LONDON POLICE SERVICE BOARD

PROPOSED OPEN MEETING AGENDA

Thursday, August 20, 2026, 9:00 am **and** 1:10 pm

Police HQ Executive Boardroom 601 Dundas Street

Link to Livestreams 8:50AM and 1:00 PM

	ITEM	LEAD	DETAILS
OPEN MEETING PART One: 8:50 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 *Community Safety and Policing Act* to discuss confidential labour relations, finance, and legal matters.	Chair	Decision
CLOSED MEETING AND BREAK UNTIL 1:00 pm			
OPEN MEETING PART TWO: 1:00 pm Reconvene Open Meeting and Rise and Report from the Closed Meeting			
1	**Procedural Matters** Opening Remarks Disclosures of Interest Introduction of New Business Approval of Minutes: July 17, 2026, LPSB Open Meeting	Chair	Information Decision
2	**Office of the Chief** Organizational Performance Metrics 2026 Interim Report (January 1 – June 30, 2026) Report #2608EA01	Chief	Information
3	**Community and Partnerships** Youth in Policing Initiative (YIPI)–2026 Summer Program Report #2608EA02 *Presentation:* Cst. Matt Dawson	Chief	Information
4	**Community Safety** Public Order Unit (POU) Overview Presentation and Report #2608UD01	DC MacSween	Information

Next Scheduled LPSB Open Meeting Date: Thursday, September 17th, 2026

5	**Oversight and Compliance** 2025 Annual Use of Force Statistics Presentation and Report #2608CR01	CAO	Information
6	**Financial Services** 6.1 Microsoft Unified Support Agreement Report #2608FF01 6.2 2027 Assessment Growth Funding Submission Report #2608FF02 6.3 2027 Multi-Year Budget Operating & Capital Updates Report #2608FF03	CAO	Decision Decision Decision
7	**Verbal Updates** • Chair Gauss • CGO Johanssen • Chief Truong	Chair CGO Chief	Information
8	**New Business**	Chair	Information
9	**ADJOURNMENT**	Chair	

LONDON POLICE SERVICE BOARD

OPEN MEETING

Monday, July 20, 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 (Regrets)
Steve Lehman, Member	Roger Ramkissoon, CAO (Regrets)
Josh Morgan, Member (Virtual – Part 1)	Ali Chahbar, General Counsel
Susan Stevenson, Member	Samantha Santos, Executive Assistant
Mike Wallace, Member	
Stephanie Johanssen, Chief Governance Officer	
Melanie Coleman, Executive Assistant	
GUESTS	
Tom Gervais, Inspectorate of Policing Zone Advisor	Catherine Bruni, Legal Counsel (Part 1)
Patricia Riddell-Leamers, Victim Services of Middlesex London (Part 2)	Dave and Lindey McIntyre, Bethany's Hope Foundation (Part 2)

PART 1

1. Procedural Matters

Meeting Called to Order: 9:02 AM

2. Move into Closed Session

Moved By: N. Branscombe
Seconded By: S. Lehman

"**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: 1:01 PM

Disclosures of Interest:
Member Wallace declared a conflict with Asset Management (Agenda Item 4)
Chair Gauss declared a conflict with Bethany's Hope Foundation (Agenda Item 2)

Introduction of New Business: None

LPSB Correspondence Reference Document #2607_01
Correspondence were received for information purposes.

Moved By: N. Branscombe
Seconded By: S. Lehman

> **"THAT** the London Police Service Board accepts and approves the minutes of the May 21, 2026 Board Meeting as presented."

CARRIED

2. Chief's Gala

2.1 2026 Chief's Gala Financial Report #2607FF01

Vice Chair Branscombe assumed the Chair role due to Chair Gauss's conflict.

Moved By: S. Stevenson
Seconded By: S. Lehman

> **"THAT** the London Police Service Board (the "Board"):

1. Receive this report as the final summary of the 2026 Chief's Gala event;
2. Approve the disbursement of net proceeds, with 50% allocated to Bethany's Hope Foundation and 50% to Victim Services of Middlesex-London;
3. Support the continuation of the Chief's Gala as an annual event, subject to operational review and Board approval, with the next event scheduled for March 11, 2027."

CARRIED

2.2 Cheque Presentation

Cheque presentations were made to representatives of Victim Services of Middlesex London and Bethany's Hope Foundation. Representatives from both organizations expressed appreciation for the support and spoke about the impact of funding their work in the community.

3. Board Governance and Oversight

3.1 2025 LPS Annual Report: Submission and Publication Report #2607PB01

Presentation and Report #2607CR01 from LPS on the 2025 Annual Report

The Board received a presentation from Superintendent Blair Harvey on the 2025 London Police Service Annual Report, highlighting progress under the Strategic Plan, crime trends, community engagement, organization performance, modernization initiatives, and community safety partnerships.

Board members commended the quality and accessibility of the report and discussed public awareness, response times, traffic enforcement, and opportunities to further promote the report within the community.

Moved By: M. Wallace
Seconded By: S. Lehman

> **"THAT** the London Police Service Board approve its 2025 London Police Service Annual Report for filing with the City of London and publication on the Board's website."

CARRIED

3.2 Updates on Proposed Bill 119: CSPA Amendments Report #2607PB02

The Board discussed ongoing monitoring of the proposed legislation and coordination with Police Governance Ontario. Members noted that provincial coordination may be valuable, provided there is clear guidance, meaningful consultation, and flexibility to respond to local circumstances.

Report 2607PB02 was received for information.

3.3 Next Steps in Developing the 2027-2030 Strategic Plan Report #2607PB03

Moved By: S. Lehman
Seconded By: N. Branscombe

"THAT the London Police Service Board (the "Board");

1. Receive this report for informal as a public update on its strategic planning process; and
2. Direct Chief Truong to work with the Governance Advisory Committee to support the next stage of Strategic Plan development by:
    a. Identifying proposed qualitative and quantitative performance measures, indicators of success, and potential key performance indicators aligned with Community Safety and Policing Act, 2019 (CSPA) requirements and the broad themes identified through the community consultation process (s. 39(1)(3)); and
    b. Compiling high-level information on facilities, information technology, resources, and implementation considerations that may be required to support the Strategic Plan (s. 39(1)(6-8))."

CARRIED

4. Financial Services

2026 Asset Management Plan Review: Report #2607FF02

The Board received the annual review of the London Police Service Asset Management Plan. It was noted that the Service remains aligned with legislative requirements and continues to work collaboratively with the City of London on long-term asset management planning.

Report #2607FF02 was received for information.

5. Executive Administration: Professional Standards Branch

5.1 SIU Investigations Report #2607EA01

Report #2607EA01 was received for information.

5.2 SIU Investigations Report #2607EA02

Report #2607EA02 was received for information.

5.3 SIU Investigations Report #2607EA03

Report #2607EA03 was received for information.

6. Verbal Updates

Chair Gauss provided updates on recent policing events, upcoming Board activities, and expressed condolences following recent line-of-duty deaths across Canada. The Chair recognized the professionalism of officers and reaffirmed the Board's commitment to supporting the safety and well-being of London Police Service Members.

Chief Governance Officer Johanssen reported on community engagement, strategic planning initiatives, and participation in the upcoming governance conference.

Chief Truong acknowledged the impact of recent line-of-duty deaths and thanked the Board, members, and staff for their continued support and contributions to the Service's ongoing work and annual report.

9. New Business

No New Business.

10. Adjournment

Moved By: N. Branscombe
Seconded By: S. Lehman

"THAT The London Police Service Board Adjourn the Open Session of the July 20, 2026, meeting.

CARRIED

Meeting adjourned at 2:23 PM

_____________________________________ _______________________________

Ryan Gauss, Chair
London Police Service Board

Date

LONDON POLICE SERVICE

OPEN REPORT TO THE LONDON POLICE SERVICE BOARD

Report Number	2608EA01
Board Meeting Date	August 20, 2026

Organizational Performance Metrics
2026 Interim Report (January 1 – June 30, 2026)

Thai Truong, Chief of Police

REASON FOR REPORT

☐ Seeking Decision

☑ Receive for Information/Update

RECOMMENDATION(S)

THAT the London Police Service Board (the "Board") receive this report for its information.

SUMMARY

2026 marks the third year of LPS's 2024–2027 strategic and financial plan. This interim report assesses January 1 to June 30 performance across Community Trust, Organizational Wellness, and Community Safety, highlighting continued progress and areas requiring focused action.

Highlights of 2026 (YTD) Performance:

- Statistics Canada's newly released 2025 Crime Severity Index for the London was 73, a 10.9% increase from 2024. Preliminary LPS analysis identifies firearm violence, proactive detection of child sexual abuse material offences, and increased drug-possession enforcement associated with the Open-Air Substance Use Strategy as significant contributors. The increase is being examined carefully and is informing operational decisions for 2026.
- Priority 1 (9:06) and Priority 2 (9:25:45) response times improved; Priority 3 (45:01:00) remains substantially better than 2023 and 2024 despite a modest increase from year-end 2025.
- Proactive visibility remained strong: 10,844 hotspot hours and 16,134 visits were recorded, while LPS members participated in at least 122 documented community

events and more than 14,800 interactions with Londoners during the first six months of 2026.
- Two service complaints were recorded at mid-year, following 11 in all of 2025.
- Road-safety enforcement reached 10,017 actions—approximately 60% of the 2025 full-year total—with four traffic fatalities year to date.
- Serious violence remains a focus: 2 homicides, 13 shootings and 11 home invasions were recorded at mid-year; home invasions already exceed the 2025 full-year total.

Taken together, the results show continued conversion of approved investments into operational capacity, visibility, enforcement and service delivery, while reinforcing the need to identify emerging risks early and act on them.

FINANCIAL IMPLICATIONS

There are no direct financial implications associated with this report.

BACKGROUND

The LPS reports regularly to the Board on organizational performance to support oversight, accountability, and an evidence-based assessment of progress under the 2024–2027 strategic and financial plan.

This report covers January 1 to June 30, 2026. Unless otherwise stated, historical figures are full-year results and are provided for context; six-month occurrence counts should not be treated as direct year-over-year comparisons with full-year totals. Operational data may be subject to validation or reclassification as investigations and records are finalized; historical figures may therefore differ slightly from prior reports. The Crime Severity Index (CSI) is an annual Statistics Canada measure and no 2026 year-to-date CSI exists. The 2025 CSI, released by Statistics Canada on July 22, 2026, is included in this interim report because it was not available when the 2025 performance report was presented to the Board in February.

DISCUSSION – PERFORMANCE METRICS

1. COMMUNITY TRUST AND ENGAGEMENT

Goal: *Strengthen trust through visibility, accessibility, and meaningful connection in areas of greatest community concern and harm.*

Police Visibility in Priority Areas

LPS continues to deploy officers proactively to data-identified hotspot areas. The hotspot model supports visible policing and focused deployment by directing officer time to locations identified through community concerns, violent-crime harm, and concentrations of property crime.

- Community-Based: Identified through complaints or concerns from the community.
- High-Harm: Defined by frequency, severity, and patterns of violent crime.

- High Frequency of Property Crime: Defined by data on property-related offences.

From January 1 to June 30, 2026, officers recorded 10,844 hours and 16,134 visits in identified hotspot areas. At the mid-year point, this represents approximately 48% of the total hotspot hours and 47% of the total visits recorded in all of 2025. The distribution of time across hotspot categories has shifted, reflecting changing hotspot designations and operational priorities; the Service will continue to validate that deployment remains aligned with current harm data and community concerns.

Hotspot Category	2024 Hours	2025 Hours	2026 Hours YTD
Community Based	2,515	2,885	3,743
High-Harm	5,410	10,194	2,052
Property Crime	5,476	9,557	5,049
Total	13,401	22,636	10,844

Hotspot Category	2024 Visits	2025 Visits	2026 Visits YTD
Community Based	3,377	4,741	5,390
High-Harm	7,209	14,637	3,003
Property Crime	7,791	15,160	7,741
Total	18,377	34,538	16,134

Community Engagement

Meaningful community engagement remains a core element of trust-building across the London Police Service. From January 1 to June 30, 2026, available Service tracking identified at least 122 documented community events and more than 14,800 interactions with Londoners. These engagements occurred across neighbourhoods and with youth, businesses, faith and cultural communities, community organizations, and residents throughout London.

Community engagement is broader than attendance at formal events. Day-to-day interactions, problem-solving, public education, neighbourhood presence, and ongoing relationships with community partners all contribute to public confidence. The documented event totals therefore represent a minimum measure of engagement activity and should be understood alongside the thousands of routine interactions LPS members have with the public in the course of serving the community.

Conclusion*: The first six months of 2026 demonstrate sustained proactive visibility and strong Service-wide community engagement. LPS will continue to use data and community input together, adjusting deployment where necessary and maintaining a visible, accessible, and responsive presence across London.*

2. ORGANIZATIONAL WELLNESS AND PROFESSIONALISM

Goal: *Enhance organizational integrity, professionalism, accountability, and service quality.*

As of June 30, 2026, LPS recorded two service complaints, compared with 11 in all of 2025 and 37 in 2024. Under the Community Safety and Policing Act framework, policy and service complaints are referred to the Inspectorate of Policing. This indicator is one measure of organizational performance and is considered together with complaint themes, supervisory review, training, quality assurance, and other accountability mechanisms.

The low year-to-date count is encouraging, but the Service will continue to focus on the quality of public interactions and on learning from any complaint or identified service issue. Sustained public confidence depends on professional conduct, effective supervision, transparent accountability, and consistent service delivery.

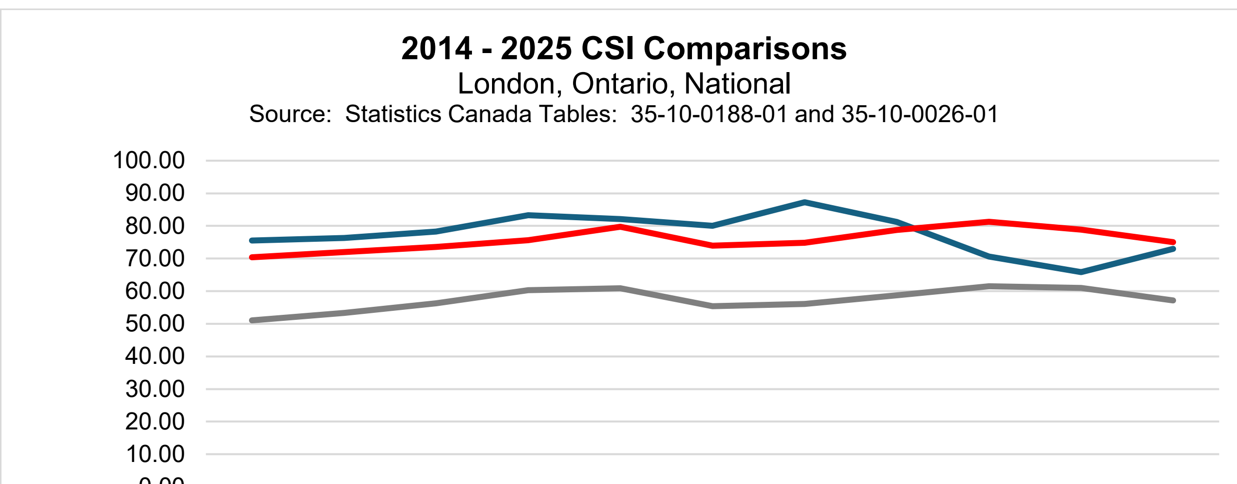
Year	2021	2022	2023	2024	2025	2026 YTD
Service Complaints	53	44	65	37	11	2

Conclusion: *Two service complaints at mid-year continue the recent low level of service complaints. The Service will continue to assess both complaint volume and complaint themes so that emerging issues are identified early and addressed through supervision, training, policy, and organizational learning.*

3. COMMUNITY SAFETY AND CRIME REDUCTION

Goal: *Reduce crime and harm through timely response, targeted enforcement, prevention, and effective partnerships.*

Crime Severity Index (CSI)



	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
London	75.48	76.29	78.25	83.26	82.13	80.05	87.26	81.22	70.59	65.84	73.00
National	70.39	72.01	73.60	75.60	79.72	73.92	74.87	78.74	81.27	78.84	75.01
Ontario	51.05	53.29	56.32	60.32	60.87	55.41	56.04	58.77	61.51	60.95	57.17

Statistics Canada released its 2025 police-reported crime statistics on July 22, 2026. The Crime Severity Index for the London was 73 in 2025, a 10.9% increase from 2024. By comparison, Ontario's CSI was 57.2, down 6% from 2024, and Canada's CSI was 75.0, down 5%. The London result represents a change from the downward movement reported in the previous two years and is an important performance signal requiring close examination and continued action.

The CSI is a weighted measure of police-reported crime, reflecting both the volume and relative seriousness of offences. It does not distinguish between offences reported by the public and those identified through proactive policing and targeted enforcement. Consequently, increased investigative or enforcement activity can raise recorded crime by uncovering hidden offending. The CSI should therefore be interpreted alongside offence-level trends, clearance rates, operational activity, and the circumstances driving changes in recorded crime.

Firearm violence and organized crime: Shooting incidents increased from 14 in 2024 to 32 in 2025. Preliminary analysis indicates that more than half involved firearm discharges directed at residences or other buildings rather than incidents resulting in physical injury. These remain extremely serious offences and carry significant statistical weight within the CSI. LPS responded through sustained intelligence-led, investigative, and joint-force enforcement, including Projects Wrangler and Alias, to disrupt criminal networks, seize illegal firearms, and hold those responsible accountable. The preventive effect of disrupting violent offenders and removing firearms from the community cannot be fully captured by the CSI alone.

Proactive investigation of child sexual exploitation: Recorded occurrences involving possession or access of child sexual abuse material increased from 26 in 2024 to 191 in 2025. This increase was materially influenced by deliberately strengthened capacity and proactive investigative work by LPS to identify hidden offending and pursue individuals involved in the sexual exploitation of children. In this area, increased recorded crime also reflects offences being uncovered that may otherwise have remained undetected.

Open-Air Substance Use Strategy: In response to persistent concerns from residents, businesses, and community partners regarding public drug use and associated disorder, LPS increased police visibility and enforcement activity. Recorded opioid-possession occurrences increased from 49 in 2024 to 1,430 in 2025, while other controlled-drug possession occurrences increased from 54 to 474. These increases contributed to police-reported crime totals and, in part, reflect deliberate enforcement activity undertaken in response to identified community concerns.

These factors do not explain every aspect of the CSI increase, nor do they diminish genuine increases experienced in other categories of crime. They do, however, demonstrate why the result must be interpreted with operational context. In some areas, increased capacity resulted in more crime being identified and recorded; in others, London experienced genuine increases in criminal activity requiring a sustained response. It is also relevant that LPS's overall, violent, and non-violent weighted clearance rates improved in 2025, indicating improved clearance performance even as the weighted volume and severity of police-reported crime increased.

Conclusion: *LPS takes the 2025 CSI increase seriously and is using the results to inform operational decisions. The purpose of policing investment is not to produce a more favourable statistic; it is to ensure that the Service has the people and capacity to respond to calls, investigate serious offences, uncover hidden victimization, confront organized crime, address repeat offending, and hold those responsible accountable. The 2025 CSI reinforces the need for continued focus on high-harm violence while also recognizing that proactive policing can increase recorded crime when previously hidden offences are identified. LPS will continue to report transparently, examine the underlying drivers of crime severity, and adjust enforcement, investigative, prevention, and partnership strategies as the evidence requires.*

Response-time performance remains materially improved from the 2023 and 2024 baselines. Compared with the 2025 full-year result, the 2026 year-to-date 90th-percentile response time improved by five seconds for Priority 1 calls and by one minute and 33 seconds for Priority 2 calls.

Priority 1 response is 9 minutes and 6 seconds, compared with 9 minutes and 11 seconds in 2025 and 10 minutes and 2 seconds in 2023. Priority 2 response is 9 hours, 25 minutes and 45 seconds, compared with 9 hours, 27 minutes and 18 seconds in 2025.

Priority 3 response is 45 hours and 1 minute, an increase of approximately 2 hours and 23 minutes from the 2025 year-end result. Even with that increase, Priority 3 remains approximately 45% lower than the 2024 result and 66% lower than the 2023 result. Continued work is required to protect these gains and improve the experience of callers whose matters can safely be assigned a lower priority.

Response Times (90th Percentile)

Priority	2020	2021	2022	2023	2024	2025	2026 YTD
1	0:09:02	0:09:12	0:09:30	0:10:02	0:09:36	0:09:11	0:09:06
2	2:36:23	4:32:10	6:48:13	9:45:56	9:12:15	9:27:18	9:25:45
3	12:52:18	16:53:49	107:54:34	132:28:47	81:47:45	42:38:14	45:01:00

Conclusion: *The multi-year response-time improvement remains significant. Priority 1 and Priority 2 have been maintained or modestly improved in 2026. Priority 3 increased from the 2025 year-end result but remains substantially better than the 2023 and 2024 baselines and will remain a specific focus.*

Specialized Initiatives

Violence Against Women and Girls: Continued 24-hour gender-based investigative coverage, expanded pathways to community supports for IPV-related calls, and ongoing collaboration through the #NotInMyCity human trafficking partnership.

Hate Crimes and Cultural Awareness: Cultural-awareness education, multi-faith leadership engagement, and continued development of an enhanced online reporting platform.

Mental Health and Substance-Use Responses: Frontline mental-health crisis response training, continued Crisis Call Diversion, and integrated police, CMHA, and nurse-led responses in core neighbourhoods.

Conclusion: *These initiatives demonstrate a continued shift toward specialized, partnership-based responses that match police resources to risk while connecting people to appropriate health, social, and community supports.*

Road Safety

Year	Warn/CNs	Tickets	Total
2019	11,210	10,212	21,422
2020	5,955	9,622	15,577
2021	3,417	6,887	10,304
2022	1,497	4,542	6,039
2023	2,800	6,746	9,546
2024	4,981	9,639	14,620
2025	5,469	11,327	16,796
2026 YTD	3,366	6,651	10,017

Fatal Collisions

Year	2020	2021	2022	2023	2024	2025	2026 YTD
Fatalities	12	20	11	22	12	11	4

Conclusion: *Road-safety enforcement remains strong. By June 30, 2026, LPS had recorded 10,017 enforcement actions—approximately 60% of the 2025 full-year total—with four traffic fatalities year to date. Enforcement is one component of road safety; targeted enforcement, education, and partnerships will continue with a focus on reducing serious injury and death.*

MAJOR CRIME AND VIOLENCE TRENDS

Shootings

Year	2020	2021	2022	2023	2024	2025	2026 YTD
Incidents	14	28	24	27	14	32	13

Conclusion: *Thirteen shooting incidents were recorded at mid-year, compared with 32 in all of 2025. The count is below half of last year's total, but firearm-related violence remains a high-harm priority. LPS will continue intelligence-led enforcement, focused investigations, and partnerships aimed at disrupting those responsible.*

Homicides

Year	2020	2021	2022	2023	2024	2025	2026 YTD
Victims	5	16	6	8	6	5	2

Conclusion: *Two homicide victims were recorded at mid-year, following five in all of 2025. The count remains comparatively low, but homicide is inherently unpredictable and each occurrence has profound community impact. Prevention, investigative excellence, targeted enforcement, and partnerships remain central to reducing risk.*

Home Invasions

Year	*2021*	*2022*	*2023*	*2024*	*2025*	*2026 YTD*
Occurrences	17	14	10	3	9	*11*

Conclusion: *Home invasions require focused attention. Eleven occurrences were recorded by June 30, already exceeding the nine recorded in all of 2025. The 2026 mid-year level warrants targeted analysis and operational action.*

Intimate Partner Violence

Year	*2020*	*2021*	*2022*	*2023*	*2024*	*2025*	*2026 YTD*
Occurrences	7,777	7,570	6,503	6,350	6,323	6,834	3,354
Cleared by Charge	1,879	1,681	1,559	1,677	1,874	2,127	887
% Cleared by Charge	24%	22%	24%	26%	30%	31%	26%

Conclusion: *LPS recorded 3,354 intimate partner violence occurrences in the first six months of 2026, approximately half of the 2025 full-year total. The year-to-date cleared-by-charge rate is 26%. IPV continues to generate significant demand and serious risk. Occurrence counts alone do not establish whether changes reflect underlying prevalence, reporting behaviour, or both; LPS remains focused on trauma-informed response, victim safety, prevention, and partnership-based intervention.*

Sexual Assault

Year	*2020*	*2021*	*2022*	*2023*	*2024*	*2025*	*2026 YTD*
Occurrences	421	534	568	587	518	614	315
Cleared by Charge	147	149	177	230	206	203	105
% Cleared by Charge	35%	28%	31%	39%	40%	33%	33%

Conclusion: *There were 315 sexual assault occurrences in the first six months of 2026, approximately half of the 2025 full-year total. The year-to-date cleared-by-charge rate is 33%. As with IPV, reporting volumes must be interpreted carefully and should not be used on their own to infer changes in victim confidence or prevalence. Specialized, trauma-informed investigation and victim-centred supports remain priorities.*

Robberies and Property Crime

Year	*2020*	*2021*	*2022*	*2023*	*2024*	*2025*	*2026 YTD*
Robberies	249	341	309	317	312	287	98
Car Jackings	N/A	18	12	11	8	6	4

Year	*2020*	*2021*	*2022*	*2023*	*2024*	*2025*	*2026 YTD*
Break & Enter	2,102	2,262	2,014	1,304	1,139	1,064	440
Vehicle Theft	1,131	1,291	1,300	1,048	818	815	392

Conclusion: *At mid-year, robberies (98) and break and enters (440) are below half of their respective 2025 full-year totals, an encouraging indicator that will continue to be monitored. Motor-vehicle theft (392) is approximately 48% of the 2025 full-year total. Four carjackings have been recorded, compared with six in all of 2025; the small absolute number requires continued monitoring without over-interpreting short-term percentage changes.*

CONCLUSION

At the mid-point of 2026, the overall performance picture is positive but appropriately mixed. Approved investments continue to support measurable operational capacity: urgent response times remain improved, proactive hotspot deployment is sustained, road-safety enforcement is strong, service complaints remain low, and community engagement remains substantial. Several crime indicators are also tracking below prior full-year levels. At the same time, the 2025 increase in the Crime Severity Index, the rise in home invasions, the movement in Priority 3 response time, and the continuing demands associated with serious violence, intimate partner violence, and sexual assault require sustained focus. The improved overall, violent, and non-violent weighted clearance rates in 2025 also demonstrate that stronger investigative and enforcement capacity is translating into improved clearance performance even as the CSI increased.

Performance should not be judged by a single statistic or by whether every measure moves in a favourable direction. The purpose of investment in policing is to build the capacity to respond, investigate, uncover hidden victimization, disrupt organized crime, address repeat offending, and hold offenders accountable. In some areas, increased capacity will result in more crime being identified and recorded; in others, the data will reveal genuine increases in criminal activity that require further action. As Chief, I remain accountable to the Board for understanding that distinction, responding to both, and ensuring that the resources entrusted to LPS are translated into measurable community outcomes. LPS will continue to use data, supervision, partnerships, and transparent reporting to strengthen community trust, organizational wellness, and community safety through the remainder of 2026.

APPROVED FOR SUBMISSION BY CHIEF THAI TRUONG

X T. Truong

Thai Truong, Chief of Police

ATTACHMENTS

N/A

***Alternative formats, translation, and communication supports are available on request**

LONDON POLICE SERVICE

OPEN REPORT TO THE LONDON POLICE SERVICE BOARD

Report Number	2608EA02
Board Meeting Date	July 17, 2026

Youth in Policing Initiative (YIPI) – 2026 Summer Program

Thai Truong, Chief of Police

REASON FOR REPORT

☐ Seeking Decision

☑ Receive for Information/Update

RECOMMENDATION(S)

THAT the London Police Service Board receive this report.

SUMMARY

The Youth in Policing Initiative (YIPI) continues to be one of the London Police Service's most significant investments in youth. Through meaningful summer employment, mentorship and community engagement, the program helps develop future leaders while strengthening relationships between police and the communities we serve. In 2026, the program welcomed 51 participants, the largest cohort in the Service's history. This report provides the Board with an overview of the 2026 program and its contribution to youth development, community partnerships and public trust.

FINANCIAL IMPLICATIONS

Funded through the Ministry of Children, Community and Social Services (MCCSS), participant wages and benefits are fully supported through the Youth in Policing Initiative funding agreement. Program delivery is supported through existing London Police Service resources.

BACKGROUND

YIPI is a provincially funded employment program that provides youth with meaningful summer employment while promoting positive relationships between police and the communities they serve.

The program introduces participants to policing and public service through mentorship, leadership development, community engagement and practical workplace experience. It also provides opportunities for meaningful engagement between youth and members of the London Police Service.

The Board has received annual updates regarding YIPI in previous years. This report provides an overview of the 2026 program, highlights its continued growth and demonstrates how the initiative supports the Service's commitment to investing in youth, strengthening community partnerships and building public trust.

DISCUSSION

Investing in London's Youth

The 2026 YIPI welcomed 51 youth participants, making this the largest cohort in the history of the London Police Service's program.

More than a summer employment opportunity, YIPI provides participants with experiences designed to build confidence, leadership, teamwork and communication skills while exposing them to careers in policing, emergency services and community service.

2026 YIPI by the Numbers

Since the program was relaunched in 2022, the number of youth participating in the London Police Service YIPI Summer Program has increased from 10 to 51. This growth reflects the

Service's continued commitment to expanding meaningful employment, mentorship and leadership-development opportunities for London's youth.

Program Highlights

- ✓ 51 youth participants (largest cohort in program history)
- ✓ 8 week paid employment program
- ✓ 20+ community organizations and partners engaged
- ✓ 10+ specialized policing and public safety units explored
- ✓ First Aid & CPR certification
- ✓ Weekly leadership, wellness and public speaking development
- ✓ Graduation ceremony celebrating participant achievements

Beyond providing meaningful summer employment, YIPI creates lasting benefits for both participants and the community. By introducing youth to policing, public service and community leadership, the program helps build trust, encourages civic engagement and develops future leaders. Regardless of the career path they ultimately choose, participants leave the program with stronger leadership skills, greater confidence and a deeper understanding of community safety and public service.

Leadership Development

Throughout the eight-week program, participants developed practical life and workplace skills through structured leadership programming, including public speaking, financial literacy, wellness education, First Aid and CPR certification, teamwork exercises and mentorship from sworn officers and police professionals. Weekly Toastmasters sessions, fitness programming and leadership activities helped participants build confidence while preparing them for future educational and career opportunities.

Community Engagement

Community service remained a cornerstone of the 2026 program. Participants worked alongside numerous community organizations supporting initiatives such as Rookie Ball, Ronald McDonald House, the Salvation Army, DiaBeat It, Life Spin, Fill the Bus, Great Lakes Motorcycle Ride and several neighbourhood outreach activities. These experiences reinforced the importance of volunteerism, collaboration and giving back to the community while fostering positive relationships between youth and police. Early, meaningful engagement helps build trust, encourages positive role models and contributes to safer, more connected communities.

Career Exploration

Participants received firsthand exposure to the broad range of careers and specialized functions within modern policing.

Throughout the summer, youth learned from members of the Emergency Response Unit, Canine Unit, Digital Forensics Unit, Human Trafficking Unit, Identification Unit, Media Relations, Communications, Evidence-Based Policing, Missing Persons investigators and other specialized areas of the Service. Participants also visited the Ontario Police College, London Fire Department and Middlesex-London Paramedic Services, providing valuable insight into careers across the broader public safety sector.

Building Inclusive Communities

Developing an understanding of London's diverse communities was an important component of this year's program.

Participants visited and engaged with a variety of faith-based and community organizations, including Hindu, Muslim, Jewish, Sikh and Buddhist communities, while also participating in multicultural programming and presentations on hate crime awareness and inclusion. These experiences encouraged respectful dialogue, increased cultural awareness and reinforced the importance of inclusive policing and community partnerships.

Supporting the London Police Service Strategic Plan

YIPI directly supports the London Police Service Strategic Plan by:

- strengthening relationships between youth and police;
- building trust and confidence through positive engagement;
- promoting diversity, inclusion and belonging;
- encouraging civic responsibility and volunteerism; and
- investing in the next generation of community leaders and public servants.

Lasting Community Impact

Participants also become ambassadors within their schools, families and neighbourhoods, helping foster a broader understanding of policing while strengthening trust and confidence in the London Police Service. The positive relationships built during the program extend well beyond the eight week experience and contribute to stronger community connections across London.

CONCLUSION

By combining meaningful employment with leadership development, community service and mentorship, YIPI invests in the future of London's young people while strengthening trust between police and the communities they serve. The program continues to reflect the Service's commitment to developing future leaders, supporting community partnerships and building safer, stronger communities. The continued success and growth of the program reflects the London Police Service's commitment to creating opportunities that help young people succeed while strengthening the relationships that contribute to a safer, more connected community.

APPROVED FOR SUBMISSION BY CHIEF THAI TRUONG

X T. Truong

Thai Truong, Chief of Police

ATTACHMENTS

1. N/A

***Alternative formats, translation, and communication supports are available on request**

LONDON POLICE SERVICE

OPEN REPORT TO THE LONDON POLICE SERVICE BOARD

Report Number	2608UD01
Board Meeting Date	August 20, 2026

Public Order Unit (POU) Overview

Treena MacSween, Deputy Chief

REASON FOR REPORT

☐ Seeking Decision

☑ Receive for Information/Update

PURPOSE OF THE LONDON POLICE PUBLIC ORDER UNIT

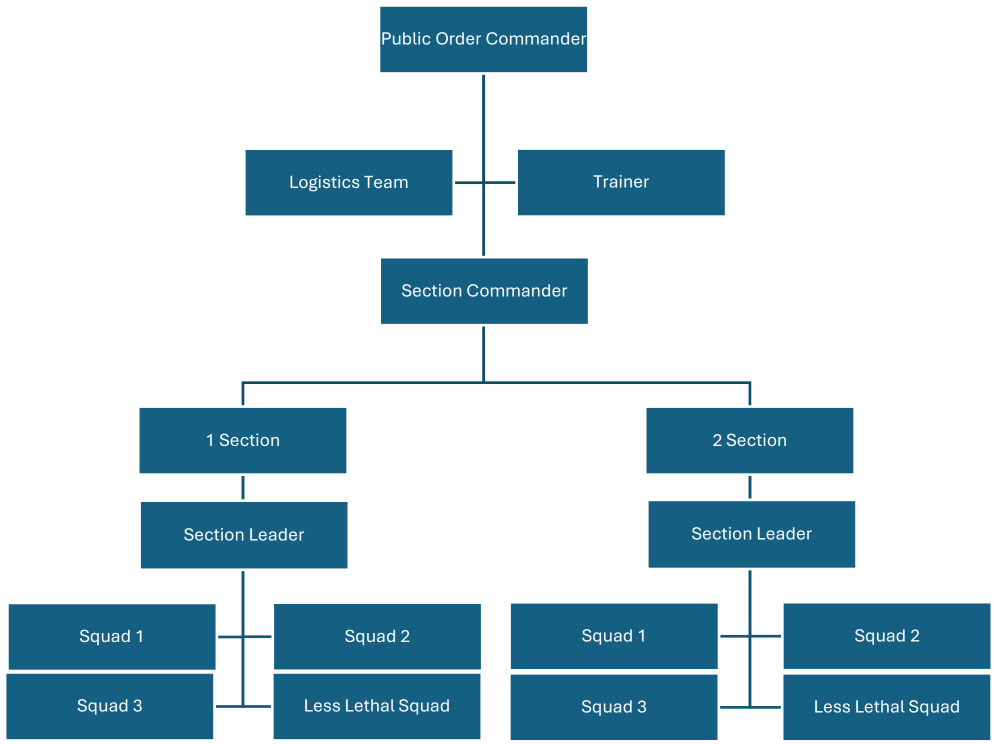
1. The Public Order Unit (POU) may be called upon to support frontline operations during crowd events. During these events, the POU supports public safety and the safe exercise of fundamental rights and freedoms, including peaceful assembly and expression. Where incidents involve violence, serious disorder or unlawful conduct, the POU may be deployed to protect people, property and public safety.

2. In addition to its public-order mandate, the LPS POU also provides a specialized ground-search capability. POU members may deploy to assist in locating vulnerable lost or missing persons and may conduct evidentiary searches in support of Uniformed Division or Criminal Investigation Division investigations.

STRUCTURE OF THE PUBLIC ORDER UNIT

3. Ontario Regulation 392/23, Adequate and Effective Policing (General), made under the Community Safety and Policing Act, 2019, establishes provincial standards for public order capability. A public order unit must have the capacity to deploy to a public order incident, at minimum, a section consisting of at least 32 police officers, including a section leader, together with a public order commander. The regulation also requires that a public order unit be capable of deployment within a reasonable time. The LPS POU is structured and maintained to meet these provincial requirements and to provide additional operational capacity based on the policing needs of our community.

