing (officer consent)	1
Discipline imposed following hearing requested by officer	-
Discipline imposed following hearing requested by Chief	3 ²

Table 3 - Hours Deducted

Disciplinary Measure Imposed	Hours (total)	Hours (average)
Suspension without pay	-	-
Forfeiture of pay	-	-
Forfeiture of hours off	32	32

¹ In this case, a hearing requested by the Chief resulted in the adjudicator imposing a penalty of demotion for a period of 14 months under s. 202(9) CSPA.

² In two cases in which a hearing was requested by the Chief, the parties agreed to settle the matter pursuant to s. 202(8) CSPA prior to the matter proceeding to hearing, the terms of which included demotion for a period of 6 months in one case and of 12 months in the other. The third (referenced in the above note) resulted in an adjudicator-imposed penalty of demotion for a period of 14 months under s. 202(9) CSPA.



LONDON POLICE SERVICE

REPORT TO THE LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: May 21, 2026
BOARD REPORT #: 2605EA02
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 Pursuant to s. 81(1) CSPA, SIU 25OCI511
PURPOSE: Update / Information Purposes Only

RECOMMENDATIONS:

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

SUMMARY:

On December 11, 2025, an adult male sustained injuries assessed at hospital and later diagnosed as fractures to each orbital bone during a police interaction that subsequently met the Special Investigations Unit (SIU) mandate.

The SIU invoked its mandate on December 12, 2025, and on April 9, 2026, concluded there was **no basis for proceeding with criminal charges** in relation to the subject official's actions. Following the SIU's conclusion, the London Police Service Professional Standards Branch completed an administrative review under s. 81(1) of the Community Safety and Policing Act, concluding that relevant procedures were followed and that the actions of the subject official and witness officials were lawful and consistent with applicable procedure and training; **no training, procedural, or service-delivery gaps** were identified and **no corrective actions** were required.

FINANCIAL IMPLICATIONS:

Not applicable

DISCUSSION:

Background:

Section 81 requires an internal investigation following SIU-invoked incidents to examine the conduct of involved officers, the policing provided, and the procedures engaged, with reporting to the Board in accordance with the Board's investigation standards and Section 81 reporting policy requirements. Consistent with Board policy, this report does not include names or identifying information of the subject official, witness officials, civilian witnesses, or affected persons.

Incident Summary

Police attended following issuance of a Form 2 under the Mental Health Act compelling the complainant's apprehension for an involuntary psychiatric examination. The complainant refused to exit, barricaded the door, and made threats to harm himself and officers. Incident command was implemented, negotiators were engaged, and tactical resources were deployed.

During a planned emergency response entry tactic to secure the balcony and prevent a jump, the complainant attacked emergency response officers with a metal baseball bat while they were suspended on rappel lines. Force was used to take the complainant into custody, including a conducted energy weapon (CEW), strikes, and physical control. The complainant was transported to hospital and diagnosed with orbital fractures.

Summary of SIU Findings

The SIU investigated the incident and, on April 9, 2026, concluded there were no reasonable grounds to believe the subject official committed a criminal offence in connection with the complainant's injuries. The SIU accepted that the complainant's facial fractures resulted from the altercation with the subject official but determined the injuries were not attributable to unlawful conduct, and the file was closed with no charges laid.

Summary of PSB Findings

PSB conducted a review under s. 81(1) of the incident involving police apprehending a complainant under a Form 2 Mental Health Act order. The police prioritized de-escalation and safety, with tactical planning to prevent self-harm, and followed proper procedures including clinical input.

The review found that the subject officer's strikes and the witness officer's CEW use were necessary and proportionate responses to an immediate threat from the complainant, who was armed with a metal bat. The SIU was notified, evidence secured, and all officials provided statements.

All relevant policies and procedures – including use of force, SIU notifications, and mental health crisis response – were fully followed. Use-of-force decisions aligned with training and no gaps or corrective actions were identified.

CONCLUSION:

The SIU concluded the investigation with **no criminal charges**. The PSB administrative review under s. 81(1) determined that the conduct of the subject official and witness officials complied with applicable law and London Police Service procedure, that the procedures engaged were adequate, and that no corrective actions were necessary.

