



LONDON POLICE SERVICES BOARD

"Deeds Not Words"

Report #: 20-60

To: Chair and Members of the London Police Services Board

Date: June 18, 2020

Subject: 2019 London Police Service Annual Report and Business Plan Update

Board Action:

- ☒ Update / Information Purposes Only
- ☐ Seeking Input
- ☐ Seeking Decision
- ☐ Evaluation

Synopsis:

The 2019 London Police Services (LPS) Annual Report and Business Plan update has been prepared in accordance with:

- Provincial Adequacy Standards for Police Services (AI-011)
- City of London Protocol
- LPSB Policy # 060

The Annual Report provides an account to the London Police Services Board (LPSB), Municipal Council, and the citizens of London relative to the previous fiscal year. This Report also includes a Business Plan progress Report, information on operating expenses, organizational structure/staffing levels, crime statistics, special initiatives, and more.

The Annual Report will be made available to the public via the LPS website, and copies will be provided to members of City Council.

Background:

In 2000, Ontario Provincial Adequacy Standards Regulation 3/99 for Police Services was introduced, which included a Framework for Annual Reporting (AI-011). In accordance with this Regulation, Police Services Boards are required to enter into a protocol with their Municipal Council that sets out the date by which the Annual Report will be provided to the Municipal Council, the responsibility for making the Annual Report public, and the date by which it will be made public.

A protocol was entered into between the City of London Municipal Council and the LPSB on August 16, 2000, whereby both parties agreed that the London Police Service Annual Report shall be provided to Municipal Council by July 1st of each calendar year.

The LPS Corporate Services Division (CSD) is responsible for the development of the Annual Report. CSD worked closely with Corporate Communications and Media Relations during the

preparation of the 2019 Annual Report to ensure legislative compliance and a reader-friendly layout/design.

One of the highlights featured within this Report is our commitment to **Diversity, Equity and Inclusion**. During the fall 2019, LPS members (sworn and civilian) attended Indigenous training sessions hosted by Atlohsa representatives. Diversity training sessions will continue on an annual basis to help increase awareness and understanding of the unique circumstances of members of diverse communities and our increasingly diverse membership. In addition, our Diversity, Equity and Inclusion Plan was updated to encompass a 21-point plan outlining our strategic approach to promote diversity, equity and inclusion. One key priority of the plan is to improve relationships internally and externally, driving the mantra that “together, we are stronger.” The Plan is available to the public on our external website.

This Annual Report also speaks to a survey on **Community Trust and Satisfaction** that was conducted during 2019 by Leger, an independent consulting firm. The results of the survey are provided which indicates that the LPS ranked well above the national average in trust, satisfaction, honesty, and transparency.

Statistics related to crimes and primary service indicators are included. For instance, ten-year comparisons are provided for **dispatched calls for service**. It's important to note that the significant increase (25%) to the average time spent on dispatched calls has been impacted by the magnitude and increasing complexity of certain types of calls.

The end of 2019 also marked the completion of the first year of the **LPS Vision for a Safer London 2019 -2021 Business Plan**. A Progress Report is included to highlight where we are at in terms of our achievements (e.g., Persons at Risk, London Connectivity Table, and Integrated Onboarding Program). Deliverable status (% completed or in progress) is also provided for each of our three Business Plan's strategic priorities:

- Community Safety
- Community Well-Being
- Organizational Capacity

And lastly, our members' commitment to volunteer work is showcased within the section “**In the Community**.” Through their participation in countless events, they help raise awareness of social issues, provide crime prevention and safety education, and act as ambassadors.

Financial Implications:

Not applicable.

Recommendations:

1. That the Board receives the 2019 LPS Annual Report and Business Plan Update; and
2. That the Board forward a copy of the 2019 LPS Annual Report and Business Plan Update to Municipal Council.

SUBMITTED BY: Stuart Betts, Deputy Chief – Administration

Attachment: 2019 Annual Report

DEEDS NOT WORDS

2019
**ANNUAL
REPORT**

LONDON POLICE SERVICE



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PREPARED BY: Corporate Communications & Media Relations Unit and Corporate Support and Continuous Improvement Branch

GRAPHIC DESIGN BY: Corporate Communications & Media Relations Unit

For more information or if you require this report in an alternate format or language, please contact the Corporate Services Division at CSD@londonpolice.ca.

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MESSAGE FROM THE CHIEF

On behalf of all London Police Service members, both sworn and civilian, I am pleased to present the 2019 Annual Report to the London community.

Marking many milestones, 2019 was a year of change and growth. In 2019, we welcomed Deputy Chiefs Stu Betts and Trish McIntyre to our executive team, and Chief John Pare retired after 32 years of service. We wish him all the best. In June, I took my place as the 20th Chief of Police of the London Police Service with an exemplary and innovative executive team by my side. I am excited for the future of this organization.

In the following pages you will read about our members' continued efforts to strategically address multi-jurisdictional criminal activity; keep impaired drivers off the road; and, disrupt and dismantle criminal networks who illegally traffic drugs, firearms and humans in our community. We are committed to proactively addressing crime and disorder in the community and working with our many community partners to that end.



With the aid of our Mental Wellness Committee, we continue to enhance efforts to support the mental health of our members. In 2019, Dr. Mustaq Khan joined the London Police Service as our first full-time staff psychologist and Ms. Kacey Leslie joined as our Wellness Coordinator to better support our members into the future. I am proud of the caliber of work and dedication of our members. We have made great strides modernizing our approach to policing with new emerging technologies and advanced analytics. At the same time, we have remained heavily involved in community events and initiatives.

