LONDON POLICE SERVICE BOARD
OPEN MEETING AGENDA

DATE	SITTINGS	LOCATION
Thursday, September 17, 2026	**Part One** 9:30 am **Part Two** 1:00 pm	**Police Headquarters, London, ON** Executive Boardroom, 601 Dundas St.

	ITEM	LEAD	ACTION
	OPEN MEETING PART ONE Meeting Link **9:30 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 **9:35 am**		
	OPEN MEETING PART TWO Meeting Link **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: August 20, 2026, LPSB Open Meeting › Public Correspondence	Chair	 Decision Information
	LONDON POLICE SERVICE BOARD: BUDGET READINESS		
2	**Delivering on the Investment:** *Presentation on the LPS Budget* › *Roger Ramkissoon, Chief Administrative Officer*	CAO	Information
3	3.1 London Emergency Services Campus Funding Commitment #2609FF01 2.3 Revenue Offsetting Personnel Costs #2609FF02 2.4 Capital Project Status Update #2609FF03 2.5 Operating Budget Status #2609FF04	CAO	Decision Information Information Information

Next Scheduled LPSB Open Meeting Date: Thursday, October 15th, 2026

3	**Office of the Chief** Bourassa Inquest Jury Recommendations and Response Timeline #2609EA01	Chief	Information
4	**Verbal Updates** • Chair Gauss • CGO Johanssen • Chief Truong	Chair CGO Chief	Information
5	**New Business**	Chair	Information
	ADJOURNMENT	Chair	

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PUBLIC CORRESPONDENCE

From: S[redacted]
[redacted] London Police Service Board
Subject: Formal Governance Request – Open Public Substance Use in London
Date: August 27, 2026 12:07:07 PM
Attachments: [redacted]

Chair Gauss and Members of the London Police Service Board,

Please accept the attached formal governance request concerning London's response to open public consumption of illegal substances and the broader question of how the effectiveness, limitations and resource requirements of that response are publicly understood.

London is already responding through policing, engagement, referrals, enforcement and partnerships with other services. Before additional programs, resources or expenditures are considered, I believe there is value in establishing a clear public baseline: what the existing response is intended to accomplish, what results are being achieved, how those results are measured, what pressures continue to recur, and which identified needs must ultimately be addressed outside policing.

This request is grounded in my direct conversations with thousands of London residents and hundreds of local businesses. Their experiences and preferred solutions are not uniform. What I have consistently encountered, particularly downtown, is a need for greater clarity about what is currently being done, what the evidence is showing, and where responsibility lies when a problem cannot be resolved through policing alone.

The timing is also important. London will soon elect the Council responsible for major public-safety, service, infrastructure and budget decisions over the next four years. Establishing this information now can help the next Council begin those discussions from a factual baseline rather than spend its opening months reconstructing information that can reasonably be established today.

The attached submission does not ask the Board or the London Police Service to reach a predetermined conclusion. It recognizes the existing Open-Air Substance Use Strategy, lawful officer discretion, enforcement activity and referrals to support services. The purpose is to establish a clear, public and usable account of the policing and police-governance component of the existing system so that demonstrated gaps can be identified and directed to the institutions with the authority and responsibility to address them.

I respectfully request confirmation that the submission has been received and circulated to all members of the Board. I would also appreciate advice regarding how it will be processed, whether any portion will be referred to the Chief of Police for response, the anticipated timing of a substantive public response, and the process for requesting delegation status at a future regular Board meeting should significant questions remain outstanding.

Thank you for your consideration. I look forward to the Board's response.

Sent from my Bell Samsung device over Canada’s largest network.

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FORMAL TRANSMITTAL LETTER

Open Public Substance Use Governance Request

DATE	August 27, 2026
SUBMITTED BY	[redacted]
TO	London Police Service Board Ryan Gauss, Chair Chair and Members of the Board
VIA	lpsb@lpsb.ca
ATTENTION	Stephanie Johanssen, Chief Governance Officer
COPY	Chief Thai Truong

Chair Gauss and Members of the Board,

Please accept the enclosed formal public governance request seeking a clear account of the Board-level policy, objectives, performance measures, resources and accountability framework governing the London Police Service response to open public consumption of illegal substances.

This request is directed to the Board's governance and accountability responsibilities and recognizes the distinction between civilian governance and operational policing. It does not ask the Board to direct any individual investigation, deployment, arrest, charge or police operation. The enclosed request acknowledges the existing Open-Air Substance Use Strategy, increased visibility and enforcement, referrals to support services and lawful officer discretion. It asks the next necessary governance question: what result is the combined approach intended to produce, how is that result measured, and how are demonstrated needs beyond policing formally assigned and escalated?

The request is grounded in my direct, personal engagement with thousands of London residents and hundreds of local businesses. Their experiences and preferred solutions are not uniform, but the recurring need for a clear, publicly understandable division of responsibility is unmistakable. The timing is especially important because London is already measuring and refining the Open-Air Substance Use Strategy, the Police Services Board is developing performance measures for its 2027-2030 Strategic Plan, the City is examining options for a permanent special-constable program, and Ontario's legal framework governing public consumption and bail has recently changed. A consolidated baseline can help future policy, service, infrastructure and budget decisions respond to demonstrated needs rather than assumptions.

I respectfully request that the Board:

- confirm receipt and circulate the enclosed request to all Board members;
- advise whether it will appear on an agenda, in the Reading File or through another public process;
- identify any portion referred to the Chief of Police and the anticipated public-response date; and
- advise whether a delegation request at an appropriate regular meeting would assist the Board's consideration.

The purpose is not to obtain a predetermined answer. It is to establish a clear, public and usable one so London can identify the demonstrated gap, the institution with jurisdiction and the outcome the public should expect.

Respectfully submitted,

[redacted]

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FORMAL PUBLIC GOVERNANCE REQUEST

Establishing the Baseline: Open Public Substance Use in London

Request for a clear public account of the Board-level policy, objectives, performance measures, resources and accountability framework governing the London Police Service response.

DATE	August 27, 2026
SUBMITTED BY	[redacted]
TO	London Police Service Board Ryan Gauss, Chair Nancy Branscombe, Vice-Chair Jeffery Lang, Member Mayor Josh Morgan, Member Councillor Steve Lehman, Member Councillor Susan Stevenson, Member Mike Wallace, Member
VIA	lpsb@lpsb.ca
ATTENTION	Stephanie Johanssen, Chief Governance Officer
COPY	Chief Thai Truong

Chair Gauss and Members of the Board,

I am writing as a downtown London resident and a candidate for City Councillor in Ward 13 to request a clear, written and public account of the governance framework governing the London Police Service response to open public consumption of illegal substances.

The Living Reality

Before London designs another program, adds another enforcement or service structure, allocates more resources or asks one institution to solve the problem, the public deserves to know what system already exists, what result it is designed to produce, what evidence shows, who is responsible for each demonstrated gap, and how success is measured.

This is not a request for the Board to direct a particular officer, investigation, deployment, arrest, charge or police operation. I recognize the statutory boundary between civilian governance and day-to-day policing. Nor am I suggesting that policing can solve homelessness or addiction. I am asking where the policing responsibility begins, what it is intended to accomplish, how its effectiveness is measured, what resources support it, and where it ends.

Why this public baseline matters

This request is grounded in my direct, personal engagement with thousands of London residents and hundreds of local businesses, including extensive conversations with people who live, work and operate businesses in and around the downtown core. I do not claim that every person holds the same position or endorses every question in this letter. Their preferred solutions differ. What I have repeatedly heard is frustration and confusion about the effect of open public substance use on shared public spaces, what the current response is intended to accomplish, and which institution is responsible when the same conditions continue. This is not a conclusion drawn from social-media reach; it reflects firsthand conversations with people experiencing these conditions.

That firsthand experience is consistent with LPS's August 20 report, which identifies persistent concerns from residents, businesses and community partners regarding public drug use and associated disorder. The existence of those concerns does not prove that police are failing or that enforcement is absent. It establishes why a complete, publicly understandable account of the response, its intended outcomes, its measured results and its limits is necessary.

That clarity matters far beyond policing. Open public substance use and the conditions surrounding it can generate calls for service, emergency and health responses, outreach contacts, shelter interactions, sanitation and public-space work, business disruption and repeated demands on municipal and community resources. They can also affect the everyday use of sidewalks, transit areas, business entrances and other shared public spaces, and therefore the broader effort to support a safe, accessible and economically viable downtown.

A clear policing baseline would allow London to identify what policing is addressing, what lies outside police authority or capacity, and whether the demonstrated gap belongs in treatment, recovery, housing, shelter policy, outreach, public-space management, provincial action or inter-agency coordination. Without that baseline, London risks designing new programs, adding new enforcement or service structures, or allocating additional resources around assumptions rather than evidence.

Why the municipal-election timing matters

London is in a municipal election. Candidates for Mayor and Council are being asked to propose policies and make commitments concerning public safety, homelessness, addiction and recovery, shelters, housing, downtown conditions, community services and municipal spending. Residents will be asked to evaluate those commitments and decide which approaches are realistic. Those decisions should not be built on assumptions about what police are doing, what the law permits, what the current strategy is intended to accomplish or what lies outside police authority and capacity.

The value of establishing this baseline now is practical. The next Council will inherit these issues immediately; it should not need to begin by reconstructing what is already being done, what outcomes are being sought, what resources are already committed and where documented gaps remain. Establishing that information publicly now can allow future Council decisions, staff directions, feasibility work and budget discussions to begin from evidence rather than spend the opening months of the next term establishing facts that can reasonably be clarified today.

A clear public baseline would not dictate what any candidate or voter must believe. It would give everyone the same factual starting point. It may show that the current policing framework is appropriate and that the most significant gap lies elsewhere. It may identify a governance, resource, treatment, housing, outreach, shelter or coordination issue. The purpose is to ensure that future motions, budgets, service models, infrastructure proposals and policy commitments are directed at the demonstrated gap, by the institution that has the authority and tools to address it.

What this request is - and is not

This is a diagnostic governance request. It does not seek a predetermined conclusion or prescribe an identical operational response to every encounter. It is not a demand for blanket arrests, indiscriminate displacement or enforcement as a substitute for treatment, recovery, housing and health supports. It asks the Board to make the governing objectives, measures, responsibilities and limits understandable so that elected officials, candidates, service partners and the public can respond to the right problem rather than repeatedly asking one another, without evidence, what should be done next.

Taken together, these developments create a practical sequencing question for London: before additional programs, enforcement structures, services or expenditures are designed, what demonstrated gap are they intended to fill, which institution has jurisdiction, what outcome should the intervention produce, and how will that outcome be measured?

London's updated Community Safety and Well-Being Plan, approved by Council on March 31, 2026, also treats community safety as a collective, cross-system responsibility involving community agencies and interconnected needs such as health care, housing, income and safety. That makes the division-of-responsibility question central: a useful public baseline should show not only what police are doing, but what evidence indicates must be addressed by another institution.

Ontario's legal environment has also changed. The Restricting Public Consumption of Illegal Substances Act, 2025 prohibits public consumption of an illegal substance, subject to statutory exemptions, and provides specified officer authorities. Separately, federal bail and sentencing reforms came into force on July 15, 2026, and Ontario brought provisions of the Keeping Criminals Behind Bars Act, 2026 into force on August 17, 2026. These changes do not predetermine the appropriate local response, but they reinforce the need for current, accurate information about how London's policing framework operates within the law and what pressures or gaps remain outside policing.

The City is also examining options for a permanent special-constable program. Council's July 21, 2026 direction called for further analysis of potential duties, legislative and regulatory requirements, costs and funding options, traffic-related enforcement, possible use of a mixed Coordinated Informed Response and special-constable team, overlap with police and existing municipal services, and consultation with LPS and the Police Services Board. Council did not approve or establish such a program; the City has described the work as further analysis, with a report expected in the first quarter of 2027.

Several public-policy tracks are moving at the same time. The London Police Service is already operating and measuring an Open-Air Substance Use Strategy. The Police Services Board has directed the next stage of its 2027-2030 Strategic Plan work to identify qualitative and quantitative performance measures, indicators of success and potential key performance indicators, together with high-level information on resources and implementation requirements.

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Why the timing is especially important

What the public record already establishes

LPS launched its Open-Air Substance Use Strategy on April 8, 2025. Board Report 2602EA03, presented February 19, 2026, describes an approach centred on engagement, referrals to supports and targeted enforcement when necessary.

For April 8, 2025 to January 19, 2026, LPS reported 5,011 calls for service, 1,952 police reports, more than 1,027 individuals interacted with, approximately 1,406 referrals offered, and 75 charges arising from 37 occurrences. It also reported that 57% of individuals had multiple interactions and that the five highest-frequency individuals accounted for 320 calls for service. During Phase 2, charges were laid at a rate of approximately 1.1% of calls for service, while 55% of calls were cleared through compliant interactions.

The Board's August 20, 2026 package adds important information. Report 2608EA01 states that, in response to persistent concerns from residents, businesses and community partners, LPS increased police visibility and enforcement activity under the strategy. It reports that 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. LPS explains that these increases partly reflect deliberate enforcement activity and contributed to the recorded Crime Severity Index.

That new report answers part of the factual question: LPS is not describing a position of blanket non-response. It describes a strategy involving visibility, engagement, referrals and deliberate enforcement. The remaining Board-level question is what public-safety result that combined approach is intended to achieve, how the Board measures that result, and how its evidence is used to identify responsibilities and resource needs outside policing. Activity and occurrence counts are important, but they do not alone establish whether conditions improved, demand shifted, repeat interactions declined, referrals produced durable outcomes or another part of the system must act.

Accordingly, a response stating only that LPS has a strategy, officers exercise lawful discretion, referrals are offered and enforcement occurs would confirm facts already acknowledged in this request, but would not answer the outstanding governance questions. A complete response should connect those activities to an intended public-safety outcome, measurable changes in conditions, review thresholds, resource implications and a documented process for escalating needs that policing cannot meet. The Board may conclude that the existing policing approach is appropriate; if so, the requested evidence would help identify precisely where responsibility for the remaining gap belongs.

The timing is also constructive. In July 2026, the Board directed the Chief and its Governance Advisory Committee to develop proposed qualitative and quantitative performance measures, indicators of success and potential key performance indicators for the 2027-2030 Strategic Plan. This request can inform that work by identifying the public questions the eventual measures should be capable of answering.

The legal and governance boundary

The Community Safety and Policing Act, 2019 assigns police service boards governance responsibilities that include ensuring adequate and effective policing, establishing policies, monitoring the Chief's performance, adopting a strategic plan with quantitative and qualitative objectives and outcome indicators, and public reporting. The Act also protects specific investigations, specific operations and day-to-day policing from Board direction. This request is deliberately framed within that boundary.