PREPARED BY: Charlene Humble, Inspector - Professional Standards Branch



LONDON POLICE SERVICE

REPORT TO THE LONDON POLICE SERVICE BOARD

BOARD MEETING DATE: May 21, 2026
BOARD REPORT #: 2605EA03
MEETING: Open
CSPA SECTION: N/A

TO: Chair and Members of the London Police Service Board
FROM: Thai Truong, Chief of Police
SUBJECT: **Inspector General of Policing – Province Wide Inspection on Police Integrity and Anti-Corruption Practices**
PURPOSE: Decision

RECOMMENDATION:

THAT London Police Service Board approve the action plan set out in this report as the Chief's response to the Board's April motion regarding the Inspector General of Policing's province-wide inspection on police integrity and anti-corruption practices, including the methodology, deliverables, timeline, and resourcing approach described herein.

EXECUTIVE SUMMARY

On February 9, 2026, the Inspector General of Policing announced a province-wide inspection on police integrity and anti-corruption practices. On April 23, 2026, the Honourable William Hourigan was appointed as Inspector to lead the work, and Terms of Reference were released. The Inspector General has advised that no immediate action is required pending the formal inspection notice.

The London Police Service is acting now regardless. Work has been underway on the very issues this inspection will examine — supervision and span of control, screening and vetting, information access controls, evidence and property management, and substance use and fitness for duty. The Board's April motion directing a proactive service-level review aligns squarely with that work. This report responds to that motion.

The report sets out the five items the Board requested — *methodology, proposed deliverables, preliminary risks and control weaknesses, timeline and resources, and preparedness for the province-wide inspection* — within the broader phased plan that will carry the Service from today through implementation of any findings.

BACKGROUND

On February 9, 2026, Ontario's Inspector General of Policing announced a province-wide inspection on police integrity and anti-corruption practices, initiated in response to concerns about police integrity and public confidence arising from recent criminal investigations involving allegations of corruption within policing.

On April 23, 2026, the Inspector General confirmed the appointment of the Honourable William Hourigan as Inspector under section 111 of the *Community Safety and Policing Act, 2019*, and released Terms of Reference establishing the mandate, scope, authority, and reporting framework for the inspection.

The Terms of Reference identify five core areas of focus:

- Supervision and span of control;
- Screening and vetting of police officers and civilian members, both at recruitment and on an ongoing basis;
- Access to police databases and information systems, including permissions, controls, and clearances;
- Evidence and property management practices; and
- Substance use and fitness for duty.

The inspection applies to all police services and police service boards in Ontario. It is organizational and institutional in nature, designed to examine the systems, governance, oversight, operational practices, and controls that support integrity, accountability, and public trust.

A formal inspection notice will follow, setting out methodology, timelines, expectations for participation, document production, access requirements, and confidentiality protocols. In its April motion, the Board directed the Chief to undertake a proactive service-level review of relevant standard operating procedures, internal controls, supervision models, and reporting practices as they relate to the areas identified in the Inspector General's memorandum, and to report back to the May Board meeting with an action plan addressing five specific items. This report is that action plan.

CHIEF'S POSITION

The themes identified by the Inspector General are not new. They are core responsibilities of police leadership, and they map directly to the modernization work the Executive Command Team (ECT) have been advancing since taking command — work organized around three priorities: community trust, organizational wellness and performance, and community safety. The events that gave rise to this inspection, including matters raised through Project South and broader sector concerns, have sharpened the urgency of that work. They have not changed its direction.

The Board's April motion gives that work a clear mandate and a structured framework for reporting back. The action plan that follows responds to the motion directly and is grounded in work already in motion.

WORK ALREADY UNDERWAY

1. Independent Review of Frontline Deployment and Operations

We have directed the issuance of a Request for Proposal for independent consulting services to conduct a comprehensive, evidence-based review of current frontline police operations. The review will examine frontline deployment, staffing requirements, patrol workloads, operational demand, deployment models, and — critically — supervision within frontline operations. This work speaks directly to the Inspector General's theme of supervision and span of control. It will give the Service, the Board, and the Inspector evidence-based answers to questions about

whether our supervisory models, patrol structures, and workload pressures are properly aligned to operational risk, public safety needs, member support, and accountability expectations.

2. Organizational and Operational Restructure Aligned to the Chief's Priorities

LPS is undergoing a broader organizational and operational restructure. This is a deliberate redesign — organizational in its realignment of leadership, accountability, and reporting structures, and operational in its examination of how the Service delivers frontline policing, supervision, and core functions. The restructure is aligned to the Chief's priorities — community trust, organizational wellness and performance, and community safety — and is targeted at identified gaps in service delivery, supervision, accountability, and internal coordination.

In light of the province-wide inspection, the restructure is being assessed through the additional lens of integrity, anti-corruption risk, governance, oversight, and the five inspection themes. This is not reactive scaffolding bolted onto an inspection response. It is a deliberate modernization effort that produces stronger leadership, clearer accountability, consistent supervision, sharper risk management, robust professional standards, member wellness, and evidence-based decision-making.