4. The POU consists of approximately ninety (90) sworn members. Members are trained in public order tactics, ground search tactics, formations, procedures, and in the use of specialized equipment to support a measured, professional, and coordinated police response. The following is the POU organizational chart and unit roles:



   a. *Public Order (PO) Commander*: The PO Commander is the tactical commander of the POU and requires the Ontario Police College (OPC) Public Order Commander Course. They will advise and assist the Incident Commander in developing strategies for PO response, as well as appropriate PO tactics during plan development.

   b. *PO Section Commander:* When a POU has two operational PO Sections, a PO Section Commander is designated. The PO Section Commander supports the Incident Commander and PO Commander by providing on-scene coordination and command and control over the two PO Sections deployed. The PO Section Commander provides situational awareness from the field, assists in developing PO response plans, implements approved plans and coordinates competing priorities between deployed PO Sections.

   c. *Logistics Team:* The Logistics Team consists of a supervisor, either a Sergeant or senior Constable, and four Constables. This team ensures the POU is logistically prepared by coordinating supplies, equipment, and sustainment resources during a deployment.

d. *Trainer:* A senior POU supervisor who develops, coordinates, and records all training completed by POU members. The Trainer ensures POU members complete the mandatory training required under the Community Safety and Policing Act (CSPA).

e. *PO Section Lead:* A PO Section Lead provides supervision and command over a PO Section and requires the OPC Public Order Section Lead Course. The PO Section Lead provides situational awareness from the field, assists in developing PO response plans, implements approved plans and coordinates deployment of PO Squads in their Section.

f. *POU Section:* Each Section is led by a Section Lead and includes three Crowd Management Squads of ten officers and one Less Lethal Squad of ten officers. The London Police Service has two deployable PO Sections.

g. *Crowd Management Squad:* Each Crowd Management Squad consists of two teams of five officers. As a task-capable sub-unit within a PO Section, the squad may be deployed to carry out PO tactics and achieve operational objectives.

h. *Less Lethal Squad:* This specialized squad supports PO operations by providing trained personnel and approved less-lethal use-of-force capabilities, including chemical munitions and impact rounds, when operationally required.

RESPONSIBILITIES OF THE PUBLIC ORDER UNIT

5. POU responsibilities are a secondary duty above and beyond an officer's regular duties. Training required for an effective POU is as follows:

   a. *Community Safety and Policing Act (CSPA) Training Responsibilities:* Ontario Regulation 87/24, Training, made under the *Community Safety and Policing Act*, 2019, prescribes initial and ongoing training requirements for police officers assigned public order responsibilities. The prescribed training corresponds to the responsibilities performed by an officer, including public order operations, supervision of a public order unit and tactical command of a public order unit:

      i. *OPC Public Order Operator Course:* All members of a POU must complete this 40-hour baseline course, which focuses on crowd theory, legal regulations related to public order, formations, tactics, use of force and scenario-based training.

      ii. *OPC Public Order Section Lead Course:* Any officer responsible for supervision of a POU Section must complete this additional 40-hour leadership course, which covers commanding a POU Section through different formations, crowd theory, incident command of a POU deployment, leadership, and POU problem-based tabletop scenarios.

iii. *OPC Public Order Commander Course:* All PO Commanders must complete this 40-hour commander course, which covers legal review, crowd theory, incident command of a POU deployment, leadership, and POU problem-based tabletop scenarios.

iv. *OPC Annual Public Order Operator, Section Lead and POU Commander Re-certification Training:* The re-certification requires all members to complete a test annually online through the Ontario Police College Virtual Academy as well as practical training, completed in person, over a 40-hour training session.

v. *OPC Public Order Certified Trainer Course:* Supervisors and senior POU members are selected and qualified as certified trainers, as all OPC re-certification must be taught by qualified certified trainers. Certified trainers maintain this certification by teaching POU re-certification training annually.

b. *Other Training Responsibilities:* Based on the specialized function of crowd management and ground search operations, it is best practice for POU officers to complete the further development training below:

i. *Basic Ground Search Course:* All members of POU must complete this 40-hour baseline course, which focuses on ground search theory, ground search formations, and scenario-based training.

ii. *Ontario Provincial Police (OPP) Search Manager Course:* Experienced members are selected to take this 40-hour course. This course trains officers to support incident commanders in managing and coordinating ground search operations for vulnerable lost and missing persons.

iii. *Annual Ground Search Refresher Training:* All members of POU are provided with 40 hours of ground search training annually. This training reviews the concepts of ground search taught in the basic ground search course and includes new skills related to ground search (i.e. human tracking and low-angle rescue).

iv. *Tactical Emergency Casualty Care (TECC) – Officer Down Training:* All members of POU are provided this 20-hour course. This medical training enhances their basic first aid training and teaches them how to apply lifesaving medical interventions to officers or members of the public during dynamic crowd control or ground search environments. Training is provided through our partnership with the Middlesex-London Paramedic Services (MLPS).

v. *Less Lethal Instructor Course:* Members selected for the Less Lethal Squad will complete this 40-hour course, which trains them how and when to safely deploy both chemical munitions and impact munitions.

c. *Operational Responsibilities:* All POU members are responsible for maintaining operational readiness and supporting crowd management and ground search operations. These responsibilities include:

i. *Ontario Police Fitness Award Pin Program:* It is mandatory that all POU members maintain the minimum physical fitness standard. The current accepted standard for the LPS POU is 80% on the PIN test which must be achieved annually during re-certification or refresher training.

ii. *Equipment Maintenance:* Crowd management and ground search operations are dynamic and present many threats to officer safety. Members of POU are issued specialized safety equipment and this equipment needs to be cleaned and checked for serviceability regularly.

iii. *Emergency POU Callouts:* Crowd-related incidents and searches for vulnerable missing persons can occur without warning, creating immediate demands on frontline patrol resources that may not have the specialized equipment, training, or capacity required. In these situations, POU members may be called out to provide support. Members are expected to respond to emergency POU callouts in a timely manner.

CAPABILITIES OF THE PUBLIC ORDER UNIT

6. Examples of the specialized equipment and tactics available to the POU include:

a. *POU Specialized Equipment*

i. *Personal Protective Equipment (PPE):* POU members are issued specialized protective equipment that meets applicable provincial requirements and standards, including helmets, fire-resistant clothing, respiratory masks, shields and related safety equipment.

ii. *Remotely Piloted Aircraft System (RPAS):* The POU has a dedicated RPAS and support vehicle, providing aerial observation for crowd incidents and search capability for lost or missing vulnerable persons. Aerial information gives POU commanders an additional vantage point to assess crowd conditions, identify risks, and develop crowd management or control strategies. This capability significantly improves situational awareness and supports more efficient and effective operations.

iii. *Long Range Acoustic Device (LRAD):* The POU has a portable LRAD that can be used to communicate during crowd management incidents and searches for lost or missing vulnerable persons. The device projects clear audio over loud crowds and across long distances, increasing the Unit's ability to deliver direction when normal communication methods may be ineffective. During crowd incidents, commanders can use the LRAD to provide crowd participants with clear instructions to support safe de-escalation or dispersal.

iv. *Less Lethal Use of Force Options:* The POU has the capability to deploy less-lethal options, including chemical munitions and impact munitions, during high-risk crowd incidents. Where legally justified and appropriately authorized, these options may be used to address violent or dangerous conduct, protect members of the public or police, or facilitate a lawful dispersal when other measures are ineffective or inappropriate. Their deployment is subject to applicable legislation, regulation, LPS procedures, training, command and oversight.

v. *Digital Mapping:* POU search managers use digital mapping to document and track ground search operations. By recording completed search tasks, they can identify remaining priorities, recognize areas that may have been missed, and direct resources more effectively during searches for lost or missing vulnerable persons. The mapping record also provides a clear account of police search efforts that may support later reviews, inquests, or court proceedings.

b. *POU Crowd Management Tactics*

i. *Area Control*: In volatile crowd situations, the POU may be required to secure key locations to protect public safety and prevent property damage. This may include critical infrastructure, roadways, intersections, emergency service facilities, or other essential access points. POU members are trained to assess these areas, identify vulnerable points, and develop deployment plans to secure them effectively.

ii. *Crowd Dispersal*: In volatile crowd situations, public safety risks may escalate to the point where actions need to be taken to protect the public. When dispersal is required to de-escalate the situation and prevent further violence or property damage, POU members are trained to assess crowd behaviour and develop a plan to move people from the area as safely and effectively as possible.

iii. *Vehicle Escort*: In dense crowd situations, emergency service vehicles may have difficulty deploying where they are needed. Additionally, it may be difficult to move personnel through a protesting crowd. POU members are trained to assess the crowd and surrounding environment, identify the safest route, and support the controlled movement of emergency vehicles or protected persons through a crowd to reduce disruption, prevent violence, and minimize property damage.

iv. *Mass Casualty Response:* A critical incident in a crowd can result in multiple casualties and create a complex, high-risk environment for the public, injured persons, and responding emergency services. POU members are trained to help disperse crowds, contain the area, and support lifesaving treatment for injured persons. They are also trained to coordinate with MLPS to support casualty evacuation and transport to hospital.

c. *POU Ground Search Response and Tactics*

i. *Lost or Missing Persons Behavioural Training and Rapid Deployment:* Lost or missing persons often display behavioural patterns that, when recognized, can assist search teams in locating them more quickly. POU members are trained to identify these behaviours and use that information to develop coordinated search plans. This allows resources to be deployed efficiently and prioritized based on the circumstances of the incident.

ii. *Clue Awareness and Human Tracking:* Lost or missing persons often leave signs that can help determine their direction of travel and focus search efforts. These clues may be overlooked without specialized training. POU members are trained in search patterns and tracking techniques that help them identify, assess, and confirm potential clues. This information helps guide search priorities and supports a faster, more effective effort to locate the missing person.

CONCLUSION

The POU is a highly trained, experienced and valued component of the London Police Service, providing important public-order and ground-search capabilities to support frontline operations and community safety. The POU is an important component in fulfilling our mission, “To ensure the safety and well-being of London’s communities.”

APPROVED FOR SUBMISSION BY CHIEF THAI TRUONG

X T. Truong

Thai Truong, Chief of Police

ATTACHMENTS

N/A

***Alternative formats, translation, and communication supports are available on request**

LONDON POLICE SERVICE

OPEN REPORT TO THE LONDON POLICE SERVICE BOARD

Report Number	2608CR01
Board Meeting Date	August 20, 2026

2025 Annual Use of Force Statistical Report

Roger Ramkissoon, Chief Administrative Officer

REASON FOR REPORT

☐ Seeking Decision

☑ Receive for Information/Update

RECOMMENDATION(S)

THAT the London Police Service Board (the “Board”) receive the 2025 Annual Use of Force Statistical Report, pursuant to subsection 17(6) of Ontario Regulation 391/23, *Use of Force and Weapons*, and in accordance with applicable Board policy.

SUMMARY

This report provides an analysis of Use of Force Reports submitted by members of the London Police Service (LPS) from January 1, 2025, to December 31, 2025. It is submitted by the Chief of Police to the Board pursuant to subsection 17(6) of Ontario Regulation 391/23, *Use of Force and Weapons*, and identifies trends arising from the 2025 use-of-force data. The analysis also informs the Chief's annual review of the Service's use-of-force procedures required under subsection 17(5) of the Regulation and includes race-based information collected through Ontario's use-of-force reporting framework.

FINANCIAL IMPLICATIONS

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

BACKGROUND

This report is provided to the Board in accordance with legislative and policy requirements governing the use of force. Police authority to use reasonable force is established under section 25 of the Criminal Code, while the *Community Safety and Policing Act* (CSPA) and Ontario Regulation 391/23 set out training standards, permitted use of force options, and mandatory reporting requirements. In addition, the *Anti-Racism Act* requires the collection of race-based data in use of force incidents to support transparency and accountability. This report fulfills these obligations by providing an annual overview of use of force activity to support the Board's oversight responsibilities.

DISCUSSION

Police officers are authorized to use a range of force options to protect life, preserve the peace, prevent crimes, maintain order, and apprehend suspects. Section 25 of the Criminal Code of Canada grants officers the authority to use reasonable force as necessary while carrying out their lawful duties.

The CSPA Ontario Regulation 391/23 outlines the types of weapons officers are permitted to carry and mandatory training requirements. The authority to collect Use of Force information is found in the CSPA (O. Reg. 391/23 s. 13(1)), and LPS Procedure (Administrative and Infrastructure - AI 001.01 Use of Force).

1. Mandatory Reporting Requirements

A member of a police force shall submit a report to the Chief of Police whenever the member,

a) draws a handgun in the presence of a member of the public;

b) points a firearm at a person;

c) discharges a firearm;

d) uses a weapon on another person;

e) draws and displays a conducted energy weapon (CEW) to a person with the intention of achieving compliance;

f) points a CEW at a person;

g) discharges a CEW; or

h) uses force on another person, including through the use of a horse or a dog, that results in an injury requiring the services of a physician, nurse or paramedic and the member is aware that the injury required such services before the member goes off-duty.

2. Reporting Compliance - Anti-Racism Act

Effective January 1, 2020, the *Anti-Racism Act* mandated police services in Ontario to collect data on the perceived race of Individuals, when a police member uses force. The data standards for the identification and monitoring of systemic racism, also known as Ontario's Anti-Racism Data Standards, were established to help identify and monitor systemic racism and racial disparities within the public sector. The legislation outlines the obligations of the police service and sets out the legally required information. The standardized Use of Force Reports are electronically submitted to the Ministry of the Solicitor General for centralized collection.

When completing a Use of Force Report, officers are required to select and categorize the perceived race of the individual involved, choosing from seven distinct racial categories defined by the Ministry; Black, East/Southeast Asian, Indigenous, Latino, Middle Eastern, South Asian, and White.

3. Use of Force Review and Reporting

All Use of Force Reports are reviewed by the Supervisor of the submitting officer before being forwarded for auditing by the Sergeant, Practical Skills Unit, Training and Professional Development Branch. These reports are audited for content and submitted to the Solicitor General in accordance with legislative requirements. This process allows for the critical review of information gathered from all Use of Force Reports for the purpose of monitoring and addressing potential biases, trends, or training needs, while upholding the privacy and protection of the Individuals involved.

The Ministry also reviews Use of Force Reports for compliance. This additional layer of oversight ensures a thorough and independent review of the information submitted, reinforcing accountability and adherence to legislative standards.

The data contained in the Use of Force Reports was analyzed with the assistance of the Business Analytics Unit.

Note: Some 2024 figures in the charts below differ slightly from those reported in the 2024 Board report, as four reports were later rejected by the Ministry for not meeting Use of Force reporting requirements and had been included in some of the 2024 calculations.

4. Terminology

Throughout this report terminology will be used such as "Count of Use of Force Reports", "Count of Occurrence Number", and "Count of Unique Subjects". This terminology is used to ensure clarity because multiple Use of Force Reports can be submitted on a single incident. This also means a single individual (subject) can have multiple Use of Force Reports submitted relating to a single occurrence.

Count of Use of Force Reports: This refers to the total number of reports submitted by police officers whenever they use force in an incident. Each report details the circumstances and actions taken during the Use of Force incident.

Count of Occurrence Number: This represents the total number of distinct incidents or occurrences where force was used. Multiple Use of Force Reports can be submitted for a single occurrence if multiple officers were involved.

Count of Unique Subjects: This indicates the total number of individual subjects involved in Use of Force incidents. A single subject can be identified in multiple Use of Force Reports if multiple reports were submitted for the same incident. Multiple subjects can also be added to a single Use of Force Report.

I. Types of Reports

Officers can submit an individual and/or team report.

a) Team Reports - Team reports may be submitted to document the coordinated efforts of multiple officers engaged in similar actions.

   Before 2023, team reports were primarily used by members of the Emergency Response Unit and the Public Order Unit to record collective Use of Force incidents, such as when an entire team displayed their firearms.

   In 2023, the use of team reports was expanded to include patrol members, allowing them to document unified actions, such as collectively drawing their firearms.

b) Individual Reports - Individual Use of Force Reports are completed by members of the service who have used force individually. This includes individual officers on teams, that use force beyond drawing, displaying, and pointing a firearm or CEW.

Example:

In 2025, the following occurrence resulted in the completion of both a team and individual Use of Force Report for the same subject and incident. LPS members were dispatched to a location after a male was observed actively attempting to force entry into a building. Upon police arrival, the subject refused repeated commands to comply and armed himself with multiple metal pipes with sharpened edges. Officers formed an arrest plan formation involving a shield, lethal force (handgun) and less lethal force (CEW) and continued verbal de-escalation efforts; however, when the subject approached officers with a weapon held at head height, a CEW was deployed. The CEW deployment was successful, allowing officers to safely take the subject into custody. A team report was completed for the arrest plan formation and an individual report for the discharge of the CEW.

5. Ontario Public – Police Interactions Training Aid (2023)

In 2023 the Ministry of the Solicitor General's Public Safety Division introduced the Ontario Public-Police Interactions Training Aid. This training aid prioritizes cooperative police-public interactions grounded in de-escalation strategies and procedural justice principles. The LPS Training and Professional Development Branch adopted this practice upon its introduction and remains committed to its continued application in all dealings that require the use of force.

The ideal goal of any police interaction with the public is that it be cooperative, respectful, and peaceful. The Ontario Public-Police Interactions Training Aid outlines the general principles that govern police interactions with the public, including the use of force on those occasions when an application of force is required.

The Ontario Public-Police Interactions Training Aid is captured by a framework document and a graphic (Appendix A). Together they are designed to assist police officers and the public to understand why and in what manner an officer may respond during an interaction.

Conflict prevention and de-escalation is emphasized throughout the training aid. De-escalation is the use of verbal and nonverbal strategies intended to prevent conflict or reduce the intensity of a situation without the application of force.

Any use of force by police is governed by the legal principles of necessity, proportionality, and reasonableness.

It is important to note there are many situations where a Use of Force Report is required, however physical contact/force on the subject is limited to handcuffing. For example, the displaying of a weapon (i.e. CEW, firearm) can be a method of de-escalation where no actual physical contact with the subject occurs but the submission of a Use of Force Report by the involved officers is required.

Example:

Officers responded to a weapons call where a female victim advised she had been assaulted by her partner after he chased her with a sword and that he was in possession of a gun. Numerous officers “stacked” at the door with a ballistic shield, lethal (rifle) and less lethal option (CEW). Officers made verbal contact with the subject who was still inside the residence. The subject exited the residence as directed and immediately surrendered. Officers arrested the subject without issue. In this case a Use of Force Report was completed identifying a CEW and rifle were drawn and pointed however physical contact with the subject was limited to handcuffing.

6. 2025 De-escalation Training

The Practical Skills Unit teaches de-escalation techniques which emphasize communication skills, rapport building, and emotional intelligence in practical scenarios. All Use of Force training provided by the LPS incorporates de-escalation techniques. When deciding the level of force appropriate in various circumstances, members shall consider de-escalation tactics including disengagement.

The Practical Skills Unit utilizes real-life scenario-based training for all officers which requires them to demonstrate the de-escalation techniques taught. These training scenarios are incorporated into Firearms, CEW, and Use of Force training.

7. Conducted Energy Weapon Expansion Plan – New User Training

Since 2023, the LPS has increased the availability of CEWs as a less-lethal Use of Force option for operational members. This expansion reflects the recognized value of CEWs in supporting officer and public safety and enhancing officers’ ability to safely manage and de-escalate high-risk or volatile situations.

CEWs are widely acknowledged to reduce injuries to both the public and police officers. Importantly, the mere presence of a CEW—when drawn or in display mode—often helps de-escalate tense situations, enabling officers to resolve conflicts without physical engagement.

The number of CEW-qualified members increased from 242 in 2023 to 352 in 2024, and further to 368 in 2025—representing an overall increase of approximately 52% over the two-year period, including a 4.5% increase from 2024 to 2025. These figures do not include K9 handlers and members of the Emergency Response Unit, who are qualified to carry the CEW and are required to submit Use of Force Reports when the CEW is deployed.

The deployment of additional CEWs enhances our operational capabilities by expanding the availability of a less-lethal intervention option that can effectively defuse volatile situations. Equally important, de-escalation training is a core component of CEW training, equipping officers with verbal, tactical, and situational awareness skills designed to reduce conflict and reinforce safer outcomes for both officers and the public.

8. Race-Based Data and Use of Force Reports

The collection and analysis of race-based data is important for identifying and understanding potential issues related to the use of force. This data supports the identification of trends and monitoring of disparities. It is also important to recognize the limitations of this data, as individuals are not required to self-identify and the officer's perception of race is inherently subjective.

LPS members receive ongoing training related to diversity, bias, human rights, and systemic racism. To build cultural competency early in a member's career, new recruits spend dedicated time with the Diversity and Outreach Unit engaging with community organizations representing London's diverse population. In addition, as required under the CSPA, officers complete the Minister-approved thematic training that promotes recognition of and respect for the diverse, multiracial, and multicultural makeup of Ontario society, as well as the rights and cultures of First Nation, Inuit, and Métis Peoples. While police officers whose appointments continued under the CSPA were not required to complete this training until March 31, 2027, the LPS recognized the importance of this training and ensured members completed it in 2025.

2025 ANNUAL USE OF FORCE STATISTICAL REPORT DATA SUMMARY

This section provides a detailed analysis of Use of Force Reports submitted in 2025, with comparative insights drawn from previous years. The data indicates an increase in Use of Force Reports, distinct occurrences and unique subjects involved in reportable use-of-force incidents. The analysis identifies several factors associated with this increase, including the expanded availability of CEWs and an increase in interactions in which officers perceived subjects to have possession of, or access to, weapons. These factors provide important operational context; however, the available data does not establish the extent to which any single factor caused the overall increase.

Specifically, officers believed that 53% of interactions with unique subjects that required a Use of Force Report had access to a firearm.

9. Use of Force Reports

A total of 399 reports were submitted in 2025, including those related to the humane dispatch of animals and "no interaction" incidents. When no interaction reports are removed this reflects an 8% increase over the number of reports submitted in 2024.

The table below provides a 5-year comparison for total Use of Force Reports after removing no interaction reports.

Indicator	2021	2022	2023	2024	2025
Total Use of Force Reports (combined human and animal subjects)	299	246	312	359	389

A no interaction report is a report in which there was no subject identified within the Use of Force Report.

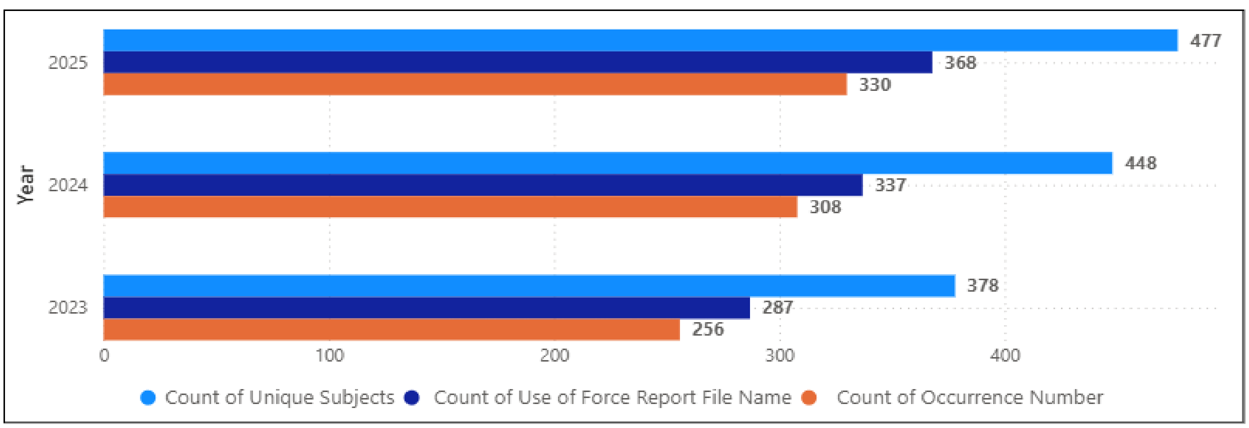
Example:

A no-interaction Use of Force Report from 2025 involved a call from a member of the public reporting a male possibly in possession of a handgun in a public park. Officers responded in emergency fashion and conducted an extensive search of nearby parks and trails with their handgun and C8 patrol carbines deployed due to the perceived risk. No additional callers reported similar observations, and no subject matching the description was located. As no direct interaction with a subject occurred, police involvement concluded after the area was searched. A Use of Force Report was required due to officers having firearms out in public while actively searching for a potentially armed individual.

In total there were ten (10) no interaction reports for 2025. As there is no associated subject listed on the report, these ten (10) reports are not represented in any of the charts or figures that follow in this report.

10. Key Metrics – Reports / Unique Subjects / Occurrences

The graph below provides a comparison from 2023 to 2025 for three key metrics related to Use of Force Reports: Unique Subjects, Distinct Occurrences, and Total Use of Force Reports (excluding animal interaction reports).



As shown above, there was an increase across all 3 metrics from 2024 to 2025.

- Increase in Use of Force Reports: 31 reports
- Increase in Distinct Occurrences involving Use of Force Reports: 22 occurrences

- Increase in Unique Subjects where force was used or displayed that required a Use of Force Report: 29 Unique Subjects

11. Use of Force Incidents Vs Dispatched Calls for Service

In 2025, LPS officers responded to 71,036 dispatched calls for service. Of these, there were 330 distinct occurrences involving 477 unique subjects that led to the display or application of force, representing less than 1% (0.46%) of all dispatched calls for service. This measure provides operational context for the frequency of reportable use-of-force occurrences relative to dispatched calls and should not be interpreted as the proportion of all police-public interactions involving force.

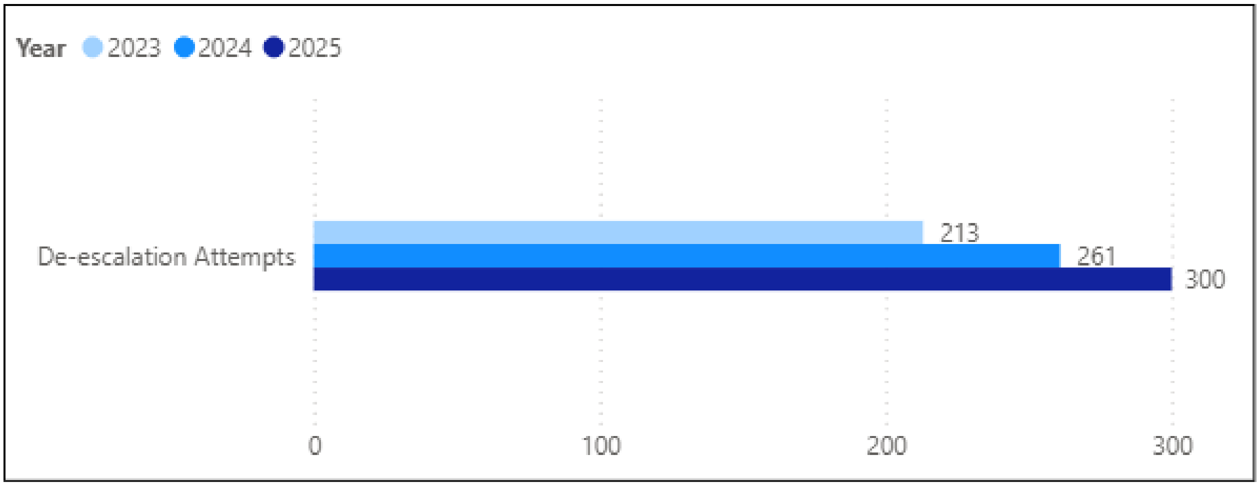
The chart below provides a 5-year comparison for categories related to all calls for service received by the LPS.

Indicator	2021	2022	2023	2024	2025
Dispatched Calls for Service	79581	73769	70988	67938	71036
Mental Health Apprehensions	1711	1612	1482	1525	1960
Number of Distinct Occurrences with Interaction with Human Subjects - Use of Force Reports			256	308	330
Percent of Dispatched Calls for Service with Use of Force			0.36	0.45	0.46
Total Animal Only Use of Force Reports	34	27	25	22	21
Total Calls for Service	106757	95002	92970	89775	92031
Total Team Use of Force Reports	105	66	150	160	194
Total Use of Force Reports (combined human and animal subjects)	299	246	312	359	389
Total Use of Force Reports (excluding animal reports)	265	219	287	337	368

12. De-escalation

As mentioned earlier all LPS use of force training incorporates de-escalation techniques. Often de-escalation is one of the first approaches in a use of force encounter. De-escalation can be used before or in conjunction with the application of Use of Force options. In total de-escalation was used in 91% of distinct occurrences that involved Use of Force Reports. This is in line with 2024 (86%) and 2023 (83%) where de-escalation attempts were used in distinct occurrences with a Use of Force Report.

The chart below provides a comparison of distinct occurrences with de-escalation attempts from 2023 to 2025.



There are situations when de-escalation is not an option because the incident requires immediate action.

Example:

Officers responded to a reported firearm incident after a vehicle operator advised that a male had pointed a gun at her while she was travelling in her vehicle. Officers were dispatched in an emergency fashion and received ongoing information identifying the suspect vehicle and its direction of travel. Upon locating the vehicle police conducted a high-risk traffic stop, with firearms drawn due to the reported presence of a weapon. The accused was safely taken into custody without injury. A subsequent search of the vehicle located a long-barrel BB gun with a laser sight in the trunk. Based on the information received, there was no opportunity for LPS members to de-escalate the situation prior to using force.

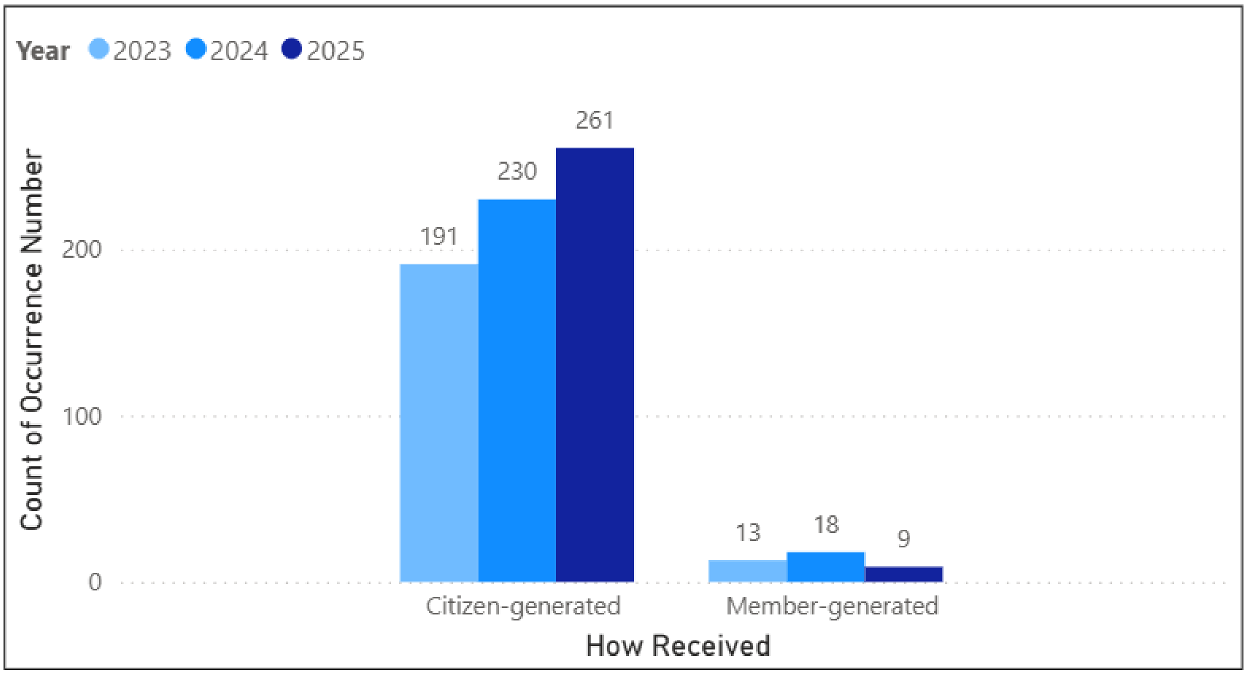
13. Use of Occurrences by How Received

Occurrences with Use of Force Reports are generated in two ways;

a) Citizen-generated – Officers are reacting to information received from a citizen. Citizen-generated interactions include 911 calls, non-911 calls (e.g. phone call to headquarters reception unit) and online reporting.
b) Member-generated – Encounters occur as a result of officers conducting proactive police enforcement or investigative activities.

In 2025, 97% of the occurrences that had a Use of Force Report(s) were received through citizen-generated information.

The chart below outlines how London police officers initially became involved in an occurrence with a use of force incident that required a report. This figure does not include Use of Force Reports where a warrant was executed. Investigations that involve warrant execution are typically initiated well before any Use of Force incident, making the 'how received' data less applicable to the Use of Force Report.



Note: This data is collected utilizing the Computer-Aided Dispatch (CAD) record for each occurrence.

Only 3% of the occurrences with a Use of Force Report(s) that were submitted in 2025 pertained to incidents that were initiated by LPS officers.

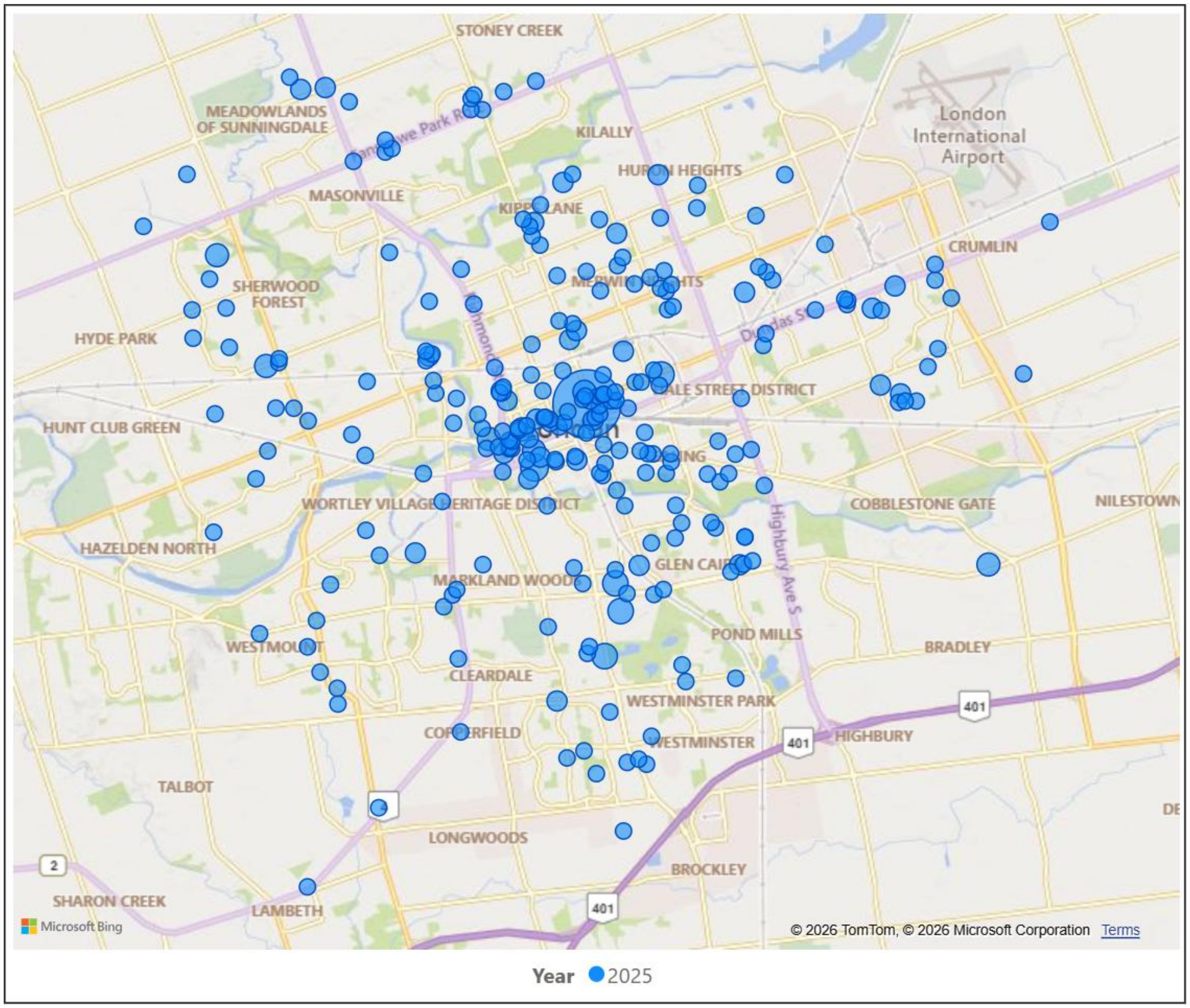
Example:

An example of an officer-generated interaction involved an officer observing reckless driving behaviour consistent with aggressive lane changes and speeding. The officer initiated a traffic stop, during the interaction, the driver became verbally confrontational, refused to provide identification as required, and exhibited escalating behaviour while seated in the vehicle. As the behaviour escalated and the driver clenched fists and made movements that caused the officer to fear a potential assault, the officer displayed a CEW to gain compliance. Upon seeing the device, the driver immediately complied with verbal direction, exited the vehicle, and was safely arrested without further resistance. No physical force was applied, and the CEW was not deployed. This incident demonstrates how some Use of Force Reports arise from proactive police work and involve the controlled display of force to manage risk.

14. Geographic Locations

The geographic distribution of reportable use of force incidents shows a concentration of occurrences in and around the downtown core. This distribution reflects incident locations and does not account for differences in call volume, officer deployment or police-public activity across areas of the city.