Ontario's Restricting Public Consumption of Illegal Substances Act, 2025 materially changes the legal context in which London's strategy operates. Subject to statutory exemptions and conditions, it prohibits public consumption of an illegal substance and gives officers specified authorities, including directing a person to cease consuming and/or leave a public place. The legislation does not require an identical outcome in every encounter and does not eliminate lawful officer discretion. It does, however, make it important for the public to know whether the Board reviewed, amended or reaffirmed its policies, objectives, performance measures and reporting expectations after the new framework took effect.

Five actions requested of the Board

1. Receive this correspondence publicly. Process it under section XIV of the Board's Proceedings of Meetings Policy and advise whether it will appear on an agenda or in the Reading File.
2. Establish the complete policy baseline. Identify the Board policies, strategic objectives and decisions governing the Open-Air Substance Use Strategy, including when and by whom the strategy was authorized.
3. Request a consolidated public report from the Chief. Building on - not merely repeating - Reports 2602EA03 and 2608EA01, the report should distinguish what is already known from what remains unanswered and address purpose, legal authorities, operating approach, resources, results, repeat demand, referral outcomes, changes in public conditions, known service gaps and any recommended governance changes.
4. Adopt measurable governance reporting. Set or confirm outcome indicators, reporting frequency and review thresholds so the Board and public can distinguish activity from results.
5. Formalize escalation of non-policing gaps. Where evidence identifies a treatment, housing, outreach, shelter, public-space or legislative gap, specify who is responsible, how the finding is transmitted and when a response is expected.

Questions for written public response

1. Board policy and authority. What current Board policies, strategic objectives, directions or recorded decisions govern or materially inform LPS responses to open public consumption? If none addresses the subject specifically, please identify the broader authority under which the strategy operates.

2. Public expectation. At the governance level, what outcome should a resident, business owner, shelter worker or visitor reasonably expect when active open public consumption is reported? This does not ask the Board to determine any individual call or remove lawful officer discretion.

3. Municipal program design and operational interface. As the City examines additional public-safety and special-constable options, what information can the Board provide about the policing need those options would be expected to complement rather than duplicate? How should Council distinguish a policing-capacity gap from a treatment, housing, shelter, outreach, public-space-management or coordination gap?

4. Definition of success. Beyond visibility, recorded occurrences, referrals and charges, what outcome, benchmark or combination of outcomes would cause the Board to conclude that the strategy is succeeding, requires modification or is not achieving its intended objectives? How will this be reflected in the 2027-2030 Strategic Plan and its performance indicators?

5. Repeat demand. How does the Board evaluate repeat interactions involving the same individuals or locations? At what point does recurring demand trigger review of the policing framework or a formal request for action by another system?

6. Referral results. What happens after a referral is offered, what aggregate outcomes can lawfully be tracked, and how does the Board determine whether referral capacity is sufficient to support the strategy's objective?

7. Resources and cost. What staffing or specialized resources are specifically or substantially dedicated to this work, what reliable strategy-specific cost can be identified, and how does the Board assess whether the allocation is proportionate to results?

8. Implementation of Ontario's legislation. Following the coming into force of the Restricting Public Consumption of Illegal Substances Act, 2025, what review did the Board and LPS undertake concerning Board policies, operational procedures, member training, public communications, data collection and performance measures? Please identify any resulting decision, report, policy amendment, procedure or direction - or state clearly if no formal review occurred.

9. Accountability and transparency. What information does the Board require from the Chief, how frequently is it reported, and what threshold or trend would prompt review of policy, priorities, directions or resources? Will future reports and the applicable policies be posted publicly?

10. Escalation beyond policing. When evidence identifies gaps outside LPS authority, what formal mechanism communicates the finding to Council, the Province, health and treatment providers, housing and shelter leadership, outreach agencies or other responsible bodies - and tracks whether the gap was addressed?

A practical responsibility map

The purpose of the requested report is not to push every problem toward police. It is to prevent responsibility from disappearing between institutions. At minimum, the public account should identify the accountable lead, supporting partners, escalation route and measurable result for each function below.

Function	Primary accountable body	Required public answer
Police governance	London Police Service Board	Policy, objectives, measures, oversight and public reporting
Police operations	Chief of Police / LPS	Operational approach within law and Board policy; aggregate results
Shelter standards	City of London / funded operators	Published rules, safety procedures and service-accountability process
Treatment and health	Province / health and treatment partners	Capacity, access pathway, wait times and escalation of unmet need
Housing and outreach	City / housing and community partners	Placement pathways, outreach coverage and measurable housing outcomes
Public-space management	City / LPS / CIR, by mandate	Who responds to which condition,

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Function	Primary accountable body	Required public answer
		through what channel, and expected service standard

Requested process and timeline

I respectfully request confirmation of receipt; notice of whether this correspondence will be placed on an agenda or in the Reading File; identification of any portion referred to the Chief; and an anticipated date for a substantive public response. If a consolidated report cannot be completed for the next regular meeting, I ask that the Board establish a public reporting date and identify any interim information that can be released.

If substantive questions remain, I intend to use the Board's public-participation process and request delegation status at an appropriate regular meeting.

What this information is for

The response may show that the existing policing framework is appropriate. It may identify a gap in policy, treatment capacity, shelter practice, housing, outreach, public-space management, provincial law, municipal resources or coordination. It may show that several systems must change together. The point is to replace assumption and finger-pointing with an accountable chain of responsibility.

Where is the gap? Who has jurisdiction? What action is required? What will it cost? Who funds it? What result should it produce? How will London know whether it worked?

I am not asking the Board to provide a predetermined answer. I am asking for a clear, public and usable one.

Respectfully submitted,

[redacted]

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PRIMARY-SOURCE NOTES

Public-record foundation for this request

These notes allow the factual premises of the request to be checked directly. Statistics are presented as reported and are not treated, by themselves, as proof that the strategy is succeeding or failing.

1. Community Safety and Policing Act, 2019, Ontario e-Laws - Board duties, policy-making, strategic planning, directions to the Chief and annual reporting, including ss. 37-41.
2. Restricting Public Consumption of Illegal Substances Act, 2025, Ontario e-Laws - public-consumption prohibition, statutory exemptions and police authorities.
3. LPS Board Report 2602EA03, Open Air Substance Use Strategy, February 19, 2026 - cumulative statistics for April 8, 2025 to January 19, 2026.
4. LPS Board Report 2608EA01, Organizational Performance Metrics - 2026 Interim Report, August 20, 2026 - increased visibility and enforcement associated with the strategy; recorded possession-occurrence figures and Crime Severity Index context.
5. LPS Board Report 2607PB03, Next Steps in Developing the 2027-2030 Strategic Plan, July 20, 2026 - direction to develop qualitative and quantitative performance measures, indicators of success and potential key performance indicators.
6. LPS Board Report 2510UD01, Open Air Substance Use, October 16, 2025 - eight additional sworn officers added to Community Foot Patrol for implementation of the strategy.
7. LPS Board Report 2509FF02, September 11, 2025 - revised 2026 Police Service operating budget of $195,776,415. This is not presented as the cost of the Open-Air Substance Use Strategy.
8. 2025 Annual Report of the London Police Service, published by the London Police Service Board July 21, 2026 - 2025 net cost of policing of $186.7 million. This is not presented as the cost of the strategy.
9. LPSB-100 Proceedings of Meetings Policy, section XIV, 'Correspondence as an Agenda Item.'
10. City of London, Council Briefs, July 21, 2026 - Council direction for further analysis of options for a permanent City special-constable program, including duties, legislative and regulatory requirements, costs and funding, potential overlap with police and municipal services, and consultation with LPS and the Police Services Board; report expected Q1 2027.
11. City of London, Community Safety and Well-Being Plan 2026 - Council approval March 31, 2026 and the City's description of a collective, cross-agency framework addressing interconnected community needs.
12. Department of Justice Canada, Bail and Sentencing Reform Act (Bill C-14) - received Royal Assent June 15, 2026, with the bail and sentencing reforms coming into force July 15, 2026.
13. Ontario Order in Council 1236/2026 - specified provisions of the Keeping Criminals Behind Bars Act, 2026 amending Ontario's Bail Act came into force August 17, 2026.

Accuracy safeguards

This request does not equate possession with consumption; does not claim that every encounter requires arrest or charge; does not ask the Board to direct a specific investigation or operation; does not attribute the Police Service's total budget to the Open-Air Substance Use Strategy; and does not treat activity statistics as proof of success or failure. It asks the Board to make the governance framework, division of responsibility and measures of success publicly understandable.

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From: [redacted]
To: London Police Service Board
Subject: Request to Address the Board – Downtown Weapons and Public Safety
Date: September 6, 2026 5:40:01 PM

WARNING: This email originated from a sender outside of the LPS. Please avoid clicking links or opening attachments from external senders unless you are certain it is safe to do so. Think before you click!

Members of the London Police Service Board,

My name is [redacted]. I am a resident of [redacted] having moved downtown with my girlfriend approximately one week ago.

I am writing to raise concerns regarding recurring threatening behaviour and weapons-related incidents in the downtown core and to request an opportunity to address the Board as a delegation.

During only three trips on foot outside our apartment since moving downtown, we have repeatedly encountered serious disorder and threatening behaviour.

Most recently, at approximately 4:00 p.m. today, I observed a group of four men walking downtown while one individual openly carried an exposed knife in his hand.

My girlfriend has already reached the point where she refuses to walk outside our apartment without me because she does not feel safe.

I recognize that individual incidents and active emergencies are operational matters for London Police. My concern in contacting the Board is broader: whether the current policing strategy, resource deployment, and public-safety priorities for downtown are adequate given the recurring conditions residents are experiencing.

I would like to understand how the Board evaluates downtown public safety, weapons-related calls, proactive patrol requirements, and whether existing police resources are sufficient to provide a reasonable level of safety for downtown residents and businesses.

I am willing to appear at the next appropriate open Board meeting and provide my observations directly.

Please advise regarding the process for being added as a delegation and whether there is any additional information I should provide.

Regards,

[redacted]
London, Ontario

London Police Service

Police Budgeting

and Delivering on the Historic Investment

Key Themes

GOVERNANCE / LEGISLATIVE CONSIDERATIONS

ADMINISTRATIVE CONSIDERATIONS

COUNCIL VS POLICE BOARD

CURRENT ENVIRONMENT

CAPITAL AND FACILITIES

BUDGET IMPACT

UPCOMING BUDGET OUTLOOK – MYB 2028 - 2031

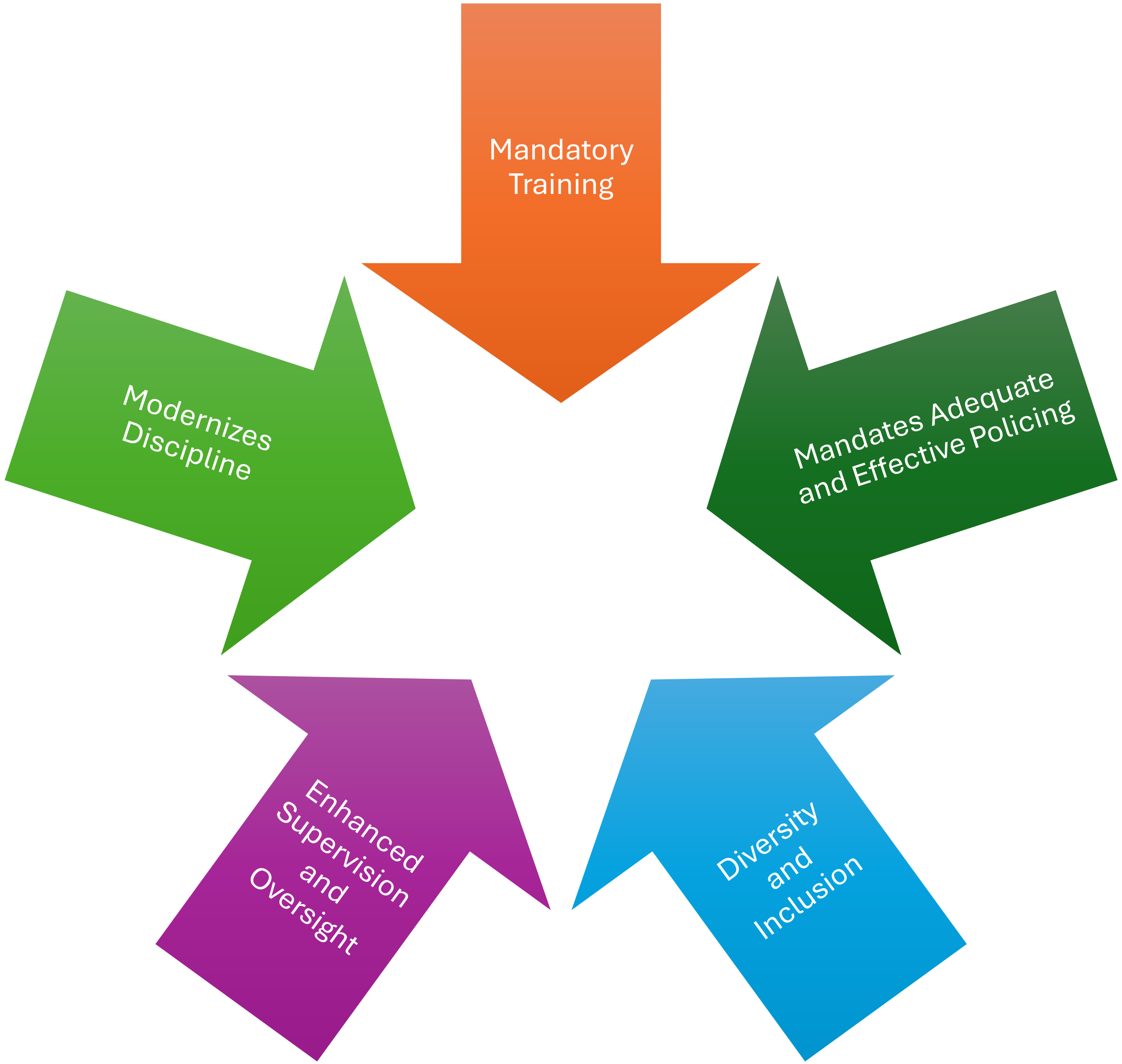
Role of the Board as per the CSPA

- Adequate and Effective Policing - (P-III - s10
- Resource and Budget Management – (P-IV – s23
- Strategic Planning (P-IV s39)
- Accountability (P-VII s102)
- Leadership and Personnel – (P-IV s37)
- Oversight and Monitoring (P-IV s37)

Role of the Chief as per the CSPA (s79)

- Operational Leadership
- Policy Execution
- Strategic and Operational Alignment
- Financial Oversight and Accountability
- Advocacy to the Board / Community
- Supports the Board in an Advisory Role

Mandatory Legislative requirements under with the CSPA



Municipal Council vs Police Service Board

Municipal Council	**Police Service Board**
Municipal Act / Municipal Affairs Act	Community Safety and Policing Act, 2019
Focus on broader community priorities	Focus on Adequate and Effective Policing
Focus on the broad funding envelope	Focus on Police Funding (Operations and Capital)
Cannot delve into Specific Police Service Board Budget Line Items	Overall funding envelope aligned with Community Safety and Adequate and Effective Policing
Strong Mayor Powers (SMP) do not apply to Police Budgets	Board has no obligation to accept a Budget Proposal from Municipal Council