3. Policy and Procedure Review

Policy and procedure reviews are underway across the organization, assessed against operational needs, legislative compliance, risk exposure, organizational accountability, and emerging sector expectations. As the Inspector's methodology becomes clearer, these reviews are being mapped directly to the five inspection themes.

The objective is concrete: identify where current policies are sufficient, where procedures require updating, and where additional controls, audits, training, or oversight mechanisms are appropriate — and to do so before the Inspector asks, not after.

4. Internal Readiness and Coordination

The Service is preparing internally so that relevant policies, procedures, governance documents, operational practices, and supporting records can be identified, organized, and produced efficiently. The ECT has directed that internal subject-matter leads be identified for each inspection theme and that internal accountability be established now for coordination, document readiness, and timely response once the formal inspection notice is received.

RESPONSE TO THE BOARD'S APRIL MOTION

The Board directed the Chief to report back with an action plan — not the final review report — addressing five specific items. Each is addressed below in the order set out in the motion.

1. Methodology

The service-level review will be conducted as a structured, evidence-based assessment organized around the five themes identified by the Inspector General. The methodology has four components:

Theme-based review structure

The review will be organized into five theme-based workstreams corresponding to the Inspector General's areas of focus. Each workstream will be led by an internal subject-matter lead with clear accountability for scope, evidence gathering, and findings.

Documentary review

Each workstream will assess existing standard operating procedures, policies, directives, internal controls, training materials, audit records, governance documents, and reporting practices relevant to its theme. The review will examine not only whether documentation exists, but whether it reflects current operational practice.

Operational and supervisory inquiry

Each workstream will examine how policies and controls are implemented in practice — through interviews with operational leads, supervisors, and subject-matter experts; through review of audit and exception data where available; and through assessment of supervisory practices and span-of-control realities on the ground. This addresses the principal risk that policies look adequate on paper but are not operationalized consistently.

Independent and external inputs

The review will incorporate the findings of the independent frontline deployment and operations review currently being procured (relevant to supervision and span of control), and will draw on sector-wide guidance, applicable provincial standards, and the Inspector General's Terms of Reference. Where appropriate, the review will also engage subject-matter expertise outside the Service.

Central coordination and reporting

A central coordination function under the Chief's Office will integrate workstream outputs, ensure consistency across themes, maintain documentation suitable for production to the Inspector, and report progress to the Board on a defined cadence.

2. Proposed Deliverables

The review will produce the following deliverables:

- **A consolidated service-level review report** covering all five themes, identifying strengths, gaps, and recommended improvements;
- **Five thematic workstream reports** providing detailed findings against each of the Inspector General's areas of focus;
- **A gap and control-weakness register** documenting identified issues, risk rating, and recommended corrective action;
- **An implementation roadmap** setting out prioritized actions, accountable leads, timelines, and resource implications;
- **An inspection readiness package** comprising organized documentation, designated points of contact, and coordination protocols aligned to Inspector Hourigan's expected requirements; and
- **Interim progress reports to the Board** at defined milestones during the review.

3. Preliminary Risks, Gaps, and Control Weaknesses

The Board has asked for a preliminary view at the action-plan stage. The categories below represent the areas of risk the review will examine most closely, organized around the five inspection themes. These categories identify where the review will focus its attention. They are

not preliminary findings. Specific findings, risk ratings, and recommendations will be set out in the final review report.

Supervision and span of control

Areas warranting closer examination include supervisor-to-officer ratios across deployment models, consistency of supervisory practice across sections and units, supervisor training and development, mechanisms for early identification of performance or integrity concerns, and the effectiveness of escalation pathways when concerns arise.

Screening and vetting

Areas warranting closer examination include the rigour of recruit and civilian screening processes, vetting standards applied to internal movement into higher-risk roles, ongoing suitability assessment across a member's career, conflict-of-interest disclosure and management, and the triggers that prompt further review.

Database and information access

Areas warranting closer examination include the application of role-based access and least-privilege principles, the frequency and rigour of access audits, monitoring for anomalous use, training on appropriate use of police information systems, and the consistency of consequence management when misuse is identified.

Evidence and property management

Areas warranting closer examination include chain-of-custody practices for physical and digital evidence, controls over access to evidence and property storage, audit and reconciliation practices, final disposition processes, and safeguards against theft, tampering, or loss.