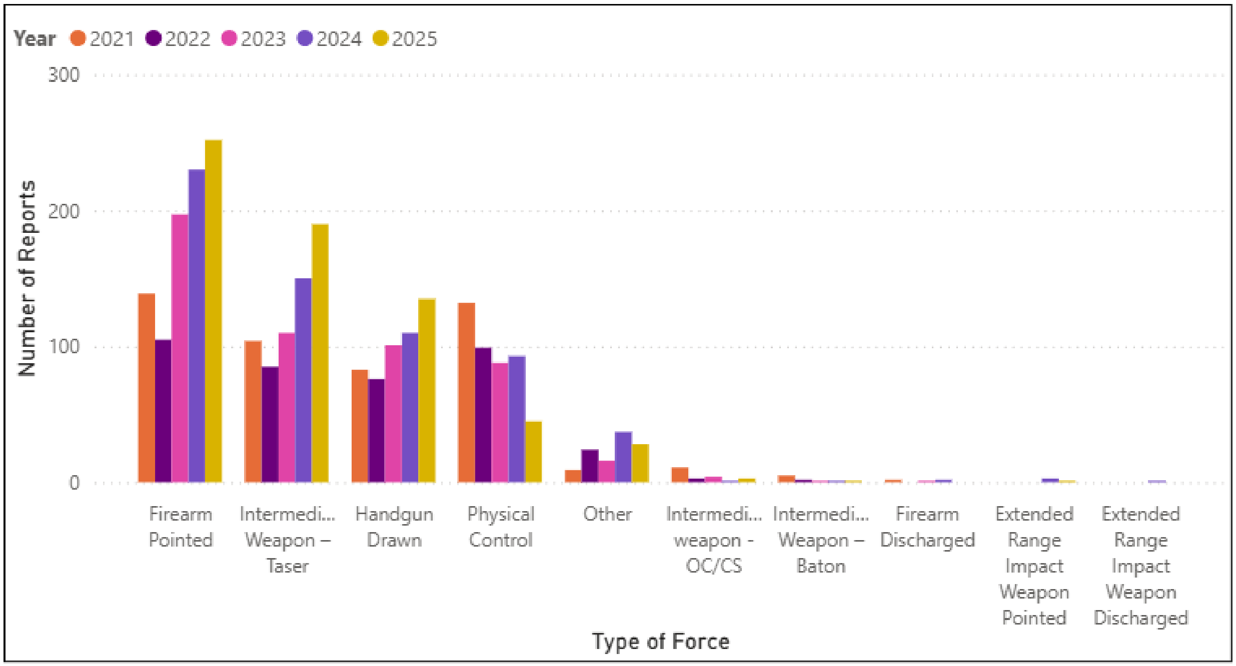
The map below exhibits the geographic coordinates across the City of London where use of force incidents occurred in 2025.



15. Use of Force Options

Police officers are authorized to use a variety of force options to protect life, preserve the peace, prevent crimes, maintain order, and apprehend suspects. These options include Intermediate Weapons, Firearms, Less Lethal Firearms, Physical Force, and “Other” which includes the use of Canine Units. The selection and application of force is governed by the circumstances of the particular interaction and the principles of necessity, proportionality and reasonableness. Officers are required to use no more force than is reasonably necessary in the circumstances.

The chart below summarizes the types of force options selected in Use of Force Reports from 2021 to 2025.



If the use of force incident dictates that an officer must utilize more than one use of force option, all options deployed by the officer must be selected on a single Use of Force Report.

Example:

Members were engaged in the arrest of individuals who were wanted in relation to multiple offences, including uttering death threats, break and enter, assault, and property damage. Information obtained by police indicated the subjects had threatened to use a firearm, and shared images and videos showing them in possession of firearms and were actively evading police. Once located, given the credible risk that the subjects could be armed, the history of violent conduct, and the need to safely contain and arrest the parties, officers displayed both a handgun and a patrol rifle to mitigate the risk of serious bodily harm to officers and the public.

In this investigation one Use of Force Report was submitted for two subjects. The Use of Force options selected on the report were handgun pointed and rifle.

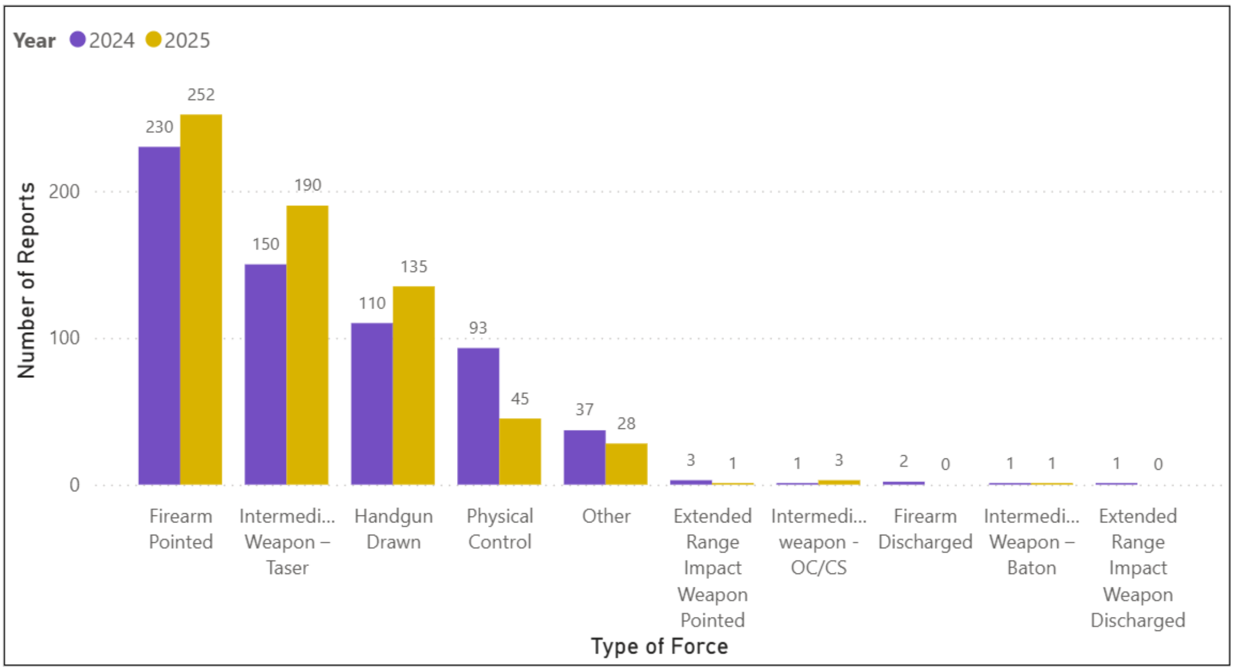
16. Analysis of 2024 and 2025 Differences

As identified earlier, there was an increase in Use of Force Reports, Distinct Occurrences involving use of force, and Unique Subjects where force was used. To analyze the overall increase, an assessment was completed using Use of Force Reports and the Use of Force options selected on the reports.

When comparing 2025 to 2024, the following observations were made with respect to the selected Use of Force options:

- 27% increase in selection of intermediate weapon: increase from 150 selections in 2024 to 190 selections in 2025
- 10% increase in selection of firearm: increase from 230 selections in 2024 to 252 selections in 2025.
- Decrease from 3 selections in 2024 to 1 selection in 2025 for Less Lethal Firearm.
- 52% decrease in selection of physical force: decrease from 93 selections in 2024 to 45 selections in 2025
- 24% decrease in selection of other (includes K9): decrease from 37 selections in 2024 to 28 selections in 2025.

The graph below provides a visual representation of the differences of Use of Force options selected from 2024 to 2025.



I. Intermediate Weapon Increase

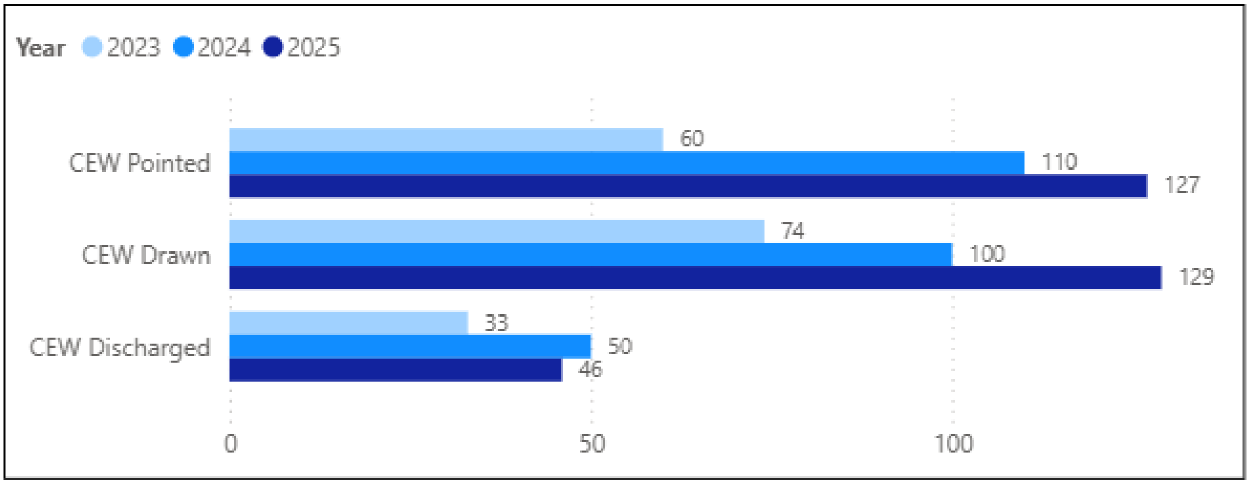
As identified above the greatest increase in the Use of Force option selected was in the category of Intermediate Weapons. Intermediate Weapons include CEW, Baton and Oleoresin Capsicum (OC) Spray. Within the Intermediate Weapons category, CEW accounted for most of the increase. The use of the OC spray increased, however was only used a total of 3 times in 2025.

a) Intermediate Weapon - Conducted Energy Weapon (CEW)

The Use of Force Report provides three options for an officer to select for the manner the CEW was used.

- Drawn and Displayed with the Intention of Achieving Compliance – The CEW is removed from the holster and displayed in a manner that is visible to the subject but is not pointed at the subject.
- Pointed – The CEW is removed from the holster and pointed at the subject.
- Discharged – The CEW is removed from the holster and discharged at the subject.

The chart below outlines the manner the CEW was used in Use of Force Reports.



When an officer completes a Use of Force Report in relation to the use of the CEW, they can select one, two, or all three of the above categories. Each of the actions are to be selected based on the distinct circumstances and decisions made by the officer.

In total there were 150 Use of Force Reports in 2024 and 186 Use of Force Reports in 2025 with a CEW selection. The discharge rate remained the same at 10% of all unique subject interactions when comparing 2024 and 2025. The low discharge rate confirms the CEW is an effective tool for de-escalating subject behaviour.

The increase in Use of Force Reports involving CEWs occurred during the same period in which the number of CEW-qualified officers increased. Expanded availability is a relevant contributing factor when interpreting this trend; however, changes in incident type, subject behaviour and other operational circumstances must also be considered.

b) Analysis of Selection Intermediate Weapon - Oleoresin Capsicum (OC) Spray & Baton

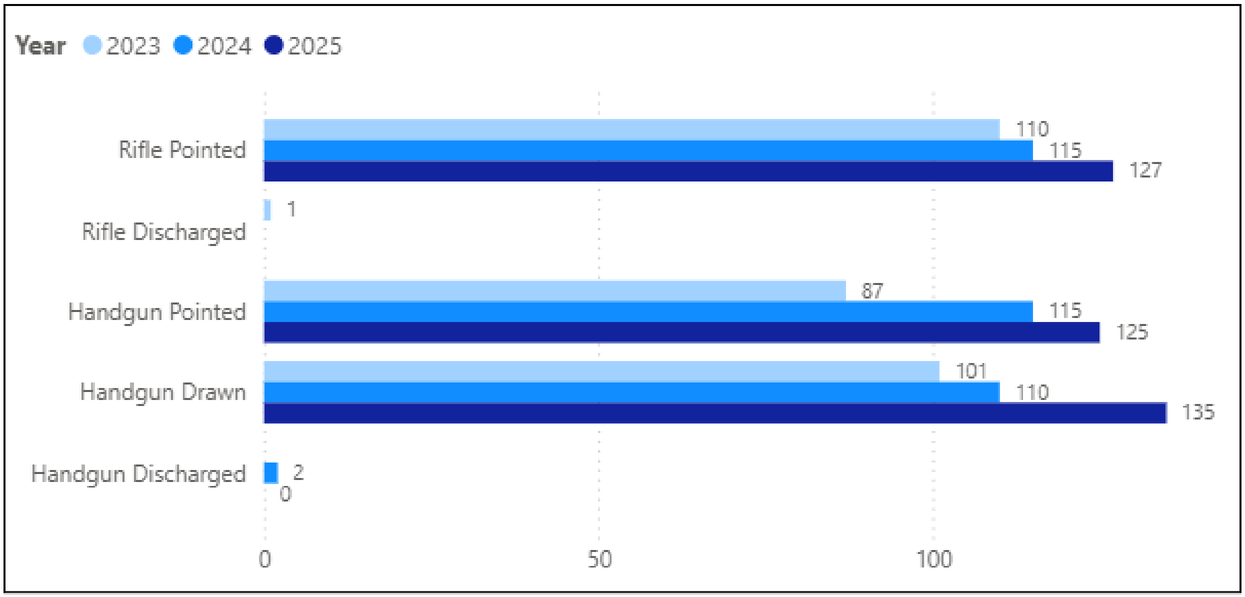
Intermediate weapon also includes OC spray (also known as pepper spray) and the collapsible baton. OC spray was used on 1 occasion in 2024, and 3 occasions in 2025. The collapsible baton was used on 1 occasion in 2024 and in 2025.

II. Firearm Increase

The Use of Force option "Firearm" contributed to the second largest increase in 2025, with an increase of 10% from 2024.

Under Ontario Regulation 391/23, a police officer shall not draw a handgun, point a firearm at a person or discharge a firearm unless the officer believes, on reasonable grounds, that doing so is necessary to protect against loss of life or serious bodily harm.

The chart below compares the number of reports from 2023 to 2025 where a handgun and/or rifle was selected.



When an officer completes a Use of Force Report for the use of a handgun, they can select one, two or all three categories outlined in the chart above. If an officer uses a rifle, they can select Rifle Pointed or Rifle Discharged or both. Each of the actions are selected based on distinct circumstances and decisions made by the officer.

III. Physical Force Decrease

In 2025, the selection of physical force decreased significantly, representing a reduction of 52% compared with 2024 and 49% compared with 2023. While the available data does not permit specific causal factors to be conclusively determined, the decrease occurred alongside increased CEW availability and the Service's continued emphasis on control-based techniques. Current training emphasizes grappling and control techniques, including leverage, positioning, pressure and teamwork, alongside other approved force options, with the objective of improving operational control and reducing the risk of injury to officers and subjects. Continued monitoring will assist in determining whether this represents a sustained trend.

IV. Other Force Decrease

In 2024, the “Other” Use of Force category was selected 37 times, compared to 28 times in 2025, representing a decrease of 24%. An “Other” Use of Force option refers to the use of a canine or a weapon of opportunity. “Other” Use of Force options in 2025 included canine, pepperball gun, and the institutional shield.

In 2024, 32 Use of Force Reports were submitted for canine apprehensions, compared to 23 in 2025 where reporting criteria was met. The institutional shield was used three times in 2025 and the pepperball gun was used two times.

V. Less Lethal Firearm Decrease

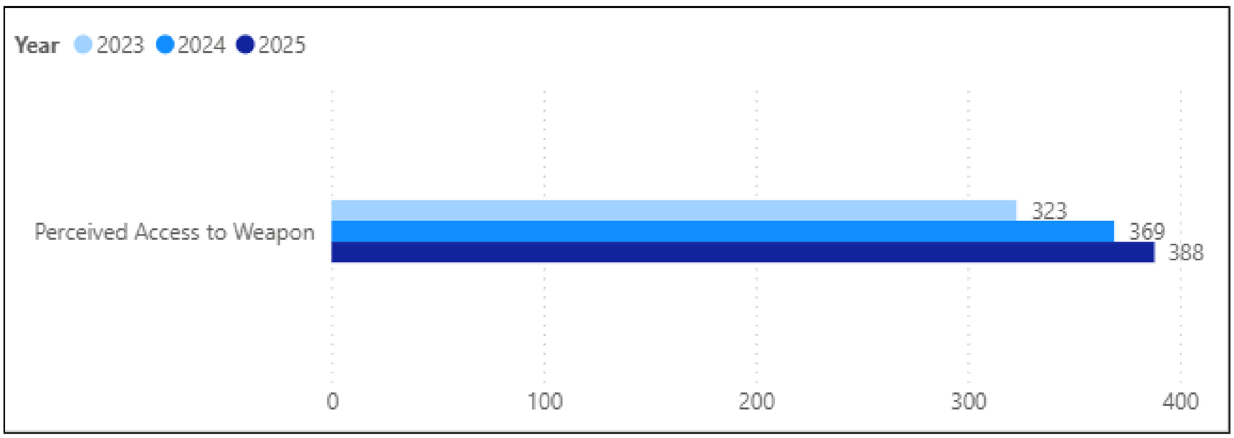
A less lethal firearm is a firearm designed to fire specialized projectiles meant to minimize the risk of death. For example, an Anti-Riot Weapon Enfield (ARWEN) is designed to fire large rubber and foam baton rounds.

The deployment of a Less Lethal Firearm decreased to one deployment in 2025 from three deployments in 2024.

17. Use of Force – Subjects with Perceived Access to Weapons

Of the 477 Unique Subjects in 2025, officers believed 81% of the subjects they interacted with had possession or access to a weapon during the use of force encounter.

The chart below shows a comparison from 2023 to 2025, where officers believed the subject had possession or access to a weapon.

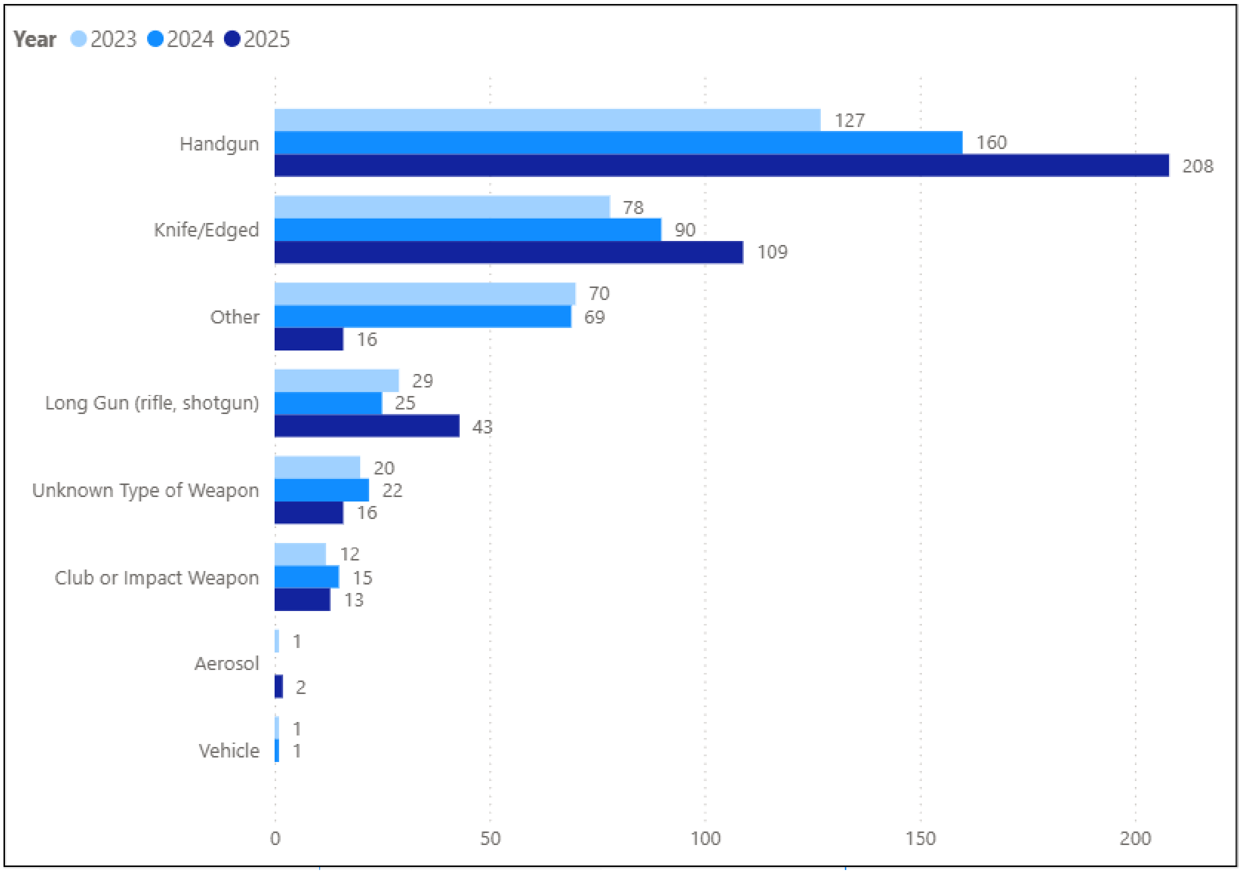


I. Use of Force Subjects – Type of Weapons

A further assessment of the category of "Perceived Access to Weapon" revealed that officers believed that 251 Unique Subjects were in possession of or had access to a firearm in 2025 (53%) compared to 185 Unique Subjects in 2024 (51%) and 156 Unique Subjects in 2023 (47%).

The increase in an officers' belief that subjects had access to firearms between 2023 and 2025 corresponds with a measured increase in officers drawing and pointing firearms. As the number of subjects with perceived access to a firearm rose by 61% (156 to 251) over the three-year period, officers more frequently selected firearm options. Under the Ontario Public-Police Interactions Training Aid and the applicable legislative framework, officers must continuously assess subject behaviour, situational factors and perceived threat. The drawing or pointing of a firearm must meet the statutory threshold established under Ontario Regulation 391/23. The observed increase in firearm presentations occurred alongside an increase in subjects whom officers perceived to have access to firearms.

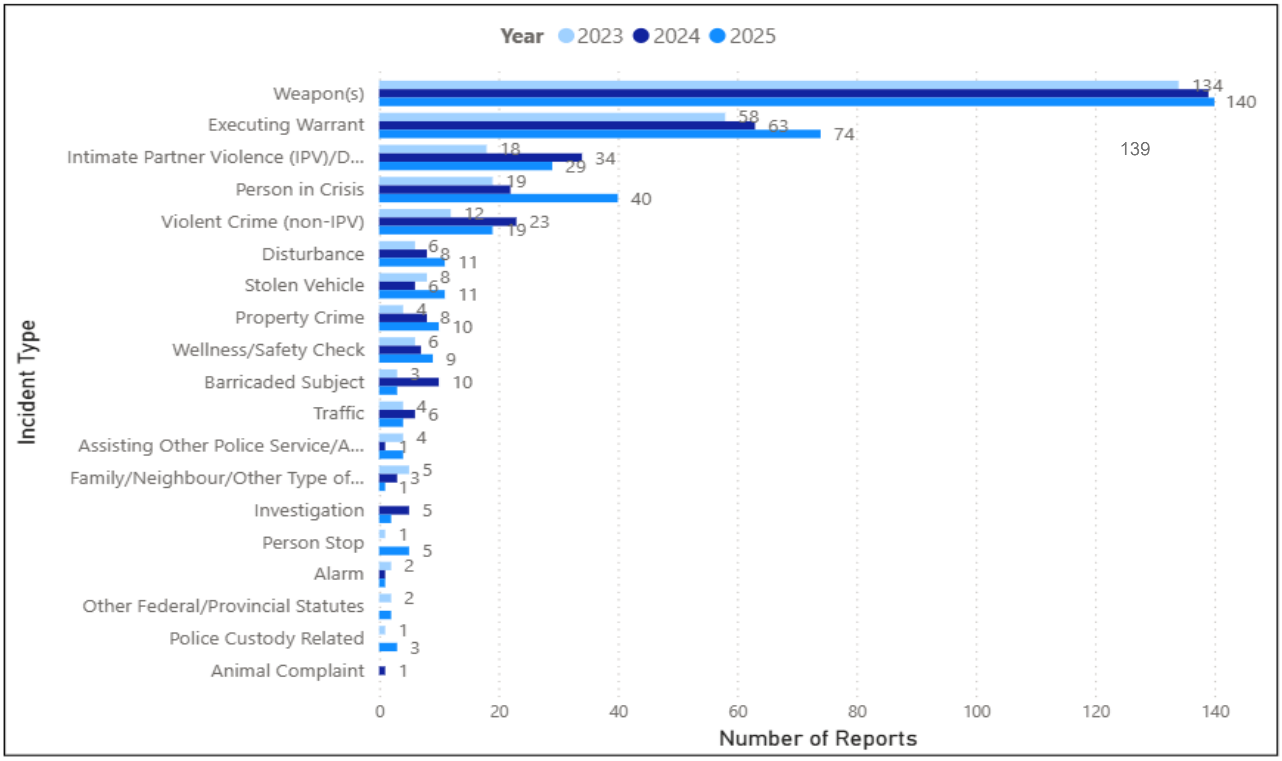
The chart below identifies the types of weapons officers believed Unique Subjects possessed during the encounters where a Use of Force Report was required.



18. Use of Force Reports by Incident Type

Officers must select an incident type on a Use of Force Report and may only select one type. In comparison to 2024, the most significant increase in incident types for 2025 include Person in Crisis and Executed Warrants.

The chart below shows the comparison for the selected incident types between 2023 and 2025.



Differences were identified in the incident types associated with the CEW, handgun and firearm use of force options that contributed to the majority of the overall increase in Use of Force Reports from 2024 to 2025.

- In 2025, CEWs were most frequently used in incidents involving weapons (34%), Persons in Crisis (18%), and Executing Warrants (13%).
- In 2025, handguns were most frequently used in incidents involving Weapons (48%) and Executing Warrants (26%).
- In 2025, rifles were most frequently used in incidents involving Weapons (53%) and Executing Warrants (36%).

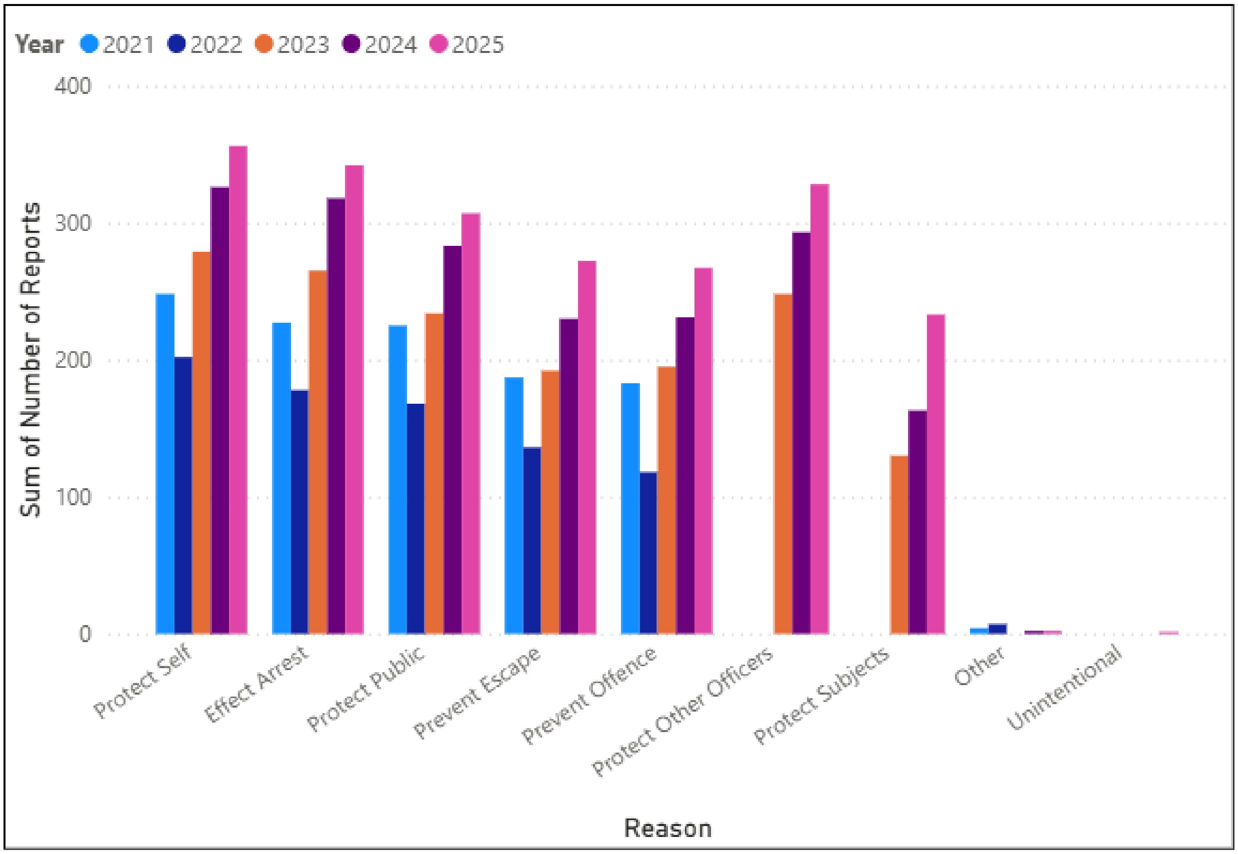
19. Reasons Influencing Use of Force

Before using force, officers must consider various reasons and factors. These considerations are outlined in the Use of Force Report, where officers can select multiple reasons on a single report.

Example:

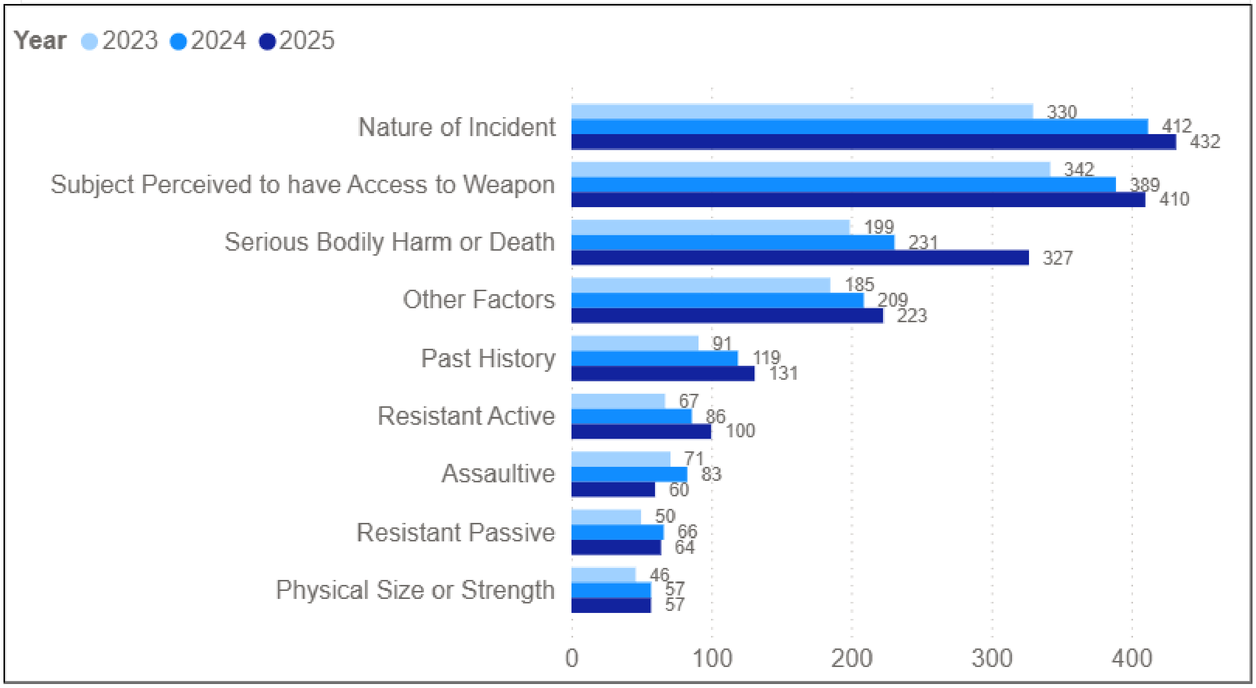
Officers responded to a report of a highly intoxicated individual who had been removed from a licensed establishment who was then observed brandishing a large knife in a public space with multiple bystanders present. The subject actively pointed the knife toward other individuals, creating an immediate risk to the public and responding officers. Based on the circumstances, officers considered multiple factors prior to using force, including the need to effect an arrest, prevent further offences, prevent escape, and protect the public, officers, and the subject. To gain compliance and reduce the risk of injury, an officer drew and pointed a CEW. Upon seeing the device, the subject complied with police direction, allowing officers to safely arrest the individual without deployment of the device or additional physical force.

The chart below identifies the reasons cited within Use of Force Reports for using force. There were two "other" selections for 2025, one for effect apprehension and the other for standard search protocol.



20. *Factors Influencing Use of Force*

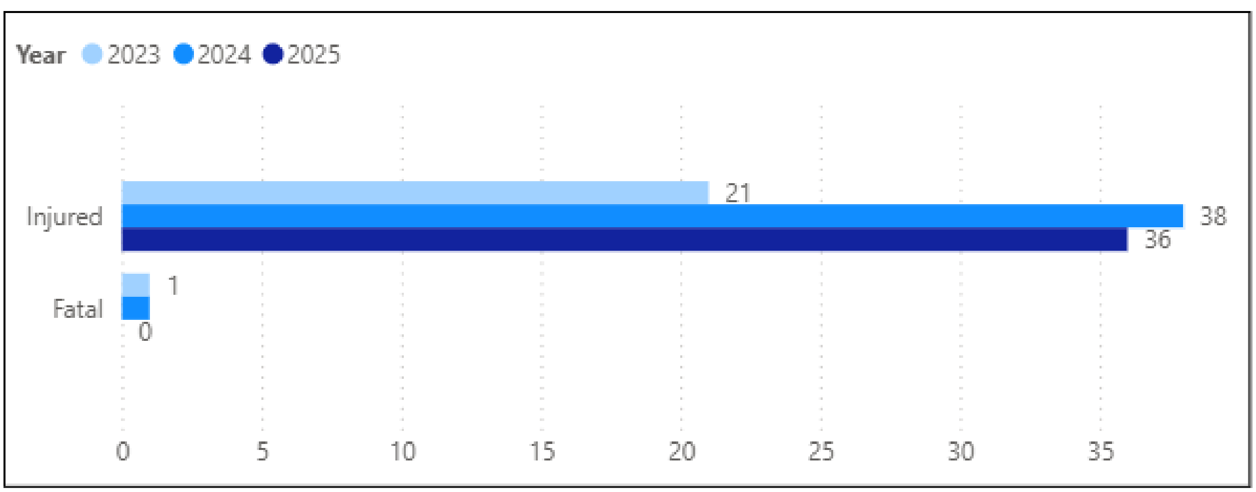
The chart below identifies the factors selected on Use of Force Reports that influence use of force decisions by LPS officers. An officer has the option to select multiple factors on the report. Therefore, the number of factors influencing the decision could be larger than the total number of reports submitted.



21. *Subject Injuries*

Of the 477 Unique Subjects involved in reportable use-of-force incidents in 2025, 36, or approximately 8%, were recorded in the Use of Force Reports as having sustained an injury. No fatal subject injuries were recorded in 2025.

The chart below identifies the injuries related to Unique Subjects from 2023 to 2025.



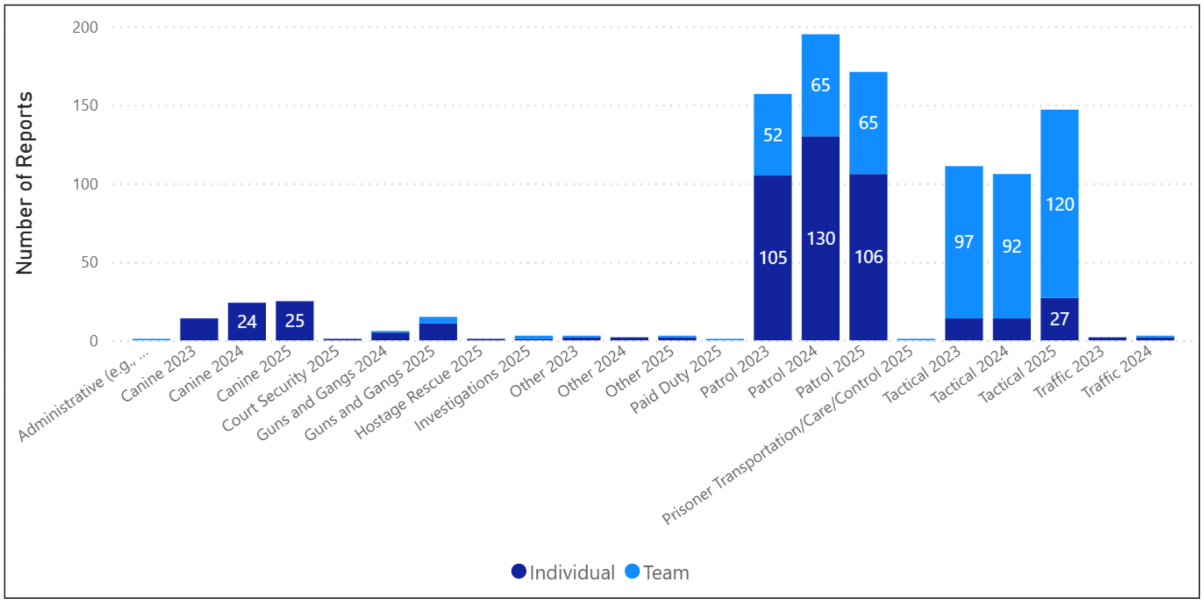
Note: Fatal injuries are not included in the injured category.