Current Policing Environment

- Community Safety
- Community Expectations
- Bail Reform
- Road Safety / Traffic
- Social Issues (Mental Health, Homelessness)
- Budget Transparency
- Rising Costs

Budget Realities and Considerations

- CSPA Requirements
- Population Growth
- Crime Trends / Community Safety
- Funding Model (Property Tax and Grants)
- Contractual and Legislative Obligations
- Infrastructure / Technology / Capital

Summary – (Current MYB)

Focus on three (3) major themes:

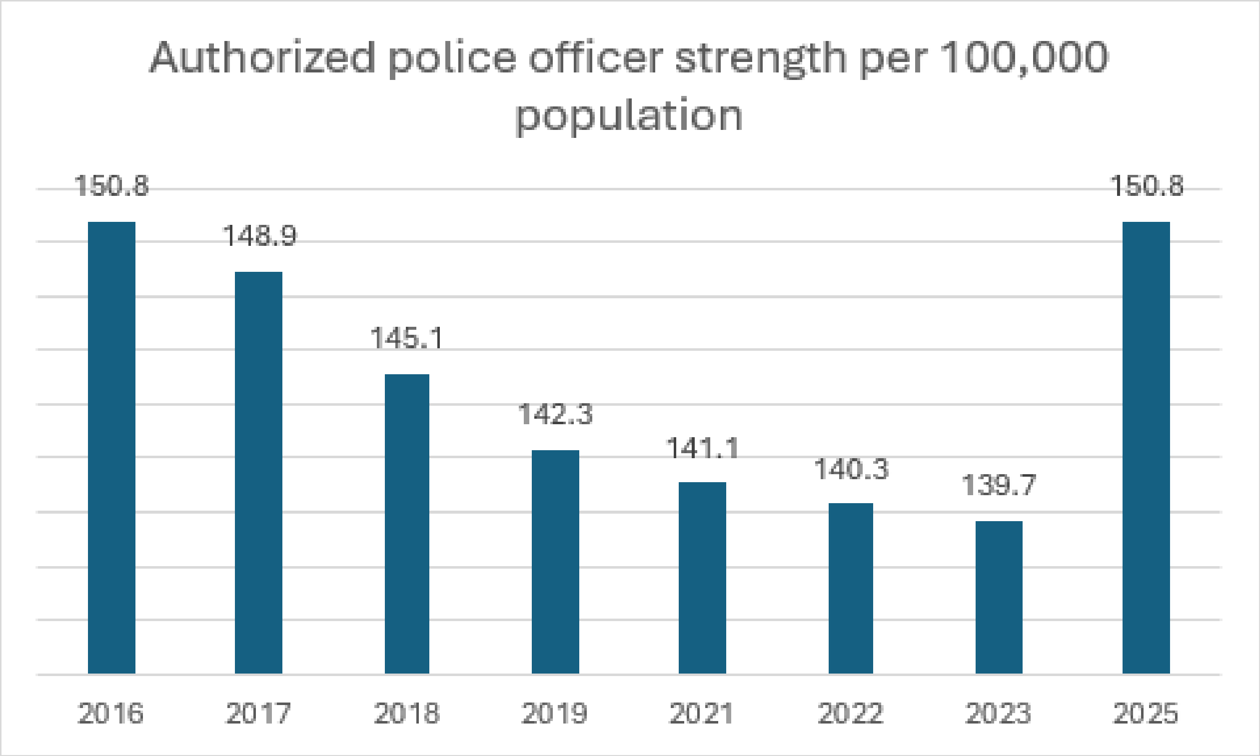
-increasing officer and civilian staffing to improve response times

-Modernizing Technology

-Enhancing community and public trust through greater accountability, transparency, training and EBP.

The 2024-2027 investment forms the foundation of LPS's "A Safer City Now" strategy aimed at modernizing policing while addressing London's growing population and increasing service demands.

Why was the investment necessary?



Police staffing levels did not increase to match the population growth between 2016 and 2013. Subsequent investments increased the ratio of officers to 2016 service levels.

Staffing investments to enhance public safety

103 Constables added to complement

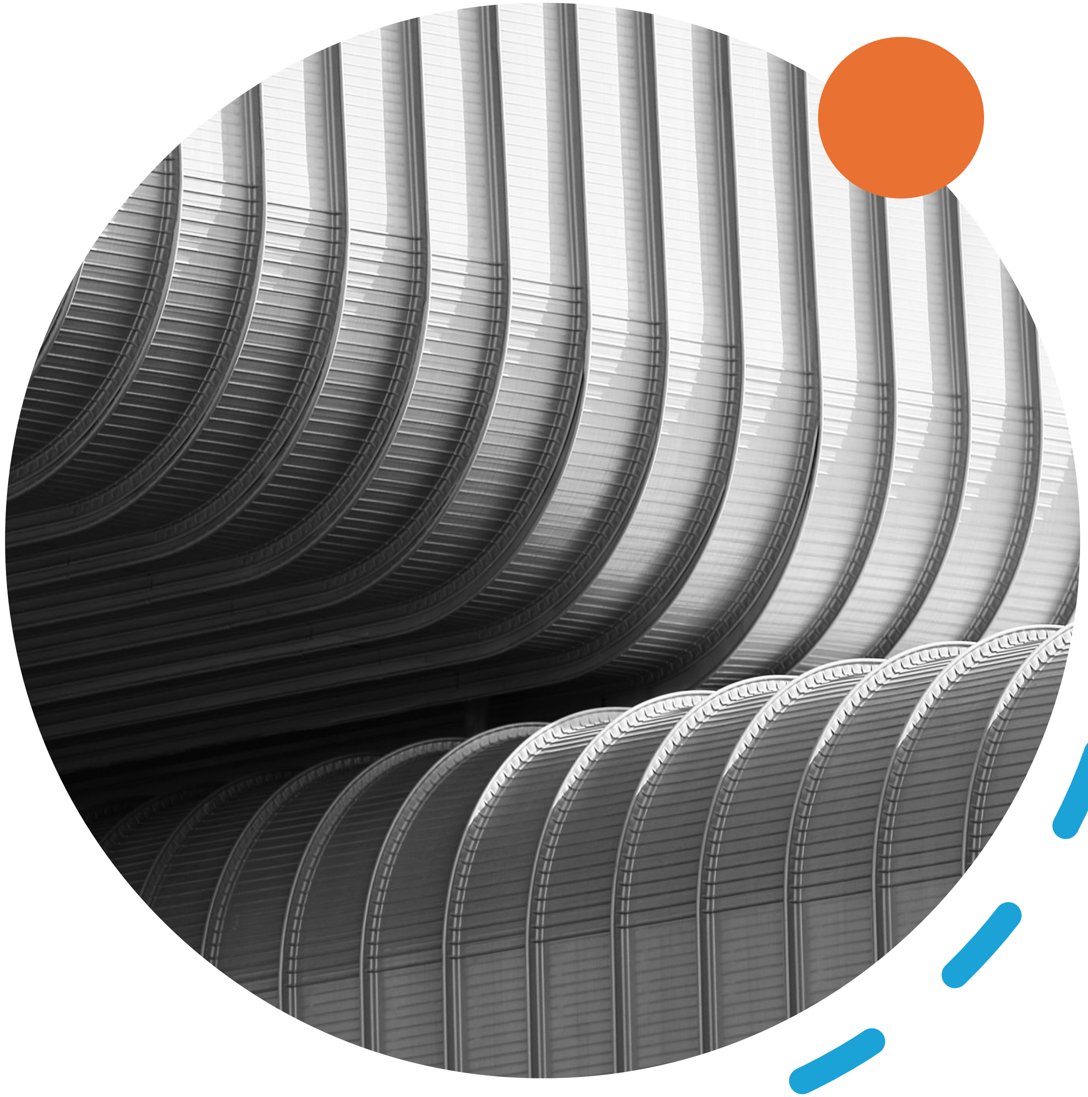
Still lower than national / provincial average

Civilians added to provide technology modernization and supports

Additional staffing to maintain service levels tied to adequate and effective policing

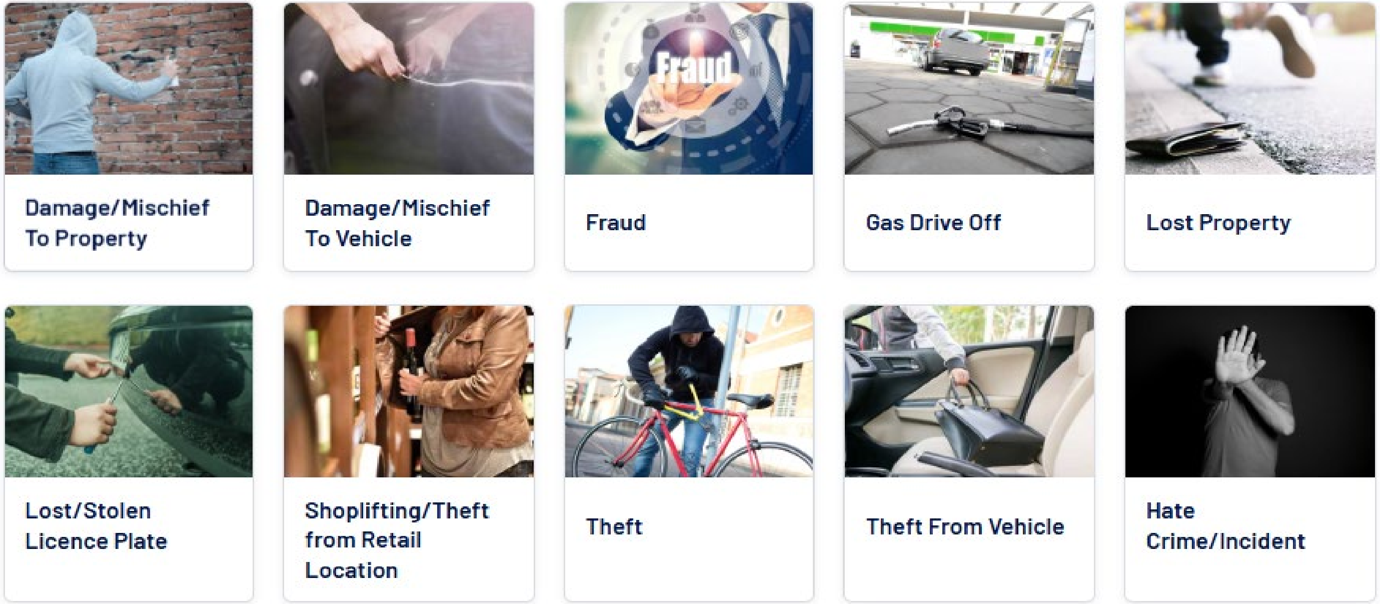
Additional supports for IPV, Hate Crime, Financial Crimes

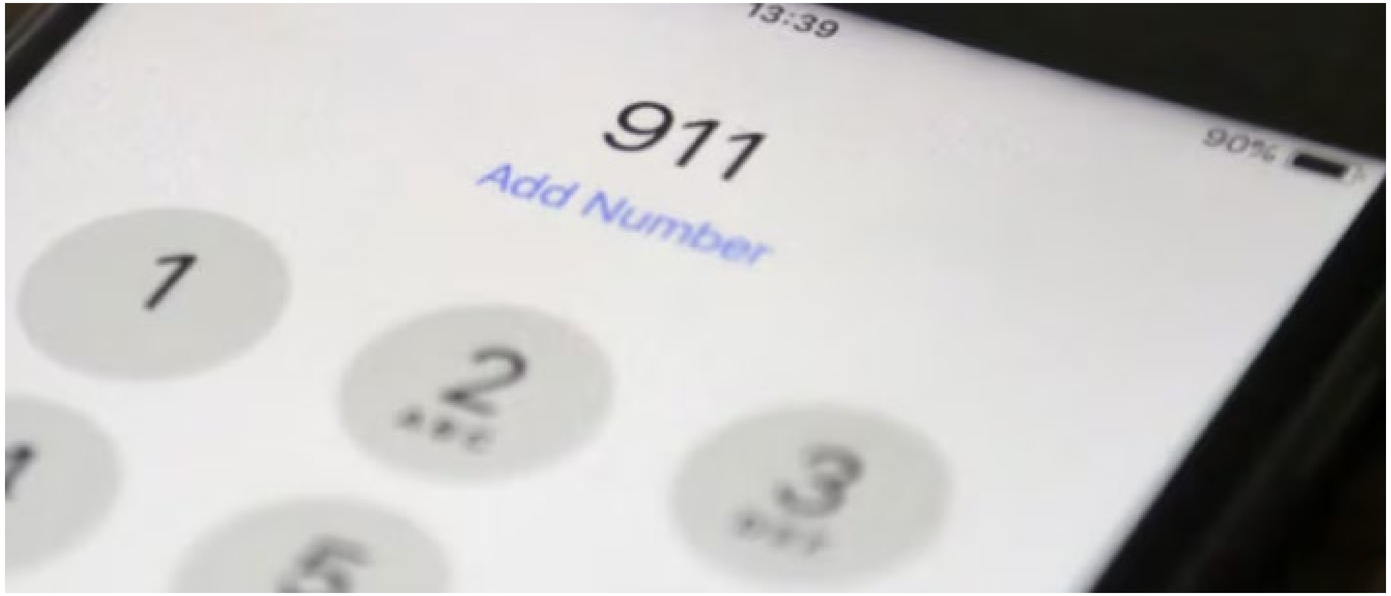
Organizational realignment to improve workflow and response times



Initiatives

- Body Worn Cameras
- Digital Evidence Projects
- Online Reporting Modernization
- Real-Time Operations Centre (Community Safety and Coordination Centre)
- Partnerships
- Modernization (Cybersecurity, NG911)
- Public Safety Improvements (increased training, S/Constables)
- AI Framework





Crime Severity Index (CSI)