Substance use and fitness for duty

Areas warranting closer examination include the clarity and currency of substance use and fitness-for-duty policy, supervisor capacity to recognize and respond to concerns, the strength of wellness and early intervention supports, the balance between supporting members and protecting public trust, and the consistency of practice across the organization.

In addition to these theme-specific categories, three cross-cutting risk areas warrant attention across all five themes: the gap between policy as written and policy as practiced; the sufficiency of audit and monitoring practices to detect issues before they escalate; and the strength of reporting and escalation pathways from frontline operations to executive leadership and the Board.

As noted, specific findings will be reported in the final review. The Board will also be advised through normal reporting channels if, during the course of the review, any matter is identified that requires earlier Board awareness.

4. Timeline and Resources

Timeline

The service-level review is targeted for completion within approximately twelve months of the Board's direction. The twelve-month horizon reflects the realistic scope of the work and five considerations in particular: the depth of operational and supervisory inquiry required to examine not only policy but how policy is implemented in practice across the organization; the need to align the review with the methodology, timelines, and demands of the Inspector General's province-wide inspection as those become clear; internal capacity and the need to advance this work alongside the independent frontline deployment review, the organizational and operational restructure, and core service delivery; competing service priorities that must

continue to be delivered without compromise during the review period; and the fact that specific resourcing requirements are still to be confirmed.

Committing to a realistic timeline now is a deliberate choice. The Board's expectation is rigorous work that strengthens the Service — not a compressed exercise that produces a report on time and answers little. Deliverables will be staggered across the twelve months so that progress is visible to the Board on a regular cadence.

Indicative quarterly milestones are as follows:

- **Quarter 1 (Months 1–3) — Foundation:** Workstream leads confirmed; methodology and workstream scopes finalized; central coordination function established; documentary review commenced across the five themes; resourcing requirements assessed and reported back to the Board.
- **Quarter 2 (Months 4–6) — Inquiry:** Operational and supervisory inquiry conducted across the five themes; interviews and evidence gathering completed; cross-cutting risk areas tested; inspection readiness package advanced in parallel; interim progress report to the Board.
- **Quarter 3 (Months 7–9) — Analysis:** Thematic workstream findings consolidated; gap and control-weakness register compiled; preliminary implementation priorities identified; thematic findings shared with the Board as available.
- **Quarter 4 (Months 10–12) — Synthesis and Delivery:** Consolidated service-level review report finalized; implementation roadmap completed; inspection readiness package finalized; report and recommendations delivered to the Board.

This timeline will be adjusted as required to align with the formal inspection notice and methodology issued by Inspector Hourigan, and to ensure the review remains responsive to developments arising from the province-wide process. Any material adjustment will be brought to the Board's attention promptly.

Resources

The review will draw primarily on existing internal capacity, supplemented by the independent frontline deployment and operations consulting engagement already being procured. Workstream leads will be drawn from senior leadership and subject-matter experts within the Service, with coordination capacity established under the Chief's Office.

It is likely that additional resourcing will be required to deliver the review at the standard the Board expects and within the timeline indicated — potentially including specialist external advice, dedicated coordination capacity, and discrete consulting support for individual workstreams. The specific resource requirement will be assessed once workstream scopes are finalized. No additional financial commitment is sought through this report.

5. Preparedness for the Province-Wide Inspection

The service-level review is, by design, the principal mechanism by which LPS will be prepared for the Inspector General's province-wide inspection. The review's structure mirrors the inspection's five themes, its deliverables include an inspection readiness package, and its outputs will form the evidentiary foundation from which LPS engages with Inspector Hourigan and his team.

In parallel with the review, the Service is taking the following preparedness steps:

- Designating internal subject-matter leads for each of the Inspector General's five themes;
- Establishing a central coordination function for inspection engagement under the Chief's Office;
- Organizing relevant documentation in anticipation of inspection requests;
- Aligning the ongoing organizational restructure and policy review work to the inspection themes; and
- Confirming protocols to protect privacy, legal privilege, employment, and operational interests, and to ensure the inspection does not compromise any ongoing investigations or sensitive matters.

Once the formal inspection notice is received, LPS will align its response to the scope, methodology, timelines, and document-production expectations set by the Inspector. The Service will fully cooperate with the inspection while ensuring its responses are coordinated, accurate, legally sound, and operationally responsible.

PHASED ACTION PLAN

The motion response above sits inside a five-phase plan that carries the Service from today through implementation of any findings and into sustained organizational practice.

Phase 1 — Immediate Readiness and Work Already Underway

Status: In progress.