22. Use of Force Reports - Officer Factors

I. Officer Assignment

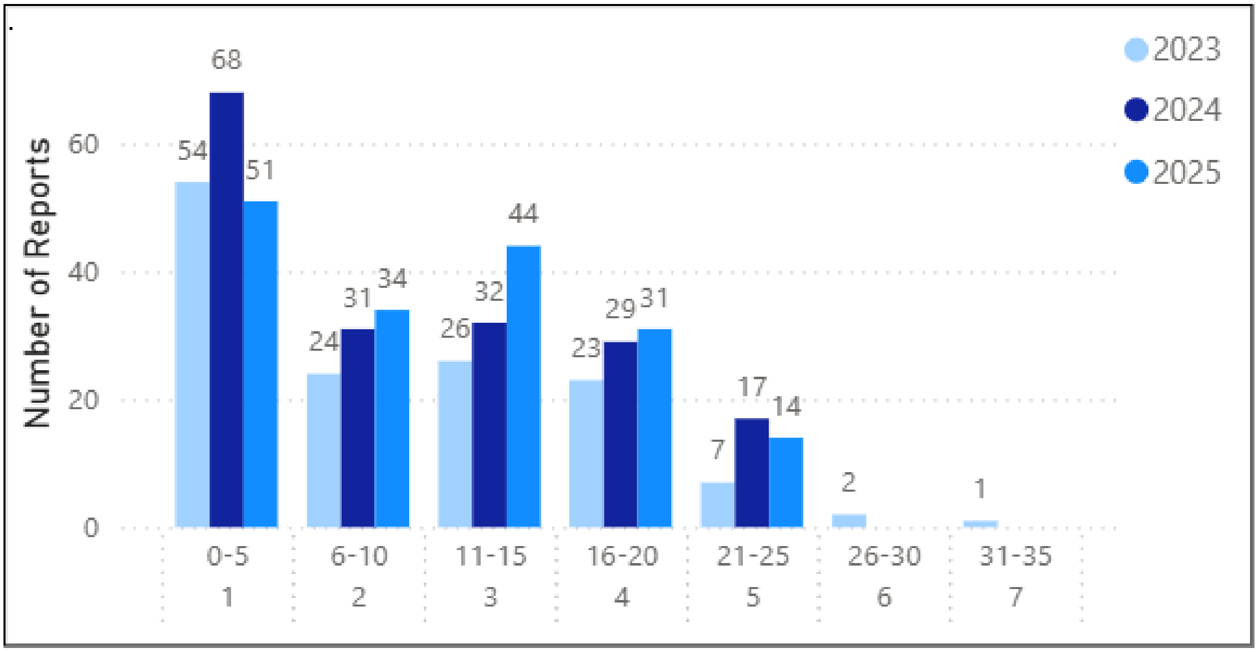
Use of Force Reports are required for all Officers that use force that meets the mandatory reporting requirements regardless of where they are assigned.

The chart below shows the number of Use of Force Reports by report type and assignment type. Each assignment type can have either individual reports or team reports.



II. Use of Force Reports Officer Experience

The largest number of individual Use of Force Reports was submitted by officers with 0–5 years of service. Officers in this service band are commonly assigned to frontline patrol, where exposure to calls requiring use of force decisions is greater. Because the chart presents report counts and does not adjust for the number of officers in each service band or differences in assignment and operational exposure, it should not be interpreted as an officer-level rate of use of force.



Note: This information is not gathered for team reports.

23. Race-Based Data

In compliance with the Anti-Racism Act, officers are required to record the perceived race of the subject in each Use of Force Report. Of the 477 Unique Subjects in 2025, officers perceived 185 to belong to non-White race categories. The chart below displays officer-perceived race at the time force was used and a Use of Force Report was required. This is based on officer perception and does not necessarily reflect how individuals self-identify. The chart also includes City of London census data for comparison. The Census comparison is provided as a descriptive population benchmark. It does not account for differences in police contact, call type, geographic location, non-residency, multiple-subject incidents or other operational factors. Accordingly, differences between representation in Use of Force Reports and Census population proportions identify disproportionality relative to the population benchmark but do not, on their own, establish the cause of that disproportionality.

Perceived Race of Subject	% Population of London (2021 Census)	2023	2024	2025	Average (2023 - 2025)
Black	4.2%	15%	16%	14%	15%
East/Southeast Asian	6.9%	2%	2%	3%	2%
Indigenous Identity	2.6%	6%	4%	8%	6%
Latin American	3.0%	2%	1%	1%	1%
Middle Eastern	6.6%	12%	10%	11%	11%
South Asian	6.5%	1%	0%	1%	1%
White	68.7%	63%	66%	61%	63%

The majority of individuals on whom force was used that required a Use of Force Report in 2025 were perceived as White (61%, 292 subjects). Among subjects perceived as belonging to non-White race categories, the highest counts involved subjects perceived as Black (14%, 69 subjects), Middle Eastern (11%, 52 subjects), and Indigenous (8%, 39 subjects). There are notable differences between these groups' representation in Use of Force Reports and their proportion of the City's population. Recognizing and understanding these differences is important for transparency, accountability, and informed discussion regarding police interactions with the community. Interpretation of these findings should also consider the underlying data sources, reporting context, and operational factors associated with use of force incidents:

I. Census data

The most recent Census demographic data available for the City of London is based on the 2021 Census of Population, which recorded a population of 422,324. Because the 2025 Use of Force data is being compared with a 2021 demographic benchmark, population growth and changes in London's demographic composition since 2021 should be considered when interpreting these comparisons.

Source: Ethnic or Cultural Origin and Population Group questions from the 2021 Census of Population (25% sample of private households) – Statistics Canada

II. Subject Counts in High-Risk Investigations

During high-risk events, such as warrant executions or vehicle stops, officers may be responding to one individual but encounter multiple people at the scene. Any person who has force directed toward them is recorded as a subject on the Use of Force Report, even if they were not the intended focus of the police response.

As a result, some individuals included in the data are there due to circumstances, such as being present in a residence or vehicle, rather than being the subject of the investigation. Multiple examples of this can be found within the data. While these individuals experienced police use of force, it was applied as part of broader safety measures required to manage the overall risk of the situation.

Example:

Police responded to a report of a Male with a perceived firearm and grounds existed for arrest. Police responded with a coordinated response which included containment of the residence and the unholstering and pointing of handguns and long guns.

One male was identified as the subject of the complaint and was taken into custody. Five additional males exited the residence and were detained while officers cleared the residence to ensure no further risk.

In total, six individuals perceived to be South Asian were recorded as subjects on the Use of Force Report, the police response was focused on one individual due to the information provided, the remaining five were included in the Use of Force Report due to the force directed toward them during the containment and clearing of the residence. This example illustrates how the circumstances of a multi-subject high-risk incident can affect subject counts within the dataset; it should not be interpreted as an explanation for aggregate differences between perceived-race categories.

III. Geographic Distribution of Subjects Perceived as Belonging to Non-White Race Categories

It's important to note that the subjects of Use of Force are not limited to residents of the City of London as they may interact with the London Police but reside outside of the city.

The table below provides a breakdown using the LPS records management system to identify the addresses of perceived racialized and Indigenous subjects identified on Use of Force Reports.

Perceived Race of Subject	Subjects of Use of Force	Could Not Be Determined	London	NFA	Out of Town
Black	69	1 (1%)	45 (65%)	10 (14%)	13 (19%)
East/Southeast Asian	13	0 (0%)	10 (77%)	1 (8%)	2 (15%)
Indigenous	39	0 (0%)	23 (59%)	12 (31%)	4 (10%)
Latino	6	0 (0%)	3 (50%)	3 (50%)	0 (0%)
Middle Eastern	52	0 (0%)	46 (88%)	3 (6%)	3 (6%)
South Asian	6	0 (0%)	6 (100%)	0 (0%)	0 (0%)

In total, 12 percent of Unique Subjects of Use of Force Reports who were perceived as racialized or Indigenous subjects did not reside in the City of London. Unique Subjects of Use of Force Reports who were perceived as Black were more likely than the other groups in this table to have an out of town address followed by Subjects perceived to be East / Southeast Asian. Subjects perceived as Indigenous were more likely than other groups in this table to be of no fixed address followed by Subjects perceived to be Black.

IV. Perceived Race Comparison with Use of Force – Handgun / Rifle / CEW Discharge

In previous annual reports, Use of Force data was also examined using a chi-square[1] analysis to assess whether selected outcomes differed according to officers' perception of subject race. No statistically significant difference was identified in the comparative analysis undertaken for 2023 or 2024. In 2025, the analysis identified a statistically significant association in the rate at which handguns were drawn or pointed when comparing the race groupings used for that analysis.

Statistical significance identifies an association; it does not establish causation or explain why the difference occurred. The 2025 findings are therefore treated as a signal requiring continued monitoring and further contextual analysis. The descriptive and disaggregated information that follows is provided to assist the Board in understanding differences between individual race categories, sample-size limitations, perceived weapon access, incident type and other relevant circumstances.

LPS will continue to monitor these outcomes using consistent analytical methods and will identify material changes or emerging trends in future reporting.

The chart below breaks down the use of force options, handgun, rifle and CEW with all identifed race categories identified in this report. The use of force options handgun, rifle and CEW are shown in the chart below as they were the use of force options that showed an increase from 2024 to 2025 and are the most serious use of force options available to officers.

Perceived Race of Subject	Subjects of Use of Force	Handgun Deployed Incidents	Rifle Deployed Incidents	CEW Discharged Incidents
Black	69	42 (61%)	30 (43%)	9 (13%)
East/Southeast Asian	13	9 (69%)	11 (85%)	0 (0%)
Indigenous	39	20 (51%)	19 (48%)	4 (10%)
Latino	6	3 (50%)	1 (17%)	1 (17%)
Middle Eastern	52	38 (73%)	25 (48%)	1 (2%)
South Asian	6	4 (67%)	2 (33%)	0 (0%)
White	292	144 (49%)	136 (46%)	31 (11%)

Handgun deployment rates varied across groups, with higher proportional use observed among

[1] The Chi-square test is a statistical method used to analyze categorical data and determine if there is a significant association or difference between variables. It provides valuable insights into the relationships between categorical variables and helps researchers draw conclusions based on observed data. It is commonly used in fields such as social sciences, biology, marketing, and healthcare. The interpretation of the Chi-square test results involves assessing the p-value. If the p-value is less than the predetermined significance level (e.g., 0.05), it indicates that there is evidence of an association or difference between the variables. Source www.decodingdatascience.com/chi-square-test-learn/

Subjects perceived as Middle Eastern (73%), East/Southeast Asian (69%), South Asian (67%), and Black (61%). Lower rates were identified among Subjects perceived as Indigenous (51%), Latino (50%), and White (49%).

Rifle deployment rates showed some variation across groups, however much of that variation is with racialized groups with low sample sizes. Rifle deployment for subjects perceived as belonging to non-White race categories with larger sample sizes, including Black, Middle Eastern, and Indigenous, are consistent with percentages of deployment for White Subjects. While the 85% rate for East/Southeast Asian subjects stands out numerically, it is based on a relatively small number of incidents.

CEW discharge rates were relatively low across most perceived-race categories. Rates ranged from 0% to 17%; however, the highest percentage occurred in a category with a very small number of subjects and should therefore be interpreted cautiously. Overall, CEWs were discharged in approximately 10% of unique-subject use-of-force encounters.

V. Breakdown of race and possession of weapons.

The chart below shows the number of Subjects broken down by race categories and their perceived access to weapons.

Perceived Race of Subject	Subjects of Use of Force	Possessing Weapons
Black	69	57 (83%)
East/Southeast Asian	13	11 (85%)
Indigenous	39	34 (87%)
Latino	6	4 (67%)
Middle Eastern	52	43 (83%)
South Asian	6	1 (17%)
White	292	238 (82%)

The “possessing weapons” analysis indicates that weapon possession was common across most perceived race categories among subjects of force, with rates clustered between 82% and 87% for subjects perceived as White (82%), Black (83%), Middle Eastern (83%), East/Southeast Asian (85%), and Indigenous (87%).

Differences in firearm deployment rates across groups are not explained simply by whether a weapon was present, because weapon possession rates are broadly similar across most categories.

The table below provides additional context regarding the types of weapons officers perceived subjects to possess or have access to across perceived-race categories.

Perceived Race of Subject	Subjects of Use of Force	Aerosol	Club or Impact Weapon	Dog	Firearm	Knife/Edged	Unknown Type of Weapon	Weapon of Opportunity
Black	69	0 (0%)	1 (2%)	0 (0%)	43 (62%)	10 (15%)	2 (3%)	1 (2%)
East/Southeast Asian	13	0 (0%)	0 (0%)	0 (0%)	9 (69%)	2 (15%)	0 (0%)	0 (0%)
Indigenous	39	1 (3%)	1 (3%)	0 (0%)	19 (49%)	11 (28%)	2 (5%)	0 (0%)
Latino	6	0 (0%)	0 (0%)	0 (0%)	3 (50%)	0 (0%)	1 (17%)	0 (0%)
Middle Eastern	52	0 (0%)	0 (0%)	0 (0%)	34 (65%)	8 (15%)	1 (2%)	0 (0%)
South Asian	6	0 (0%)	0 (0%)	0 (0%)	1 (17%)	0 (0%)	0 (0%)	0 (0%)
White	292	1 (0.3%)	11 (4%)	1 (0.3%)	142 (49%)	71 (24%)	10 (3%)	2 (0.7%)

In the 2025 dataset, the proporion of subjects for whom a handgun was drawn or pointed was higher than the White comparison group in each of the non-White perceived race categories; however, the magnitude of the difference varied and several categories involved small numbers of subjects. Perceived access to firearms was also proportionally higher among subjects perceived as Black, East/Southeast Asian and Middle Eastern than among subjects perceived as White. These observations provide context for the force-option data but do not, on their own, establish why differences between racial groups occurred.

VI. Breakdown of race and call type

The chart presents the distribution of Use of Force incidents by perceived race of subject and categorized call type.

Perceived Race of Subject	Subjects of Use of Force	Weapon(s)	Executing Warrant	Intimate Partner Violence	Person in Crisis	Violent Crime (non-IPV)	Other Type of Incidents
Black	69	18 (26%)	19 (28%)	7 (10%)	1 (1%)	5 (7%)	19 (28%)
East/Southeast Asian	13	10 (77%)	3 (23%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Indigenous	39	22 (56%)	6 (15%)	3 (8%)	1 (3%)	2 (5%)	5 (13%)
Latino	6	3 (50%)	0 (0%)	0 (0%)	1 (17%)	0 (0%)	2 (33%)
Middle Eastern	52	25 (48%)	15 (29%)	3 (6%)	2 (4%)	1 (2%)	6 (11%)
South Asian	6	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
White	292	120 (41%)	80 (27%)	15 (5%)	29 (10%)	13 (5%)	35 (12%)

Perceived Race of Subject	Other Type of Incidents	Alarm	Assisting Other Police Service/Agency	Disturbance	Investigation	Person Stop	Police Custody Related	Property Crime	Stolen Vehicle	Traffic	Wellness/Safety Check
Black	19	1 (5%)	2 (11%)	1 (5%)	1 (5%)	1 (5%)	1 (5%)	1 (5%)	6 (32%)	1 (5%)	4 (21%)

When comparing call types across larger sample sizes, subjects perceived as Middle Eastern, Black, and White were involved in similar proportions of executing warrant-related incidents. Indigenous subjects were more frequently involved in incidents classified as “Weapon(s)” calls, while Black subjects were more commonly associated with incidents categorized as “Other” and Intimate Partner Violence relative to White subjects. “Other” was further broken down for subjects perceived to be Black, which showed the majority of the “Other” category was call types identified as stolen vehicles and wellness/safety checks.

24. OVERSIGHT AND ACCOUNTABILITY

I. London Police Service

As previously mentioned, the supervisor for any officer required to submit a Use of Force Report must be notified and provided with a copy of the Use of Force Report. The supervisor must review the Use of Force Report and related occurrence for accuracy and any use of force concerns. Once satisfied the supervisor will forward the report to the Sergeant of the Practical Skills Unit. If any concerns exist, the supervisor will notify the Sergeant of the Practical Skills Unit for follow-up. The Sergeant of the Practical Skills Unit audits the Use of Force Report and related occurrence to ensure the report is complete and to assess the reported use of force against applicable legislation, the Ontario Public-Police Interactions Training Aid and LPS procedure, including considerations of necessity, proportionality and reasonableness. Any identified concern, training issue or matter requiring further review is brought to the attention of the Inspector in charge of the Training and Professional Development Branch.

LPS procedure dictates that incidents involving Use of Force that result in serious injury or death are subject to an immediate internal review.

II. Law Enforcement Complaints Agency (LECA)

LECA is a civilian police oversight agency in Ontario that is responsible for receiving, managing and overseeing public complaints about misconduct of police officers. This agency accepts and manages complaints about Use of Force incidents from members of the public.

III. Special Investigations Unit (SIU)

The SIU is an independent civilian law-enforcement agency responsible for investigating circumstances involving officials that may fall within its statutory mandate. Under the *Special Investigations Unit Act, 2019*, the SIU's mandate includes incidents involving death, serious injury, the discharge of a firearm at a person, and reported sexual assault where the required statutory connection to an official exists. The London Police Service is required to notify the SIU when the statutory notification requirements are met and is committed to full cooperation with SIU investigations.

CONCLUSION

In accordance with subsection 17(5) of Ontario Regulation 391/23, the Chief of Police has reviewed the London Police Service's procedures respecting the use of force, having regard to the analysis and trends identified in this report. The review identified updates required to the Service's Use of Force procedure, including changes arising from the transition from the former *Police Services Act* to the *Community Safety and Policing Act, 2019*, Ontario Regulation 391/23, and current Ministry standards and reporting requirements. Those identified changes have been addressed. As with other operational procedures, the Use of Force procedure remains subject to ongoing review and will continue to evolve as legislation, provincial standards, training and operational practices change. The Service will continue to monitor identified trends and make further adjustments to training, procedures, supervision or operational practices where appropriate.

APPROVED FOR SUBMISSION BY CHIEF THAI TRUONG

X T. Truong

Thai Truong, Chief of Police

ATTACHMENTS

1. Appendix A – Ontario Public-Police Interactions Training Aid (2023)
2. Appendix B – 2021 Statistics Canada Census and O. Reg. 267/18 of the Anti-racism Act Comparison Chart

***Alternative formats, translation, and communication supports are available on request**

Appendix A
Ontario Public – Police Interactions Training Aid (2023)

Appendix B
2021 Statistics Canada Census and O. Reg. 267/18 of the *Anti-racism Act* Comparison Chart

2021 Statistics Canada Census	O. Reg. 267/18
Arab	Middle Eastern e.g., Arab, Persian, West Asian descent, e.g., Afghan, Egyptian, Iranian, Lebanese, Turkish, Kurdish, etc.
Black	Black e.g., Caribbean origins, Central and West African origins, Southern and East African origins
Chinese	East/Southeast Asian
Filipino	East/Southeast Asian
Indigenous	Indigenous
Japanese	East/Southeast Asian
Korean	East/Southeast Asian
Latin American	Latino e.g., Latin American, Hispanic descent
Multiple Visible Minorities	Indicate most appropriate
Not a Visible Minority and Not Indigenous	White
South Asian	South Asian e.g., East Indian, Pakistani, Bangladeshi, Sri Lankan, Indo-Caribbean, etc.
Southeast Asian	East/Southeast Asian
Visible Minority not Included Elsewhere	Indicate most appropriate
West Asian	

2025 ANNUAL USE OF FORCE STATISTICAL REPORT

DEEDS NOT WORDS

MANDATORY REPORTING REQUIREMENTS

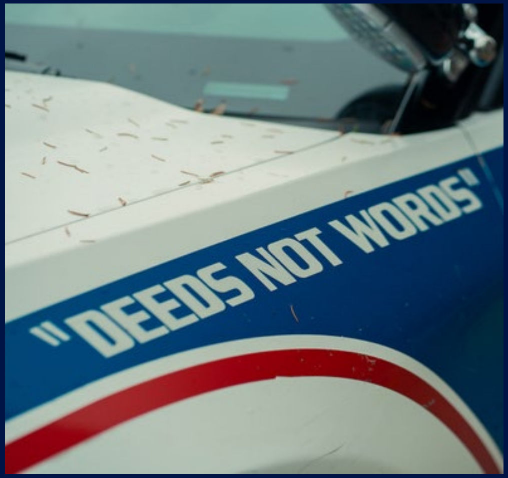
A member of a police force shall submit a report whenever the member:

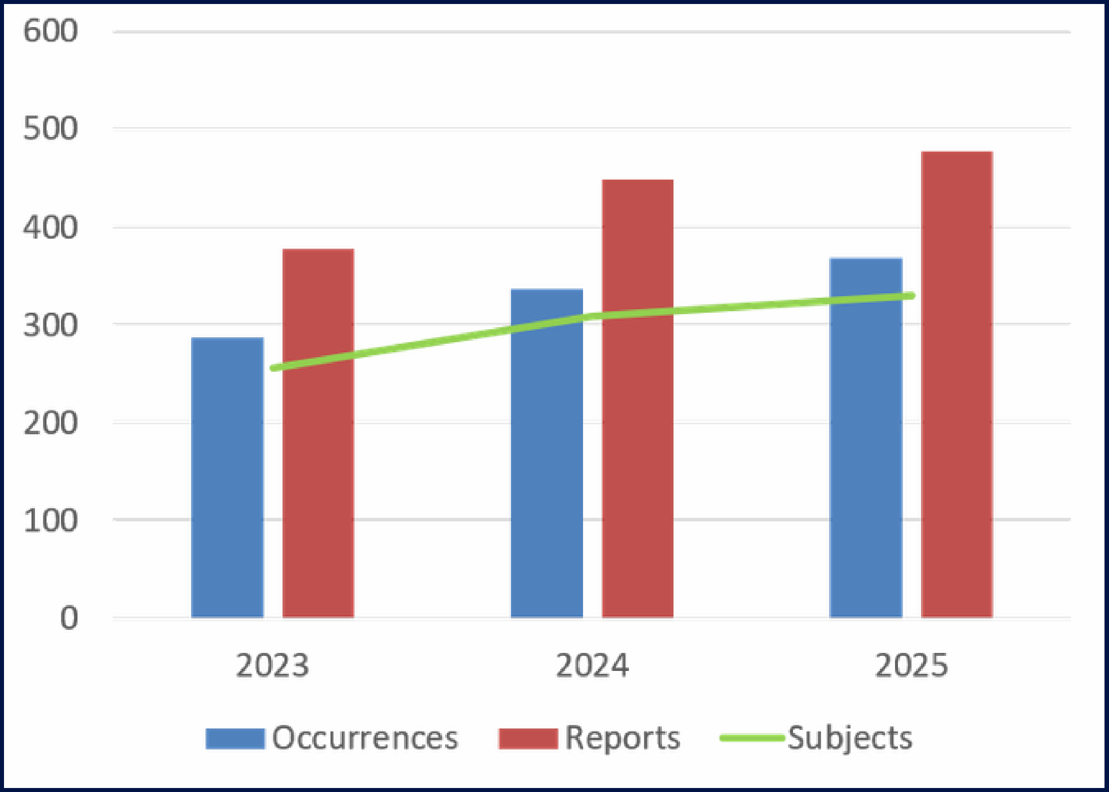
a) draws a handgun in the presence of a member of the public;
b) points a firearm at a person;
c) discharges a firearm;
d) uses a weapon on another person;
e) draws and displays a conducted energy weapon to a person with the intention of achieving compliance;*
f) points a conducted energy weapon at a person;*
g) discharges a conducted energy weapon; or
h) uses force on another person, including through the use of a horse or a dog, that results in an injury requiring the services of a physician, nurse or paramedic and the member is aware that the injury required such services before the member goes off-duty.*

3 YEAR COMPARISON

8%

increase in number of reports from 2024 to 2025.





DISPATCHED CALLS FOR SERVICE VS USE OF FORCE REPORTS

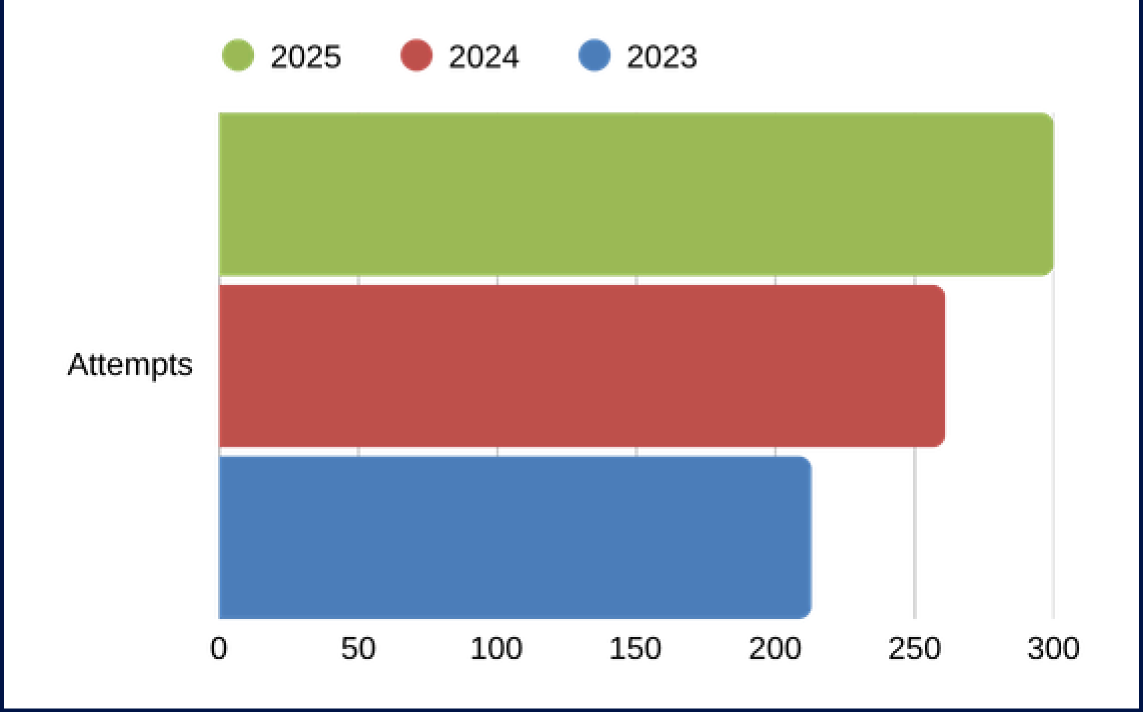
2025

- Dispatched Calls for Service – 71,036
- Total Use of Force Reports* – 368
- Number of Distinct Occurrences – 330

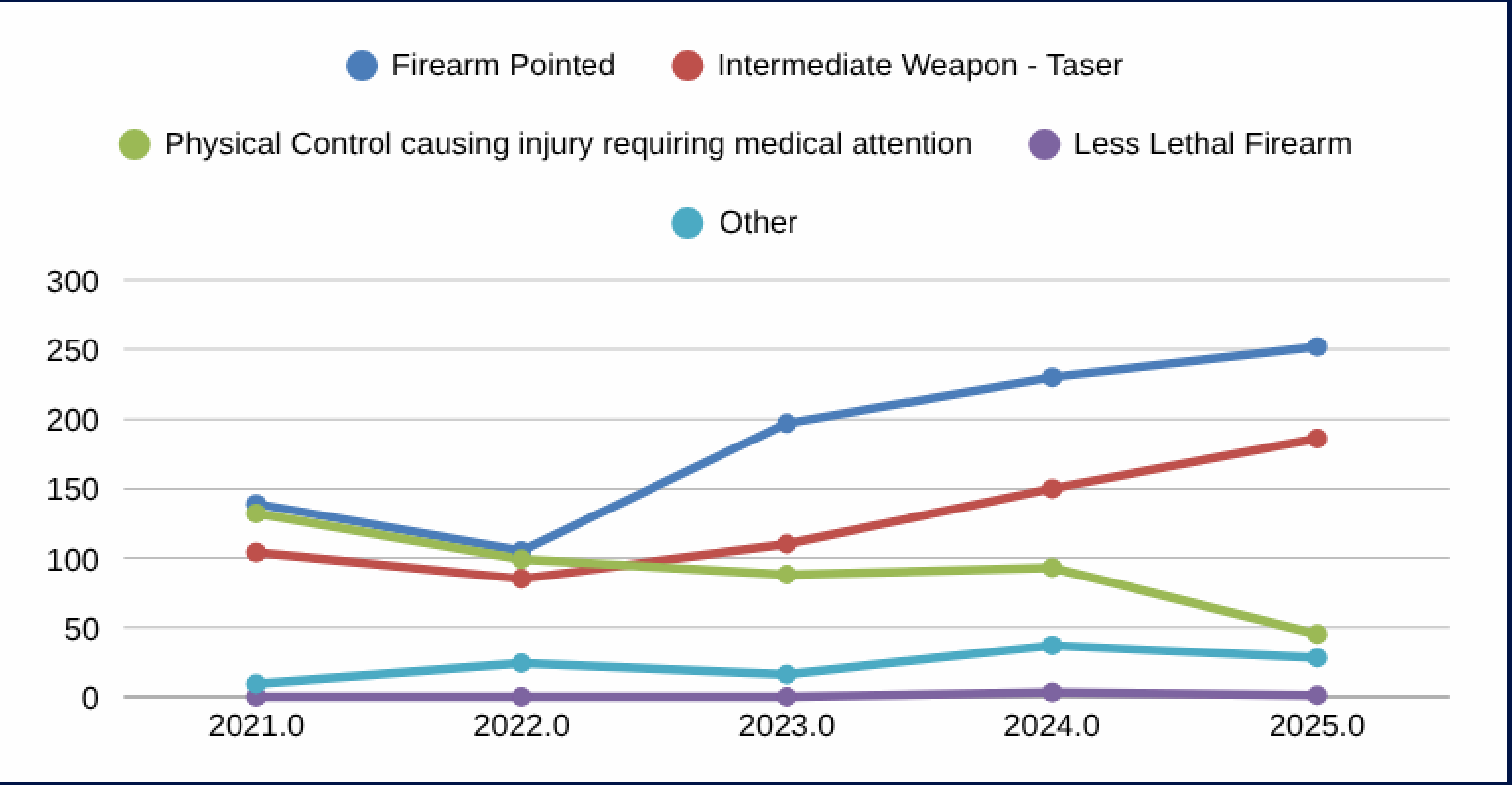
- Dispatched Calls resulting in Use of Force – **0.46%**

NUMBER OF DISTINCT OCCURRENCES WITH DE-ESCALATION ATTEMPTS

91%



TYPES OF USE OF FORCE

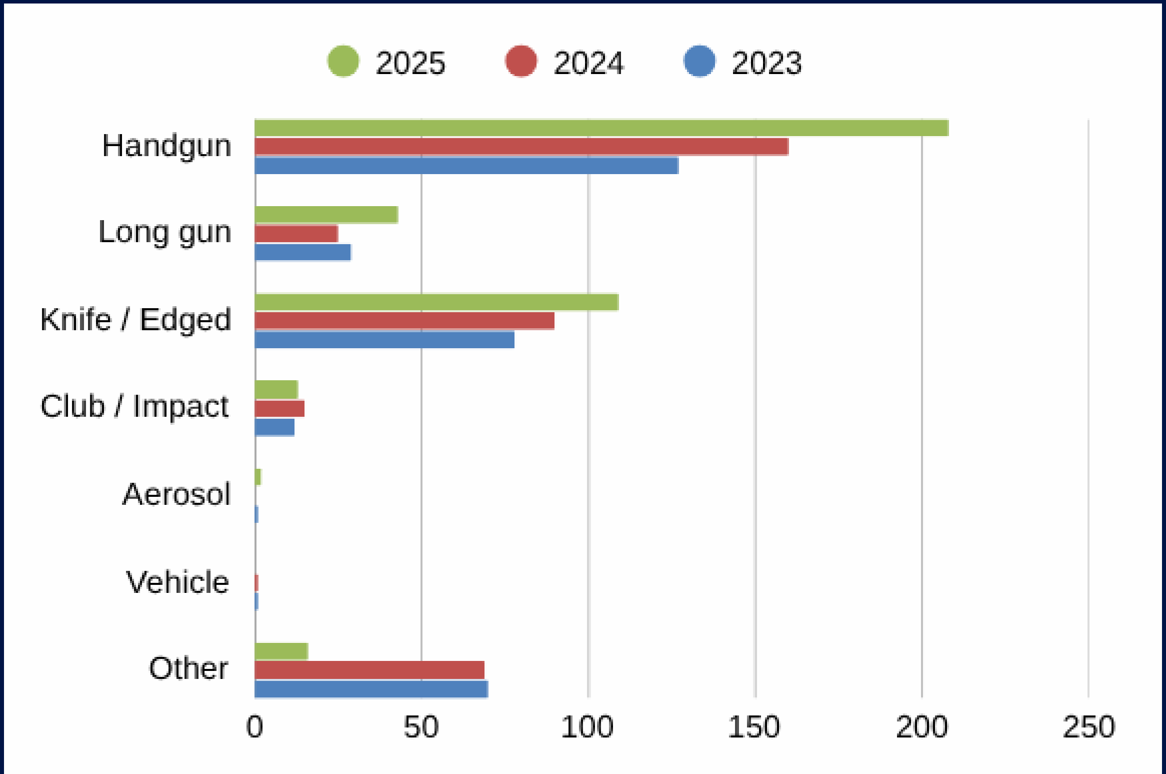


Increases observed in firearm pointed and intermediate weapon – taser, significant decrease in physical force with injury requiring medical attention

SUBJECT PERCEIVED ACCESS TO WEAPONS

81%

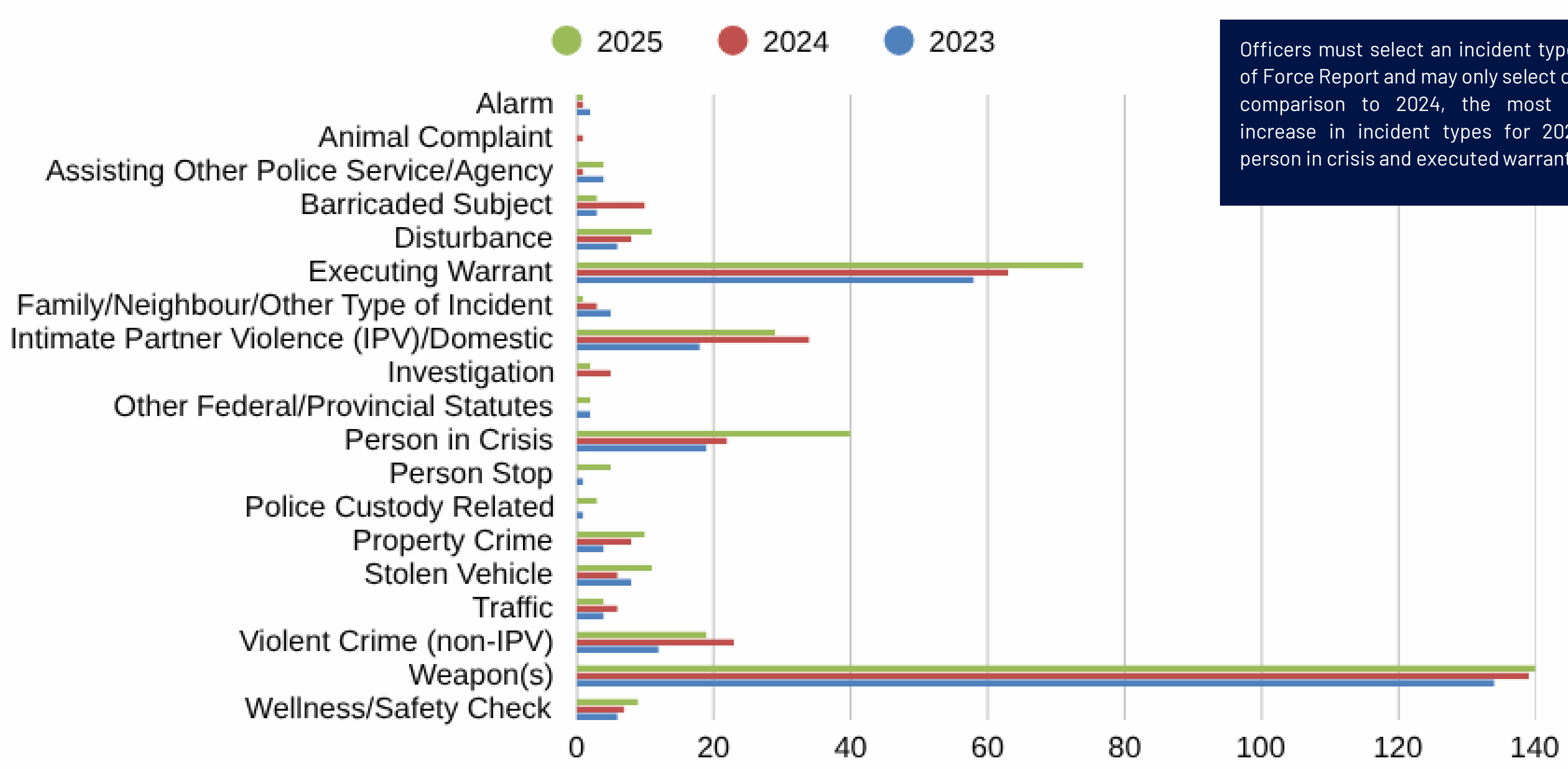
Possession of, or access to a weapon



DEEDS NOT WORDS

POLICE
LONDON

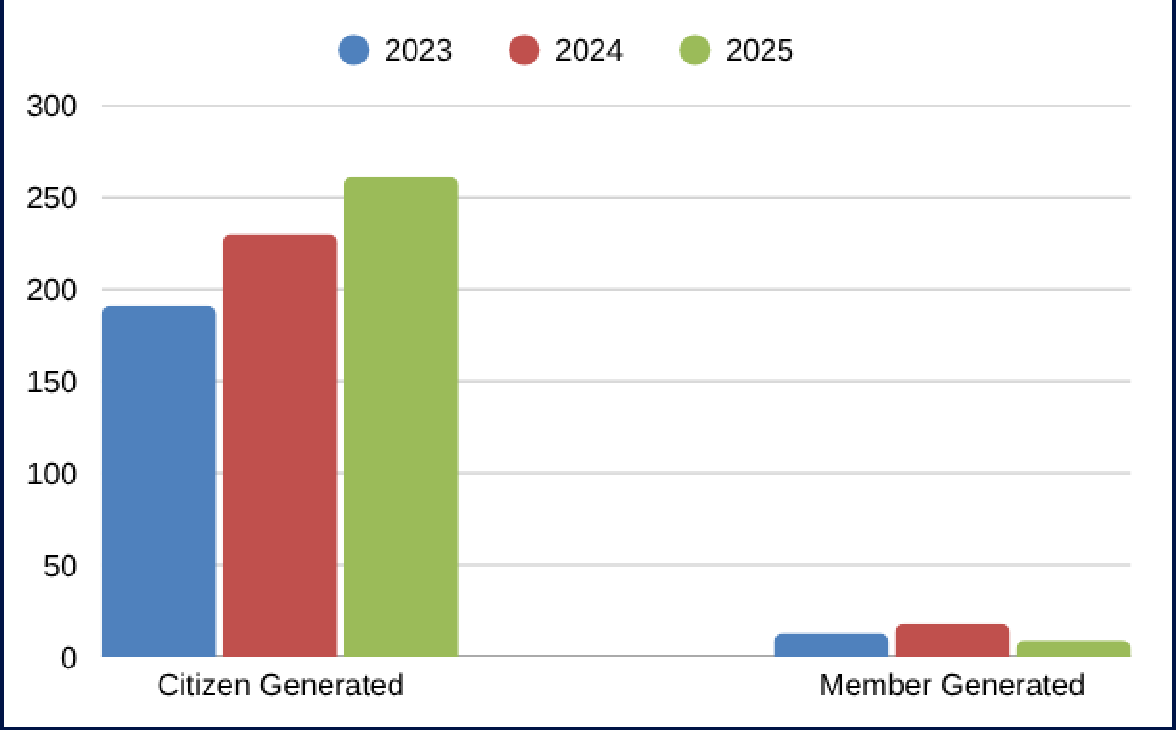
BREAKDOWN OF INCIDENT CATEGORIES

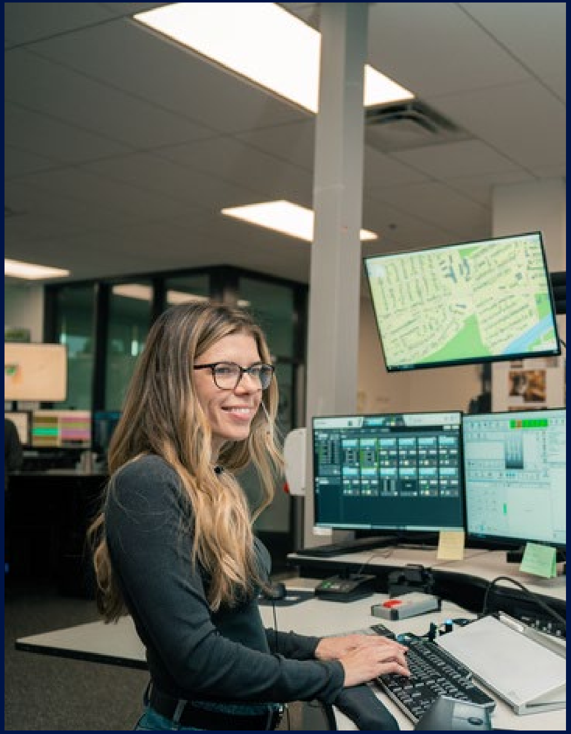


Officers must select an incident type on a Use of Force Report and may only select one type. In comparison to 2024, the most significant increase in incident types for 2025 include person in crisis and executed warrants.