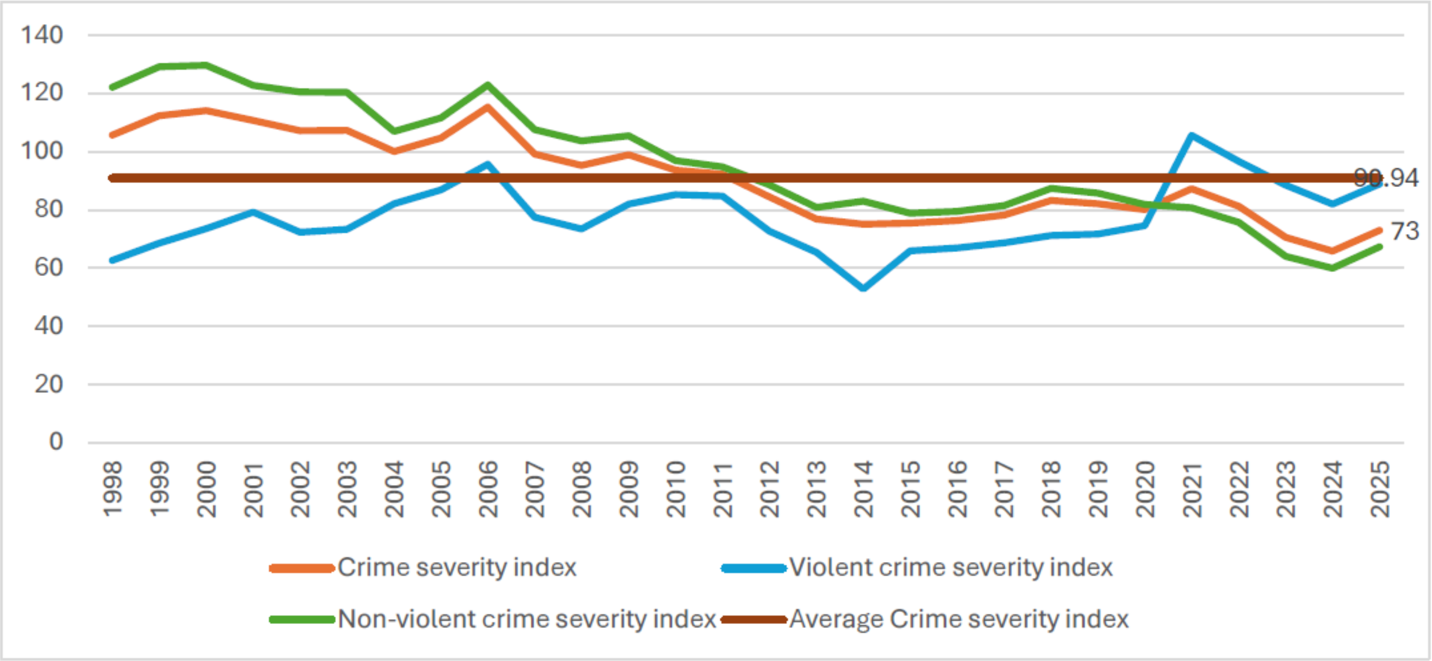
"CSI measures both the volume and seriousness of police-reported crime in Canada. Unlike traditional crime rates that treat all offenses equally, the CSI assigns weights to different violations based on their severity, as determined by sentencing data. This provides a more accurate and nuanced picture of crime trends over time and across jurisdictions".

"CSI is not intended to be used or interpreted in isolation and is not a university indictor of community crime and safety. It should be always be considered within broad community context, such as how many people live in the area, demographics, employment opportunities, wages, level of remoteness and service availability, to name a few".

Crime Severity – City of London

Police-Reported Crime Severity Index, London, 1998–2025

Average =90.94

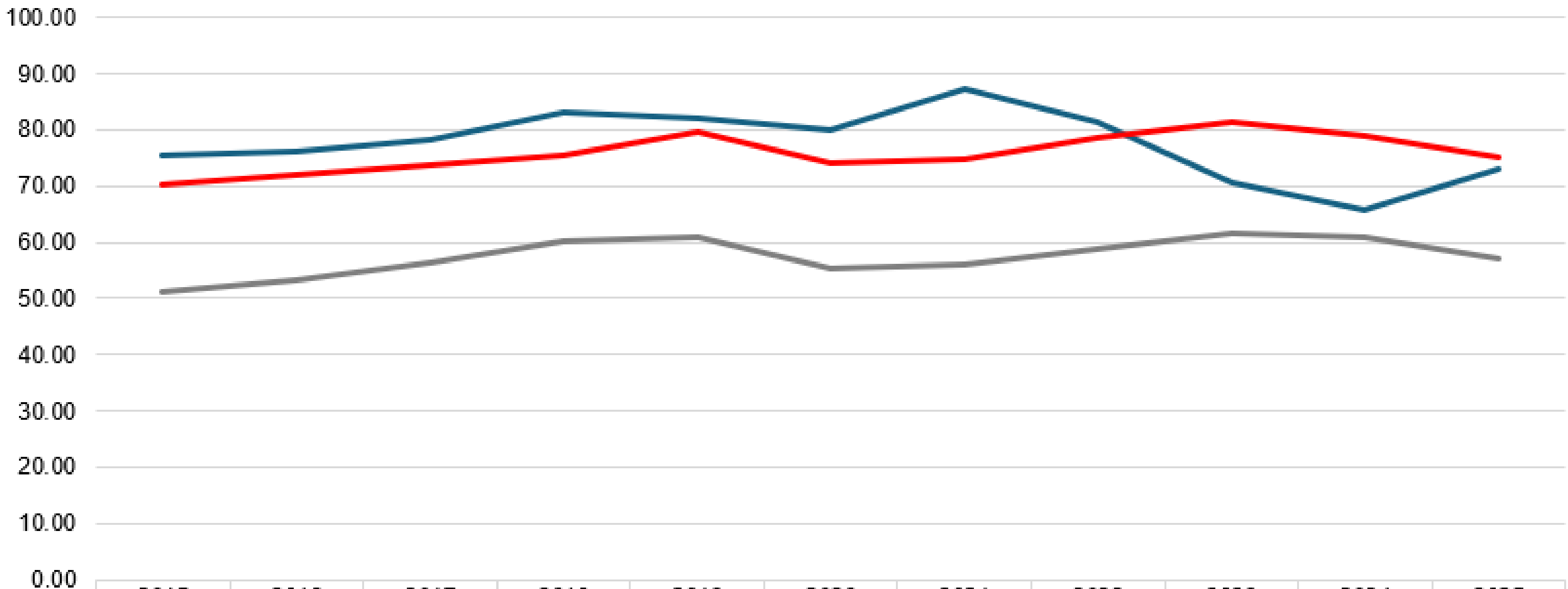


Historical CSI - Comparisons

2015 - 2025 CSI Comparisons

London, Ontario, National

Source: Statistics Canada Tables: 35-10-0188-01 and 35-10-0026-01



	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

Perception of Public Safety

In 2024, 74% of Londoners, felt that crime has increased past 5 years

In 2026, 69% of Londoners, felt that crime has increased past 5 years

2024 | 2025 | 2026

In 2025, 71% of Londoners, felt that crime has increased past 5 years

What do our residents say?

In our 2026 survey, we asked residents “How often do you worry about crime at least sometimes”

2024 – 71%

2025 – 67%

2026 – 65%

Response Time

Year	Priority 1 (Emergency / Life Threatening)	Priority 2 (Urgent / Crimes Not in Progress)	Priority 3 (Non-Urgent / No Immediate Threat)
2023	10 mins, 2 secs	9 hours, 45 mins, 47 secs	132 hours, 28 mins, 47 secs
2024	9 mins, 36 secs	9 hours, 12 mins, 19 secs	81 hours, 47 mins, 45 secs
2025	9 mins, 11 secs	9 hours, 27 mins, 18 secs	42 hours, 38 mins, 14 secs

NOTE: In 90% of the cases, officers arrive on the scene within the time-frame above after receiving the call

Community Safety

COMMUNITY SAFETY AND SPECIALIZED INVESTIGATIONS

Crime Prevention

- Crime Stoppers
- Support Community Led Safety Awareness
- Business Improvement Areas
- National Retail Crime Taskforce
- Rights and Responsibilities Awareness Initiative
- National Fraud Prevention Month
- Project LEARN
- Youth in Policing Initiative
- Project BUILDS

Victim Support

- Beacon House Child & Youth Advocacy Centre
- Crisis Intervention Victim Support Unit and Victim Services of Middlesex-London
- Human Trafficking Prevention

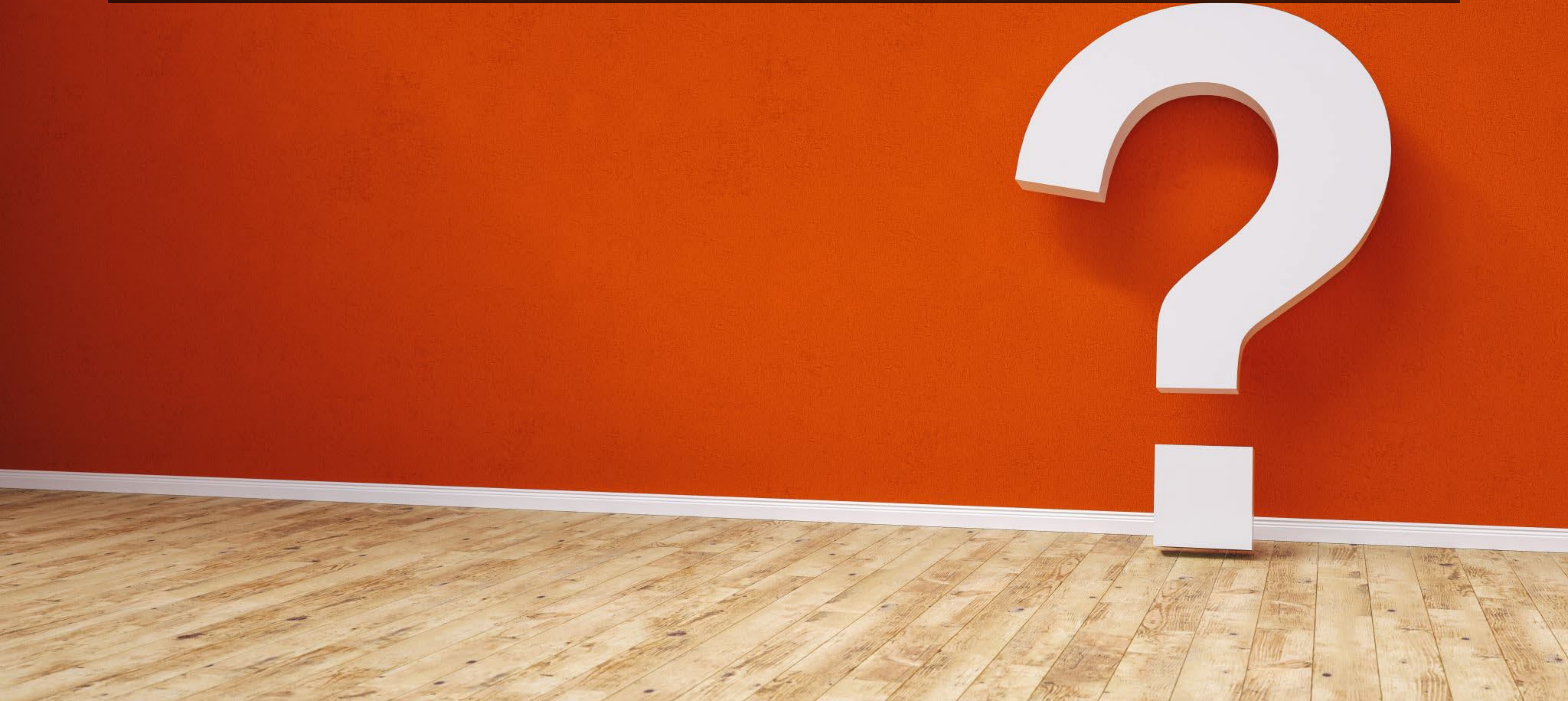
Disrupting Serious Crime, JFOs and ITFs

- Provincial Bail Compliance Dashboard
- Major Investigation and Enforcement
- Bail Compliance and Warrant Apprehension
- Provincial Human Trafficking Intelligence-Led Joint Forces Strategy
- Project Allas
- Ontario's Strategy to Combat Internet Crimes Against Children

Budget Outlook (2028 – 2031)

- Provincial & Municipal Elections
- Contractual Obligations
- Projected City Growth (Residential)
- Assessment Growth Funding
- Community Safety
- Strong Mayor Powers (excludes a veto to Police Budgets)
- Overall Strategic Direction
- Community Feedback

Q&A



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LONDON POLICE SERVICE

OPEN REPORT TO THE LONDON POLICE SERVICE BOARD

Report Number	2609FF01
Board Meeting Date	September 17, 2026

London Emergency Services Campus Funding Commitment

Roger Ramkissoon, Chief Administrative Officer

REASON FOR REPORT

☑ Seeking Decision

☐ Receive for Information/Update

RECOMMENDATION

THAT the London Police Service Board approve the transfer of 2027 London Emergency Services Campus funding in the amount of $1,856,371 to the Police Service Reserve Fund (RF10100), with the funds being formally committed exclusively for future London Emergency Services Campus expenditures.

SUMMARY

At the August 20, 2026, meeting, the Board considered Report No. 2608FF03 and approved all recommendations except Recommendation #2, which proposed transferring approved London Emergency Services Campus (formally called Protective Services Training Campus) funding of $1,856,371 to the Police Service Reserve Fund (RF10100) to address operational and capital funding pressures. The Board directed Administration to return with alternative options for consideration regarding the disposition of these funds.

Having considered alternatives, LPS Administration recommends that the funds be transferred to the Police Service Reserve Fund and committed exclusively for future London Emergency Services Campus expenditures.

FINANCIAL IMPLICATIONS

The recommended transfer of funds does not impact the approved 2027 Police Services budget as it represents previously approved London Emergency Services Campus funding in the amount of $1,856,371 that is not required in 2027 due to revised project timing. Transferring the funds to the Police Service Reserve Fund (RF10100) would preserve and commit the funding exclusively for future London Emergency Services Campus expenditures.

DISCUSSION

As outlined in the prior report, Administration has confirmed that the 2027 London Emergency Services Campus funding is not required during the 2027 fiscal year due to revised project timing. Work on the London Emergency Services Campus initiative continues in partnership with the City of London, London Fire Department, and London Emergency Management; however, the project has not progressed to a stage where operating funding is required in 2027.

Administration considered the following potential treatments for the approved 2027 London Emergency Services Campus funding:

1. Transfer the funding to the Police Service Reserve Fund to address broader operational and financial pressures, as previously recommended but not approved by the Board;
2. Return the funding to the City of London through the budget process; or
3. Transfer the funding to the Police Service Reserve Fund and commit it exclusively for future London Emergency Services Campus expenditures.

In response to the Board's direction, Administration recommends Option 3. This approach preserves the funding for its originally approved purpose while using the established governance, approval, and reporting processes of the existing Police Service Reserve Fund.

Recommended Option: Commit the Funding for the London Emergency Services Campus

Under this option, the funding would be transferred to the Police Service Reserve Fund (RF10100) and committed exclusively for the future London Emergency Services Campus project. The funds would not be available for any other purpose without further Board approval.

The Police Service Reserve Fund is subject to Board approval authorities, reporting requirements, and financial controls. In addition to this, funds can be internally committed for specific purposes while remaining within the broader reserve fund structure. Accordingly, the recommended transfer of funds would preserve the funding for its intended purpose while maintaining Board oversight through the existing governance framework. Conversely, establishing a separate funding structure would require additional administrative and approval processes without providing a clear financial or governance benefit beyond that which can be achieved through the existing Police Service Reserve Fund.