Phase 1 establishes immediate awareness, alignment, and internal readiness. It includes review of the Inspector General's memoranda and Terms of Reference; mapping of the five themes to current operations; continuation of the independent frontline deployment review, the organizational restructure, and policy and procedure work; identification of internal subject-matter leads; and the beginning of documentation organization. Phase 1 is a deliberate signal that LPS is not waiting for the formal inspection notice to act.

Phase 2 — Service-Level Review Against the Five Themes

Status: Commencing on Board direction; targeted twelve-month completion horizon with staggered deliverables.

Phase 2 is the service-level review described in the response to the Board's motion above. It applies the methodology and produces the deliverables set out in that section, organized around the Inspector General's five themes and supported by the cross-cutting risk lens identified at the action-plan stage.

Phase 3 — Formal Inspection Response

Status: Pending receipt of formal inspection notice.

Once the formal notice is received, LPS will align its response to the scope, methodology, timelines, and document-production expectations set by Inspector Hourigan. This phase includes designating a central coordination lead; confirming theme leads; responding to document and information requests; coordinating interviews, consultations, or site visits; following confidentiality protocols; protecting privacy, legal privilege, employment, and

operational interests; ensuring the inspection does not compromise ongoing investigations; and providing the Board with timely, substantive updates.

Phase 4 — Findings, Recommendations, and Implementation

Status: Future phase.

Following the Inspector's review, any findings, observations, or directions will be assessed by LPS alongside the outputs of the service-level review. Implementation planning will identify operational, policy, training, governance, staffing, technology, or resource implications; establish plans, accountable leads, and timelines; surface matters requiring Board awareness, approval, or support; and report progress to the Board on a defined cadence.

Phase 5 — Long-Term Sustainability and Continuous Improvement

Status: Ongoing.

Phase 5 ensures that changes arising from the service-level review and the province-wide inspection are embedded in long-term governance and operational practice — through ongoing audit and review mechanisms, enhanced supervisory practices, updated policies, improved training, strengthened reporting to senior leadership and the Board, data-informed monitoring of risk areas, continued alignment with the *Community Safety and Policing Act*, and integration with broader LPS modernization. The objective is durable: integrity, accountability, supervision, wellness, and public trust embedded in the systems, culture, and leadership of the London Police Service.

REPORTING CADENCE TO THE BOARD

The Board can expect the following updates from the Chief, in addition to any matter that requires earlier Board awareness, approval, or governance direction:

- A report back on confirmed resourcing requirements at the conclusion of Quarter 1, once workstream scopes are finalized;
- An interim progress update at the conclusion of Quarter 2, summarizing the operational and supervisory inquiry across the five themes;
- Thematic findings shared with the Board through Quarter 3 as workstream outputs are finalized;
- Delivery of the consolidated service-level review report and implementation roadmap at the conclusion of Quarter 4;
- A written update upon receipt of the formal inspection notice from Inspector Hourigan, summarizing methodology, timelines, and LPS's coordinated response plan;
- Updates on the independent frontline deployment and operations review at completion of the consultant engagement and on receipt of findings;
- Periodic updates on the organizational and operational restructure as key decision points are reached; and
- A report on Inspector Hourigan's findings and LPS's implementation plan once the Inspector General's report is issued.

RISK CONSIDERATIONS

Beyond the theme-specific categories identified in the response to the Board's motion, the broader organizational considerations arising from this work include document readiness, policy alignment, operational consistency, privacy, legal privilege, labour relations, member wellness, and public confidence.

The most effective approach is the one already in motion: prepare early, respond transparently, and be able to demonstrate not only what policies exist, but how they are implemented, supervised, monitored, and sustained in practice. The combination of the service-level review, the independent frontline deployment review, the organizational restructure, and the policy and procedure work positions LPS to respond from a place of preparedness rather than reaction.

FINANCIAL IMPLICATIONS

There are no new financial implications arising directly from this report. As noted in the Timeline and Resources section, it is likely that additional resourcing will be required to deliver the service-level review at the standard and within the timeline set out above. The specific resource requirement will be assessed once workstream scopes are finalized and reported back to the Board in accordance with applicable Board policy.

CONCLUSION

The London Police Service supports the Inspector General's province-wide inspection.

The independent frontline deployment review, the organizational restructure, and the policy and procedure review are not responses to this inspection. They are the work of a modernizing police service led with intent — work that now also serves as the foundation for the service-level review the Board has directed and for our inspection readiness. The action plan set out in this report responds to the Board's April motion in full, and locates that response within a phased framework that will carry the Service from today through implementation of any findings.

The Board will continue to hear from the Chief directly, on the cadence set out above, as this work progresses.