DEEDS NOT WORDS

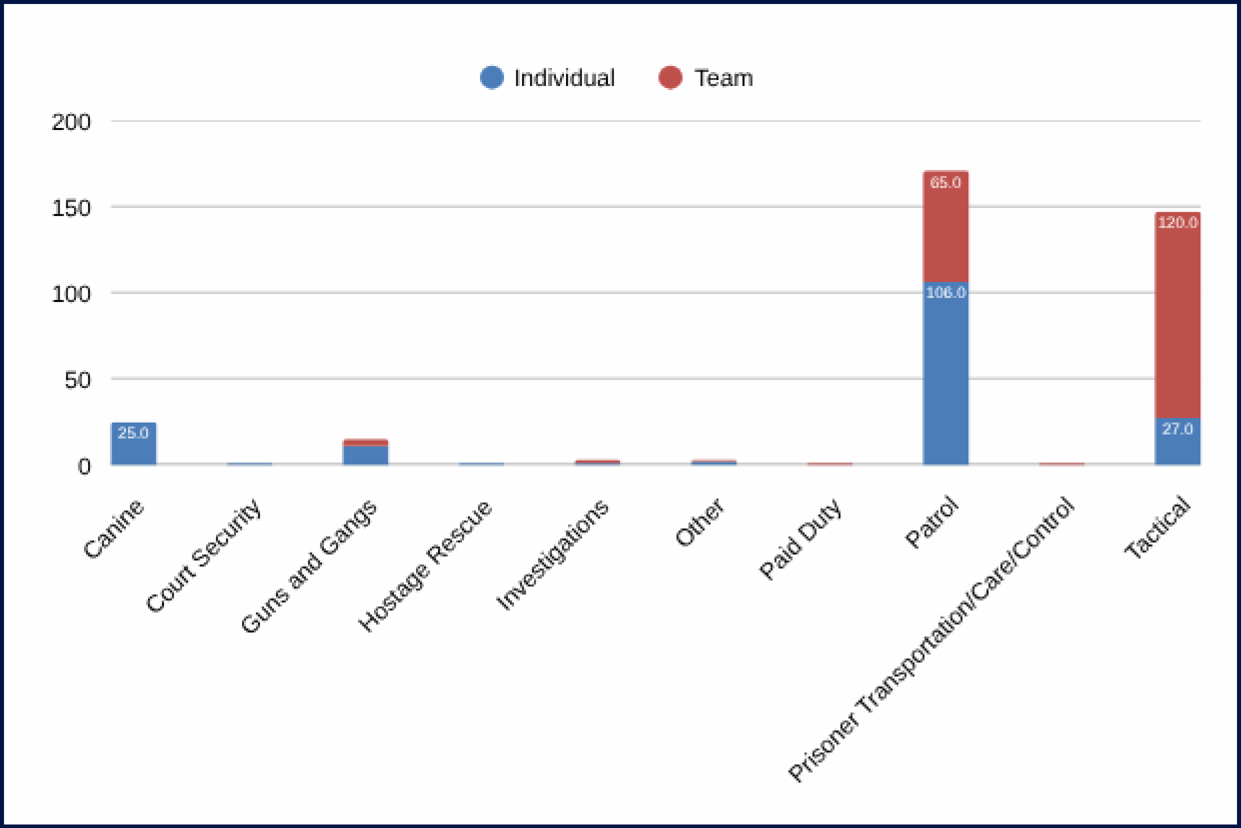
BREAKDOWN OF REPORTS BY HOW RECEIVED



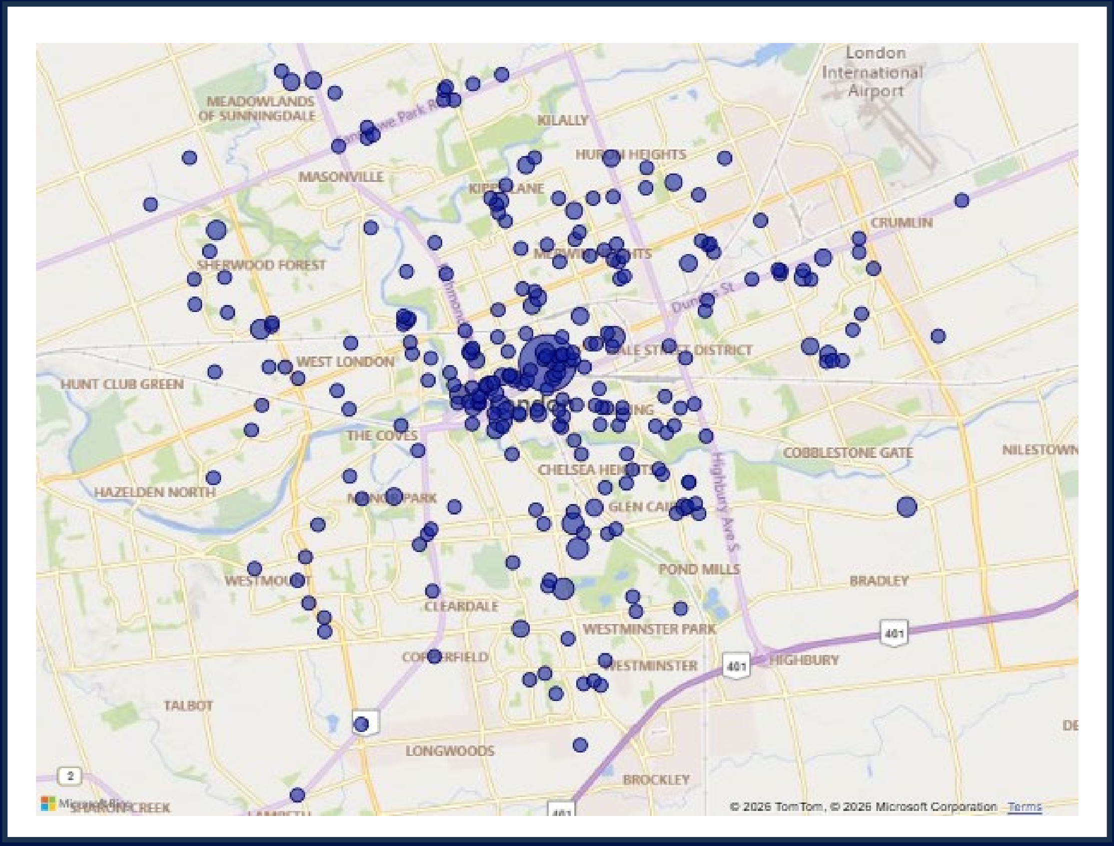


In 2025, 97% of the occurrences that had a Use of Force Report(s) were received through citizen-generated information

BREAKDOWN OF REPORTS
BYASSIGNMENT TYPE



LOCATION OF USE OF FORCE INCIDENTS



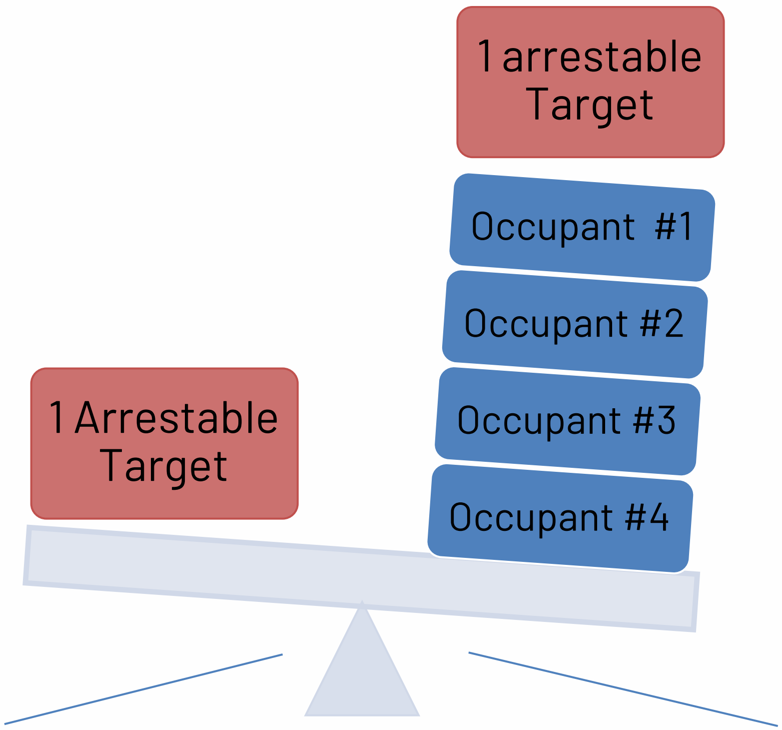
PERCEIVED RACE OF SUBJECTS

Perceived Race of Subject	% Population of London (2021 Census)	2023	2024	2025	Average (2023-2025)
Black	4.2%	15%	16%	14%	15%
East/Southeast Asian	6.9%	2%	2%	3%	2%
Indigenous Identity	2.6%	6%	4%	8%	6%
Latin American	3.0%	2%	1%	1%	1%
Middle Eastern	6.6%	12%	10%	11%	11%
South Asian	6.5%	1%	0%	1%	1%
White	68.7%	63%	66%	61%	63%

SUBJECTS – CITY OF LONDON

Perceived Race of Subject	Subjects of Use of Force	Could Not Be Determined	London	NFA	Out of Town
Black	69	1 (1%)	45 (65%)	10 (14%)	13 (19%)
East/Southeast Asian	13	0 (0%)	10 (77%)	1 (8%)	2 (15%)
Indigenous	39	0 (0%)	23 (59%)	12 (31%)	4 (10%)
Latino	6	0 (0%)	3 (50%)	3 (50%)	0 (0%)
Middle Eastern	52	0 (0%)	46 (88%)	3 (6%)	3 (6%)
South Asian	6	0 (0%)	6 (100%)	0 (0%)	0 (0%)

SUBJECT COUNTS IN HIGH-RISK INVESTIGATIONS



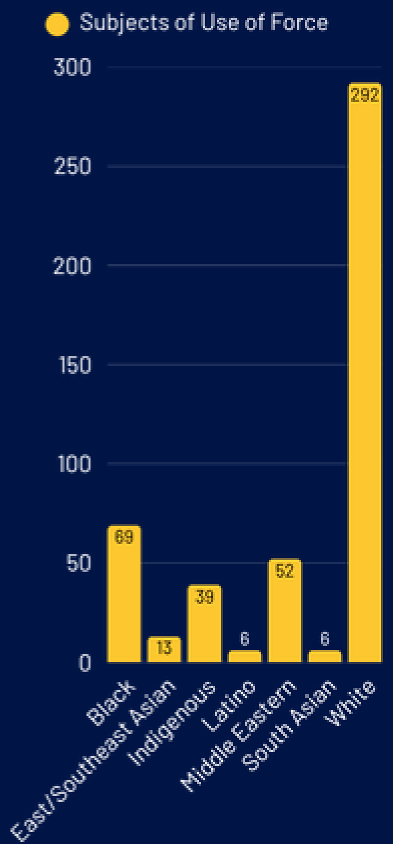
5 subjects on Use of Force Report

Force used to execute warrant / high risk vehicle stop

STATISTICAL ANALYSIS
DISAGGREGATED REPORTING

Perceived Race of Subject	Subjects of Use of Force	Handgun Deployed Incidents	Rifle Deployed Incidents	CEW Discharged Incidents
Black	69	42 (61%)	30 (43%)	9 (13%)
East/Southeast Asian	13	9 (69%)	11 (85%)	0 (0%)
Indigenous	39	20 (51%)	19 (48%)	4 (10%)
Latino	6	3 (50%)	1 (17%)	1 (17%)
Middle Eastern	52	38 (73%)	25 (48%)	1 (2%)
South Asian	6	4 (67%)	2 (33%)	0 (0%)
White	292	144 (49%)	136 (46%)	31 (11%)

PERCEIVED RACE AND WEAPONS POSSESSION



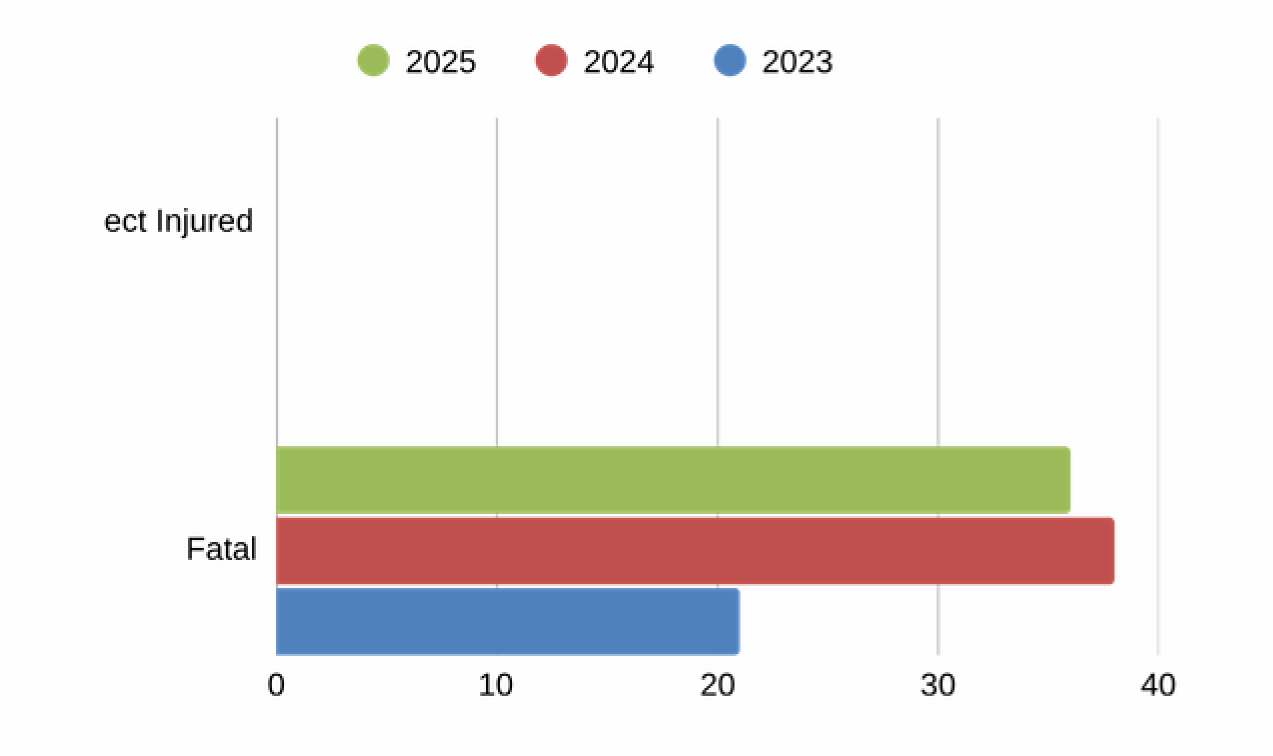
Perceived Race of Subject	Subjects of Use of Force	Aerosol	Club or Impact Weapon	Dog	Firearm	Knife/Edged Weapon	Unknown	Weapon of Opportunity
Black	69	0 (0%)	1 (2%)	0 (0%)	43 (62%)	10 (15%)	2 (3%)	1 (2%)
East/Southeast Asian	13	0 (0%)	0 (0%)	0 (0%)	9 (69%)	2 (15%)	0 (0%)	0 (0%)
Indigenous	39	1 (3%)	1 (3%)	0 (0%)	19 (49%)	11 (28%)	2 (5%)	0 (0%)
Latino	6	0 (0%)	0 (0%)	0 (0%)	3 (50%)	0 (0%)	1 (17%)	0 (0%)
Middle Eastern	52	0 (0%)	0 (0%)	0 (0%)	34 (65%)	8 (15%)	1 (2%)	0 (0%)
South Asian	6	0 (0%)	0 (0%)	0 (0%)	1 (17%)	0 (0%)	0 (0%)	0 (0%)
White	292	1 (0.3%)	11 (4%)	1 (0.3%)	142 (49%)	71 (24%)	10 (3%)	2 (0.7%)

DEEDS NOT WORDS

PERCEIVED RACE AND CALL TYPE

Perceived Race of Subject	Subjects of Use of Force	Weapon(s)	Executing Warrant	Intimate Partner Violence	Person in Crisis	Violent Crime (non-IPV)	Other Type of Incidents
Black	69	18 (26%)	19 (28%)	7 (10%)	1 (1%)	5 (7%)	19 (28%)
East/Southeast Asian	13	10 (77%)	3 (23%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Indigenous	39	22 (56%)	6 (15%)	3 (8%)	1 (3%)	2 (5%)	5 (13%)
Latino	6	3 (50%)	0 (0%)	0 (0%)	1 (17%)	0 (0%)	2 (33%)
Middle Eastern	52	25 (48%)	15 (29%)	3 (6%)	2 (4%)	1 (2%)	6 (11%)
South Asian	6	6 (100%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
White	292	120 (41%)	80 (27%)	15 (5%)	29 (10%)	13 (5%)	35 (12%)

INJURIES SUSTAINED DUE TO THE APPLICATION OF FORCE



DEEDS NOT WORDS

CONCLUSION

Regular Evaluation: Continue regular analysis of Use of Force data to monitor and address potential racial disparities.

Enhanced Training: Maintain a strong focus on de-escalation and cultural competence training.

Transparency and Accountability: Commit to transparency in reporting and accountability in all actions.

LONDON POLICE SERVICE

OPEN REPORT TO THE LONDON POLICE SERVICE BOARD

Report Number	2608FF01
Board Meeting Date	August 20, 2026

Microsoft Unified Support Agreement

Roger Ramkissoon, Chief Administrative Officer

REASON FOR REPORT

☑ Seeking Decision

☐ Receive for Information/Update

RECOMMENDATION(S)

THAT the London Police Service Board (the "Board"):

1. Approve the renewal of Microsoft Unified Enterprise Support with Microsoft Canada Inc. for a further three-year term commencing July 15, 2026 and expiring July 14, 2029, in the amount of $207,187.50 excluding taxes, resulting in an aggregate contract term from July 15, 2023, to July 14, 2029.
2. Authorize the renewal of this agreement, as the resulting contract term will exceed five (5) years. Board approval is required in accordance with Section 11(a) of the Procurement Policy.
3. Approve the single-source procurement justification for the renewal of Microsoft Unified Enterprise Support with Microsoft Canada Inc. as outlined in the report.

SUMMARY

The purpose of this report is to seek Board approval to renew the London Police Service's (LPS) Microsoft Unified Enterprise Support agreement for a further three-year term. The renewal will continue enterprise-level support coverage for Microsoft technologies used across LPS, including access to Microsoft technical support, escalation services, advisory support, on-demand assessments, and proactive services. Board approval is required because the proposed renewal would extend the Microsoft Unified Enterprise Support relationship from the initial support term of July 15, 2023, to July 14, 2026, through to July 14, 2029, resulting in an aggregate support term exceeding five years. The support work order is tied to, and governed by, the Microsoft Business

and Services Agreement effective May 1, 2022.

FINANCIAL IMPLICATIONS

The total financial implication of the proposed three-year renewal is $207,187.50, excluding taxes. The agreement is billed annually at $69,062.50 per year for Year 1, Year 2, and Year 3, with billing dates of July 15, 2026, July 15, 2027, and July 15, 2028. Funding for this renewal is accounted for within the existing Information Technology Branch operating budget.

BACKGROUND

The London Police Service uses Microsoft technologies across its core business, operational, collaboration, cybersecurity, and cloud environments. Microsoft Unified Enterprise Support provides enterprise-level support for these technologies through Microsoft Canada Inc. The current support term runs from July 15, 2023, to July 14, 2026. The proposed renewal would continue this support for a further three-year term, from July 15, 2026, to July 14, 2029. The renewal is documented through Microsoft Enterprise Services Work Order 6CAN2607-1052661-1052661 and is tied to the Microsoft Business and Services Agreement reference U7741338, effective May 1, 2022, which was previously reviewed by Legal Services (Miller Thomson LLP)

DISCUSSION

The proposed renewal is being brought forward for Board approval because it would extend the aggregate Microsoft Unified Enterprise Support term beyond five years. Although the renewal fee is within the Chief of Police's delegated approval limits, LPSB Policy 103 requires Board approval where the length of a contract, including renewals or extensions, exceeds the permitted term threshold.

Renewal of Microsoft Unified Enterprise Support will maintain LPS's access to Microsoft technical expertise, priority problem resolution, escalation support, advisory services, service delivery management, on-demand assessments, education, and proactive services. These services support operational continuity, cybersecurity response, and the effective use of Microsoft technologies across the organization.

Not renewing Microsoft Unified Support would reduce LPS's access to direct Microsoft support and escalation pathways for critical platforms, increasing operational, cybersecurity, and service continuity risks.

The current agreement expired on July 15, 2026. Microsoft has extended support for a 30-day period, ending August 13, 2026; however, this still results in an approximate two-week gap in coverage before Board approval can be obtained. Microsoft has advised that LPS may access support during this interim period on a per-use basis, which is an acceptable mitigation.

PROCUREMENT CONSIDERATIONS

Microsoft Unified Support is a proprietary support service delivered directly by Microsoft for its products and cloud services. The service provides access to Microsoft support engineers, escalation resources, product specialists, diagnostic tools, and coordinated support across the Microsoft technology environment. These services, including direct escalation to Microsoft product teams and access to Microsoft's internal support resources, cannot be provided on an equivalent basis by another vendor.

Accordingly, the purchase should qualify as a single source procurement, as Microsoft is the only supplier capable of providing the required Unified Support services. Procuring the service directly from Microsoft also maintains continuity of support, avoids disruption to existing escalation processes, and ensures that critical incidents affecting Microsoft systems can be addressed directly by the product manufacturer.

LEGAL CONSIDERATIONS

The proposed renewal is governed by the existing Microsoft Business and Services Agreement ("MBSA"), effective May 1, 2022, pursuant to which Microsoft Enterprise Services Work Order 6CAN2607-1052661 has been issued. The MBSA was previously reviewed by LPSB external legal counsel (Miller Thomson LLP) and serves as the contractual framework for the Microsoft Unified Enterprise Support services provided to the LPS. The current request is for a renewal and extension of support services under that existing contractual framework rather than the acquisition of a new software or services agreement.

Section 11(a) of LPSB Policy 103 requires that a report be submitted to the Board prior to authorizing an award "where the term of a proposed contract is for a period greater than five (5) years, or where the renewal or extension of a contract would result in an aggregate term of greater than five (5) years". The current Microsoft Unified Enterprise Support term extends from July 15, 2023, to July 14, 2026. Approval of the proposed renewal through July 14, 2029, would result in an aggregate contract term of six (6) years and therefore requires Board approval pursuant to Section 11(a) of LPSB Policy 103.

Legal Services has reviewed the associated renewal documentation and subject to the Board approval requirement of LPSB Policy 103 and execution by the authorized signing authorities, we have identified no legal issues that would preclude the LPSB from entering into the proposed renewal. The agreement represents a continuation of an existing support relationship with Microsoft and is intended to maintain enterprise support services for Microsoft technologies currently utilized by the LPS.

CONCLUSION

Approval of the Microsoft Unified Enterprise Support renewal will ensure continued access to enterprise-level Microsoft support services for critical LPS technology platforms. The renewal is funded within the existing IT operating budget and is being brought forward for Board approval due to the aggregate term exceeding five years.

APPROVED FOR SUBMISSION BY CHIEF THAI TRUONG

X T. Truong

Thai Truong, Chief of Police

ATTACHMENTS

1. Microsoft Enterprise Services Work Order 6CAN2607-1052661-1052661
2. Microsoft Business and Services Agreement (MBSA)

***Alternative formats, translation, and communication supports are available on request**

Microsoft Enterprise Services Work Order

Work Order Number *(Microsoft Affiliate to complete)*	**6CAN2607-1052661-1052661**

This Work Order consists of the terms and conditions below, and the provisions of the **Microsoft Business and Services Agreement** reference **U7741338,** effective as of **5/1/2022** (the "Agreement"), the provisions of the Description of Services applicable to the Professional Services identified in this Work Order, and any attachments or exhibits referenced in this Work Order, all of which are incorporated herein by this reference. In this Work Order "Customer," "you," or "your" means the undersigned customer or its affiliate and "Microsoft", "we," "us," or "our" means the undersigned Microsoft-affiliate.

By signing below the parties acknowledge and agree to be bound to the terms of this Work Order, the Agreement and all other provisions incorporated in them. This Work Order is effective as of the date that Microsoft signs this Work Order. Regardless of any terms and conditions contained in a purchase order, if any, the terms of this Work Order apply.

Customer
Name of Customer **London Police Service**
Signature
Name of person signing (please print)
Title of person signing (please print)
Signature-date
Name of Customer or its Affiliate that executed the Agreement (if different from Customer above)

Microsoft Affiliate
Name **Microsoft Canada Inc**
Signature
Name of person signing (please print)
Title of person signing (please print)
Signature date (effective date)

Does Customer issue or require a customer purchase order for the payment of Microsoft Services?

[ ] Yes or [ ] No

If "No" is selected above Customer represents and warrants that it does not require purchase order(s) be submitted to Microsoft for payment of the Microsoft Services Fees listed herein. The absence of a purchase order or any other documentation or information required for processing payment outside the fully executed contract, shall not nullify the Customer payment obligation.

If no purchase order is required, Customer must complete "Customer invoice information" below and ensure it is accurate or revised in a timely manner. The Customer shall provide Microsoft with a complete purchase order, prior to service start date, if required. Further, the below "Customer Billing information" must be completed prior to: (a) Customer signing this Work Order; and (b) Microsoft invoicing Customer.

Customer Billing information (Billing contact who will receive invoices and payment notices under this Work Order)		
Name of Customer London Police Service	Contact Name (Receives invoices under this Work Order) Accounts Payable	
Street Address 601 Dundas Street	Billing contact E-Mail Address bresvick@londonpolice.ca	
City London	State/Province Ontario	Phone
Country Canada	Postal Code N6B 1X1	Fax

Support Services and Fees

Term.

Microsoft Enterprise Support Services will commence on **7/15/2026** (the "Support Commencement Date") and will expire on **7/14/2029** (the "Support Expiration Date").

Description of Services.

Please refer to the current Unified Support Services Description ("USSD") which will be incorporated by reference and is published by Microsoft from time to time at www.microsoft.com/unified-support-services-description. Microsoft may update the support services you purchase under this agreement from time to time, provided that the level of support services you purchase will not materially decrease during the current Term.

Services by Support Location:

Unified Enterprise Support - 2026-27 Canada 7/15/2026 - 7/14/2027		
Quantity	Service	Service Type
Included	Enterprise Advisory Support Hours As-needed	Advisory Services
Included	Enterprise Azure Problem Resolution Hours As-needed	Problem Resolution Support
Included	Enterprise On-demand Assessment	On-Demand Assessment
Included	Enterprise On-Demand Education	On-Demand Education
Included	Enterprise Online Support Portal	Administrative
Included	Enterprise Problem Resolution Hours As-needed	Problem Resolution Support
Included	Enterprise Reactive Support Management	Service Delivery Management
Included	Enterprise Service Delivery Management	Service Delivery Management
Included	Enterprise Webcasts As-Needed	Webcast
Included	Reactive Enabled Contacts	Problem Resolution Support
100 ea	On-Demand Assessment - Setup and Config Service As-needed	On-Demand Assessment Remote
Included	Success Programs	Service Delivery Management

Unified Enterprise Support - 2027-28 Canada 7/15/2027 - 7/14/2028		
Quantity	Service	Service Type
Included	Enterprise Advisory Support Hours As-needed	Advisory Services
Included	Enterprise Azure Problem Resolution Hours As-needed	Problem Resolution Support
Included	Enterprise On-demand Assessment	On-Demand Assessment
Included	Enterprise On-Demand Education	On-Demand Education
Included	Enterprise Online Support Portal	Administrative
Included	Enterprise Problem Resolution Hours As-needed	Problem Resolution Support
Included	Enterprise Reactive Support Management	Service Delivery Management
Included	Enterprise Service Delivery Management	Service Delivery Management
Included	Enterprise Webcasts As-Needed	Webcast
Included	Reactive Enabled Contacts	Problem Resolution Support
100 ea	On-Demand Assessment - Setup and Config Service As-needed	On-Demand Assessment Remote
Included	Success Programs	Service Delivery Management

Unified Enterprise Support - 2028-29 Canada 7/15/2028 - 7/14/2029		
Quantity	Service	Service Type
Included	Enterprise Advisory Support Hours As-needed	Advisory Services
Included	Enterprise Azure Problem Resolution Hours As-needed	Problem Resolution Support
Included	Enterprise On-demand Assessment	On-Demand Assessment
Included	Enterprise On-Demand Education	On-Demand Education
Included	Enterprise Online Support Portal	Administrative
Included	Enterprise Problem Resolution Hours As-needed	Problem Resolution Support
Included	Enterprise Reactive Support Management	Service Delivery Management
Included	Enterprise Service Delivery Management	Service Delivery Management
Included	Enterprise Webcasts As-Needed	Webcast

Included	Reactive Enabled Contacts	Problem Resolution Support
100 ea	On-Demand Assessment - Setup and Config Service As-needed	On-Demand Assessment Remote
Included	Success Programs	Service Delivery Management

Unified Proactive Services Add on | Unified Proactive Svcs Enterprise Modern Work - 2026-27 Canada 7/15/2026 - 7/14/2027		
Quantity	Service	Service Type
1 ea	Onsite Visit	Onsite Support
1 ea	Onboarding Accelerator - Microsoft Defender for Cloud - 2 Day	Onboarding Services
1 ea	Workshop - Microsoft Defender for Cloud Apps - 1 Day Closed Workshop	WorkshopPLUS

Unified Proactive Services Add on | Unified Proactive Svcs Enterprise Modern Work - 2027-28 Canada 7/15/2027 - 7/14/2028		
Quantity	Service	Service Type
1 ea	Onsite Visit	Onsite Support
340 ea	Proactive Credits	Proactive Credits

Unified Proactive Services Add on | Unified Proactive Svcs Enterprise Modern Work - 2028-29 Canada 7/15/2028 - 7/14/2029		
Quantity	Service	Service Type
1 ea	Onsite Visit	Onsite Support
340 ea	Proactive Credits	Proactive Credits

Support Services Fees.

The items listed in the table above represent the services that Customer has purchased for use during the term of this Work Order, and applicable fees are shown in the table below. Microsoft Support Services are non-refundable and prepaid at year one and subsequent anniversaries of the Support Commencement Date. Before Microsoft commences provision of Microsoft Support Services, Microsoft must receive a signed copy of this Work Order and Customer's payment, purchase order or, if applicable, completed Customer invoice information above. Microsoft will invoice Customer, and Customer agrees to pay Microsoft within **30 calendar days** of the date of Microsoft invoice. Please note that failure of payment to Microsoft may result in service suspension. Microsoft reserves the right to adjust Microsoft fees in connection with implementing any changes requested by Customer to the Microsoft Support Services ordered herein. Any modified fees will be documented in an amendment.

Support Services Fee Summary	Year 1 7/15/2026 - 7/14/2027	Year 2 7/15/2027 - 7/14/2028	Year 3 7/15/2028 - 7/14/2029	Total(CAD)
Appraised Product Spend	673,857.00	673,857.00	673,857.00	2,021,571.00
Unified Base Ent	69,062.50	69,062.50	69,062.50	207,187.50
Sub-Total: Unified Ent	**69,062.50**	**69,062.50**	**69,062.50**	**207,187.50**
Pro Svs Ent AddOn ModWork	34,531.25	34,531.25	34,531.25	103,593.75
Add-Ons	**34,531.25**	**34,531.25**	**34,531.25**	**103,593.75**
Flex Allowance	-34,531.25	-34,531.25	-34,531.25	-103,593.75
Sub-Total Add-Ons	**0.00**	**0.00**	**0.00**	**0.00**
Total Fees (excluding taxes)	**69,062.50**	**69,062.50**	**69,062.50**	**207,187.50**

*The Microsoft Unified Enterprise fees described above are based on the Unified Enterprise Graduated Pricing Rate Table below along with the total value each year for Customer's validly licensed, commercially released and generally available Microsoft products, and cloud services subscriptions as identified in Appendix A of this Work Order (collectively, the "Appraised Product Spend") to calculate Customer's Microsoft Unified fees for the **3 Years** Support Term.

Prior to each contract anniversary of the Support Commencement Date, Customer's Appraised Product Spend will be re-calculated for the upcoming contract year based on the previous 12 months ("Actual Product Spend"). If Customer's Actual Product Spend is more than **ten percent (10%)** above the Appraised Product Spend shown for that upcoming contract year in the Support Services Fee Summary table above, Microsoft will recalculate the associated Microsoft Unified Enterprise fees for the upcoming contract year. The recalculated Microsoft Unified Enterprise fees will be based on the Actual Product Spend and the Unified Enterprise Graduated Pricing Rate Table. The Discount Rate Table will be applied to the Microsoft Unified Enterprise fees for the appropriate year. Microsoft will invoice the customer for the difference between the re-calculated price and the original scheduled Microsoft Unified Enterprise fees sub-total from the Support Services Fee Summary table above. Customer agrees to pay Microsoft such additional amounts within **30** calendar days of the date of Microsoft's invoice. Please note that failure of payment to Microsoft may result in service suspension. Enterprise Customer may receive additional Flex Allowance which may be applied towards new proactive services, enhanced services and solutions services, and/or custom proactive services. Should Customer fail to allocate the Flex Allowance prior to the contract anniversary, Microsoft may apply the additional Flex Allowance towards new proactive credits.

Unified Enterprise Graduated Pricing Rate Table				
	Infrastructure			User
Product Spend	Azure	On-Prem Server	Product Spend	Modern Work, Biz Apps, On-Prem User
$0 to $1.8M	10%	10%	$0 to $1.5M	7.5%

$1.8M to $6M	7%	7%	$1.5M to $3M	6.5%
$6M to $12M	5%	5%	$3M to $6M	5.5%
$12M to $30M	3%	3%	$6M to $15M	4.5%
$30M to $60M	2.25%	2.25%	>$15M	3.5%
$60M to $120M	2%	2%		
>$120M	1.75%	1.75%		

All product spend amounts in the Unified Enterprise Graduated Pricing Rate Table are shown in USD. The minimum recalculated Microsoft Unified Enterprise fees is $50,000.