CONCLUSION

Administration recommends the transfer of 2027 London Emergency Services Campus funding in the amount of $1,856,371 to the Police Service Reserve Fund (RF10100), with the funds being formally committed exclusively for future London Emergency Services Campus expenditures. This approach responds to the Board's direction by preserving the funding for its originally intended purpose, maintaining Board oversight, and using the established governance and reporting processes of the existing Police Service Reserve Fund.

APPROVED FOR SUBMISSION BY ACTING CHIEF PAUL BASTIEN

P. Bastien 224380
Sep 3, 2026

X______________________________________

Paul Bastien, Acting Chief of Police

ATTACHMENTS

N/A

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

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LONDON POLICE SERVICE

OPEN REPORT TO THE LONDON POLICE SERVICE BOARD

Report Number	2609FF02
Board Meeting Date	September 17, 2026

Revenue Offsetting Personnel Costs – July 2026

Roger Ramkissoon, Chief Administrative Officer

REASON FOR REPORT

☐ Seeking Decision

☑ Receive for Information/Update

RECOMMENDATION

THAT the London Police Service Board receive the Revenue Offsetting Personnel Costs report for information purposes.

SUMMARY

This report provides an overview of revenue generated as of July 2026 through grant funding, municipal partnerships, provincial funding programs, and secondment agreements, and which offsets London Police Service personnel costs. Funding from these sources helps reduce personnel costs, as detailed in the appendices:

- Appendix A identifies grant-funded, municipal partnership, and provincially funded programs that support 87 positions, representing 62.44% ($7.3 million) of total personnel costs. These positions are integral to the operational requirements of the London Police Service, and several would require continued budgetary support even if external funding were no longer available.

- Appendix B identifies secondment opportunities that provide strategic and operational benefits to the London Police Service, many of which include full cost recovery. Participation in these programs enhances the Service's ability to support effective policing initiatives, strengthen inter-agency collaboration, and develop specialized expertise. Should these agreements be discontinued, the Service would be required to either reduce its authorized complement accordingly or identify alternative funding sources to maintain these positions.

FINANCIAL IMPLICATIONS

Revenue and associated expenditures related to these programs are reflected in the London Police Service's 2026 operating budget and year-to-date actual results. External funding and cost recovery arrangements continue to provide significant offsets to personnel expenditures that would otherwise be borne by the municipal tax base.

CONCLUSION

London Police Service participation in grant-funded programs, partnership initiatives, and secondment opportunities continue to provide significant operational and financial benefits through the offsetting of personnel costs. These arrangements support critical policing functions, enhance collaboration with external policing partners, and contribute to the delivery of effective and responsive police service to the citizens of London.

Continued engagement in these initiatives is essential to maintaining our ability to provide responsive and sustainable policing to meet the evolving needs of the community.

APPROVED FOR SUBMISSION BY ACTING CHIEF PAUL BASTIEN

224380
Sep 3, 2026

X________________________________

Paul Bastien, Acting Chief of Police

ATTACHMENTS

Appendix A - Summary of Revenue Offsetting Personnel Costs – July 2026

Appendix B – Summary of Revenue Offsetting Personnel Costs – July 2026 (Secondments)

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

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Revenue Offsetting Personnel Costs (Appendix A)

Program	Complement Impact	Personnel Costs 2026	Revenue 2026	% Covered 2026	% Not Covered 2026	Program Initiated	Contract Expiry
Community Safety & Policing (Local) *This provincial grant provides funding to support the Community Foot Patrol Unit (1 S/Sgt, 2 Sgt, 19 Cst, 8 Cst (Project Pathways)) and tracks progress of outcomes related to both provincial and local priorities.*	30	$4,904,152	$2,391,407	48.76%	51.24%	2019-04-01	2026-03-31*
Cyber Crime *Provincial funding for a Child Victim Forensic Analysis Officer. This is a provincial initiative to protect children from sexual abuse and exploitation on the internet with the overall purpose of implementing the Provincial Strategy as an integrated model. This program will coordinate the identification of victims, provide support services to victims and assist in preventing the cycle of recurring victimization.*	1	$193,088	$102,735	53.21%	46.79%	2007-03-01	2027-03-31
Preventing Auto Thefts (PAT) *This provincial grant provides funding to support police services/boards in combatting and preventing vehicle thefts and associated violent crimes across the province (1 Full Time and 2 Part Time).*	3	$64,255	$61,500	95.71%	4.29%	2023-11-22	2026-03-31**
Bail Compliance and Warrant Apprehension *This provincial grant provides funding to strengthen bail compliance and warrant apprehension enforcement to reduce the number of accused persons who are out on bail or under community supervision from committing further criminal acts (2 Full Time; 1 Part Time)*	3	$97,187	$92,214	94.88%	5.12%	2023-12-12	2026-03-31**
Court Prisoner Security Officers *Cost recovery from the Municipal Provincial Offences Court for court security.These are Civilian positions.*	3	$332,735	$332,735	100.00%	0.00%	2001	Ongoing

*Agreement pending renewal.

**Funding expired on March 31, 2026; an application has been submitted, or will be submitted, for the 2026-27 funding term.

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Revenue Offsetting Personnel Costs (Appendix A Continued)

Program	Complement Impact	Personnel Costs 2026	Revenue 2026	% Covered 2026	% Not Covered 2026	Program Initiated	Contract Expiry
Court Security & Prisoner Transportation (CSPT) *Provincial funding is available to support police services in offsetting the costs associated with delivering CSPT services within their jurisdictions. In accordance with the Community Safety and Policing Act, the Service is responsible for ensuring the provision of these services at premises where court proceedings are held in the City of London.*	41	$5,210,741	***$3,611,747	69.31%	30.69%	2012-01-01	2026-12-31
OneVoice Radio Communications Support *Cost recovery from the City of London for radio techology, communications and infrastructure support. Revenue is equivalent to expenses.*	1	$136,690	$136,690	100.00%	0.00%	2011	Ongoing
Next-Generation 911 (NG911) Support *Cost recovery from the City's Fire Services for Next-Generation 911 (NG911), including ongoing technical support and the extension of network and Public Safety Answering Point (PSAP) connections. Revenue is equivalent to expenses.*	1	$140,000	$140,000	100.00%	0.00%	2025-01-20	Ongoing
Ontario Strategy to End Human Trafficking *To assist in coordinating the increased identification of victims, provide support services to victims of human trafficking and exploitation, and assist in preventing the cycle of recurring victimization.*	1	$197,935	$34,800	17.58%	82.42%	2020-04-01	2027-03-31
Ontario Guns, Gangs and Violence Reduction Strategy *The strategy focuses on proactive enforcement efforts targeting individuals and groups involved in gun violence, gang-related activity, drug trafficking, and human trafficking. It also includes enhanced bail compliance and enforcement measures for high-risk offenders, while providing resources to support prevention and intervention initiatives aimed at at-risk youth.*	3	$412,591	$394,525	95.62%	4.38%	2025-09-01	2028-03-31
Total	**87**	**$11,689,374**	**$7,298,353**	**62.44%**	**37.56%**		

***Eligible revenues include salary, benefits and other expenditures such as training, equipment and recruiting costs.

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Revenue Offsetting Personnel Costs (Appendix B)

Program	Complement Impact	Personnel Costs 2026	Revenue 2026	% Covered 2026	% Not Covered 2026	Program Initiated	Contract Expiry
Ontario Police College Secondments *Sworn personnel seconded to instruct at the Police College. Revenue is equivalent to expenses.*	5	$960,076	$960,076	100.00%	0.00%	Pre 1997	Ongoing
London Police Association Secondments *Police seconded to the London Police Association (Full Time x 2). Revenue is equivalent to expenses.*	2	$533,063	$533,063	100.00%	0.00%	Pre 1997&2002	Ongoing
Ontario Illegal Gambling Enforcement Unit (OIGEU) *Participation in the Organized Crime Section, Illegal Gambling under the direction of the OPP.*	1	$176,122	$68,984	39.17%	60.83%	1997-02-02	60 Days notice
London Justice Centre *Provincial funding for a Civilian position. This is a provincial initative to support young adults who have come into conflict with the justice system. To facilitate the delivery of the Programs at the London Pilot, the funding will be used to expedite the preparation and processing of charge packages. Revenue is equivalent to expenses.*	1	$102,222	$102,222	100.00%	0.00%	8/28/2020	3/31/2028
Provincial Anti-Terrorism *A coordinated provincial strategy to address terrorism in Ontario and conduct multi-jurisdictional strategic intelligence operations.*	1	$166,225	$140,490	84.52%	15.48%	2002	Ongoing
Repeat Offender Parole Enforcement (ROPE) *Coordinated provincial enforcement strategy to address the pursuit and apprehension of fugitives in Ontario.*	3	$580,451	$521,436	89.83%	10.17%	4/20/2003	Ongoing
Bail Safety Project *To assist victims of domestic violence prior to the stage of the bail hearing.*	3	$498,070	$299,335	60.10%	39.90%	2006-03-01	2027-03-31

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Revenue Offsetting Personnel Costs (Appendix B Continued)

Program	Complement Impact	Personnel Costs 2026	Revenue 2026	% Covered 2026	% Not Covered 2026	Program Initiated	Contract Expiry
Justice Officials Protection and Investigations Section (JOPIS) *To assist and conduct investigations that pose a threat to the safety and security of Justice Sector Officials through effective case management and operational support under the direction of the OPP.*	1	$166,427	$152,903	91.87%	8.13%	2022-01-01	2026-12-31
Provincial Human Trafficking Intelligence-Led Joint Forces Strategy (IJFS) *To proactively conduct intelligence gathering, intelligence analysis, investigations, disruptions and assist in prosections of multi-jurisdictional human trafficking organizations under the direction of the OPP.*	2	$275,196	$193,340	70.26%	29.74%	2020-12-13	2027-03-31
Provincial Guns & Gangs Enforcement Team (PGGE) *Is a coordinated provincial enforcement strategy to specifically address the enforcement of gun and gang related criminality under the direction of the OPP.*	2	$377,273	$347,624	92.14%	7.86%	2022-09-04	2028-01-02
Provincial Weapons Enforcement Unit (PWEU) *Is a coordinated provincial enforcement strategy to specifically address the enforcement of the Criminal Code of Canada in relation to firearms offences under the direction of the OPP.*	1	$197,000	$173,812	88.23%	11.77%	2022-01-01	2027-01-04
Organized Crime Towing & Auto Theft Team (OCTATT) *A coordinated provincial enforcement strategy to specifically address organized crime in the towing industry and auto theft occurrences in the Province of Ontario under the direction of the OPP.*	1	$198,331	$173,812	87.64%	12.36%	2023-12-31	2028-12-31
Criminal Intelligence Service Ontario (CISO) *To provide the services of one police officer as the Regional Intelligence Coordinator for the Ministry/CISO. Revenue is equivalent to expenses.*	1	$171,275	$171,275	100.00%	0.00%	2025-01-20	2027-01-25
Provincial Joint Forces Cannabis Enforcement Team (PJFCET) *Participation in the Cannabis Enforcement Strategy under the direction of the OPP.*	1	$193,484	$173,812	89.83%	10.17%	2018-11-18	2028-03-31
Total	**25**	**$4,595,214**	**$4,012,183**	**87.31%**	**12.69%**		

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Revenue Offsetting Personnel Costs (Appendix B)

Program	Complement Impact	Personnel Costs 2026	Revenue 2026	% Covered 2026	% Not Covered 2026	Program Initiated	Contract Expiry
Ontario Police College Secondments *Sworn personnel seconded to instruct at the Police College. Revenue is equivalent to expenses.*	5	$960,076	$960,076	100.00%	0.00%	Pre 1997	Ongoing
London Police Association Secondments *Police seconded to the London Police Association (Full Time x 2). Revenue is equivalent to expenses.*	2	$533,063	$533,063	100.00%	0.00%	Pre 1997&2002	Ongoing
Ontario Illegal Gambling Enforcement Unit (OIGEU) *Participation in the Organized Crime Section, Illegal Gambling under the direction of the OPP.*	1	$176,122	$68,984	39.17%	60.83%	1997-02-02	60 Days notice
London Justice Centre *Provincial funding for a Civilian position. This is a provincial initative to support young adults who have come into conflict with the justice system. To facilitate the delivery of the Programs at the London Pilot, the funding will be used to expedite the preparation and processing of charge packages. Revenue is equivalent to expenses.*	1	$102,222	$102,222	100.00%	0.00%	8/28/2020	3/31/2028
Provincial Anti-Terrorism *A coordinated provincial strategy to address terrorism in Ontario and conduct multi-jurisdictional strategic intelligence operations.*	1	$166,225	$140,490	84.52%	15.48%	2002	Ongoing
Repeat Offender Parole Enforcement (ROPE) *Coordinated provincial enforcement strategy to address the pursuit and apprehension of fugitives in Ontario.*	3	$580,451	$521,436	89.83%	10.17%	4/20/2003	Ongoing
Bail Safety Project *To assist victims of domestic violence prior to the stage of the bail hearing.*	3	$498,070	$299,335	60.10%	39.90%	2006-03-01	2027-03-31

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Revenue Offsetting Personnel Costs (Appendix B Continued)

Program	Complement Impact	Personnel Costs 2026	Revenue 2026	% Covered 2026	% Not Covered 2026	Program Initiated	Contract Expiry
Justice Officials Protection and Investigations Section (JOPIS) *To assist and conduct investigations that pose a threat to the safety and security of Justice Sector Officials through effective case management and operational support under the direction of the OPP.*	1	$166,427	$152,903	91.87%	8.13%	2022-01-01	2026-12-31
Provincial Human Trafficking Intelligence-Led Joint Forces Strategy (IJFS) *To proactively conduct intelligence gathering, intelligence analysis, investigations, disruptions and assist in prosections of multi-jurisdictional human trafficking organizations under the direction of the OPP.*	2	$275,196	$193,340	70.26%	29.74%	2020-12-13	2027-03-31
Provincial Guns & Gangs Enforcement Team (PGGE) *Is a coordinated provincial enforcement strategy to specifically address the enforcement of gun and gang related criminality under the direction of the OPP.*	2	$377,273	$347,624	92.14%	7.86%	2022-09-04	2028-01-02
Provincial Weapons Enforcement Unit (PWEU) *Is a coordinated provincial enforcement strategy to specifically address the enforcement of the Criminal Code of Canada in relation to firearms offences under the direction of the OPP.*	1	$197,000	$173,812	88.23%	11.77%	2022-01-01	2027-01-04
Organized Crime Towing & Auto Theft Team (OCTATT) *A coordinated provincial enforcement strategy to specifically address organized crime in the towing industry and auto theft occurrences in the Province of Ontario under the direction of the OPP.*	1	$198,331	$173,812	87.64%	12.36%	2023-12-31	2028-12-31
Criminal Intelligence Service Ontario (CISO) *To provide the services of one police officer as the Regional Intelligence Coordinator for the Ministry/CISO. Revenue is equivalent to expenses.*	1	$171,275	$171,275	100.00%	0.00%	2025-01-20	2027-01-25
Provincial Joint Forces Cannabis Enforcement Team (PJFCET) *Participation in the Cannabis Enforcement Strategy under the direction of the OPP.*	1	$193,484	$173,812	89.83%	10.17%	2018-11-18	2028-03-31
Total	**25**	**$4,595,214**	**$4,012,183**	**87.31%**	**12.69%**		

LONDON POLICE SERVICE

OPEN REPORT TO THE LONDON POLICE SERVICE BOARD

Report Number	2609FF03
Board Meeting Date	September 17, 2026

Capital Project Status – June 30

Roger Ramkissoon, Chief Administrative Officer

REASON FOR REPORT

☐ Seeking Decision

☑ Receive for Information/Update

RECOMMENDATION

THAT the London Police Service Board receive the Capital Projects Status Report as of June 30, 2026, for information purposes.

SUMMARY

This report provides the London Police Service Board with an update on the status of approved capital projects as of June 30, 2026.

The report includes descriptions of each capital project, highlighting key milestones, progress to date, and estimated completion timelines.

FINANCIAL IMPLICATIONS

At this time, there are no significant financial concerns to report. Three capital projects reflected small deficit positions as of June 30, 2026; however, the combined variance is nominal and financial adjustments completed in July will fully offset these amounts, ensuring that no project is expected to exceed its approved budget. As a result, all capital projects are projected to remain within their approved funding envelopes. Based on current projections, ten (10) capital projects are expected to be completed by year-end (Q4 2026).

CONCLUSION

The Capital Projects Status Report as of June 30, 2026, demonstrates effective financial oversight and steady progress across the Service's approved capital program. With several projects projected to be completed by year-end, the London Police Service remains well-positioned to achieve its capital objectives and support its long-term strategic priorities.

APPROVED FOR SUBMISSION BY ACTING CHIEF PAUL BASTIEN

224380
Sep 3, 2026

X____

Paul Bastien, Acting Chief of Police

ATTACHMENT

Capital Projects Status June 30, 2026

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

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Capital Projects Status June 30, 2026

Project Number	Project Description	Original Budget Year	Budget	Actuals as at June 30	Variance	Transfer from Operating	Transfer from Police Reserve	Revenue	True Variance	Project Description	Explanation (Key Milestones and Progress)	Expected Completion
PP429124	Police Equipment	2024	$ 1,032,826	$ 2,148,402	$ (1,115,576)	$ -	$ (974,717)	$ (175,621)	$ 34,763	This project relates to the lifecycle replacement of existing police equipment.	This includes equipment across all service areas that has reached the end of its life cycle and requires replacement. The final outstanding invoice was processed during the first week of July, and the project can be closed Q3 as all planned purchases have been completed and accounted for.	Q3 2026
PP429125	Police Equipment	2025	$ 985,182	$ 848,948	$ 136,234	$ -	$ -	$ -	$ 136,234	This project relates to the lifecycle replacement of existing police equipment.	This includes equipment from all service areas that has reached the end of its life cycle and requires replacement. At this time, only two purchases remain outstanding, with the equipment having been ordered and delivery pending. Once the equipment is received and the final invoices are processed, all planned lifecycle replacement purchases for this project will be complete.	Q4 2026
PP429126	Police Equipment	2026	$ 2,871,732	$ 173,079	$ 2,698,653	$ -	$ -	$ (33,129)	$ 2,731,782	This project relates to the lifecycle replacement of existing police equipment.	This includes equipment from all service areas that has reached the end of its life cycle and requires replacement. The items are currently at various stages of the procurement process.	2027
PP429524	Police Technology Equipment	2024	$ 2,321,924	$ 1,467,118	$ 854,807	$ -	$ (312,306)	$ (109,280)	$ 1,276,393	This project is for the 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.	The Data Centre build has been further delayed due to redesign efforts aimed at ensuring it aligns with operational needs and organizational requirements, as well as procuremnet processes. We are prioritizing thorough planning to optimize its functionality and efficiency.	2029
PP429525	Police Technology Equipment	2025	$ 2,284,217	$ 1,467,569	$ 816,648	$ -	$ -	$ (13,425)	$ 830,073	This project is for the 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.	Spending on the 2025 lifecycle replacement program continues; however, infrastructure components tied to the Data Centre build are deferred pending completion of the Data Centre, which remains first-phased within the broader NG911/CSCC facility program. Deferred purchases are exposed to current IT hardware market cost escalation, and additional funding will be requested through the upcoming Multi-Year Budget where required. End-user, network, and multimedia device replacement is proceeding, with remaining funds committed against the deferred infrastructure scope. The Arista data center network equipment order was completed.	Q4 2026

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Capital Projects Status June 30, 2026

Project Number	Project Description	Original Budget Year	Budget	Actuals as at June 30	Variance	Transfer from Operating	Transfer from Police Reserve	Revenue	True Variance	Project Description	Explanation (Key Milestones and Progress)	Expected Completion
PP429526	Police Technology Equipment	2026	$ 1,826,200	$ 245,429	$ 1,580,771	$ -	$ -	$ (26,254)	$ 1,607,025	This project is for the 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.	Spending on the 2025 lifecycle replacement program continues; however, infrastructure components tied to the Data Centre build are deferred pending completion of the Data Centre, which remains first-phased within the broader NG911/CSCC facility program. Deferred purchases are exposed to current IT hardware market cost escalation, and additional funding will be requested through the upcoming Multi-Year Budget where required. End-user, network, and multimedia device replacement is proceeding, with remaining funds committed against the deferred infrastructure scope. The Nutanix ESX Host replacement was ordered.	2027
PP431425	Police Vehicle Replacement	2025	$ 3,380,716	$ 2,526,480	$ 854,236	$ -	$ -	$ (18,648)	$ 872,884	Cyclical replacement of London Police Service Vehicles. Replacement is governed by specific use, mileage, and service requirements.	Order constraints and extended timelines for multiple projects.	Q4 2026
PP431426	Police Vehicle Replacement	2026	$ 3,312,005	$ 124,619	$ 3,187,386	$ -	$ -	$ -	$ 3,187,386	Cyclical replacement of London Police Service Vehicles. Replacement is governed by specific use, mileage, and service requirements.	Timelines on production and procurment of some equipment is extended. Annual purchase items are progressing at market appropriate conditions	2027
PP4325	NG911 Centre (Primary)	2014	$ 4,356,556	$ 3,966,821	$ 389,735	$ (101,243)	$ -	$(2,831,915)	$ 3,322,894	This project ensures that technology is in place to manage and upgrade 911 Communications. There are two main components to this project. The first is for call loggers and the second relates to NG911 which is being mandated by CRTC resulting in the transition from an analog to an IP based phone system.	This project supports the CRTC-mandated transition from analog to IP-based 911 (NG911) as well as call logger replacement. Historical spend reflects completed call logger and communications technology work; the remaining scope is sequenced with the broader NG911/CSCC facility program, which is now tracking to completion in 2029. Extended timelines expose remaining technology purchases to current IT hardware market cost escalation; additional funding will be requested through the upcoming Multi-Year Budget to address this pressure.	2029

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Capital Projects Status June 30, 2026

Project Number	Project Description	Original Budget Year	Budget	Actuals as at June 30	Variance	Transfer from Operating	Transfer from Police Reserve	Revenue	True Variance	Project Description	Explanation (Key Milestones and Progress)	Expected Completion
PP4328	NG911 Upgrades (Business Case)	2024-2025	$ 4,493,502	$ 1,174,615	$ 3,318,887	$ -	$ -	$ (255,000)	$ 3,573,887	Creation of a 911 communications centre that has the physical, technological, and human resource capacity to manage significant changes in 911 services from the inception of the Next Generation 911 service. These funds will renovate the existing 911 Communication Centre facility located at 601 Dundas St (London Police HQ), as well as outfit additional FTEs to oversee all aspects of 911 services. The Next Generation 911 Centre project encompasses the design and construction of critical facilities to support modernized emergency communications services. This initiative includes three integrated components: the Primary NG911 Communications Centre, which will serve as the main public safety answering point (PSAP) compliant with NG911 standards; the Real-Time Operations Centre (RTOC), which will provide enhanced situational awareness and operational support for real-time incidents; and a new Data Centre to house the secure IT infrastructure required to support both facilities. Together, these projects will deliver a resilient, future-ready communications hub to improve public safety response and coordination.	The architectural design RFP is in procurement with award targeted for July 2026, shifted from the original May/June target due to procurement template rework, legal review capacity, consultant engagement timing, and newly applicable Buy Ontario Act / BOBI capital infrastructure requirements (in effect April 13, 2026), which affect the RFP documents, evaluation approach, and construction agreement. The design award gates the construction tender, and overall CSCC completion is now tracking to 2029. The extended schedule exposes the project to significant cost escalation in the current IT hardware and construction market (e.g., memory, long-lead mechanical and electrical equipment); additional funding will be requested through the upcoming Multi-Year Budget. Mitigation includes running construction procurement planning in parallel, advancing long-lead equipment on a pre-purchase basis, and maintaining a phased delivery model with the Data Centre first.	2029
PP4468	Public Safety & Infrastructure Modernization (Business Case)	2024-2025	$ 11,245,355	$ 9,385,179	$ 1,860,176	$ (1,165,637)	$ -	$ -	$ 3,025,812	Enhancing staffing levels and modernizing technology to ensure our communities are safe and service to the community is effective, efficient, and transparent. To ensure a safer city now, officers need to be equipped with the tools that best support them in their roles and technology centered on improving transparency and community trust.	There are several ongoing projects currently at various stages of development. This capital account provides funding for projects approved through the business case process and supports their progression throughout the duration of the multi-year budget (MYB), extending through to 2027. For the HRIS initiative, an HRIS consultant has been engaged and foundational work to support implementation of the new platform is underway. The RFP process has been completed and is currently in the evaluation stage to select an implementation partner for the HRIS platform. Significant progress has also been made on the AXON technology program. Body-Worn Cameras (BWC), the Digital Evidence Management System (DEMS), Tasers, In-Car Cameras, and Interview Room Cameras have all been successfully implemented and deployed. The implementation of eNotes is planned for 2026, representing the next phase of the AXON technology roadmap.	2028

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Capital Projects Status June 30, 2026

Project Number	Project Description	Original Budget Year	Budget	Actuals as at June 30	Variance	Transfer from Operating	Transfer from Police Reserve	Revenue	True Variance	Project Description	Explanation (Key Milestones and Progress)	Expected Completion
PP429224	Police Vehicle & Equipment Requirements (Business Case)	2024	$ 519,100	$ 542,465	$ (23,365)	$ -	$ -	$ -	$ (23,365)	Additional police vehicle and equipment requirements to provide efficient and adequate policing. An increase in vehicle complement will enhance capabilities of police response to high-risk situations with a focus on maintaining public and member safety. Investing in equipment adds value in service delivery to the community and Londoners.	PP429224 currently reflects an overage that is planned to be cleared in Q3. All vehicle and equipment acquisitions have now been received and are complete. Once the overage has been resolved and the account reconciled, the project can be formally closed.	Q3 2026
PP429225	Police Vehicle & Equipment Requirements (Business Case)	2025	$ 1,088,430	$ 411,972	$ 676,457	$ -	$ -	$ -	$ 676,457	Additional police vehicle and equipment requirements to provide efficient and adequate policing. An increase in vehicle complement will enhance capabilities of police response to high-risk situations with a focus on maintaining public and member safety. Investing in equipment adds value in service delivery to the community and Londoners.	Items within this business case are progressing as planned. LPS is currently in the initial phase of implementing the Electronic Vehicle Strategy (duty cycle and deployment) and securing approved equipment acquisitions.	Q4 2026
PP429226	Police Vehicle & Equipment Requirements (Business Case)	2026	$ 1,096,862	$ 331,870	$ 764,992	$ -	$ -	$ -	$ 764,992	Additional police vehicle and equipment requirements to provide efficient and adequate policing. An increase in vehicle complement will enhance capabilities of police response to high-risk situations with a focus on maintaining public and member safety. Investing in equipment adds value in service delivery to the community and Londoners.	Items within this business case are progressing as planned. LPS is currently in the initial phase of implementing the Electronic Vehicle Strategy (duty cycle and deployment) and securing approved equipment acquisitions.	Q4 2026
PP4297	Active Attacker (Business Case)	2024	$ 98,912	$ 84,202	$ 14,710	$ -	$ -	$ -	$ 14,710	New regulation, the Response to Active Attacker Incidents Regulation, mandates that police officers must be equipped with additional gear to effectively and safely manage active attacker situations. This regulation carries financial implications that are unavoidable.	The required equipment has been procured and received. The final invoice is currently being processed in July, at which point all project costs will be finalized. Once the account has been fully reconciled, the project can be closed in Q3.	Q3 2026
PP440524	Portable Radio User Gear Replacement	2024	$ 3,925,398	$ 3,954,674	$ (29,276)	$ -	$ -	$ -	$ (29,276)	Replacement of portable radios. User gear is necessary to maintain service levels and ensure officer safety.	Pending the drawdown from PP446519 and PP446524, this account will not be overspent. The RFT process has been completed, and the large radio purchase was received in 2026. The remaining funds are intended to support the replacement of damaged radios and to ensure an adequate inventory is maintained to outfit new recruits through 2027.	2027
PP440625-27	Storage Server	2025-2027	$ 682,672	$ 434,407	$ 248,265	$ -	$ -	$ -	$ 248,265	This project supports the regular, ongoing maintenance and upgrade of storage server and infrastructure requirements to meet the evolving needs of the organization.	This budget supports the replacement of storage server infrastructure over the course of the multi-year budget plan, with funding approved in this account through 2027. Annual payments will be made in accordance with the vendor's scheduled agreement until 2026, with a full equipment refresh planned for 2027.	2027

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Capital Projects Status June 30, 2026