Billing Schedule	Billing Date (M/d/yyyy)	Fee CAD
Year 1 Services	7/15/2026	69,062.50
Year 2 Services	7/15/2027	69,062.50
Year 3 Services	7/15/2028	69,062.50
Total Fees (excluding taxes)		**207,187.50**

Support for Microsoft Products

Microsoft will provide support for Customer's licensed, commercially released, and generally available Microsoft products, and cloud services subscriptions purchased by Customer or Customer's Affiliate: i) under the licensing enrollments and agreements, as indicated in Appendix A; and ii) during the Term of this Work Order. Such products and subscriptions exclude those purchased by any party that is not Customer's Affiliate as of the Support Commencement Date.

Foundational Services Requirement:

An active Foundational Services (formally referred to as Base Package) agreement is required to acquire and continue additional services, including Proactive Services, Mission Critical services, Enhanced Solutions, and Multi-Country services, unless explicitly stated otherwise. If your Unified Support services agreement with Foundational Services expires or is terminated, all additional services will also be terminated on the same date without any refund *prorata temporis*, even if purchased separately.

Customer Named Contact(s).

Any changes to the named contacts should be submitted to Microsoft Contact.

Name of Customer Support Service Administrator Jack Morgan.		
Street Address P.O. Box 3415 601		Contact E-Mail Address jmorgan@londonpolice.ca
City London	State/Province ON	Phone 519-661-5496
Country Canada	Postal Code N6A 4K9	Fax

Use, ownership, restrictions and rights.

Products.

"Product" means all products identified in the Product Terms, such as all Software, Online Services and other web-based services, including pre-release or beta versions. Product availability may vary by region. "Product Terms" means the information about Microsoft Products and Professional Services available through volume licensing. The Product Terms are published on the Volume Licensing Site and is updated from time to time. "Volume Licensing Site" means http://www.microsoft.com/licensing/contracts or a successor site.

All products and related solutions provided under this Work Order will be licensed according to the terms of the license agreement packaged with or otherwise applicable to such product. Customer is responsible for paying any licensing fees associated with Products.

Fixes.

"Fixes" means Product fixes, modifications, enhancements, or their derivatives, that Microsoft either releases generally (such as service packs), or that Microsoft provides to Customer when performing Professional Services (all support, planning, consulting and other professional services or advice, including any resulting deliverables provided to Customer under this Work Order, to address a specific issue. "Professional Services" means Product support services and Microsoft consulting services provided to Customer under this Work Order. "Professional Services" or "services" does not include Online Services, unless specifically noted.

Fixes are licensed according to the license terms applicable to the Product to which those Fixes relate. If the Fixes are not provided for a specific Product, any other use terms Microsoft provides with the Fixes will apply.

Pre-existing Work.

"Pre-existing Work" means any computer code or other written materials developed or otherwise obtained independent of this Work Order.

All rights in Pre-existing Work shall remain the sole property of the party providing the Pre-existing Work. Each party may use, reproduce and modify the other party's Pre-existing Work only as needed to perform obligations related to Professional Services.

Services Deliverables.

“Services Deliverables” means any computer code or materials, other than Products or Fixes that Microsoft leaves with Customer at the conclusion of Microsoft’s performance of Professional Services. Upon payment in full for the Professional Services, Microsoft grants Customer a non-exclusive, non-transferable perpetual, fully paid-up license to reproduce, use and modify the Services Deliverable, solely in the form delivered to Customer and solely for Customer’s internal business purposes, subject to the terms and conditions of this Work Order.

If the customer is a government entity, the crown copyright in section 12 of the Copyright Act shall not apply in respect of any non-code Services Deliverables. Customer will execute or arrange for the execution of all documents and provide all reasonable assistance to give full effect to the foregoing sentence.

Non-Microsoft software and technology.

Customer is solely responsible for any non-Microsoft software or technology that it installs or uses with the Products, Fixes, or Services Deliverables.

Affiliates’ rights

“Affiliate” means any legal entity that controls, is controlled by, or that is under common control with a party. “Control” means ownership of more than a 50% interest of voting securities in an entity or the power to direct the management and policies of an entity.

Customer may sublicense the rights contained in this section relating to Services Deliverables to its Affiliates, but Customer's Affiliates may not sublicense these rights and Customer's Affiliates' use must be consistent with the license terms contained in this Work Order.

Restrictions on use.

Customer must not (and is not licensed to) (1) reverse engineer, decompile or disassemble any Product, Fix, or Services Deliverable; (2) install or use non-Microsoft software or technology in any way that would subject Microsoft's intellectual property or technology to any other license terms;

or (3) work around any technical limitations in a Product, Fix or Services Deliverable or restrictions in Product documentation. Except as expressly permitted in this Work Order or Product documentation, Customer must not (and is not licensed to) (1) separate and run parts of a Product or Fix on more than one device, upgrade or downgrade parts of a Product or Fix at different times, or transfer parts of a Product or Fix separately; or (2) distribute, sublicense, rent, lease, lend any Products, Fixes, or Services Deliverables, in whole or in part, or use them to offer hosting services to a third party.

Reservation of rights.

Products, Fixes, and Services Deliverables are protected by copyright and other intellectual property rights laws and international treaties. Microsoft reserves all rights not expressly granted in this agreement. No rights will be granted or implied by waiver or estoppel. Rights to access or use Software on a device do not give Customer any right to implement Microsoft patents or other Microsoft intellectual property in the device itself or in any other software or devices.

Microsoft Professional Services Data Protection Addendum and Confidentiality.

"Professional Services Data" means all data, including all text, sound, video, image files, or software, that are provided to Microsoft by, or on behalf of, Customer (or that Customer authorizes Microsoft to obtain from an Online Service) or otherwise obtained or processed by or on behalf of Microsoft through an engagement with Microsoft to obtain Professional Services.

The data protection terms applying to Professional Services in effect on the effective date of this Work Order and available at https://aka.ms/eswodpa are incorporated herein by this reference.

For liability arising out of either party's confidentiality obligations relating to Professional Services Data provided under this Work Order, each party's maximum, aggregate liability to the other is limited to direct damages finally awarded in an amount not to exceed the amounts Customer paid for the applicable Professional Services under this Work Order.

Compliance with Trade Laws.

Microsoft products, software, technology, and services ("Items") may be subject to U.S. and other countries' export jurisdictions. Each party will comply with all laws and regulations applicable to the import or export of the Items, including, without limitation, trade laws of the U.S., EU, and UK, such as the U.S. Export Administration Regulations, sanctions regulations administered by the U.S. Office of Foreign Assets Control, the EU Dual Use Regulation 2021/821, and/or other end-user, end use, and destination restrictions ("Trade Laws") as well as the global legal compliance standards detailed in the Microsoft Standards of Business Conduct. Customer will not, and will ensure its Affiliates will not, take any action that causes Microsoft to violate applicable Trade Laws. Microsoft may suspend or terminate this agreement immediately without notice to the extent that Microsoft reasonably believes that performance would cause it to violate Trade Laws or put it at risk of becoming subject to sanctions and penalties under such laws. Customer remains responsible for its and for its Affiliates' compliance with this section and, to the extent applicable, the Regional Trade Compliance Addendum incorporated herein by reference. https://aka.ms/tradecompliance

Microsoft Contact

Customer contact for questions and notices about this Work Order.

<table>
<tr><td colspan="2">Microsoft Contact Name

Juan Gomez (Concentrix CVG Customer Management)</td></tr>
<tr><td>Phone</td><td>Contact E-Mail Address

v-gomezjua@microsoft.com</td></tr>
</table>

Appendix A

As of the Support Commencement Date, below is a list of your declared licensing enrollments and agreements for which Microsoft will provide support services as defined within this Work Order.

Customer Name	Licensing Program	Licensing Enrollment/Agreement Number/Billing Account ID
LONDON POLICE SERVICES BOARD	Enterprise 6	7061947

Business and Services Agreement

This Microsoft Business and Services Agreement (“MBSA”) is entered into by the entities identified on the signature form, and its terms and conditions are incorporated by reference into any Supplemental Agreement under which Customer or its Affiliates acquire Products or Professional Services.

1. Definitions.

In this agreement, the following definitions apply:

“Affiliate” means any legal entity that controls, is controlled by, or that is under common control with a party. “Control” means ownership of more than a 50% interest of voting securities in an entity or the power to direct the management and policies of an entity.

“Customer” means the legal entity that has entered into this agreement.

“Customer Data” means all data, including all text, sound, software, image or video files that are provided to Microsoft by, or on behalf of, Customer and its Affiliates through use of Online Services.

“day” means a calendar day**.**

“Fixes” means Product fixes, modifications or enhancements, or their derivatives, that Microsoft either releases generally (such as Product service packs), or provides to Customer to address a specific issue.

“Microsoft” means the Microsoft Affiliate that has entered into this agreement and its Affiliates, as appropriate.

“Online Services” means the Microsoft-hosted services identified as Online Services in the Product Terms.

“Online Services Terms” means the additional terms that apply to Customer’s use of Online Services published on the Volume Licensing Site and updated from time to time.

“Pre-Existing Work” means any computer code or other written materials developed or otherwise obtained independent of this agreement.

“Product” means all products identified in the Product Terms, such as all Software, Online Services and other web-based services, including pre-release or beta versions. Product availability may vary by region.

“Product Terms” means the document that provides information about Microsoft Products and Professional Services available through volume licensing. The Product Terms document is published on the Volume Licensing Site and is updated from time to time.

“Professional Services” means Product support services and Microsoft consulting services provided to Customer under this agreement. “Professional Services” does not include Online Services.

“Professional Services Data” means all data, including all text, sound, video, image files, or software, that are provided to Microsoft by, or on behalf of, Customer (or that Customer authorizes Microsoft to obtain from an Online Service) or otherwise obtained or processed by or on behalf of Microsoft through an engagement with Microsoft to obtain Professional Services.

“SLA” means Service Level Agreement, which specifies the minimum service level for Online Services and is published on the Volume Licensing Site.

“Services Deliverables” means any computer code or materials, other than Products or Fixes, that Microsoft leaves with Customer at the conclusion of Microsoft’s performance of Professional Services.

“Software” means licensed copies of Microsoft software identified on the Product Terms. Software does not include Online Services or Services Deliverables, but Software may be part of an Online Service.

“Statement of Services” means any work orders or other description of Professional Services that incorporates this MBSA.

“Supplemental Agreement” means any agreement that incorporates this MBSA.

“use” or “run” means to copy, install, use, access, display, run or otherwise interact with.

"Use Rights" means, with respect to any licensing program, the use rights or terms of service for each Product and version published for that licensing program at the Volume Licensing Site and updated from time to time. The Use Rights include the Product-Specific License Terms, the License Model terms, the Universal License Terms, the Data Protection Terms, and the Other Legal Terms. The Use Rights supersede the terms of any end user license agreement (on-screen or otherwise) that accompanies a Product.

"Volume Licensing Site" means http://www.microsoft.com/licensing/contracts or a successor site.

2. Use, ownership, rights, and restrictions.

a. Products. Unless otherwise specified in a Supplemental Agreement, use of any Product is governed by the Use Rights specific to each Product and version and by the terms of the applicable Supplemental Agreement.

b. Fixes and Services Deliverables.

(i) Fixes. Each Fix is licensed under the same terms as the Product to which it applies. If a Fix is not provided for a specific Product, any use rights Microsoft provides with the Fix will apply.

(ii) Pre-Existing Work. All rights in Pre-existing Work will remain the sole property of the party providing it. Each party may use, reproduce and modify the other party's Pre-existing Work only as needed to perform obligations related to Professional Services.

(iii) Services Deliverables. Upon payment in full for the Professional Services, Microsoft grants Customer a non-exclusive, non-transferable, perpetual license to reproduce, use and modify the Services Deliverables solely for Customer's internal business purposes, subject to the terms and conditions in this agreement.

(iv) Affiliates' rights. Customer may sublicense its rights in Services Deliverables to its Affiliates, but Customer's Affiliates may not sublicense these rights. Customer is liable for ensuring its Affiliates' compliance with this agreement.

c. Non-Microsoft software and technology. Customer is solely responsible for any non-Microsoft software or technology that it installs or uses with the Products, Fixes, or Services Deliverables.

d. Restrictions. Customer must not (and is not licensed to) (1) reverse engineer, decompile or disassemble any Product, Fix, or Services Deliverable; (2) install or use non-Microsoft software or technology in any way that would subject Microsoft's intellectual property or technology to any other license terms; or (3) work around any technical limitations in a Product, Fix or Services Deliverable or restrictions in Product documentation. Except as expressly permitted in this agreement, a Supplemental Agreement or Product documentation, Customer must not (and is not licensed to) (1) separate and run parts of a Product or Fix on more than one device, upgrade or downgrade parts of a Product or Fix at different times, or transfer parts of a Product or Fix separately; or (2) distribute, sublicense, rent, lease, lend any Products, Fixes, or Services Deliverables, in whole or in part, or use them to offer hosting services to a third party.

e. Reservation of rights. Products, Fixes, and Services Deliverables are protected by copyright and other intellectual property rights laws and international treaties. Microsoft reserves all rights not expressly granted in this agreement. No rights will be granted or implied by waiver or estoppel. Rights to access or use Software on a device do not give Customer any right to implement Microsoft patents or other Microsoft intellectual property in the device itself or in any other software or devices.

3. Confidentiality.

"Confidential Information" is non-public information that is designated "confidential" or that a reasonable person should understand is confidential, including Customer Data, Professional Services Data, and the terms of Microsoft agreements. The Online Services Terms may provide additional obligations for, and limitations on disclosure and use of, Customer Data. Confidential Information does not include information that (1) becomes publicly available without a breach of this agreement, (2) the receiving party received lawfully from another source without a confidentiality obligation, (3) is independently developed, or (4) is a comment or suggestion volunteered about the other party's business, products or services.

Each party will take reasonable steps to protect the other's Confidential Information and will use the other party's Confidential Information only for purposes of the parties' business relationship. Neither party will disclose that Confidential Information to third parties, except to its employees, Affiliates, contractors, advisors and consultants ("Representatives") and then only on a need-to-know basis under nondisclosure obligations at least as protective as this agreement. Each party remains responsible for the use of the Confidential Information by its Representatives and, in the event of discovery of any unauthorized use or disclosure, must promptly notify the other party.

A party may disclose the other's Confidential Information if required by law; but only after it notifies the other party (if legally permissible) to enable the other party to seek a protective order.

Neither party is required to restrict work assignments of its Representatives who have had access to Confidential Information. Each party agrees that the use of information retained in Representatives' unaided memories in the development or deployment of the parties' respective products or services does not create liability under this agreement or trade secret law, and each party agrees to limit what it discloses to the other accordingly.

These obligations apply (1) for Customer Data until it is deleted from the Online Services, and (2) for all other Confidential Information, for a period of five years after a party receives the Confidential Information.

4. Privacy and compliance with laws.

a. Customer consents to the processing of personal information by Microsoft and its agents to facilitate the subject matter of this agreement. Customer will obtain all required consents from third parties (including Customer's contacts, resellers, distributors, administrators, and employees) under applicable privacy and data protection law before providing personal information to Microsoft.

b. Personal information collected under this agreement (1) may be transferred, stored and processed in the United States or any other country in which Microsoft or its service providers maintain facilities and (2) will be subject to the privacy terms specified in the Use Rights. Microsoft will abide by the requirements of European Economic Area and Swiss data protection law regarding the collection, use, transfer, retention, and other processing of personal data from the European Economic Area and Switzerland.

c. U.S. export. Products, Fixes, and Services Deliverables are subject to U.S. export jurisdiction. Customer must comply with all applicable international and national laws, including the U.S. Export Administration Regulations, the International Traffic in Arms Regulations, and end-user, end use and destination restrictions by U.S. and other governments related to Microsoft products, services, and technologies.

5. Warranties.

a. Limited warranties and remedies.

(i) Software. Microsoft warrants that each version of the Software will perform substantially as described in the applicable Product documentation for one year from the date Customer is first licensed for that version. If it does not, and Customer notifies Microsoft within the warranty term, then Microsoft will, at its option (1) return the price Customer paid for the Software license, or (2) repair or replace the Software.

(ii) Online Services. Microsoft warrants that each Online Service will perform in accordance with the applicable SLA during Customer's use. Customer's remedies for breach of this warranty are in the SLA.

(iii) Professional Services. Microsoft warrants that it will perform Professional Services with professional care and skill. If Microsoft fails to do so, and Customer notifies Microsoft within 90 days of the date the Professional Services were performed, then

Microsoft will, at its discretion, either re-perform the Professional Services or return the price Customer paid for them.

The remedies above are Customer's sole remedies for breach of the warranties in this section. Customer waives any breach of warranty claims not made during the warranty period.

b. Exclusions. The warranties in this agreement do not apply to problems caused by accident, abuse or use in a manner inconsistent with this agreement, including failure to meet minimum system requirements. These warranties do not apply to free, trial, pre-release, or beta products, or to components of Products that Customer is permitted to redistribute.

c. Disclaimer. Except for the limited warranties above, Microsoft provides no other warranties or conditions and disclaims any other express, implied or statutory warranties, including warranties of quality, title, non-infringement, merchantability, and fitness for a particular purpose.

6. Defense of third party claims.

The parties will defend each other against the third-party claims described in this section and will pay the amount of any resulting adverse final judgment or approved settlement, but only if the defending party is promptly notified in writing of the claim and has the right to control the defense and any settlement of it. The party being defended must provide the defending party with all requested assistance, information, and authority, and must take all reasonable action to mitigate its losses arising from the third-party claim. The defending party will reimburse the other party for reasonable out-of-pocket expenses it incurs in providing assistance. This section describes the parties' sole remedies and entire liability for such claims.

a. By Microsoft. Microsoft will defend Customer against any third-party claim to the extent it alleges that a Product, Fix or Services Deliverable made available by Microsoft for a fee and used within the scope of the license granted (unmodified from the form provided by Microsoft and not combined with anything else) misappropriates a trade secret or directly infringes a patent, copyright, trademark or other proprietary right of a third party. If Microsoft is unable to resolve a claim of infringement under commercially reasonable terms, it may, at its option, either (1) modify or replace the Product, Fix or Services Deliverable with a functional equivalent; or (2) terminate Customer's license and refund any prepaid license fees (less depreciation on a five-year, straight-line basis) for perpetual licenses and any amount paid for Online Services for any usage period after the termination date. Microsoft will not be liable for any claims or damages due to Customer's continued use of a Product, Fix, or Services Deliverable after being notified to stop due to a third-party claim.

b. By Customer. To the extent permitted by applicable law, Customer will defend Microsoft against any third-party claim to the extent it alleges that: (1) any Customer Data or non-Microsoft software hosted in an Online Service by Microsoft on Customer's behalf misappropriates a trade secret or directly infringes a patent, copyright, trademark, or other proprietary right of a third party; or (2) Customer's use of any Product, Fix, or Services Deliverable alone or in combination with anything else, violates the law or damages a third party.

7. Limitation of liability.

For each Product or Professional Service, each party's maximum, aggregate liability to the other under each Supplemental Agreement is limited to direct damages finally awarded in an amount not to exceed the amounts Customer paid for the applicable Products or Professional Services during the term of the Supplemental Agreement, subject to the following:

a. Online Services. For Online Services, Microsoft's maximum liability to Customer for any incident giving rise to a claim will not exceed the amount Customer paid for the Online Service during the 12 months before the incident.

b. Free Products and Distributable Code. For Products and Professional Services provided free of charge and code that Customer is authorized to redistribute to third parties without separate payment to Microsoft, Microsoft's liability is limited to direct damages finally awarded up to US$5,000.

c. Exclusions. In no event will either party be liable for indirect, incidental, special, punitive, or consequential damages, or for loss of use, loss of business information, loss of revenue, or interruption of business, however caused or on any theory of liability.

d. Exceptions. No limitation or exclusions will apply to liability arising out of either party's (1) confidentiality obligations (except for all liability related to Customer Data and Professional Services Data, which will remain subject to the limitations and exclusions above); (2) defense obligations; or (3) violation of the other party's intellectual property rights.

8. Verifying compliance.

a. Right to verify compliance. Customer must keep records relating to all use and distribution of Products by Customer and its Affiliates. Microsoft has the right, at its expense, to verify such compliance with the Products' license terms. Microsoft will engage an independent auditor and Customer must provide the independent auditor with any information the auditor reasonably requests in furtherance of the verification, including visible access to systems running the Products and evidence of licenses for Products the Customer hosts, sublicenses, or distributes to third parties. Customer must provide, without undue delay, the foregoing information and access upon request of the independent auditor.

b. Verification process. Microsoft will notify Customer at least 30 calendar days in advance of its intent to verify Customer's compliance with the license terms for the Products Customer and its Affiliates use or distribute. The independent auditor is subject to a confidentiality obligation sufficient to cover the auditor's engagement with Customer for the verification process. Customer may, at its discretion, also require a mutually agreeable confidentiality agreement with the independent auditor for access to premises, data and systems. Such confidentiality agreement between Customer and auditor must be completed within fourteen (14) days of such request, and shall not restrict the ability for the independent auditor to accurately verify compliance and share the resulting information with Microsoft. Any information collected will be used solely for purposes of determining Customer's compliance. This verification will take place during normal business hours and the auditor will make best efforts not to interfere with Customer's operations during the course of the audit.

c. Remedies for non-compliance. If verification reveals any use of Products without applicable license rights, then within 30 days Customer must order sufficient licenses to cover its use. If such use or distribution is determined to be in excess of Customer's existing licenses by 5% or more of the audited environment(s) in the aggregate, then Customer must reimburse Microsoft for the costs Microsoft incurred in obtaining the verification and acquire the necessary additional licenses. Such licenses will be obtained at 125% of the price, based on the then-current price list and applicable Customer price level. The use percentage is based on the total number of Products used without applicable license rights (as described above) compared to the total Product use. If it is verified that Product use is sufficiently licensed, Microsoft will not require Customer to engage in another verification for at least one year. By exercising the rights and procedures described above, Microsoft does not waive its rights to enforce this agreement or to protect its intellectual property by any other legal or contractual means.

d. Customer self-audit. Microsoft, at its sole discretion, may require Customer to conduct a self-audit, subject to the non-compliance remedies as set forth herein.

9. Term and termination.

a. Term. The effective date of this MBSA will be the earlier of either the date the MBSA is executed by Microsoft or the effective date of the first Supplemental Agreement. The MBSA is effective until terminated by a party, as described below.

b. Termination. Either party may terminate this MBSA on 60 days' notice. Termination will not affect any existing orders or Supplemental Agreements, but Customer will no longer be able to enter into Supplemental Agreements after the effective date of termination.

c. Professional Services termination. If Customer terminates a Statement of Services as a result of a breach by Microsoft, Customer must pay all amounts due under the Statement of Services as of the termination date. Upon Microsoft's receipt of payment for the Professional Services, Customer's interests in the Services Deliverables will vest. Microsoft has no obligation to continue to provide Professional Services if Customer fails to make timely payment for the Professional Services.

10. Miscellaneous.

a. Use of contractors. Microsoft may use contractors to perform services, but will be responsible for their performance, subject to the terms of this agreement.

b. Microsoft as independent contractor. The parties are independent contractors. Customer and Microsoft each may develop products independently without using the other's Confidential Information.

c. Notices. Notices to Microsoft must be sent to the address on the signature form. Notices must be in writing and will be treated as delivered on the date shown on the return receipt or on the courier or fax confirmation of delivery. Microsoft may provide information to Customer about upcoming ordering deadlines, services and subscription information in electronic form, including by email to contacts provided by Customer. Emails will be treated as delivered on the transmission date.

d. Agreement not exclusive. Customer is free to enter into agreements to license, use, or promote non-Microsoft products or services.

e. Amendments. Any amendment to this agreement must be executed by both parties, except that Microsoft may change the Product Terms and Use Rights from time to time, subject to the terms of this agreement. Any additional or conflicting terms and conditions contained in Customer's or a Partner's purchase order are expressly rejected and will not apply. Microsoft may require Customer to sign a new agreement or an amendment to an existing agreement before processing a new order or entering into a Supplemental Agreement.

f. Assignment. Either party may assign this agreement to an Affiliate, but it must notify the other party in writing of the assignment. Microsoft may assign its right to receive payment and enforce Customer's payment obligations under this agreement without further consent. Any other proposed assignment must be approved by the non-assigning party in writing. Assignment will not relieve the assigning party of its obligations under the assigned agreement. Any attempted assignment without required approval will be void.

g. Applicable law. The terms of each Supplemental Agreement entered into with any Microsoft Affiliate located outside of Europe will be governed by and construed in accordance with the laws of the State of Washington and federal laws of the United States. The terms of each Supplemental Agreement entered into with a Microsoft Affiliate located in Europe will be governed by and construed in accordance with the laws of Ireland. Any dispute arising out of or in relation to Professional Services will be governed by the law of the jurisdiction where the Microsoft Affiliate executing the relevant Statement of Services is organized. The 1980 United Nations Convention on Contracts for the International Sale of Goods and its related instruments will not apply to this agreement.

h. Dispute resolution. When bringing an action arising under this agreement, the parties agree to the following exclusive venues:

(i) If Microsoft brings the action, the venue will be where Customer's contracting Affiliate has its headquarters;

(ii) If Customer brings the action to enforce a Statement of Services, the venue will be where the Microsoft Affiliate executing the Statement of Services has its headquarters. For all other actions, (1) If Customer brings the action against any Microsoft Affiliate located outside of Europe, the venue will be the state or federal courts in King County, State of Washington, U.S.A.; and (2) If Customer brings the action against any Microsoft Affiliate located in Europe, and not also against a Microsoft Affiliate located outside of Europe, the venue will be in Ireland.

The parties consent to personal jurisdiction in the agreed venue. This choice of venue does not prevent either party from seeking injunctive relief in any appropriate jurisdiction with respect to a violation of intellectual property rights or confidentiality obligations.

i. **Severability.** If any provision in this agreement is held to be unenforceable, the balance of the agreement will remain in full force and effect.

j. **Waiver.** Failure to enforce any provision of this agreement will not constitute a waiver. Any waiver must be in writing and signed by the waiving party.

k. **No third-party beneficiaries.** This Agreement does not create any third-party beneficiary rights.

l. **Survival.** All provisions survive termination or expiration of this agreement except those requiring performance only during the term of the agreement.

m. **Professional Services payment terms.** Customer agrees to pay all fees in a Statement of Services within 30 days of the date of invoice, unless the Statement of Services provides otherwise. Microsoft may assess a finance charge of the lesser of 18% per annum, accrued, calculated and payable monthly, or the highest amount allowed by law, on all past due amounts due to Microsoft. Microsoft will have no obligation to continue to provide Professional Services if Customer fails to make timely payment.

n. **Taxes.** If any amounts are to be paid to Microsoft, the amounts owed are exclusive of any taxes unless otherwise specified on the invoice as tax inclusive. Customer shall pay all value added, goods and services, sales, gross receipts, or other transaction taxes, fees, charges, or surcharges, or any regulatory cost recovery surcharges or similar amounts that are owed under this agreement and that Microsoft is permitted to collect from Customer under applicable law. Customer shall be responsible for any applicable stamp taxes and for all other taxes that it is legally obligated to pay, including any taxes that arise on the distribution or provision of Products or Professional Services by Customer to its Affiliates. Microsoft shall be responsible for payment of all taxes based upon its net income, gross receipts taxes imposed in lieu of taxes on income or profits, or taxes on Microsoft's property ownership.

If any taxes are required to be withheld on payments made to Microsoft, Customer may deduct such taxes from the amount owed and pay them to the appropriate taxing authority; provided, however, that Customer promptly secures and delivers to Microsoft an official receipt for those withholdings and other documents Microsoft reasonably requests to claim a foreign tax credit or refund. Customer must ensure that any taxes withheld are minimized to the extent possible under applicable law.

11. Country-specific provisions.

The country-specific provisions available at the Volume Licensing Site that correspond with the version of this MBSA (as noted in the footer of each document) replace or supplement the equivalent provisions above as noted therein where the Customer is located in the countries identified in the country-specific terms and in any case where the law of the jurisdictions listed in the country-specific provisions gets applied.

LONDON POLICE SERVICE

OPEN REPORT TO THE LONDON POLICE SERVICE BOARD

Report Number	2608FF02
Board Meeting Date	August 20, 2026

2027 Assessment Growth Funding Submission

Roger Ramkissoon, Chief Administrative Officer

REASON FOR REPORT

☑ Seeking Decision

☐ Receive for Information/Update

RECOMMENDATION(S)

THAT the London Police Service Board (the "Board") approve the request for Assessment Growth funding to support the addition of 22 positions for 2027, as outlined in the submission.

SUMMARY

The purpose of this report is to seek the Board's approval of a 2027 Assessment Growth funding submission to support additional sworn and civilian positions required to meet the service demands associated with continued population growth in the City of London. The proposed positions are intended to enhance operational capacity in key public safety and support functions, ensuring the London Police Service (LPS) can effectively respond to increasing workload pressures while maintaining service levels. Approval of this submission will enable Administration to advance the funding request in accordance with the City of London's Assessment Growth Policy.

FINANCIAL IMPLICATIONS

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

Type	Permanent	One-time	Total
Operating	$3,318,465	$0	$3,318,465
Capital	$0	$25,058	$25,058
Total	$3,318,465	$25,058	$3,343,523

Note: The Operating allocation (Growth area X unit of measure cost of service) equates to $3,343,561

(7,560 residents x $442.27/resident).

DISCUSSION

The City of London's Assessment Growth Policy prioritizes funds for city growth, with such allocations requiring approval from the City Treasurer. In line with this policy, the London Police Service (LPS) Administration is seeking funding for 22 full-time equivalent positions (11 sworn, 2 cadets, 1 special constable and 8 civilian staff) for 2027. The proposed positions are as follows:

- Detective Constable, Internet Child Exploitation Unit: 1
- Constable, Intimate Partner Violence Unit: 2
- Constable, Road Safety Section: 2
- Detective, Forensic Identification Section: 1
- Constable, Court Liaison and Security Unit: 3
- Cadet, Court Liaison and Security Unit: 2
- Special Constable, Court Prisoner Security Unit: 1
- Constable, Academic Training Unit: 1
- Legal Assistant, Legal Services: 1
- Disclosure Support Coordinator, Disclosure Support Unit: 4
- Technical Operations Support, Technological Crime Section: 1
- Summons Server, Report Auditing and Summons Server Unit: 1
- Constable, Report Auditing and Summons Server Unit: 1
- Charge Preparation Coordinator, Charge Preparation Unit: 1

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

CONCLUSION

In summary, the LPS's request for 22 additional positions in 2027 is vital to address the demands of a growing population and ensure the ongoing delivery of essential services. This request is in alignment with the City's Assessment Growth Policy and highlights the importance of maintaining public safety. Approval of this proposal will enable the LPS to effectively meet operational needs in 2027, ultimately contributing to a safer and more secure City for residents of London.

APPROVED FOR SUBMISSION BY CHIEF THAI TRUONG

X T. Truong

Thai Truong, Chief of Police

ATTACHMENTS

1. 2027 Assessment Growth Business Case

***Alternative formats, translation, and communication supports are available on request**

2027 Assessment Growth Business Case

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

1. Current State

a) Description of Current Services Provided

Under the Community Safety and Policing Act, police officers are required to provide a wide range of services on a continuous, around-the-clock basis. These responsibilities include preserving public peace, preventing and investigating crime, assisting victims, apprehending offenders, laying charges, supporting prosecutions, responding to emergencies, and managing related administrative duties. These obligations are defined by legislation, common law, and case law, and apply regardless of population size.

As the population continues to grow, there is a direct and measurable impact on the volume, complexity, and urgency of calls for service. This increase places additional pressure on existing resources and heightens operational demands. While civilian staff play a critical role in supporting administrative and logistical functions, sworn officers remain responsible for delivering the most time-sensitive and high-risk services.

To ensure policing services remain effective, responsive, and compliant with legislative requirements, additional resources are necessary. These investments support the organization’s ability to meet increasing service demands while continuing to serve the community safely and effectively while upholding their legislative mandate.

b) Current Cost of Services Provided

Applicable Service or Service Component	2026 Operating Net Budget (Tax Levy)	Full-Time Employee (FT) #	Full-Time Equivalent (FTE) #
London Police Service	$199,233,936	1109.00	1113.60

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

Unit of Measure (Description)	Current/Most Recent Value of Unit of Measure
Population	481,700

d) Current Cost by Unit of Measure

Cost/Unit of Measure
2026 Gross Operating Budget / Population $213,040,256 / 481,700 = $442.27

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

No services are contracted out.

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

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

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

2. Operating Request

a) Description of request and impacts.

To keep pace with the growth within the City of London, provide adequate and effective police service to a growing city, and to close the frontline staffing gap, the London Police Service is seeking a total of 22 Full-Time Equivalent positions (11 police, 2 cadet, 1 special constable and 8 civilian) for 2027. These positions are representative of frontline, investigative, and support roles.

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

b) Staffing Impacts (if applicable)

Staffing FT#	Staffing FTE#	Staffing FTE $
22	22	$3,254,998

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

Cost of Unit of Measure	Growth in Metric	Operating Request (Cost of Unit x Growth in Metric)
$442.27	7,560	$3,343,561
Calculated Operating Request		$3,343,561
Total Operating Request		$3,318,465

d) Description of Growth in Metric and Rationale

London’s rapid population growth, increasing urban density, and demographic changes are significantly reshaping the demands placed on police services. London’s permanent population is projected to increase from 437,200 in 2021 to 489,260 by 2027.
Population growth is increasing both the volume and complexity of policing demands. As the city expands, police services face higher call volumes, greater investigative workloads, increased traffic and public safety pressures, and growing expectations for proactive community engagement. These changes also create new challenges in crime prevention, public order management, and emergency response.

Strategic revitalization efforts—particularly in areas like Old East Village, Midtown and the downtown core—are attracting more residents and creating vibrant, high-density communities with increasingly complex public safety needs. City-led initiatives aimed at encouraging growth in these areas are expected to accelerate this trend.

As the city grows, so too does the complexity and volume of work required to maintain public safety. Without a proportional investment in police resources, including personnel, police facilities, fleet capacity, technology, infrastructure, training and specialized equipment, the ability to respond effectively and equitably will be compromised. Slower response times, reduced visibility, and limited capacity to address emerging issues are real risks if resources do not keep pace with growth. To sustain service levels and meet the evolving needs of London’s diverse and expanding population, strategic investment in police resources is essential. This includes not only staffing, but also the equipment, systems, and training necessary to deliver modern, responsive, and community-focused policing.

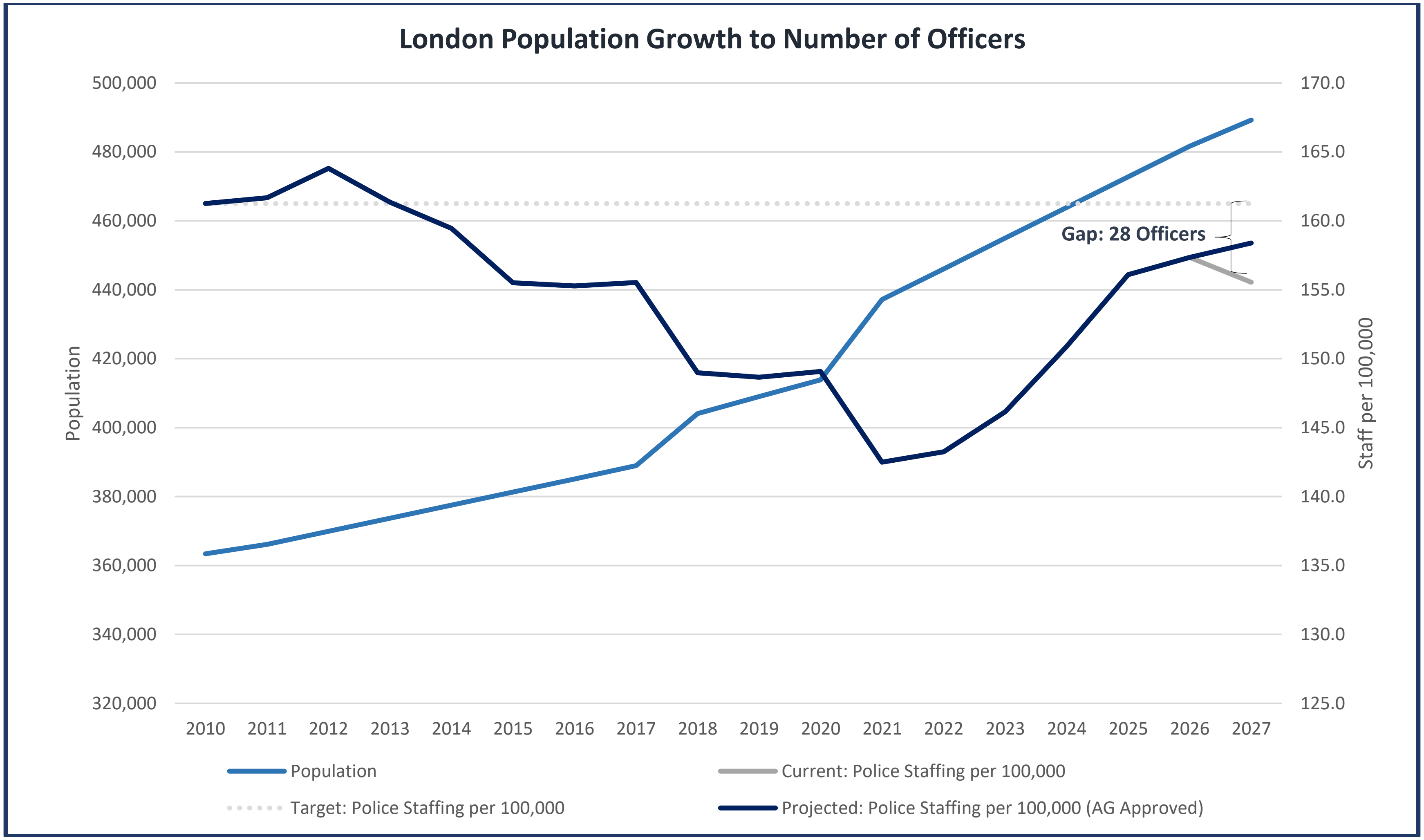
For this Assessment Growth request, the London Police Service is seeking 22 positions (11 sworn, 2 cadet, 1 special constable and 8 civilian), which will result in a 2027 police-to-population ratio of approximately 157.8 officers per 100,000 residents, closely aligned with the current ratio of 157.4. The London Police Service established a benchmark police-to-population ratio of 161.3 officers per 100,000 residents, representing the Service’s 2010 staffing level. This benchmark was intended to guide a return to 2010 service levels; however, since that time, the Service has consistently remained below this target and has not been able to achieve it. As a result, the benchmark reflects a historical level of resourcing that has not been attained for over a decade. As a point of context, as of May 15, 2025, the national police strength rate stood at 180 officers per 100,000 population, while Ontario’s corresponding rate was 178 officers per 100,000 population, both significantly higher than London’s current level. To maintain London’s 2010 police-to-population benchmark ratio of 161.3 officers per 100,000 residents, the benchmark analysis indicates the London Police Service requires 28 additional sworn members.