Project Number	Project Description	Original Budget Year	Budget	Actuals as at June 30	Variance	Transfer from Operating	Transfer from Police Reserve	Revenue	True Variance	Project Description	Explanation (Key Milestones and Progress)	Expected Completion
PP444421	Police Headquarters Building Major Repairs	2021	$ 650,000	$ 777,537	$ (127,537)	$ (24,704)	$ -	$ (95,690)	$ (7,144)	This project relates to the regular, ongoing maintenance and upgrades to Headquarters (601 Dundas Street). Ongoing expenses are expected as a result of the aging facility.	PP444421 currently reflects an overage that is planned to be cleared in Q3. Once the overage has been resolved, the account can be closed, as all planned upgrades and scheduled maintenance activities have been completed.	Q3 2026
PP444422	Police Headquarters Building Major Repairs	2022	$ 675,000	$ 573,495	$ 101,505	$ -	$ -	$ -	$ 101,505	This project relates to the regular, ongoing maintenance and upgrades to Headquarters (601 Dundas Street). Ongoing expenses are expected as a result of the aging facility.	Upgrades are underway and expect to completed in 2027.	2027
PP444423	Police Headquarters Building Major Repairs	2023	$ 755,000	$ 618,680	$ 136,320	$ -	$ -	$ -	$ 136,320	This project relates to the regular, ongoing maintenance and upgrades to Headquarters (601 Dundas Street). Ongoing expenses are expected as a result of the aging facility.	Upgrades are underway and expect to completed in 2027.	2027
PP444424	Police Headquarters Building Major Repairs	2024	$ 2,423,800	$ 1,717,905	$ 705,895	$ -	$ -	$ -	$ 705,895	This project relates to the regular, ongoing maintenance and upgrades to Headquarters (601 Dundas Street). Ongoing expenses are expected as a result of the aging facility.	Upgrades are underway and expect to completed in 2027.	2027
PP444425	Police Headquarters Building Major Repairs	2025	$ 1,503,475	$ 650,723	$ 852,752	$ -	$ -	$ -	$ 852,752	This project relates to the regular, ongoing maintenance and upgrades to Headquarters (601 Dundas Street). Ongoing expenses are expected as a result of the aging facility.	Upgrades are underway and expect to completed in 2028.	2028
PP444426	Police Headquarters Building Major Repairs	2026	$ 1,215,900	$ 86,605	$ 1,129,295	$ -	$ -	$ -	$ 1,129,295	This project relates to the regular, ongoing maintenance and upgrades to Headquarters (601 Dundas Street). Ongoing expenses are expected as a result of the aging facility.	Upgrades are underway and expect to completed in 2028.	2028
PP4481	Police Training Campus - Growth Phase 2 (Business Case)	2024	$ 79,662,565	$ 52,328	$ 79,610,237	$ -	$ -	$ -	$ 79,610,237	The London Police Service Long Term Facility Accommodation Plan is composed of three (3)Phases: Phase 1 - Additional Property Space **Phase 2 - Protective Service Training Campus (joint initiative with London Police and London Fire)** Phase 3 - London Police Service Headquarters Expansion	The current phase of this project is being managed by City of London Realty and Facility Services, with London Police playing a crucial role as a key stakeholder and participant in the planning and project steering committees.	2029
PP4482	Police Training Campus - Serv Imp Phase 2 (Business Case)	2024-2025	$ 10,907,959	$ 1,649	$ 10,906,310	$ -	$ -	$ -	$ 10,906,310	The London Police Service Long Term Facility Accommodation Plan is composed of three (3)Phases: Phase 1 - Additional Property Space **Phase 2 - Protective Service Training Campus (joint initiative with London Police and London Fire)** Phase 3 - London Police Service Headquarters Expansion	The current phase of this project is being managed by City of London Realty and Facility Services, with London Police playing a crucial role as a key stakeholder and participant in the planning and project steering committees.	2029

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Project Number	Project Description	Original Budget Year	Budget	Actuals as at June 30	Variance	Transfer from Operating	Transfer from Police Reserve	Revenue	True Variance	Project Description	Explanation (Key Milestones and Progress)	Expected Completion
PP4483	Police Purchased or Leased Spaces - Phase 1 (Business Case)	2024	$ 24,924,100	$ 2,952,831	$ 21,971,269	$ -	$ -	$ (400,000)	$ 22,371,269	The London Police Service Long Term Facility Accommodation Plan is composed of three (3)Phases: **Phase 1 - Additional Property Space (Westminster) - Construction** Phase 2 - Protective Service Training Campus (joint initiative with London Police and London Fire) Phase 3 - London Police Service Headquarters Expansion	Ongoing improvements to the Facility. The Long-Term plan for Westminster is still to be confirmed. LPS is seeking leased space per Board direction.	2030
PP4484	LPS Headquarters Expansion - Phase 3 (Business Case)	2026	$ 4,500,000	$ -	$ 4,500,000	$ -	$ -	$ -	$ 4,500,000	The London Police Service Long Term Facility Accommodation Plan is composed of three (3)Phases: Phase 1 - Additional Property Space (Westminster) - Construction Phase 2 - Protective Service Training Campus (joint initiative with London Police and London Fire) **Phase 3 - London Police Service Headquarters Expansion**	Feasibility study underway. Facility Masteplan update to be completed in 2026-27	2028
PP4485	Police Internal Renovations - Across all phases (Business Case)	2024	$ 1,464,968	$ 113,974	$ 1,350,994	$ -	$ -	$ -	$ 1,350,994	With the approval of multiple sworn and civilian positions over the next four years, there is a need to repurpose and renovate vacant spaces as members transition offsite. These efforts will also support the creation of new administrative office space for both existing and expanding units.	With the acquisition of leased space, internal unit relocations at HQ are now underway, along with phased renovations scheduled to continue through 2027.	2027
PP446519	Police Outfitting Due to Growth (2019-2023)	2019	$ 257,466	$ 234,672	$ 22,794	$ -	$ -	$ -	$ 22,794	The Development Charge Study allows for a draw in order to fund Police Officer Outfitting which includes non-personal equipment and radios over a 10 year period.	The final drawdown is expected to occur in Q3 to support officer outfitting requirements. Following completion of the drawdown and reconciliation of the account, the project will be complete and the account can be closed.	Q3 2026
PP446524	Police Outfitting Due to Growth (2024-2027)	2024	$ 154,590	$ -	$ 103,060	$ -	$ -	$ -	$ 154,590	The Development Charge Study allows for a draw in order to fund Police Officer Outfitting which includes non-personal equipment and radios over a 10 year period.	This is an annual allocation in regards to Development Charge eligible recoveries.	2027
PP4470	Business Analytics	2020	$ 1,721,000	$ 1,549,292	$ 171,708	$ -	$ -	$ -	$ 171,708	Leveraging and maximizing Business Intelligence will result in a transformational shift in data engineering and contribute to planning and positive outcomes in a more effective and efficient manner. Data accuracy, integrity, and access will be improved.	Five complex dashboards are complete - Call Analytics, Live Unit Activity, Crime & Disorder, Officer Activity, UD Activity and Open Air. Additional dashboards and tools have been requested and prioritized - Bail Compliance, Community Safety Portal, Analyst Tool. Funds for these initiatives have been approved in the Multi-Year Budget (MYB) for 2025-2027, ensuring continued development and support for these projects.	2027

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Project Number	Project Description	Original Budget Year	Budget	Actuals as at June 30	Variance	Transfer from Operating	Transfer from Police Reserve	Revenue	True Variance	Project Description	Explanation (Key Milestones and Progress)	Expected Completion
PP4472	Real Time Operations Centre	2020	$ 450,000	$ 302,844	$ 147,156	$ -	$ -	$ -	$ 147,156	This project is intended to manage risk, co-ordinate frontline and investigative resources as well as leverage technology to enhance and support field operations from a single location in real-time.	The RTOC/CSCC is in design and is sequenced behind the Data Centre and NG911 Communications Centre components of the broader facility program, which is now tracking to completion in 2029, with risk of further slippage if additional procurement delays occur. The extended schedule exposes RTOC technology purchases (video wall, servers, and supporting hardware) to current IT hardware market cost escalation; additional funding will be requested through the upcoming Multi-Year Budget. Remaining funds support design and pre-construction activities, including advancing long-lead equipment where feasible.	2029
PP4473	Time and Attendance Automation	2020	$ 150,000	$ -	$ 150,000	$ -	$ -	$ -	$ 150,000	This project relates to the implementation of software that can manage complex schedules.	Collaboration with the City of London (CofL) remains ongoing to support the design, configuration, and implementation of the Time and Attendance (T&A) solution. Product selection and procurement have been completed by CofL. The project remains on track, with a targeted go-live date of October 2026 and overall project completion anticipated in Q1 2027, representing a like-for-like transition from the current platform to the upgraded solution. Following implementation of the core T&A functionality, Phase 2 will focus on scheduling capabilities, while Phase 3 will expand system functionality and business process integration.	2027

LONDON POLICE SERVICE

OPEN REPORT TO THE LONDON POLICE SERVICE BOARD

Report Number	2609FF04
Board Meeting Date	September 17, 2026

Operating Budget Status – June 30

Roger Ramkissoon, Chief Administrative Officer

REASON FOR REPORT

☐ Seeking Decision

☑ Receive for Information/Update

RECOMMENDATION

THAT the London Police Service Board receive the Operating Budget Status – June 30 report for information.

SUMMARY

This report provides the London Police Service Board with an update on the 2026 Operating Budget as of June 30, 2026, including projected results through year-end. Based on current trends, a favourable operating surplus of $2,051,205 is anticipated by December 31, excluding any budgeted drawdowns from the Benefits Reserve and Police Service Reserve. However, after accounting for operating costs previously approved by the Board to be funded from the Police Service Reserve if required, specifically information technology software and licensing costs, Court Security expenditures, and mandated Mental Health Crisis Response training requirements, the projected surplus is reduced to $262,611.

The report outlines key variances in personnel and non-salary expenditures and provides an overview of the Service's current financial position. Following the April 30 month-end review, Division Commanders and Budget Managers worked collaboratively with Financial Services to refine forecasts and identify areas requiring adjustment, contributing to a more accurate year-end projection.

Financial Services will continue to monitor budget performance closely and work with Divisions to respond to emerging operational requirements. A further review of divisional accounts will be completed later in the year to validate projections and support any necessary financial adjustments.

FINANCIAL IMPLICATIONS

As of June 30, 2026, the London Police Service is projecting a year-end operating surplus of $262,611 after accounting for approved operating costs and assuming no drawdowns from either the Benefits Reserve or the Police Service Reserve. This forecast remains subject to change as operational demands and priorities continue to evolve in support of public safety. Given the dynamic nature of police operations, ongoing monitoring and timely adjustments are essential to ensure financial resources remain aligned with operational and strategic objectives.

While current projections are based on the best information available, emerging developments throughout the remainder of the year may impact financial results. Accordingly, a proactive approach to budget management remains critical, enabling the Service to respond effectively to changing operational requirements while maintaining fiscal responsibility.

To support this process, Division Commanders and Budget Managers will undertake a further review of their budgets following the August 31 month-end close. This review will provide additional clarity regarding year-end projections and help identify any financial adjustments required before year-end.

Should a surplus be realized at year-end, the funds will be transferred to the Police Service Reserve, subject to Board approval.

DISCUSSION

Personnel Costs

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

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

Personnel Costs	
Salary, Benefits, Pension	$6,458,468
Paid Time*	($4,293,102)
WSIB	($614,920)
Total	$1,550,446

*Overtime, Statutory Holiday Overtime and Court Time

Key Points:

- **Budgeted Increases for Personnel:** The 2026 multi-year budget provided funding for 17 additional sworn officers and 19 civilian positions, one of which consists of two part-time FTEs. Funding for 19 of these positions was partially supported through Assessment Growth and budgeted at full cost. Actual expenditures to date have been lower than projected, resulting in a favourable variance across salary, benefits, and pension accounts.
- **Overtime Costs:** Actual costs for paid time are forecast to surpass budgeted amounts by the end of the year. Overtime costs are primarily driven by the need to cover essential

operational and administrative tasks, maintain minimum staffing levels in accordance with contractual obligations, and to meet legislative and mandatory training requirements. These factors are critical to maintaining effective policing and ensuring community safety.

- **Attrition:** To date, 21 Police Members have provided notice of their intent to retire or resign during 2026, including confirmed departures in the near future. Projected attrition for the year stands at 25. Financial figures based on projected attrition would be impacted by a variance between the projection and actual attrition at year end.
- **WSIB**: Expenditures continue to increase and are currently tracking above budget, creating ongoing pressure within this account.

Line Items and Revenue

All non-personnel expenditures and revenues are reflected within line-item accounts. As of June 30, 2026, several expenditure categories and revenue sources are projecting variances from budget, many of which relate to approved initiatives, grant-funded programs, and changing operational requirements. The projected year-end variances are summarized below, along with the primary factors contributing to each forecasted variance.

Impact (highest to lowest)	Object	$ Amount	Explanation
1	Purchased Services	($2,534,818)	Primarily attributable to the Axon Agreement for the Digital Evidence Advancement Project and related technology licensing costs ($2.69M), partially offset by favourable variances in facility leases (+$465K), insurance premiums (+$400K), and telecommunications (+$118K). Additional unfavourable variances are projected in professional and legal fees ($291K) and other purchased services ($506K), the latter of which is partially offset by corresponding revenue.
2	Revenue	$1,464,973	Additional grant funding has been secured for several initiatives, including Youth in Policing, Frontline Policing, Cybercrime, Justice Centre, Auto Theft Prevention, Guns and Gangs Violence Reduction Strategy, Victim Support, Mobile Crisis Response Team Enhancement, and Criminal Intelligence Service Ontario (CISO) projects. These revenues primarily offset related expenditures incurred during the year. Additional favourable variances are projected from CSPT funding and secondment recoveries. The forecast also reflects the elimination of previously budgeted reserve drawdowns from the Benefits Reserve ($1.0M) and Police Service Reserve ($700K).
3	Administrative Expenses	$172,317	Primarily driven by lower-than-budgeted travel and training costs (+$149K), partially offset by subscription costs and other administrative expenditures.

4	Equipment & Furniture	($185,134)	Primarily related to operating and police equipment purchases, partially offset by associated revenues.
5	Financial Expenses	($159,459)	Mainly attributable to an increased contribution to the Self-Insurance Reserve and higher-than-budgeted banking charges.
6	Materials & Supplies	($45,714)	Primarily related to operating supplies and fuel expenditures, partially offset by favourable variances in computer supplies.
Total		**($1,287,835)**	

CONCLUSION

As of June 30, 2026, the London Police Service is projecting a year-end surplus of $262,611. A formal recommendation regarding the allocation of any year-end surplus to the Police Service Reserve will be brought forward following confirmation of the Service's final year-end financial results.

Financial Services will continue to closely monitor budget performance throughout the remainder of the year to ensure financial resources continue to support operational priorities and remain aligned with community and Board expectations related to financial accountability.