While maintaining a proportional police-to-population ratio is essential, it's important to note that civilian police professionals are not included in this analysis. Their contributions are vital to the effective and efficient operation of the Service and require continued investment to support the growing sworn complement. Additionally, initiatives such as the creation of the Patrol Operations Investigative Section (POIS) and the expansion of Special Constables to frontline operations have reshaped the London Police Service's frontline deployment strategy, creating efficiencies aimed at supporting frontline operations.

The Patrol Operations Investigative Section (POIS) was created to assist in alleviating workload for frontline sworn members of the Patrol Operations Branch by offering assistance in the investigation of serious or complex cases that frontline members would otherwise service. In 2025, POIS contributed to a 2.15% increase in the number of citizen-generated initial calls for service responded to by frontline members and a 20.3% reduction in the amount of time frontline patrol officers spend on follow-up calls compared to 2024.

Special Constables are being used efficiently and effectively, performing frequent tasks such as guarding prisoners and mental health patients, transporting prisoners and mental health patients, and providing traffic control at road closures or crime scenes. Since their inception in October 2024 through June 30, 2026, Special Constables have spent a total of 27,745.89 hours responding to these types of calls, work that would previously have been completed by frontline sworn members. In addition to Special Constables, LPS has strategically utilized police professional members to absorb frontline pressure. These staff members play a vital role in supporting operational needs, allowing sworn officers to focus on core policing duties and improving overall service delivery.

This targeted request reflects the impact of London Police Service initiatives to support frontline operations and the need for investment in police professional members, while helping to address the needs arising from population growth pressures in a fiscally responsible manner. This increase should be funded through Assessment Growth, in alignment with the approved sworn positions outlined in the Multi-Year Budget Business Cases. Expanding the London Police Service's complement is critical to sustaining effective service delivery, ensuring that the London Police Service remains responsive, visible, and capable of meeting the evolving needs of the community.



Note: The graph illustrates the projected police-to-population ratios for the London Police Service in 2027. If no sworn positions are approved through the AG Business Case, the Service will face a shortfall of 28 officers in 2027. However, if the AG Business Case is approved, the gap closes, allowing the Service to maintain a comparable ratio of 157.8 officers per 100,000 residents. This investment supports operational readiness and ensures the Service remains responsive to community needs.

3. Capital Request

a) Capital Request

Capital Project Number and Description: Example: ME202101 – Vehicle & Equipment	Permanent	One-Time	2027 Total
PP429527 – Police Technology Equipment	$0	$25,058	$25,058
Total Expenditure	$0	$25,058	$25,058

b) Description of impacts

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

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

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

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

A portion of funding for outfitting, portable radio gear, renovations and vehicles for sworn members is available through capital accounts PP446524, PP440524, PP444426 and PP431426. As a result, the total funding request has been reduced by $483,787.

4. Summary of Request

Type	Permanent	One-time	Total
Operating	$3,318,465	$0	$3,318,465
Capital	$0	$25,058	$25,058
Total	$3,318,465	$25,058	$3,343,523

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

Environmental, Socio-economic Equity and Governance Profile for this request:

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

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

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

Socio-economic Equity:
It is essential that all community members feel secure, and heightened police presence contributes significantly to this objective. Police must operate proactively and authentically engage with the community to ensure equitable outcomes, particularly for socio-economically disadvantaged populations. This process begins with recruiting personnel reflective of the communities they serve and embedding socio-economic considerations into strategic planning, budgeting, and resource allocation. Currently, frontline officers often move rapidly from call to call, which can hinder meaningful

engagement. When interactions are rushed, community members may feel undervalued, potentially undermining trust and confidence in police services.

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

Governance:

This request supports the London Police Service Board's mandate to ensure adequate and effective policing through responsible workforce planning and resource allocation. The proposed investment aligns with legislative requirements, strategic priorities, and evidence-based policing. Additional staffing resources will help address the operational impacts of population growth, maintain service levels, strengthen accountability and performance oversight, support specialized service delivery, and enhance the Service's capacity to meet the community's evolving needs in a fiscally responsible and sustainable manner.

6. Other Information

- **1x Detective Constable – Criminal Investigation Division – Organized Crime and Support Branch – Technological Crime Section – Internet Child Exploitation Unit**

London's continued population growth has resulted in a proportional increase in the number of potential victims and offenders within the community, contributing to higher volumes of both reported and detected internet-facilitated offences involving children. While these offences are driven by broader digital and societal factors, national data confirms a sustained increase in online child exploitation across Canada, with rates nearly quadrupling since 2014 and a significant 59% year-over-year increase in 2023. [publicsafety.gc.ca], [publications.gc.ca]

The Internet Child Exploitation (ICE) Unit is experiencing a significant and sustained rise in investigative referrals from both internal and external sources. The Uniformed Division currently accounts for approximately 40% of ICE-related reassignments, reflecting increased frontline identification of offences within the community. The remaining 60% of referrals originate from external partners, primarily through national and international reporting mechanisms coordinated by the RCMP National Child Exploitation Crime Centre (NCECC). At present, the RCMP NCECC OCEAN referral queue exceeds 1,600 investigations awaiting review and assignment, demonstrating a substantial and ongoing backlog of cases requiring police action.

This increasing intake volume is further compounded by the complexity of modern child exploitation investigations. Each file requires detailed digital evidence analysis, judicial authorizations, victim identification and safeguarding, and coordination with external agencies. National reporting also confirms that police services are not able to investigate all cases forwarded through the NCECC due to resource constraints, underscoring the widespread capacity gap across jurisdictions. [www150.statcan.gc.ca]

As London continues to grow, the volume of referrals—both internally generated and externally sourced—will continue to increase. Without additional investigative capacity, delays in triaging and advancing these files elevate the risk of ongoing victimization, loss of evidentiary opportunities, and diminished investigative outcomes.
The addition of one Detective Constable to the ICE Unit is essential to address increasing workload pressures, reduce investigative backlogs, and ensure timely and effective response to high-risk cases. This position will enhance the Service's ability to meet disclosure obligations, improve victim protection outcomes, and maintain public confidence in the investigation of offences involving vulnerable persons. As the demand for ICE services continues to grow alongside the City's population, this investment is critical to sustaining operational effectiveness and protecting the community.

- **2x Constable – Uniformed Division – Community Mobilization and Support Branch – Community Support Section – Intimate Partner Violence Unit**

The City of London identified intimate partner violence (IPV) as an epidemic in July of 2023 as a recommendation resulting from the Renfrew Inquest. The City of London has a stand-alone strategic pillar dedicated to "Creating a Safe London of Women, Girls and Gender-Diverse and Trans Peoples which further strengths our community's need for a strong consistent Police response. LPS has a very important role within the London Community to be leaders in Community Safety and Specialized Investigations. It is paramount that the LPS maintains a high standard of police response and support to our community. Over the past decade, reported IPV occurrences have risen significantly. While increased public awareness and improved reporting mechanisms have contributed to this growth, it represents a sustained operational demand. Between 2014 and 2022, police-reported IPV incidents increased by 19% for women and girls and 21% for men and boys, placing continued pressure on the London Police Service (LPS) and the IPV Unit.

As London’s population continues to grow, the city is facing increasingly complex social challenges, including intimate partner violence (IPV). London grew by almost 5,000 people in 2025—approaching the half-million mark for the first time in the city’s history—and is projected to reach nearly 900,000 by 2051, an increase of approximately 57%. Rapid growth and increased urban density are amplifying risk factors such as financial strain, housing instability, and social isolation, all of which are strongly associated with IPV and are increasing demand on policing resources.

The IPV Unit is imperative to LPS’s response to IPV. The unit provides investigative oversight, meets legislative obligations, delivers training and education, and coordinates with community partners. Demand for enhanced training among frontline officers and communications staff continues to grow, particularly for IPV-related calls, and has been reinforced through inquest recommendations. In 2026, the unit has already provided important training on identifying signs of strangulation during investigations and will provide prevention training to all sworn members thanks to a Provincial grant. This training will require officers to support the training but will lead to an increase in supporting victims of strangulation.

IPV Unit constables perform specialized and essential work, including reviewing IPV investigations, identifying and monitoring high-risk cases, guiding frontline members, and liaising with community partners to support coordinated responses and victim assistance.

The recent implementation of a new project in IPV for which LPS partnered with Family Services Thames Valley to provide preventative community-based supports to non-criminal reported incidents of IPV. This collaboration has added additional work to the unit including training to frontline members, compliance of the project, and oversight of associated referrals.

The unit has also begun responding to IPV-related property standby calls and developing procedures to improve response times and reduce delays. This new method of service delivery can take up to approximately six hours a week and requires a two-officer response. In collaboration with the IPV Crown, the unit is also addressing previously unexecuted Criminal Code Section 810 peace bond warrants, requiring members to prepare charge packages and submit warrant applications. To date this year the unit had submitted seven charge packages and made efforts to arrest involved parties.

The federal government recently passed, Protecting Victims Act (Bill C-16) earlier this year. Bill C-16 brings incidents of coercive control into the Criminal Code of Canda. This provision is slated to come into force no later than June 2028 to allow time for training of police and other justice partners. Coercive control is highly nuanced as it’s based on patterns of manipulation/threatening behavior rather than isolated events. This new legislation will require additional resources to provide training and education to LPS members along with added investigational responsibilities and oversight.

From 2024 to 2025 year-to-date, IPV-related occurrences increased by 4.6% (from 3,659 to 3,830), while charges involving male offenders increased by 6.8% (from 900 to 962). These increases reflect a continuing upward trend affecting workload, response times, and the unit's ability to provide thorough, timely, victim-centred service.

The IPV Unit is currently staffed by three constables and is operating beyond capacity. Case management, investigative oversight, training, public engagement, and multi-agency work have resulted in overtime. Without additional resources, delays in case review, reduced proactive management of high-risk files, and diminished support for victims, community needs, and frontline members are increasingly likely.

Adding two constables is essential to maintaining an effective IPV response. Additional staffing will help manage workload, reduce backlogs, support frontline standby calls, and enable timely intervention in high-risk cases, reducing risk to victims and the organization. It will also strengthen training capacity, community outreach, and participation in collaborative initiatives such as the Femicide Table and High-Risk Action Table.

These partnerships are critical to coordinated community safety efforts, with ongoing demand for police presence and leadership. Failure to meet this demand risks undermining community confidence and collective intervention strategies.

In summary, targeted investment in additional personnel is necessary for LPS to meet increasing demand, manage risk effectively, and uphold its commitment to victim safety and community trust.

- **2x Constable – Uniformed Division – Patrol Support Branch – Road Safety Section**

The Road Safety Section (RSS) plays a critical role in maintaining public safety on London's roads. Constables assigned to RSS investigate serious and fatal collisions, conduct scene reconstructions, lead hit and run investigations, deliver traffic-related education, support community events, and carry out targeted enforcement. They also provide specialized training and maintenance for enforcement technologies, including radar, laser, roadside screening devices, Automatic Licence Plate Readers (ALPR), StarChase, the Intoxilyzer program, and drug recognition expertise. As the city grows and traffic volumes increase, demand for these services continues to rise, stretching current resources and limiting the unit's capacity to respond proactively.

Road safety remains a paramount concern for London residents; reflecting the community's collective desire for a secure environment where drivers, pedestrians, and cyclists share the road with confidence. As the city continues to grow and streets become busier, the volume and complexity of traffic is increasing, driven by residential development, expanded road networks, and higher vehicle density. This has led to a 36.8% increase in motor vehicle collisions from 2021-2025 and growing public concern over road safety. In 2023, the LPS recorded a 10-year high in fatal motor vehicle collisions with a total of 21. This represented a 162% increase in fatal collisions since 2019, underscoring the urgent need for enhanced traffic enforcement and investigative capacity. In response, the RSS substantially increased targeted enforcement, issuing 65.7% more tickets, compliance notices, and warnings compared to 2023, according to year end statistics for 2025. This evidence-based approach has yielded significant outcomes, including a 47.6% reduction in motor vehicle collision fatalities and a 6.9% decrease in collision-related injuries from 2023 to 2025. However, sustaining and building upon these improvements will require continued investment and additional resources to ensure the RSS can effectively address the evolving challenges of a larger and more dynamic community.

The addition of two constables to RSS is essential to meet growing operational demands while reducing the span of control within the section, ensuring effective supervision and operational efficiency. These positions will allow the section to expand enforcement efforts, increase community outreach and education, and respond more effectively to high-risk areas and chronic complaint zones.

With additional staff, RSS can also enhance collaboration with partner enforcement agencies, improve training delivery across the service, and ensure timely, thorough investigations of serious traffic incidents.

The RSS also continues to conduct community outreach with both citizens and the City Councillors. This has fostered a strong working relationship, with Councillors frequently providing specific traffic issues within their wards that require attention from RSS members. As these demands continue to increase, timely and effective response is critical to maintaining these relationships.

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

- **1x Detective – Criminal Investigation Division – Investigative Services Branch – Forensic Identification Section**

The Forensic Identification Section (FIS) at the London Police Service (LPS) provides specialized investigative support across several forensic disciplines as well as explosive disposal and CBRN response. FIS must balance front-line forensic response with the ongoing training, certification, and technical expertise required to maintain these specialized capabilities. FIS staffing has not kept pace with either the City's population growth or the overall growth of the organization. From 2010 to 2026, the City of London's population increased by approximately 37%, and the LPS sworn complement increased by 26%. During that same period, there has been no increase to the sworn complement within FIS. This lack of growth impacts the section's capacity to maintain forensic, explosive disposal, and CBRN response capability while also meeting expanding operational and compliance obligations.

From 2021 to 2025, FIS overtime costs increased by 87%. At the same time, training requirements have increased, with many now formalized under the Community Safety and Policing Act (CSPA). In 2025, FIS members completed more than 4,700 training hours. On average, this removed each member from operational availability for approximately seven weeks during the year, creating backfill pressures and contributing to overtime costs.

The requested Detective position would strengthen forensic response capacity while providing supervisory oversight to support compliance with legislated specialty requirements under the CSPA. This position represents the first step in a longer-term strategy to help ensure LPS can continue to meet legislated, operational, and public safety expectations in a growing city.

- **3x Constable, x2 Cadet and x1 Special Constable – Support Services Division – Administrative Support Branch – Court and Offender Management Section – Court Liaison and Security Unit / Court Prisoner Security Unit**

Section 243 of the Community Safety and Policing Act, 2019 (CSPA,) states that a police service board that has policing responsibility for an area has distinct responsibilities with respect to premises where court proceedings are conducted, specifically:

> A police service board that has policing responsibility for an area has the following responsibilities with respect to premises where court proceedings are conducted:
>
> 1. Ensuring the security of judges and other judicial officers and of persons taking part in or attending proceedings.

2. During the hours when judges, other judicial officers and members of the public are normally present, ensuring the security of the premises.

3. Ensuring the secure custody of persons in custody who are on or about the premises, including persons taken into custody at proceedings.

4. Determining appropriate levels of security for the purposes of paragraphs 1, 2 and 3 in accordance with the regulations, if any.

London's rapid population growth, increasing urban density, and demographic changes are significantly reshaping the demands placed on police services. Based on the 2016 census, London had a population of 383,822. London's permanent population is projected to increase from 437,200 in 2021 to 489,260 by 2027. By 2026, estimates indicate that the Census Metropolitan Area (CMA) population will have exceeded 630,000 residents. This is significant because the three courts in London—for which the LPS is required to provide security under Section 243 of the CSPA—serve not only the city but also surrounding regions within the CMA. The number of cases scheduled for in-person appearances has increased markedly due to both the population growth in London and the shift from virtual back to in-person court sessions after Covid. The opening of the Justice Centre in August 2025, focusing on accommodating the needs of a growing population of young adults in the City of London and surrounding area, has increased the demand for the provision of court security services.

The demand for court security services has increased significantly in recent years as the CMA has grown. In addition to a 55% increase in in-person court appearances between 2024 and 2025, the number of court facilities requiring security coverage has increased from two to three with the opening of the Justice Centre in August 2025 to accommodate the needs of a growing young adult cohort. Despite this expansion in service obligations, court security staffing levels have not increased proportionately. As a result, existing resources are required to support a greater number of courtrooms, judicial officers, accused persons, and members of the public across multiple facilities while maintaining the legislated security requirements prescribed under Section 243 of the CSPA.

There is a clear correlation between the frontline expansion to meet population growth and the need for support functions that are now seeing the impact. As mentioned in the other administrative support areas in need, more charges are being laid requiring more people to attend court and come into police custody. In addition to the increase of in-person appearances, the amount of persons in-custody at court cells has increased from two-thousand six-hundred and twenty-four (2624) in 2023 to six-thousand and sixty-nine (6069) in 2025. This year the Detention Unit at the courthouse is forecasted to house six-thousand four-hundred and eighty detainees (6480). The number of detainees held overnight at the LPS Detention Unit and requiring transportation to court has increased. In 2023 the overnight detainees totaled one-thousand and forty-five (1045). In 2025 that number increased to two-thousand two-hundred and sixty-three (2263). This year the forecasted number will be two thousand five-hundred and thirty (2530). The overnight persons in custody are highlighted because they are often under the influence of narcotics or suffering from mental health issues which means increased risk for CPSOs to mitigate to ensure safety and security.

In order to be able to provide appropriate levels of security at all three locations, the Court and Offender Management Section requires the following:

1. Three sworn members at the rank of Constable to be added to the Court Liaison Unit (CLU) each authorized to carry full use of force equipment.
2. Two Cadets to be added to the CLU to perform security screening of visitors, assist with court security, and fingerprint offenders where required.
3. One Court Prisoner Security Officer (CPSO) to be added to the Court Prisoner Security Unit (CPSU) to provide court and prisoner security at the Provincial Offences Court.

The three sworn Constables and two Cadets will be added to the current CLU staff complement. Unit and Section Command will schedule members on a rotating basis to provide court security coverage at each of the three locations, ensuring adequate and appropriate staffing levels at each venue. The one CPSO will be added to the current CPSO staff complement. Unit and Section Command will schedule members on a rotating basis to ensure adequate and appropriate court security at each venue.

LPS court security staffing pressures are no longer isolated or temporary. The growing population of the London Census Metropolitan Area which is served by court facilities in London, legislated obligations, the establishment of in-person proceedings at the new Justice Centre, and violent incidents which have occurred in court rooms in Ontario which have heightened judicial concern and led to an appeal for enhanced court security in all court facilities have created sustained heightened operational demand. Without an increase in court security staffing, the LPS will continue to struggle to provide consistent, proactive, and resilient court security coverage. This presents a clear operational and organizational risk, impacting the safety of the judiciary, court staff, and the public, as well as the LPS’ ability to respond effectively to emergent incidents while maintaining baseline court security obligations.

Current staffing levels cannot absorb any further demands, including providing additional court security staff to the Justice Centre and the Provincial Offences Court at 824 Dundas Street, without causing strain that would hinder our ability to provide an appropriate level of court and prisoner security and to effectively respond to incidents related to courthouse security at each of the three locations. Additional staffing is needed to satisfy our legislated obligations, protect members of the judiciary, court staff, and members of the public, and mitigate risk and liability to the LPS.

- **1x Constable – Corporate Services Division – Training and Professional Development Branch – Academic Training Unit**

Across Ontario and Canada, police services are responding to rising volumes of mental health-related incidents, many of which are non-criminal and require de-escalation and referral rather than enforcement. London has experienced significant population growth in recent years, adding tens of thousands of residents and increasing pressure on front-line services. This growth is reflected in rising demand for police response to persons in crisis. Data shows that mental health-related occurrences increased from 3,185 in 2019 to 4,206 in 2025, representing a 32.1% increase. Call levels have remained elevated over time and continue at a similar pace in 2026. Apprehensions show a continued upward trend, increasing from 985 in 2019 to 1,221 in 2025, and are projected to reach similar or higher numbers in 2026. These incidents require officers to conduct on-scene assessment, apply de-escalation techniques, and determine appropriate outcomes, reinforcing the need for specialized skills across the organization.

In response, the Province has introduced legislated mental health crisis response training for all police officers. The Community Safety and Policing Act (CSPA) has expanded and standardized training requirements across Ontario, establishing clear expectations for the content, duration, and frequency of training. Prior to the introduction of MHCR under the CSPA, there was no standardized, mandatory annual training requirement for mental health response across all sworn members. The current model requires approximately 800 sworn members to complete three hours of MHCR training annually, generating 2,400 training hours per year for the service, including an estimated 960 hours of instructor-led delivery.

The increasing demand for mental health crisis response training is occurring within a broader context of significant growth in overall training requirements across the service. Total training hours delivered increased from 103,484 hours in 2022 to 180,290 hours in 2025, representing a 74% increase over four years. Much of the growth has been driven by expanding legislated training requirements under the Community Safety and Policing Act (CSPA). Legislated training hours more than doubled from 36,776 hours in 2023 to 81,804 hours in 2024 and increased further to 110,471 in 2025. As a result, legislated training now accounts for approximately 61% of all training delivered, compared to 34% in 2022. While non-legislative training has remained relatively stable, the substantial increase in mandatory training requirements has created significant pressure on existing training resources, instructors, scheduling capacity, and administrative support. The addition of new provincially mandated programs such as Mental Health Crisis Response training further increases these demands and requires additional internal capacity to maintain compliance while continuing to meet operational training needs.

As population growth continues, the volume of calls requiring officer assessment is expected to increase, and the size of the sworn complement must expand to maintain appropriate service levels. This creates a direct and ongoing increase in the number of members requiring both initial and ongoing training, while timelines remain fixed and annual requalification requirements persist. Together, these factors are creating sustained pressure on the Training and Professional Development Branch.

The addition of one sworn member to the Academic Unit will increase internal training capacity to keep pace with population-driven growth. This position will support compliance with legislated requirements, ensure consistent delivery of MHCR training, and strengthen the Service's ability to respond effectively to the increasing volume of mental health-related incidents in a growing community.

- **1x Legal Assistant – Executive Administration – Legal Services**

Over the past several years, the London Police Service Legal Services function has experienced substantial growth in the volume, complexity, and scope of legal work it is required to support. As the London Police Service has expanded to meet the needs of a growing city, Legal Services has assumed responsibility for supporting a broader range of operational and administrative functions, necessitating the existence of a multidisciplinary legal team supporting a growing organization, an expanding sworn and civilian complement, and an increasing number of divisions seeking legal advice and support.

Legislative changes, heightened accountability requirements, increased civil litigation, discipline proceedings under the *Community Safety and Policing Act*, privacy and disclosure obligations, contract management, labour and employment matters, and a growing number of external production orders have substantially increased the administrative burden on Legal Services. Since 2022, Legal Services has experienced consistent increase in the number of new claims received annually. Over the past year alone, specifically from 2024 to 2025 Legal Services has experienced a 123% increase in active legal files. In addition, Legal Services coordinated 164 production orders in 2024 and 195 production orders in 2025, representing a 19% increase in a single year. With 112 production orders already received in 2026 year-to-date, Legal Services is on pace to exceed prior years and would process approximately 224 production orders by year-end, representing a further 15% increase over 2025. These requests are also becoming increasingly complex, as many now involve the retrieval, review, redaction, and disclosure of body-worn camera footage and other forms of digital evidence.

The growth of technology and digital evidence has further intensified these demands. The introduction of body-worn cameras, increased video evidence from public and private sources, expanded digital records systems, and rising volumes of electronic disclosure have significantly increased the time required to collect, organize, redact, track, and produce records for litigation, labour matters, disciplinary proceedings, tribunals, and court-ordered productions. As of March 2026, all frontline LPS members were equipped with body-worn cameras, following the commencement of the body-worn camera initiative in 2024. As a result, the majority of police occurrences now contain video evidence documenting police interactions with the public. This technological shift has transformed the nature of disclosure and production obligations. Freedom of Information requests, production orders, disciplinary investigations, civil litigation matters, and other legal proceedings increasingly require the identification, retrieval, review, redaction, management, and disclosure of substantial volumes of digital evidence and video files. Legal Services is now responsible for coordinating records and evidence across numerous divisions while ensuring compliance with strict legislative and court-imposed deadlines.

The proposed Legal Administrative Assistant position will provide dedicated support for legal file management, production requests, disclosure coordination, scheduling, records retrieval, digital evidence processing, litigation tracking, and administrative support for legal counsel and the Senior Law Clerk. This position will create operational efficiencies, reduce legal risk, improve compliance with statutory timelines, support the growing legal needs of the organization, and ensure Legal Services maintains the capacity necessary to effectively serve a rapidly growing police service and community. Absent additional administrative capacity, highly trained legal professionals will continue to spend considerable time performing administrative and file-management functions that could be more effectively and efficiently managed by a dedicated legal administrative resource, reducing overall organizational efficiency and limiting the ability of Legal Services to focus on strategic legal work, risk management, and operational support.

- **1x Charge Preparation Coordinator – Support Services Division – Administrative Support Branch – Custody, Documents and Property Section – Charge Preparation Unit**

London's population growth and the associated increase in the number of frontline officers have significantly impacted the Charge Preparation Unit's (CPU) workload. Alongside more criminal cases, Provincial Offences Act (POA) matters have surged due to population growth, proactive policing and road safety efforts. The CPU is currently struggling with the heavier workload, which risks impacting the processing of charges particularly for time sensitive bail and release matters.

The largest area of growth for the CPU is related to POA matters. In 2022 the CPU processed 3,944 offence and suspension notices. In 2026 the forecasted comparison is 10,525 offence and suspension notices. Additionally, the required summonses and subpoenas generated has increased from 85 in 2022 to a forecasted 1,317 in 2026. Notice of

Trials generated for sworn members has increased from 245 in 2022 to a forecasted 600 in 2026. These increases also correlate to the rising number of disclosure packages that need to be processed by CPU for court. MTO reports being processed have increased from 1223 to 2249 for the same period, 2022-2026.

In 2022, CPU members processed 11,558 various criminal related packages. In 2026 CPU is on track to process 13,629 packages. The measurable increase in charge packages requiring review, preparation, and submission equates to a growing backlog of files awaiting processing. Concerns about timeline obligations for disclosure and the ability for members of DSU to begin their work increases with additional workload.

Current staffing levels are no longer sufficient to keep pace with file intake volumes. The CPU is experiencing increased turnaround times for charge preparation, with pressure on time-sensitive bail and release matters that require immediate processing. Delays in these areas present operational risks, including impacts to court timelines, custody decisions, and compliance with legislated disclosure and processing requirements.

Adding a Charge Preparation Coordinator is required to provide efficient, accurate charge processing and support LPS operations amid rising demands.

- **1x Constable – Support Services Division – Administrative Support Branch – Custody, Documents and Property Section – Report Auditing and Summons Server Unit**

London's growing population and the associated increase in the number of frontline operational resources to meet expanding community needs have had significant downstream impacts on support functions, including the workload of the report auditors. The sworn report auditing members play a significant role in ensuring that occurrence reports, charge packages, and POA matters (including Provincial Offence Notices) submitted by LPS members, are of a high quality. It is a crucial risk management role that ensures compliance with adequacy standards. The current staffing level is not sufficient to ensure timely, effective quality control given their rising workload.

Since 2022, the total number of events (CAD entries and General Occurrences) that require auditing has increased from 34,534 to a projected total of 46,626 for this year. The complement of four general auditors has not changed in that period despite the increase in other deployment areas and the growth of the city. Attempts to manage this workload increase has required LPS members to work overtime.

The current workload referenced above does not consider changes resulting from the Digital Evidence Advancement Project. There is a deficiency in the auditing of the DEMS environment and a struggle to remain compliant with the body worn camera and in-car camera procedures. Current staffing levels in both the DSU and the Auditing Unit are not adequate from a risk management perspective.

- **4x Disclosure Support Coordinator – Support Services Division – Administrative Support Branch – Custody, Documents and Property Section – Disclosure Support Unit**

The addition of four Disclosure Support Coordinators (DSC) is essential to address increased demands resulting from population growth and expanded frontline LPS staffing, as well as the consequential downstream effects on support functions—including elevated workloads related to managing and disclosing digital evidence from body-worn and in-car cameras. With population growth and corresponding growth in the LPS frontline complement, along with the implementation of tools such as body worn and in-car cameras meant to find efficiencies for the frontline and enhance oversight, the volume of evidence requiring review, organization, and redaction by the Disclosure Support Unit (DSU) has risen significantly. Presently, the DSU faces considerable challenges meeting redaction and disclosure deadlines given current staffing levels, despite efforts to streamline processes through technology and collaborative workload-sharing arrangements with the local Crown's office, and overtime as an attempt to manage these demands.

The overtime in DSU for 2026 has already reached 1471 hours. This is not sustainable and is generating concerns about employee burnout. Overtime worked by DSU members is not addressing the current workload demand. The redaction task requires specialized training and equipment. It is not work that can be assigned to other members. There is a notable decline in the amount of overtime being worked by DSU members. The type of material they must review at times is taxing and now we are asking them to do it outside normal working hours.

Despite the efforts to make improvements and manage the volume, the DSU workflow currently exceeds 1300 occurrences waiting for redactions to provide disclosure to the Crown. 105 files were due in April and 363 were due in May for first appearance dates as of June 26, 2026. The LPS is unable to meet disclosure demands currently. There is reputational risk to the LPS if this area is not adequately staffed as criminal matters may be withdrawn, or matters stayed due to R. v. Jordan timelines and failure to provide timely disclosure.

When it was formed, the DSU was assigned a staffing complement without data to make an informed decision. Staffing was also analyzed at a time before documentary redactions were a responsibility placed back on police rather than with the Crown. The DSU was initially staffed to provide body worn camera video and digital media disclosure already being processed such as video from the Detention Unit, LPS interview rooms or 911 calls. The additional documentary redaction responsibility was not factored into the staffing complement requirements. The impact of the expansion to frontline sworn complement over the past couple years due to the growth of the city could not be accurately forecasted.

The increase in frontline resources to respond to the needs of a growing population have had significant downstream impacts upon workload in support areas, including the Disclosure Support Unit. The full rollout of the body worn cameras has occurred to the frontline with approximately 450 cameras deployed. The video evidence from in-car cameras is scheduled for September and represents 140 vehicles with two cameras in each vehicle. The result is more video evidence that needs to be redacted and disclosed.

The LPS now processes more than 8000 criminal charge packages a year. On average a DSC can process 40 packages per month when evaluating the processing time for the evidence that is currently being provided. That represents a need for slightly more than 16 DSCs. There are currently 12 DSCs assigned to this function. Approval of the four additional positions would increase the complement to 16 DSCs, which aligns with the minimum staffing level required to support current workload volumes. As highlighted in the CPU area, the Provincial Offence Act matters have also significantly surged. All matters assigned POA trial dates now need disclosure of the body worn camera footage and will require the in-car camera footage when that is implemented.

The requested positions are essential to enhance the operational capacity of the DSU, reduce overtime costs, ensure compliance with legal requirements and established disclosure timelines, and facilitate effective service delivery in response to London's growing population.

- **1x Technical Operations Support – Criminal Investigation Division – Organized Crime and Support Branch – Technological Crime Section**

The requirement for this position is driven directly by the rapid population growth of the City of London, which has caused a proportional surge in the volume, scale, and technological complexity of criminal investigations. This municipal growth has forced a significant, board-approved expansion of the Technological Crime Section (TCS) to maintain community safety. However, this necessary scaling of personnel has pushed the section's underlying technological infrastructure past a critical operational tipping point.

The need for this role is a structural dependency directly quantified by the rapid scaling of the unit's personnel, infrastructure, and caseload over consecutive budget cycles:

- 58.3% Personnel Headcount Expansion: Prior to 2024, the section operated with a baseline of 12 personnel (6 DFU, 3 ICE, 3 Forensic Video). Driven entirely by the rise in tech-driven crime in our expanding community, the section footprint has rapidly expanded by 58.3% to 19 total personnel. This growth includes the formal business case creation of a dedicated Cybercrime Unit (1 Detective, 2 Detective Constables), 1 Staff Sergeant to command the section, and strategic growth additions to the Digital Forensics and Internet Child Exploitation units—with further approved growth positions for 2026 and 2027 still to be onboarded.
- Operational Footprint: This expanded infrastructure currently supports 18 frontline unit members (7 DFU, 5 ICE, 3 Forensic Video, 3 Cybercrime) managed by the Section Commander.
- Caseload & Data Volume Growth: This expanded team is responding to a massive escalation in files, now managing over 2,000 active investigations annually and more than 400 specialized DFU analysis requests. This surge has caused the section's technical footprint to explode to over 1 petabyte of highly sensitive digital evidence requiring isolated networks, high-capacity storage arrays (SAN/NAS), processing server nodes, and continuous forensic tool validation.

The 1,300 hours of aggregated investigative time per year currently diverted to system troubleshooting, software validation, and hardware maintenance is a dynamic growth metric rather than a static efficiency deficit.

When the TCS operated at its historical baseline of 12 personnel, ad-hoc system maintenance by investigators was manageable. However, as the City's growth forced a 58.3% increase in personnel and pushed data limits past the petabyte threshold, the technical maintenance burden scaled exponentially. Every new investigator and specialized examiner added to handle city growth adds more server load, more software licenses, more hardware nodes, and more rigorous court-validation requirements.

The 1,300 hours of diverted investigative time is a direct measurement of the operational friction caused by an infrastructure that has grown too large to be maintained on the side by active investigators. This represents a compounding loss of frontline capacity that will continue to escalate linearly with the approved 2026 and 2027 growth positions if a dedicated support role is not established.

This civilian Technical Operations Support position is a structural dependency born directly out of the physical and operational growth of the City of London. It represents the vital technical backbone required to stabilize, maintain, and secure the expanded technological environment that supports our growing investigative team. Centralizing these duties in a specialized civilian role ensures system resilience, guarantees court-admissible forensic standards, and immediately returns 1,300 hours of specialized investigative capacity to the frontline—fully securing and realizing the value of the City's strategic investments in managing municipal growth.

- **1x Summons Server – Support Services Division – Administrative Support Branch – Custody, Documents and Property Section – Report Auditing and Summons Server Unit**

London's population growth has resulted in a corresponding rise in the number of court documents that require management and service. The disclosure timelines established in the R. v. Jordan court decision add additional pressure on the summons servers to ensure timely service of legal documents. The Summons Server role is pivotal in ensuring that legal documents are served promptly and accurately, which is essential for upholding the integrity of the justice system and preventing delays in legal proceedings. The current authorized complement of Summons Servers at the LPS is two, which is woefully inadequate to accommodate the workload associated to London's growth. Understaffing has led to document service backlogs requiring overtime and assistance from sworn members and Special Constables.

In 2020 the numbers of documents requiring service was approximately 3,400. The volume has steadily increased over the past five years with the growth of London and the additional number of officers being deployed. In 2025 the number of documents to be served was just under 4,000. That represents 2,000 documents to be served for each LPS summons server. A recent environmental scan of several other Ontario police agencies showed that the average staffing complement is one Summons Server per 1,000 documents to be served.

Initiatives have been undertaken in accordance with the Provincial Offences Act to serve documents via email and by couriered delivery. This has reduced the number of documents to be served in person at a more economical cost and greater level of efficiency. The initiative reduces the number of documents to be served in person by approximately 600, but it still leaves 3,400 to be served. There is administrative time required to process the POA matters. The remaining workload is too much for the current staffing complement.

Adding one Summons Server position is necessary to enhance operational efficiency, reduce service backlogs, mitigate negative impacts on legal proceedings, and curb overtime expenditures. It will bring the LPS closer to alignment with comparable Ontario police agencies.

LONDON POLICE SERVICE

OPEN REPORT TO THE LONDON POLICE SERVICE BOARD

Report Number	2608FF03
Board Meeting Date	August 20, 2026

2027 Multi-Year Budget Operating and Capital Updates

Roger Ramkissoon, Chief Administrative Officer

REASON FOR REPORT

☑ Seeking Decision

☐ Receive for Information/Update

RECOMMENDATION(S)

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

1. Approve an increase in the 2027 drawdown from the Benefits Reserve Fund (RF098), from $200,000 to $1,000,000, to support the mitigation of operating pressures identified within this report.
2. Approve redirecting the approved Training Campus funding in the amount of $1,856,371 to the Police Service Reserve Fund (RF10100) as a contribution to support emerging financial pressures.
3. Approve the 2027 Operating Budget of $216,192,502.
4. Approve the Capital Budget forecast for 2036 in the amount of $38,262,354.
5. Approve retaining the Police Modernization Business Case P28 funding in the amount of $575,480, which was originally allocated to the Digital Evidence Advancement Project (DEAP), and authorize the reallocation of these funds within the existing capital account to support the Human Resources Information System (HRIS) project, which is currently underfunded.
6. Approve the reallocation of an estimated $200,000 in surplus funding from the Virtual Server Infrastructure Modernization project. The Board acknowledges that updated pricing has resulted in a reduced funding requirement for the Virtual Server Infrastructure Modernization project and authorizes the use of the surplus funds to offset critical information technology infrastructure pressures, thereby reducing the draw required from the Police Service Reserve Fund.