APPROVED FOR SUBMISSION BY ACTING CHIEF PAUL BASTIEN

224380
Sep 3, 2026

X______________________________

Paul Bastien, Acting Chief of Police

ATTACHMENTS

1. Month End Report June 30, 2026
2. Appendix "A" Confidential Financial Details provided in closed session

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

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MONTH END REPORT
As of June 30, 2026

	2025 Budget	2025 Actual	2026 Budget	2026 Actual	Available	Adjusted Available	Year End Target
Divisions Summary:							
Police Services Board	$887,688	$302,753	$913,308	$413,362	$499,946	**$520,946**	($21,000)
Executive Administration	$9,067,359	$4,862,392	$9,473,288	$4,712,702	$4,760,586	**$4,674,927**	$85,659
Human Resources Division	$4,847,760	$2,094,735	$4,603,610	$2,239,650	$2,363,960	**$2,180,921**	$183,039
Corporate Services Division	$7,919,765	$3,659,520	$9,141,395	$3,753,623	$5,387,772	**$5,081,447**	$306,325
Facilities, Finance & Fleet Division	$16,067,732	$8,348,138	$18,157,100	$9,356,720	$8,800,380	**$9,723,978**	($923,598)
Uniformed Division	$98,197,439	$46,470,441	$102,858,194	$49,610,486	$53,247,708	**$53,196,570**	$51,138
Criminal Investigation Division	$28,645,647	$14,845,672	$30,794,326	$15,340,737	$15,453,589	**$14,924,767**	$528,822
Support Services Division	$21,067,868	$11,610,533	$23,292,715	$15,069,253	$8,223,462	**$9,721,682**	($1,498,219)
Projected Personnel Cost Y/E Variance*	$0	$0	$0	$0	$0	**($1,550,446)**	$1,550,446
NET LPS EXPENDITURES	**$186,701,258**	**$92,194,185**	**$199,233,936**	**$100,496,534**	**$98,737,402**	**$98,474,791**	**$262,611**
Objects of Expenditure:							
Personnel Costs	$177,090,276	$83,650,506	$186,525,268	$88,919,845	$97,605,423	**$96,054,978**	$1,550,446
Administrative Expenses	$3,195,860	$1,986,590	$3,325,599	$1,574,108	$1,751,491	**$1,579,173**	$172,317
Financial Expenses	$870,923	$19,420	$714,949	($764,874)	$1,479,823	**$1,639,282**	($159,459)
Purchased Services	$12,726,116	$7,807,539	$16,097,358	$11,978,436	$4,118,922	**$6,653,740**	($2,534,818)
Materials & Supplies	$5,472,435	$2,559,230	$6,263,875	$2,601,248	$3,662,627	**$3,708,340**	($45,714)
Equipment & Furniture	$700,303	$481,618	$723,632	$470,232	$253,400	**$438,534**	($185,134)
Recovered Expenses	($461,637)	($601,637)	($610,425)	($610,425)	$0	**$0**	$0
TOTAL EXPENDITURES/OBJECT	**$199,594,276**	**$95,903,267**	**$213,040,256**	**$104,168,571**	**$108,871,685**	**$110,074,047**	**($1,202,362)**
TOTAL REVENUE	**($12,893,018)**	**($3,709,082)**	**($13,806,320)**	**($3,672,037)**	**($10,134,283)**	**($11,599,256)**	**$1,464,973**
NET LPS EXPENDITURES	**$186,701,258**	**$92,194,185**	**$199,233,936**	**$100,496,534**	**$98,737,402**	**$98,474,791**	**$262,611**

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

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LONDON POLICE SERVICE

OPEN REPORT TO THE LONDON POLICE SERVICE BOARD

Report Number	2609EA01
Board Meeting Date	September 17, 2026

Bourassa Inquest: Jury Recommendations and Response Timeline

Thai Truong, Chief of Police

REASON FOR REPORT

☐ Seeking Decision

☑ Receive for Information/Update

RECOMMENDATION(S)

THAT the London Police Service Board (LPSB) receive this report for information regarding the inquest into the death of Justin Bourassa, including the jury's recommendations and the response process established by the Office of the Chief Coroner.

SUMMARY

A jury inquest was convened pursuant to the Coroners Act into the death of Justin Bourassa, who died on October 28, 2021, following an encounter with members of the London Police Service (LPS). The jury delivered its verdict and recommendations on May 12, 2026. The jury issued ten recommendations directed to the LPS, the LPSB, and the Ontario Police College (OPC). The Office of the Chief Coroner has requested written responses from affected organizations by November 30, 2026, regarding their consideration and potential implementation of the recommendations.

FINANCIAL IMPLICATIONS

There are no direct financial implications associated with receiving this report. Potential resource, training, policy review, or program enhancement costs associated with implementation of any jury recommendations have not yet been assessed and will be considered as part of the LPS's response process.

BACKGROUND

An inquest was called pursuant to section 10 of the Coroners Act in relation to the death of Justin Bourassa, who died on October 28, 2021, following an interaction with two LPS officers. The inquest was conducted between May 4 and May 12, 2026. The jury heard evidence from six witnesses, reviewed fourteen exhibits, and subsequently rendered its verdict and recommendations.

The evidence before the jury established that two LPS officers, while investigating a reported break and enter, believed Mr. Bourassa matched the description of a suspect. Officers attempted to engage Mr. Bourassa and subsequently determined that an investigative detention was necessary. During the interaction, a physical struggle ensued while officers attempted to handcuff Mr. Bourassa. Evidence presented at the inquest indicated that one officer became trapped in a rear neck restraint or chokehold. During the struggle, the second officer discharged a firearm at close range. Officers immediately commenced CPR and Mr. Bourassa was later pronounced deceased at hospital.

The jury returned a verdict finding the cause of death to be a gunshot wound to the neck and chest and classified the manner of death as homicide. The verdict explanation specifically notes that a finding of homicide by an inquest jury is a determination of fact and does not constitute a finding of criminal or legal responsibility.

DISCUSSION

The jury issued ten recommendations directed to the LPS, LPSB and/or the OPC. The recommendations are summarized below:

Rec. #	Recommendation Summary	Directed To
1	Develop scenario-specific investigative detention guidelines emphasizing de-escalation, communication, assessment, relational policing, and the use of time, distance and containment where appropriate.	LPS, LPSB, OPC
2	Enhance police training to recognize that delayed compliance, confusion, hesitation, non-responsiveness and similar behaviours may reflect stress or uncertainty rather than resistance or threat.	LPS, LPSB, OPC
3	Incorporate training regarding the impact of prior high-stress use-of-force experiences, perceived urgency and situational pressures on officer perception and decision-making.	LPS, LPSB, OPC
4	Review and enhance training and coaching programs to incorporate lessons learned from inquests, critical incidents and use-of-force reviews, including de-escalation, handcuffing, ground control, officer rescue and non-lethal intervention options.	LPS, LPSB, OPC

5	Develop and disseminate best practices for police radio communications in consultation with dispatchers and experienced officers.	LPS, LPSB
6	Ensure use-of-force reporting, review and wellness processes support cumulative review of officer involvement and facilitate intervention, monitoring, assessment and training where patterns emerge.	LPS, LPSB
7	Require mandatory post-incident psychological and fitness-for-duty assessments following police use of force resulting in death or serious bodily harm.	LPS, LPSB
8	Implement a formal evaluation and assessment process for the Reintegration Program, including review of anonymized participation data.	LPS, LPSB
9	Provide enhanced supervisory training respecting recognition of potential mental health concerns and available support options.	LPS, LPSB
10	Implement mandatory post-incident tactical debriefing processes following critical incidents involving death or serious injury and integrate lessons learned into training and policy development.	LPS, LPSB

Response Requirements and Timeline

By letter dated May 28, 2026, the Office of the Chief Coroner advised the LPS that the jury recommendations may be applicable to the LPS and the LPSB and requested a formal response addressing the organization's consideration of implementation.

The Office of the Chief Coroner has requested responses by **November 30, 2026**, approximately six months from the date of the correspondence. The Office of the Chief Coroner further advised that responses to jury recommendations will be made publicly available. While the *Coroners Act* does not provide authority to compel a response or establish a binding deadline, organizations are encouraged to provide thoughtful and timely responses as public scrutiny of implementation efforts continues to increase.

The correspondence identifies the following organizations as recipients of recommendations:

- London Police Service;
- London Police Service Board; and
- Ontario Police College.

CONCLUSION

The Bourassa Inquest examined the circumstances surrounding the death of Justin Bourassa and resulted in ten recommendations directed to the LPS, the LPSB, and the OPC. The recommendations focus principally on investigative detention practices, de-escalation, training, officer wellness, communications, supervision, and organizational learning.

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Administration is currently working with LPSB Counsel to address the recommendations to assess existing policies, practices, training programs and governance responsibilities that may related to the recommendations. The LPSB is being advised of the recommendations and the requirement to provide a response to the Office of the Chief Coroner by November 30, 2026.

APPROVED FOR SUBMISSION BY ACTING CHIEF PAUL BASTIEN

224350
Sep. 4, 2026

X____

Paul Bastien, Acting Chief of Police

ATTACHMENT

BOURASSA – Verdict Explanation 2026-05-28

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

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Office of the Chief Coroner

Bureau du coroner en chef

Verdict of Inquest Jury
Verdict du jury de l'enquête

Coroners Act - Province of Ontario
Loi sur les coroners - Province de l'Ontario

We the undersigned / Nous soussignés,

	of / de	London, ON
	of / de	London, ON
	of / de	London, ON
	of / de	London, ON
	of / de	London, ON

the jury serving on the inquest into the death(s) of / membres dûment assermentés du jury à l'enquête sur le décès de:

Surname / Nom de famille	Given Names / Prénoms	Aged / à l'âge de
Bourassa	Justin	29

held at / tenue à Virtually, Ontario from / du May 4, 2026 to / au May 12, 2026

By / Par Mr. Murray Segal Presiding Officer for Ontario / Président de séance pour l'Ontario

having been duly sworn/affirmed, have inquired into and determined the following:
avons fait enquête dans l'affaire et avons conclu ce qui suit:

Name of Deceased / Nom du défunt	Justin Bourassa
Date of Death / Date du décès	October 28, 2021
Place of Death / Lieu du décès	London Health Sciences Centre – Victoria Hospital (800 Commissioners Road East, London, ON)
Cause of Death / Cause du décès	Gunshot wound of the Neck and Chest
By What Means / Circonstances du décès	Homicide

Original signed* by Foreperson /
Original signé* par le contremaître

In-Person Inquests Only / Enquêtes en personne uniquement

Original signed* by jurors / Original signé* par les jurés

The verdict was received on
Ce verdict a été reçu le May 12, 2026

Mr. Murray Segal

Presiding Officer's Name (Please print) /
Nom du président (en lettres moulées)

May 12, 2026

Date Signed / Date de la signature

Signature / Signature

We, the jury, wish to make the following recommendations: (see following page)
Nous, membres du jury, formulons les recommandations suivantes : (voir page suivante)

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Office of the
Chief Coroner

Bureau du
coroner en chef

Verdict of Inquest Jury
Verdict du jury de l'enquête

Coroners Act - Province of Ontario
Loi sur les coroners - Province de l'Ontario

Inquest into the death(s) of:
L'enquête sur le décès de:

	Name of Deceased / Nom du défunt
	Justin Bourassa

JURY RECOMMENDATIONS
RECOMMANDATIONS DU JURY

Recommendations To: London Police Service (LPS), Ontario Police College (OPC) and LPS Board

TRAINING

Investigative Detention Guidelines
1. Develop scenario-specific guidelines to support de-escalation and conflict prevention in investigative detentions.
These guidelines should:
a. Recognize the distinction between risk supported by specific and articulable indicators and situations involving uncertainty, incomplete information, delayed compliance, or ambiguous behaviour;
b. encourage the prioritization of communication and assessment;
c. recognize that individuals may need time to understand, process, and respond to police direction;
d. emphasize the Relational Policing Approach as tool that can improve assessment, officer safety, and the range of available responses;
e. affirm that time, distance, and containment are tactical options that may assist officers in gathering information and managing the urgency of an interaction;
f. recognize that communication, time, distance, and rapport-building may assist in conflict prevention, de-escalation, and supporting safer outcomes; and
g. provide guidance distinguishing situations calling for immediate physical control from those where communication, observation, containment, or delayed detention may safely be considered.

2. Police training (including Block Training) and investigative detention guidelines should recognize that fear, hesitation, confusion, delayed compliance, non-responsiveness, questioning, freezing, or startled movement may, in some circumstances, reflect stress, uncertainty, or efforts to process sudden police intervention, rather than resistance or threat.

Maintaining Situational Decision-Making in Use-of-Force Encounters
3. Police training should address the potential effect of prior use-of-force experiences, stress, and situational pressures on officer perception and decision making.
Training should include:
a. awareness of how prior traumatic or high-stress experiences may influence situational assessment;
b. guidance on how time pressure and perceived urgency may influence perception and decision-making, and how awareness of these factors may support measured responses and reduce the potential for escalation; and
c. encouraging officers, where appropriate and safe to do so, to slow encounters, gather information and reassess threats before escalating police-public interactions.

Training
4. Review and enhance training and coaching programs, including scenario-based and annual block training and/or an Advanced Defensive Tactics Training module, to incorporate lessons learned and emerging issues drawn from inquests, critical incidents, use-of-force reviews, and significant use-of-force events.
Training should include:
a. relational policing during investigative detentions;
b. officer presence in relation to de-escalation and conflict prevention;
c. safe handcuffing techniques;
d. ground control techniques, grappling situations, and officer rescue from rear neck restraint or other high-risk positions;
e. recognition and avoidance of vulnerable, high-risk positions including strategies to reduce the likelihood of rear-neck restraint situations and other positional disadvantages;
f. development of decision-making skills and recognition of viable non-lethal intervention options during rapidly evolving close-contact encounters;
g. officer and civilian rescue interventions where lethal and less-lethal options may be limited; and
h. simulation exercises that allow officers to practice and assess non-lethal intervention options in close-contact or third-party scenarios, including the use of mannequins, controlled simulations, or other safe training methodologies (such as video simulation) where live replication would create unnecessary risk. Where unsafe or impractical, could watch video situations and or simulations.

Recommendations To: London Police Service (LPS) and LPS Board

Best Practices for Police Radio Use
5. In consultation with dispatchers and experienced officers with expertise in police radio use and police communications, develop and disseminate best practices for police radio communication to improve safe, effective, and efficient operational

communication.

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Maintaining Situational Decision-Making in Use-of-Force Encounters
6. Ensure existing use-of-force reporting, review, and wellness processes support cumulative review of officer use-of-force involvement and facilitate timely intervention, monitoring, assessment, training, and support where repeated high risk exposures or notable patterns are identified.

Post-Use-of-Force Assessment
7. Require a mandatory, post-incident psychological and fitness-for-duty assessment following any police use of force resulting in death or serious bodily harm. Assessments should be conducted by qualified mental health professionals with appropriate clinical independence.

Review of Return to Work and Reintegration Program
8. Implement a formal evaluation and assessment process for the Reintegration Program to support ongoing improvement, including the collection and review of anonymized participation data to monitor program use.

Review of Fit for Duty Policy
9. Provide supervisory officers with enhanced training on recognizing potential mental health concerns and appropriate options to address and support such concerns.

Post-Incident Tactical Debriefing and Organizational Learning
10. Implement mandatory, post-incident, tactical debriefing processes following critical incidents involving death or serious injury, to occur at the earliest opportunity following SIU and all other related investigations (civil, criminal, inquests, etc). Findings and lessons learned should be shared with training units and incorporated into future training, policy review, and scenario development.
Debriefs should review:
a. police communications;
b. police-public interactions relating to de-escalation and conflict prevention;
c. investigative detention practices;
d. officer wellness considerations;
e. lessons learned; and
f. opportunities for training enhancement.