7. Approve the permanent backfilling of two additional members on Long-Term WSIB who meet the established eligibility criteria for 2027 to support operational deployment requirements and workload demands across the Service.

PURPOSE

This report provides the London Police Service Board with an update on the 2027 Operating Budget and Capital Budget forecasts as part of the annual Multi-Year Budget (MYB) update process. Administration has completed a comprehensive review of operational demands, personnel requirements, reserve fund positions, and capital funding pressures to ensure the Service remains financially sustainable while maintaining operational readiness. The report outlines several strategies to mitigate budget pressures, including reserve fund adjustments, funding reallocations, and capital prioritization initiatives, while seeking Board approval for specific recommendations required to support the 2027 budget framework.

FINANCIAL IMPLICATIONS

The 2027 Operating Budget proposed for Board approval totals $216,192,502 to support identified operating pressures, personnel cost adjustments, OMERS contribution increases, and ongoing operational requirements. Administration is also seeking Board approval of the 2036 Capital Budget forecast in the amount of $38,262,354, which includes critical infrastructure and technologies investments such as vehicle replacements, facility repairs and technology upgrades.

The report further outlines capital pressures and reserve funding considerations that require Board approval. Recommended funding strategies include an increase in the Benefits Reserve Fund drawdown, the reallocation of Training Campus funding to the Police Service Reserve Fund, the retention and reallocation of Public Modernization funding to support the HRIS project, and the potential use of reserve funds to address critical technology and infrastructure requirements.

DISCUSSION

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

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

For the 2027 Annual Budget Update, the LPS Administration has conducted a comprehensive review of the City’s guidelines for budget adjustments and completed a thorough internal evaluation. This process focused on identifying significant adjustments to operating and capital budgets that may necessitate updates.

DISCUSSION

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For the 2027 Annual Budget Update, the LPS Administration has conducted a comprehensive review of the City's guidelines for budget adjustments and completed a thorough internal evaluation. This process focused on identifying significant adjustments to operating and capital budgets that may necessitate updates.

OPERATING BUDGET:

Instructions from the City specify that only budget adjustments resulting in net budget reductions will be included in the 2027 Annual Budget Update for Council's consideration. If a net budget increase is deemed necessary, prior communication with the City Treasurer is required before proceeding with any budget adjustments.

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

A separate report will be brought forward to the Board regarding Assessment Growth positions which will also be submitted to City Council as part of the 2027 budget process. This report will outline the need for additional funding to support the city's continued growth, address increasing workload demands, and help close the staffing gap, ensuring the LPS can continue to deliver high-quality services effectively and sustainably.

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

Summary of Approved Operating Budget (2027):

Category	2027
Operating Base Budget:	$177,981,490
Assessment Growth (2024):	$4,580,090
Assessment Growth (2025):	$4,812,687
Assessment Growth (2026):	$3,303,928
Business Cases:	
Public Safety & Infrastructure Modernization	$18,210,488
Next Generation 911 Centre	$3,122,543

Category	2027
Facility Masterplan & Protective Services Training Campus	$3,421,712
Police Equipment & Vehicle Requirements	$759,564
OPERATING BUDGET TOTAL	**$216,192,502**

Department/Division	2027
Police Service Board:	$930,450
Executive Administration:	$10,715,969
Human Resources Division:	$4,830,722
Corporate Services Division:	$9,664,507
Facilities, Finance and Fleet Division:	$22,889,315
Uniformed Division:	$109,012,955
Criminal Investigation Division:	$32,855,156
Support Services Division:	$25,293,428
OPERATING BUDGET TOTAL	**$216,192,502**

Operating Pressures (2027)

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

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

The most significant financial pressures impacting the 2027 Operating Budget are driven by factors largely outside of the Service's direct control. These include the OMERS contribution rate increases taking effect January 1, 2027, the expiry of the current Working Agreement on December 31, 2026 and the associated uncertainty surrounding future collective bargaining outcomes, as well as continued escalation in information technology and software licensing costs required to maintain critical systems, cybersecurity safeguards, and operational effectiveness. Together, these pressures represent a substantial and ongoing impact on the Service's financial sustainability.

Opportunities to Mitigate Operating Pressures

To support the LPS in addressing operational demands and balancing the 2027 budget, two key opportunities for budget adjustments have been identified:

- Training Campus: Through the 2027 MYB review process, it was determined that the funding previously allocated in the 2027 Operating Budget for the Training Campus initiative, in the amount of $1,856,371, is not required in 2027 due to revised project timing. It is therefore recommended that these funds be contributed to the Police Service Reserve Fund (RF10100) to help address capital funding pressures and mitigate the financial impacts associated with the Working Agreement.
- Reserve Fund Drawdown: Increasing the drawdown from the Benefits Reserve Fund (RF098) from $200,000 to $1,000,000 would provide an additional $800,000 in budget support while maintaining a healthy reserve balance in 2027.

While both strategies provide meaningful budget relief, a funding gap remains for 2027. Further refinements will be required, and the Executive Command Team will continue to evaluate additional opportunities and cost-mitigation strategies to address the remaining shortfall while maintaining service levels and operational effectiveness.

Police Service Board Budget

For the year 2027, the London Police Service Board is requesting an operating budget of $983,260.

The requested increase related to the Board's approved budget will be accommodated through budget housekeeping transfers in 2027. A budget amendment is not necessary to support the requested increase from $930,450.

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

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

CAPITAL BUDGET:

2036 Capital Budget Update

The Capital Budget for 2036 requires an update to reflect the continuation of existing capital requirements and ongoing needs. This update involves maintaining a rolling 10-year Capital Plan, which includes incorporating the year 2036 into the plan. Detailed descriptions and budget projections for key capital projects are provided to ensure transparency and alignment with long-term strategic goals.

Capital Projects	2036 Budget
Replacement Vehicles (PP4314) Cyclical replacement of London Police Service Vehicles. Replacement is governed by specific use, mileage, and service requirements.	$6,223,109
Headquarters Building Major Repairs (PP4444) Regular, ongoing maintenance and upgrades to Headquarters (601 Dundas Street). Ongoing expenses are expected as a result of the aging facility.	$3,145,655
Police Misc. Equipment (PP4291) Lifecycle replacement of existing police equipment, including various protective gear and forensic tools essential for police operations.	$1,480,567
Police Technology Equipment (PP4295) Ongoing replacement of technological upgrades to support operations, such as Network Switch Replacement, Administrative Phone System Replacement, End User Devices, Infrastructure Devices and Multimedia Devices.	$16,960,978
Police Outfitting (PP4465) Funded through Development Charges for police officer outfitting, including non-personal equipment and radios.	$51,530
Portable Radio User Gear (PP4405) Replacement of portable, mobile and in-car radios to maintain service levels and ensure officer safety and access to essential communication tools.	$5,415,460
Next Generation 911 Centre (PP4325) Cyclical replacement of NG911 hardware to meet CRTC mandates and maintain effective 911 communication systems.	$2,991,085
Back-up Communication Centre (PP4474) Infrastructure upgrades for the Back-up Communications Centre to ensure continuity in emergencies.	$35,992
Police Storage Server (PP4406) Regular, ongoing maintenance and upgrade of storage server and infrastructure requirements to meet the evolving needs of the organization.	$1,610,000
Police Vehicle and Equipment (PP4292) Transitioning to electric vehicles will lower running and maintenance costs, reduce emissions, and improve fuel economy.	$347,978
CAPITAL BUDGET TOTAL	**$38,262,354**

Capital Pressures (2027)

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

Other Capital Considerations

There are no proposed amendments to the approved Capital Budget for 2027. However, two funding strategies are required to help mitigate immediate capital funding pressures and support priority initiatives that cannot be accommodated within existing capital budgets.

1. **Training Campus Funding Reallocation**

As part of the 2027 budget review, it was determined that the approved operating funding for the Training Campus project, in the amount of $1,856,371, is not required in 2027 due to revised project timing. The LPS remains actively engaged with the City and our partners at the London Fire Department and London Emergency Management in relation to the development of the Training Campus project. Recently, a complete review of the Functional Program for this new facility was undertaken by an external consultant and the LPS played a key role in helping to shape the forward progress of this project. Despite the forward momentum, several critical (and potentially time consuming) steps will need to be completed before any element of an actual physical facility (requiring operational budget support) will be in place. As such, funding to support the operational aspects of the Training Campus will not be needed in 2027.

It is recommended that these funds instead be contributed to the Police Service Reserve Fund (RF10100) to strengthen the Service's financial position and provide flexibility to address critical capital requirements, Working Agreement impacts, and other emerging financial pressures.

More specifically, the Police Service Reserve Fund will play a key role in funding several significant capital initiatives that are essential to maintaining core technology infrastructure, operational continuity, cybersecurity, and information management capabilities. These initiatives include IT Infrastructure and End User Device replacements, the MySource/SharePoint Migration Project, and Data Storage Server upgrades. Given the increasing financial pressures facing the Service and the limited availability of sustainable funding sources, strengthening reserve balances will help ensure that these critical investments can be supported without placing additional pressure on future budgets.

Failure to proceed with these initiatives would increase risks associated with aging technology infrastructure, reduced system reliability, cybersecurity vulnerabilities, data storage limitations, and delays in critical business processes. These projects are foundational to maintaining secure, stable, and efficient technology systems while enabling future modernization efforts across the organization.

Accordingly, redirecting the Training Campus funding to the Police Service Reserve Fund will enhance the Service's financial flexibility and help ensure that sufficient resources are available to address these critical priorities and support long-term organizational sustainability.

2. **HRIS Project Funding Reallocation**

The Human Resources Information System (HRIS) project remains a critical modernization initiative but is currently underfunded. To address a portion of the funding shortfall, it is recommended that the Service retain the $575,480 remaining within Police Modernization Business Case P28, which was originally allocated to the Digital Evidence Advancement Project (DEAP).

It should be noted that the DEAP project was advanced ahead of its originally planned timeline, resulting in project expenditures being incurred in 2026 rather than 2027. To facilitate this accelerated implementation, funding was temporarily provided through the Police Service Reserve Fund. As a result, the DEAP-related expenditures originally contemplated within the 2027 Police Modernization Business Case have effectively already been funded and incurred. Retaining the remaining P28 funding for the HRIS project therefore represents a reallocation of previously approved modernization funding to address current project pressures while maintaining the Service's overall modernization objectives.

Redirecting these funds to the HRIS project will help advance a key corporate priority. It should be noted that the scope of the HRIS project has not changed and no service enhancements have been added. Rather, the project is experiencing cost pressures due to increased implementation and vendor costs associated with the originally approved HRIS modules.

These recommendations are budget-neutral, strategically aligned with the Service's modernization objectives, and intended to maximize the use of existing approved funding while addressing current capital funding pressures. This approach also avoids the need to identify additional funding sources, recognizing that the DEAP expenditures have already been supported through the Police Service Reserve Fund as part of the project's accelerated implementation.

POLICE BENEFITS RESERVE FUND (RF098):

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

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

During the 2024–2027 Multi-Year Budget (MYB) process, the Board approved a draw from the Benefits Reserve Fund to help offset projected increases in benefit costs, specifically, $600,000 in 2024, $400,000 in 2025, $1,000,000 in 2026 and $200,000 in 2027. The draw for 2024 and 2025 were not required, and the planned drawdown for 2026 is also not expected to be fully utilized and may only be required on a partial basis, if at all.

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

POLICE SERVICE RESERVE (RESF10100)

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

(a) One-time initiatives/projects; or

(b) Initiatives/projects that require a temporary source of financing not to exceed four years.

Following a review of the proposed 2027 budget and Reserve Fund projections, it is recommended that no drawdown occur in 2027. The Service continues to face significant financial pressures, including uncertainty associated with the renewal of the Working Agreement expiring December 31, 2026, and a number of critical capital infrastructure requirements. Maintaining Reserve Fund balances will provide the Service with the financial flexibility necessary to address these emerging pressures while supporting operational priorities.

CONCLUSION

Administration has completed a comprehensive review of the 2027 Operating Budget, Capital Budget, reserve fund positions, and emerging financial pressures. While the proposed recommendations will help mitigate a number of immediate operational and capital funding challenges, significant future pressures remain, particularly with respect to collective bargaining outcomes, technology needs, and ongoing funding commitments for previously approved projects. The recommendations contained in this report provide a prudent and responsible approach to balancing current operational needs while preserving the Service's financial flexibility and ensuring critical investments in infrastructure, technology, and public safety continue to be appropriately prioritized.

APPROVED FOR SUBMISSION BY CHIEF THAI TRUONG

X T. Truong

Thai Truong, Chief of Police

ATTACHMENTS

1. 2024-2027 Operating Budget

***Alternative formats, translation, and communication supports are available on request**

LONDON POLICE 2024-2027 OPERATING BUDGET

	2023 Approved	2024 Approved	Increase/ Decrease	Percent Change	2025 Approved	Increase/ Decrease	Percent Change	2026 Approved	Increase/ Decrease	Percent Change	2027 Approved	Increase/ Decrease	Percent Change
Divisions Summary:													
Police Services Board	$395,208	$507,929	$112,721	28.5%	$887,688	$379,759	74.8%	$913,308	$25,620	2.9%	$930,450	$17,142	1.9%
Executive Administration	$5,263,473	$9,423,735	$4,160,262	79.0%	$9,067,359	($356,376)	-3.8%	$9,473,288	$405,929	4.5%	$10,715,969	$1,242,681	13.1%
Human Resources Division	$3,141,911	$4,009,081	$867,170	27.6%	$4,847,760	$838,679	20.9%	$4,603,610	($244,150)	-5.0%	$4,830,722	$227,112	4.9%
Corporate Services Division	$4,857,822	$6,763,316	$1,905,494	39.2%	$7,919,765	$1,156,449	17.1%	$9,141,395	$1,221,630	15.4%	$9,664,507	$523,112	5.7%
Facilities, Finance and Fleet Division	$11,642,731	$15,244,301	$3,601,570	30.9%	$16,067,732	$823,431	5.4%	$18,157,100	$2,089,368	13.0%	$22,889,315	$4,732,215	26.1%
Uniformed Division	$70,868,641	$86,049,553	$15,180,912	21.4%	$98,197,439	$12,147,886	14.1%	$102,858,194	$4,660,755	4.7%	$109,012,955	$6,154,761	6.0%
Criminal Investigation Division	$22,918,366	$26,489,663	$3,571,297	15.6%	$28,645,647	$2,155,984	8.1%	$30,794,326	$2,148,679	7.5%	$32,855,156	$2,060,830	6.7%
Support Services Division	$12,342,485	$17,040,130	$4,697,645	38.1%	$21,067,868	$4,027,738	23.6%	$23,292,715	$2,224,847	10.6%	$25,293,428	$2,000,713	8.6%
NET LPS EXPENDITURES	**$131,430,637**	**$165,527,708**	**$34,097,071**	**25.9%**	**$186,701,258**	**$21,173,550**	**12.8%**	**$199,233,936**	**$12,532,678**	**6.7%**	**$216,192,502**	**$16,958,566**	**8.5%**
Personnel Costs	$127,607,499	$158,169,429	$30,561,930	23.9%	$177,090,276	$18,920,847	12.0%	$186,525,268	$9,434,992	5.3%	$199,392,301	$12,867,033	6.9%
Administrative Expenses	$1,914,337	$2,816,456	$902,119	47.1%	$3,195,860	$379,404	13.5%	$3,325,599	$129,739	4.1%	$3,293,074	($32,525)	-1.0%
Financial Expenses	$831,608	$857,029	$25,421	3.1%	$870,923	$13,894	1.6%	$714,949	($155,974)	-17.9%	$726,001	$11,052	1.5%
Purchased Services	$6,494,052	$10,873,165	$4,379,113	67.4%	$12,726,116	$1,852,951	17.0%	$16,097,358	$3,371,242	26.5%	$16,998,998	$901,640	5.6%
Materials & Supplies	$4,357,397	$5,172,976	$815,579	18.7%	$5,472,435	$299,459	5.8%	$6,263,875	$791,440	14.5%	$7,825,569	$1,561,694	24.9%
Equipment & Furniture	$592,965	$649,203	$56,238	9.5%	$700,303	$51,100	7.9%	$723,632	$23,329	3.3%	$762,757	$39,125	5.4%
Recovered Expenses	($319,435)	($452,798)	($133,363)	41.7%	($461,637)	($8,839)	2.0%	($610,425)	($148,788)	32.2%	($618,937)	($8,512)	1.4%
TOTAL EXPENDITURES/OBJECT	**$141,478,423**	**$178,085,460**	**$36,607,037**	**25.9%**	**$199,594,276**	**$21,508,816**	**12.1%**	**$213,040,256**	**$13,445,980**	**6.7%**	**$228,379,763**	**$15,339,507**	**7.2%**
TOTAL REVENUE	**($10,047,786)**	**($12,557,752)**	**($2,509,966)**	**25.0%**	**($12,893,018)**	**($335,266)**	**2.7%**	**($13,806,320)**	**($913,302)**	**7.1%**	**($12,187,261)**	**$1,619,059**	**-11.7%**
NET LPS EXPENDITURES	**$131,430,637**	**$165,527,708**	**$34,097,071**	**25.9%**	**$186,701,258**	**$21,173,550**	**12.8%**	**$199,233,936**	**$12,532,678**	**6.7%**	**$216,192,502**	**$16,958,566**	**8.5%**

LONDON POLICE 2024-2027 OPERATING BUDGET

	2023 Approved	2024 Approved	Increase/ Decrease	Percent Change	2025 Approved	Increase/ Decrease	Percent Change	2026 Approved	Increase/ Decrease	Percent Change	2027 Approved	Increase/ Decrease	Percent Change
Personnel Costs													
102800 Salaries (Police)	$74,333,049	$85,083,320	$10,750,271	14.5%	$93,888,948	$8,805,628	10.3%	$97,631,471	$3,742,523	4.0%	$101,712,031	$4,080,560	4.2%
102900 Salaries (Civilian)	$21,640,112	$27,557,819	$5,917,707	27.3%	$32,182,697	$4,624,878	16.8%	$35,132,792	$2,950,095	9.2%	$38,132,695	$2,999,903	8.5%
103100 Salaries (Board)	$191,783	$217,505	$25,722	13.4%	$298,616	$81,111	37.3%	$318,065	$19,449	6.5%	$329,198	$11,133	3.5%
122800 Overtime (Police)	$1,183,284	$4,857,091	$3,673,807	310.5%	$5,402,650	$545,559	11.2%	$5,819,240	$416,590	7.7%	$6,400,893	$581,653	10.0%
122900 Overtime (Civilian)	$296,319	$801,381	$505,062	170.4%	$956,627	$155,246	19.4%	$1,022,921	$66,294	6.9%	$1,116,736	$93,815	9.2%
123000 Stat.Overtime (Police)	$290,133	$202,700	($87,433)	-30.1%	$230,746	$28,046	13.8%	$250,649	$19,903	8.6%	$277,984	$27,335	10.9%
123100 Stat.Overtime (Civilian)	$89,566	$71,181	($18,385)	-20.5%	$81,029	$9,848	13.8%	$88,019	$6,990	8.6%	$97,618	$9,599	10.9%
132800 Shift Premium (Police)	$258,000	$253,459	($4,541)	-1.8%	$253,459	$0	0.0%	$253,459	$0	0.0%	$253,459	$0	0.0%
132900 Shift Premium (Civilian)	$40,900	$67,442	$26,542	64.9%	$67,442	$0	0.0%	$67,442	$0	0.0%	$67,442	$0	0.0%
142800 Court Time (Police)	$368,896	$279,222	($89,674)	-24.3%	$317,860	$38,638	13.8%	$345,274	$27,414	8.6%	$382,928	$37,654	10.9%
143900 Service Pay (Civilian)	$84,320	$93,260	$8,940	10.6%	$102,096	$8,836	9.5%	$102,624	$528	0.5%	$119,664	$17,040	16.6%
151000 WSIB Administration	$1,415,000	$2,002,000	$587,000	41.5%	$2,102,000	$100,000	5.0%	$2,202,000	$100,000	4.8%	$2,202,000	$0	0.0%
152800 Fringe Benefits (Police)	$7,777,300	$10,703,078	$2,925,778	37.6%	$12,663,840	$1,960,762	18.3%	$13,309,985	$646,145	5.1%	$14,609,907	$1,299,922	9.8%
152900 Fringe Benefits (Civilian)	$2,509,641	$3,859,480	$1,349,839	53.8%	$4,719,965	$860,485	22.3%	$5,365,941	$645,976	13.7%	$6,069,358	$703,417	13.1%
153100 Fringe Benefits (Board)	$23,184	$28,220	$5,036	21.7%	$35,089	$6,869	24.3%	$38,229	$3,140	8.9%	$41,634	$3,405	8.9%
172600 Benefits (Retirees)	$1,613,837	$1,927,682	$313,845	19.4%	$2,174,454	$246,772	12.8%	$2,361,219	$186,765	8.6%	$2,622,746	$261,527	11.1%
172800 Pensions (Police)	$11,687,736	$13,541,483	$1,853,747	15.9%	$15,060,427	$1,518,944	11.2%	$15,875,111	$814,684	5.4%	$17,409,515	$1,534,404	9.7%
172900 Pensions (Civilian)	$3,190,900	$4,117,447	$926,547	29.0%	$4,867,760	$750,313	18.2%	$5,314,972	$447,212	9.2%	$5,811,292	$496,320	9.3%
173100 Pensions (Board)	$26,239	$28,663	$2,424	9.2%	$40,794	$12,131	42.3%	$43,825	$3,031	7.4%	$46,429	$2,604	5.9%
199500 Special Projects	$300,000	$2,116,996	$1,816,996	605.7%	1,262,377	($854,619)	-40.4%	585,830	($676,547)	-53.6%	1,291,972	$706,142	120.5%
211500 Clothing Allowance	$140,100	$180,500	$40,400	28.8%	$189,500	$9,000	5.0%	$203,500	$14,000	7.4%	$203,500	$0	0.0%
212000 Cleaning Allowance	$140,800	$166,900	$26,100	18.5%	$175,700	$8,800	5.3%	$178,300	$2,600	1.5%	$178,900	$600	0.3%
212400 Canine Allowance	$6,400	$12,600	$6,200	96.9%	$16,200	$3,600	28.6%	$14,400	($1,800)	-11.1%	$14,400	$0	0.0%
Total Personnel Costs	**$127,607,499**	**$158,169,429**	**$30,561,930**	**23.9%**	**$177,090,276**	**$18,920,847**	**12.0%**	**186,525,268**	**$9,434,992**	**5.3%**	**199,392,301**	**$12,867,033**	**6.9%**
Administrative Expenses													
200500 Education/Tuition	$40,000	$50,000	$10,000	25.0%	$50,000	$0	0.0%	$50,000	$0	0.0%	$50,000	$0	0.0%
201000 Travel	$120,950	$123,815	$2,865	2.4%	$152,366	$28,551	23.1%	$171,486	$19,120	12.5%	$171,596	$110	0.1%
201100 Training & Development	$899,139	$1,548,963	$649,824	72.3%	$1,791,890	$242,927	15.7%	$2,051,311	$259,421	14.5%	$2,022,497	($28,814)	-1.4%
201200 Training - OPC	$234,482	$302,088	$67,606	28.8%	$307,447	$5,359	1.8%	$256,843	($50,604)	-16.5%	$242,655	($14,188)	-5.5%
201300 Training - CPC	$358,443	$375,363	$16,920	4.7%	$411,807	$36,444	9.7%	$319,978	($91,829)	-22.3%	$294,055	($25,923)	-8.1%
201400 Training - Special	$129,163	$154,900	$25,737	19.9%	$133,900	($21,000)	-13.6%	$116,900	($17,000)	-12.7%	$150,900	$34,000	29.1%
201500 Subscriptions/Memberships	$70,321	$83,663	$13,342	19.0%	$96,145	$12,482	14.9%	$103,236	$7,091	7.4%	$105,546	$2,310	2.2%
213500 Parking	$0	$0	$0		$21,120	$21,120		$21,120	$0	0.0%	$21,120	$0	0.0%
232500 Other Administrative Expenses	$61,839	$177,664	$115,825	187.3%	$231,185	$53,521	30.1%	$234,725	$3,540	1.5%	$234,705	($20)	0.0%
Total Administrative Expenses	**$1,914,337**	**$2,816,456**	**$902,119**	**47.1%**	**$3,195,860**	**$379,404**	**13.5%**	**$3,325,599**	**$129,739**	**4.1%**	**$3,293,074**	**($32,525)**	**-1.0%**

LONDON POLICE 2024-2027 OPERATING BUDGET

	2023 Approved	2024 Approved	Increase/ Decrease	Percent Change	2025 Approved	Increase/ Decrease	Percent Change	2026 Approved	Increase/ Decrease	Percent Change	2027 Approved	Increase/ Decrease	Percent Change
Financial Expense													
262300 WSIB Reserve	$114,354	$114,354	$0	0.0%	$114,354	$0	0.0%	$114,354	$0	0.0%	$114,354	$0	0.0%
265600 Self Insurance Reserve	$681,054	$694,675	$13,621	2.0%	$708,569	$13,894	2.0%	$552,595	($155,974)	-22.0%	$563,647	$11,052	2.0%
281000 Bank Charges	$36,200	$48,000	$11,800	32.6%	$48,000	$0	0.0%	$48,000	$0	0.0%	$48,000	$0	0.0%
Total Financial Expense	**$831,608**	**$857,029**	**$25,421**	**3.1%**	**$870,923**	**$13,894**	**1.6%**	**$714,949**	**($155,974)**	**-17.9%**	**$726,001**	**$11,052**	**1.5%**
Purchased Services													
301000 Legal (Professional Fees)	$215,000	$470,000	$255,000	118.6%	$470,000	$0	0.0%	$795,000	$325,000	69.1%	$795,000	$0	0.0%
303500 Professional Fees	$267,346	$436,166	$168,820	63.1%	$625,075	$188,909	43.3%	$629,493	$4,418	0.7%	$537,849	($91,644)	-14.6%
305300 Maintenance (Facilities)	$216,020	$275,279	$59,259	27.4%	$350,316	$75,037	27.3%	$510,316	$160,000	45.7%	$470,316	($40,000)	-7.8%
311000 Maintenance (Technology)	$2,116,089	$4,279,423	$2,163,334	102.2%	$5,097,918	$818,495	19.1%	$6,354,187	$1,256,269	24.6%	$7,049,158	$694,971	10.9%
311600 Maintenance (Equipment)	$117,975	$136,775	$18,800	15.9%	$118,710	($18,065)	-13.2%	$140,593	$21,883	18.4%	$140,593	$0	0.0%
312500 Maintenance (Building/Property)	$37,250	$42,800	$5,550	14.9%	$42,800	$0	0.0%	$203,500	$160,700	375.5%	$203,500	$0	0.0%
313000 Maintenance (Janitorial)	$552,780	$641,004	$88,224	16.0%	$678,618	$37,614	5.9%	$808,724	$130,106	19.2%	$811,013	$2,289	0.3%
317000 Auto Towing	$19,200	$24,000	$4,800	25.0%	$31,000	$7,000	29.2%	$50,400	$19,400	62.6%	$50,400	$0	0.0%
321000 Telecommunications	$805,392	$1,514,955	$709,563	88.1%	$1,362,358	($152,597)	-10.1%	$1,933,154	$570,796	41.9%	$2,057,554	$124,400	6.4%
324100 Rental Facility	$143,100	$111,100	($32,000)	-22.4%	$192,340	$81,240	73.1%	$946,670	$754,330	392.2%	$946,924	$254	0.0%
350500 Insurance Premiums	$1,185,210	$1,435,047	$249,837	21.1%	$1,562,200	$127,153	8.9%	$1,704,358	$142,158	9.1%	$1,950,081	$245,723	14.4%
350600 Insurance Claim Deductable	$0	$22,500	$22,500		$22,500	$0	0.0%	$22,500	$0	0.0%	$22,500	$0	0.0%
351000 Advertising	$13,979	$14,979	$1,000	7.2%	$14,979	$0	0.0%	$14,979	$0	0.0%	$14,979	$0	0.0%
353000 Catering (External)	$14,700	$25,100	$10,400	70.7%	$55,500	$30,400	121.1%	$57,500	$2,000	3.6%	$57,500	$0	0.0%
355000 Other Purchased Services	$790,011	$1,444,037	$654,026	82.8%	$2,101,802	$657,765	45.6%	$1,925,984	($175,818)	-8.4%	$1,891,631	($34,353)	-1.8%
Total Purchased Services	**$6,494,052**	**$10,873,165**	**$4,379,113**	**67.4%**	**$12,726,116**	**$1,852,951**	**17.0%**	**$16,097,358**	**$3,371,242**	**26.5%**	**$16,998,998**	**$901,640**	**5.6%**
Materials & Supplies													
400500 Office Supplies	$65,700	$67,675	$1,975	3.0%	$68,675	$1,000	1.5%	$65,430	($3,245)	-4.7%	$65,430	$0	0.0%
402600 Other Computer Supplies	$50,240	$67,830	$17,590	35.0%	$68,079	$249	0.4%	$197,029	$128,950	189.4%	$75,313	($121,716)	-61.8%
405000 Licences	$58,765	$62,012	$3,247	5.5%	$63,632	$1,620	2.6%	$66,054	$2,422	3.8%	$66,357	$303	0.5%
410500 Food (Meeting/Dog/Prisoners)	$34,000	$40,500	$6,500	19.1%	$44,500	$4,000	9.9%	$46,500	$2,000	4.5%	$46,500	$0	0.0%
412000 Uniforms	$662,178	$892,402	$230,224	34.8%	$983,970	$91,568	10.3%	$1,103,475	$119,505	12.1%	$1,060,673	($42,802)	-3.9%
420500 Auto Parts & Supplies	$480,802	$568,350	$87,548	18.2%	$584,768	$16,418	2.9%	$595,992	$11,224	1.9%	$604,175	$8,183	1.4%
421000 Lubricants	$55,364	$60,360	$4,996	9.0%	$52,016	($8,344)	-13.8%	$54,808	$2,792	5.4%	$55,075	$267	0.5%
422000 Garage Supplies	$52,880	$49,650	($3,230)	-6.1%	$49,650	$0	0.0%	$55,650	$6,000	12.1%	$55,650	$0	0.0%
430500 Operating Supplies	$784,566	$854,890	$70,324	9.0%	$1,001,543	$146,653	17.2%	$1,162,144	$160,601	16.0%	$1,022,297	($139,847)	-12.0%
441000 Fuel - Unleaded	$479,335	$548,871	$69,536	14.5%	$728,476	$179,605	32.7%	$1,106,772	$378,296	51.9%	$1,100,879	($5,893)	-0.5%
441500 Fuel - Diesel - Clear	$0	$0	$0		$0	$0		$20,000	$20,000		$20,000	$0	0.0%
442000 Fuel - Propane	$509,000	$475,000	($34,000)	-6.7%	$227,937	($247,063)	-52.0%	$0	($227,937)	-100.0%	$0	$0	
450500 Utilities	$970,837	$1,196,818	$225,981	23.3%	$1,168,626	($28,192)	-2.4%	$1,048,596	($120,030)	-10.3%	$2,371,742	$1,323,146	126.2%
460500 Building Maintenance	$140,480	$271,168	$130,688	93.0%	$413,613	$142,445	52.5%	$721,225	$307,612	74.4%	$1,261,278	$540,053	74.9%
461500 Postage & Courier	$13,250	$17,450	$4,200	31.7%	$16,950	($500)	-2.9%	$20,200	$3,250	19.2%	$20,200	$0	0.0%
Total Materials & Supplies	**$4,357,397**	**$5,172,976**	**$815,579**	**18.7%**	**$5,472,435**	**$299,459**	**5.8%**	**$6,263,875**	**$791,440**	**14.5%**	**$7,825,569**	**$1,561,694**	**24.9%**
Equipment & Furniture													

LONDON POLICE 2024-2027 OPERATING BUDGET

	2023 Approved	2024 Approved	Increase/ Decrease	Percent Change	2025 Approved	Increase/ Decrease	Percent Change	2026 Approved	Increase/ Decrease	Percent Change	2027 Approved	Increase/ Decrease	Percent Change
505500 Computer Leases	$13,960	$0	($13,960)	-100.0%	$0	$0		$0	$0		$0	$0	
505700 Equipment - Computer	$9,000	$10,500	$1,500	16.7%	$3,000	($7,500)	-71.4%	$3,000	$0	0.0%	$3,000	$0	0.0%
506000 Rent - Photocopiers	$87,500	$77,000	($10,500)	-12.0%	$67,000	($10,000)	-13.0%	$110,000	$43,000	64.2%	$120,000	$10,000	9.1%
508000 Operating Equipment	$73,395	$79,595	$6,200	8.4%	$76,651	($2,944)	-3.7%	$86,468	$9,817	12.8%	$83,711	($2,757)	-3.2%
511100 Other Police Equipment	$305,110	$335,108	$29,998	9.8%	$406,652	$71,544	21.3%	$377,164	($29,488)	-7.3%	$409,046	$31,882	8.5%
512200 Furniture	$102,000	$145,000	$43,000	42.2%	$145,000	$0	0.0%	$145,000	$0	0.0%	$145,000	$0	0.0%
599800 Wages Billed	$2,000	$2,000	$0	0.0%	$2,000	$0	0.0%	$2,000	$0	0.0%	$2,000	$0	0.0%
Total Equipment & Furniture	**$592,965**	**$649,203**	**$56,238**	**9.5%**	**$700,303**	**$51,100**	**7.9%**	**$723,632**	**$23,329**	**3.3%**	**$762,757**	**$39,125**	**5.4%**
Recovered Expense													
561100 Municipal Recovery	($319,435)	($452,798)	($133,363)	41.7%	($461,637)	($8,839)	2.0%	($610,425)	($148,788)	32.2%	($618,937)	($8,512)	1.4%
Total Recovered Expense	**($319,435)**	**($452,798)**	**($133,363)**	**41.7%**	**($461,637)**	**($8,839)**	**2.0%**	**($610,425)**	**($148,788)**	**32.2%**	**($618,937)**	**($8,512)**	**1.4%**
TOTAL EXPENDITURES	**$141,478,423**	**$178,085,460**	**$36,607,037**	**25.9%**	**$199,594,276**	**$21,508,816**	**12.1%**	**$213,040,256**	**$13,445,980**	**6.7%**	**$228,379,763**	**$15,339,507**	**7.2%**
Municipal Revenue													
634100 Provincial Revenue	($2,716,121)	($3,159,581)	($443,460)	16.3%	($3,447,993)	($288,412)	9.1%	($3,448,597)	($604)	0.0%	($3,447,993)	$604	0.0%
639000 Provincial Grants	($3,028,925)	($3,658,622)	($629,697)	20.8%	($3,281,762)	$376,860	-10.3%	($2,727,657)	$554,105	-16.9%	($2,570,542)	$157,115	-5.8%
650900 Other Municipalities	($8,200)	($5,700)	$2,500	-30.5%	($1,000)	$4,700	-82.5%	($1,000)	$0	0.0%	($1,000)	$0	0.0%
721100 Secondments - Provincial	($1,925,020)	($2,838,001)	($912,981)	47.4%	($2,865,517)	($27,516)	1.0%	($2,721,950)	$143,567	-5.0%	($2,752,393)	($30,443)	1.1%
721200 Secondments - Federal	($172,736)	($192,552)	($19,816)	11.5%	$0	$192,552	-100.0%	$0	$0		$0	$0	
721300 Secondments - Other	($372,927)	($397,546)	($24,619)	6.6%	($406,497)	($8,951)	2.3%	($666,687)	($260,190)	64.0%	($703,446)	($36,759)	5.5%
862300 Transfer (WSIB)	($74,000)	($65,000)	$9,000	-12.2%	($10,000)	$55,000	-84.6%	($10,000)	$0	0.0%	($10,000)	$0	0.0%
863998 Transfer from LPS Reserve	($60,292)	$0	$60,292	-100.0%	($850,000)	($850,000)		($700,000)	$150,000	-17.6%	$0	$700,000	-100.0%
863999 Transfer from ASO Reserve	($306,764)	($600,000)	($293,236)	95.6%	($400,000)	$200,000	-33.3%	($1,000,000)	($600,000)	150.0%	($200,000)	$800,000	-80.0%
889500 Sundry Revenue	($1,382,801)	($1,640,750)	($257,949)	18.7%	($1,630,249)	$10,501	-0.6%	($2,530,429)	($900,180)	55.2%	($2,501,887)	$28,542	-1.1%
Total Municipal Revenue	**($10,047,786)**	**($12,557,752)**	**($2,509,966)**	**25.0%**	**($12,893,018)**	**($335,266)**	**2.7%**	**($13,806,320)**	**($913,302)**	**7.1%**	**($12,187,261)**	**$1,619,059**	**-11.7%**
TOTAL REVENUE	**($10,047,786)**	**($12,557,752)**	**($2,509,966)**	**25.0%**	**($12,893,018)**	**($335,266)**	**2.7%**	**($13,806,320)**	**($913,302)**	**7.1%**	**($12,187,261)**	**$1,619,059**	**-11.7%**
NET DEPARTMENT	**$131,430,637**	**$165,527,708**	**$34,097,071**	**25.9%**	**$186,701,258**	**$21,173,550**	**12.8%**	**$199,233,936**	**$12,532,678**	**6.7%**	**$216,192,502**	**$16,958,566**	**8.5%**