I would like to recognize our community partners, other first responders and community organizations, businesses and members of the public for their assistance in keeping our community safe. I would also like to thank the London Police Association for their constructive input into many of our programs and activities. It is our collective goal to make the London Police Service a great place to work, and the City of London a safe community in which to live, work and play. With the strong support from our Police Services Board, the municipality and Londoners, the future is bright.

Stephen Williams
Chief of Police

MESSAGE FROM THE CHAIR

On behalf of the London Police Services Board, I'm pleased to present the London Police Service 2019 Annual Report.

Much of the Board's energy and attention in 2019 was focused on recruitment of a new leadership team following the June retirement of Chief John Pare, a fundamental and vitally important role of our governance board. The current leadership trio of Chief Steve Williams, Deputy Chief Trish McIntyre and Deputy Chief Stu Betts, with their unique skillsets, strengths and styles, evolved into an exceptional team capable of responding to today's increasingly complex and challenging world of policing, and being leaders of change within our community.

Looking back on 2019, we thank Retired Chief Pare for his 32 years of valued service and honourable tenure with the London Police Service culminating in his term as Chief 2015 – 2019. We thank the current LPS Executive – Chief Williams, Deputy Chiefs McIntyre and Betts, the Senior Leadership team and each member of the London Police Service, Sworn and Civilian, including Auxiliary Officers, for taking the London Police Service Mission, Vision and Values from mere words on paper to meaningful, tangible and results-driven execution of service to the many communities within London. They fulfill their important and varied duties each day, despite the often challenging work that they face, and frequently go above and beyond to deliver positive outcomes in our community. We thank all for their dedication, professionalism, care and hard work, and for using their power and presence to make our community a better, safer, more just, equitable and inclusive place for all.

The Board wishes the London Police Service and its members continued success and safety as they continue to serve the community!

Dr. Javeed Sukhera
Chair, London Police Services Board



London Police Services Board

- Dr. Javeed Sukhera, Chair
- Susan Toth, Vice Chair
- Mayor Ed Holder, Member
- Deputy Mayor Jesse Helmer, Member
- Councillor Maureen Cassidy, Member
- Jeff Lang, Member



MISSION, VISION, **VALUES**

MISSION STATEMENT

To ensure the safety and well-being of London's communities.

VISION OF SUCCESS

To be respectful of, and responsive to, the changing needs of our community and our organization through strategic and collaborative partnerships.

VALUES

- Professionalism
- Excellence
- Integrity
- Inclusiveness
- Transparency
- Accountability
- Diversity
- Trust





COMMITMENT TO DIVERSITY, EQUITY AND INCLUSION

The London Police Service (LPS) promotes a diverse, equitable and inclusive working environment to reflect the diverse communities we serve. In 2019, we introduced our Diversity, Equity and Inclusion Plan as part of LPS's commitment to enhance and evolve our approach to recruiting and retaining new officers and civilians from all communities. Continually, we strive to support an increasingly diverse, equitable and inclusive working environment with a wide range of complex perspectives and cultural differences.

"It's through everyday interactions that we make a difference by recognizing that each and every one of us brings something unique and different. It's those different perspectives that are valuable," says Deputy Chief Stuart Betts who was at the heart of the plan's development.

"An everyday approach is required to live the values of inclusivity. It's not just about whether you are a man or woman or just based on the colour of your skin, the plan is an entire snapshot of what the organization is comprised of, and who it is comprised of."

The London Police Service Diversity Plan was initiated in 2015 and has now been updated to encompass a 21-point plan outlining our strategic approach to promote diversity, equity and inclusion. Whether you are a sworn officer, a civilian or a cadet, all LPS members are encouraged to share their unique perspectives and ideas to enhance policing processes and problem solving on the job.

"Every person brings a different lens and different thoughts and ideas to how we do things and it's through different perspectives that we drive innovation and solutions in our community," he says.

The plan aims to enhance relationships between members within London Police Headquarters to create a diverse, equitable and inclusive environment for all. We are working from the inside out.

One key priority of the plan is to improve relationships internally and externally, driving the mantra that "together, we are stronger."

In an effort to effectively and confidently communicate with our increasingly diverse workforce and community, all LPS members are taking part in the Intercultural Competency Advantage Program (ICAP) facilitated by Dr. Michele Manocchi from the London Cross Cultural Learner Centre.

Specifically, the training informs LPS members of generalizations, stereotypes, and unconscious biases that are prevalent in our society driven by a combination of our socialization, and our values and beliefs growing up. These factors affect our cultural lens and the way we approach situations. The training exposes members to alternative and challenging ideas that help us deconstruct and understand our inherent biases and stereotypes to break down barriers between different groups.

“Through this training, recruits and existing Officers learn to use an inclusive and understanding approach with all LPS members, community members and citizens in general. After the training, they are more equipped with the tools and the skill set to do their job effectively,” says Constable Ziyad Zabian.

Constable Zabian co-facilitates the ICAP training at LPS, addressing the fundamentals of intercultural competency, effective intercultural communication, and systemic discrimination and power dynamics to promote mental health through varying cultural lenses.

“We have committed to being as inclusive as possible and this is just one of the steps we are taking to attract new officers and show we are doing our part as an inclusive organization internally and doing our part for our community. We want officers to feel confident in their ability to interact effectively with newcomers in our community,” he said.

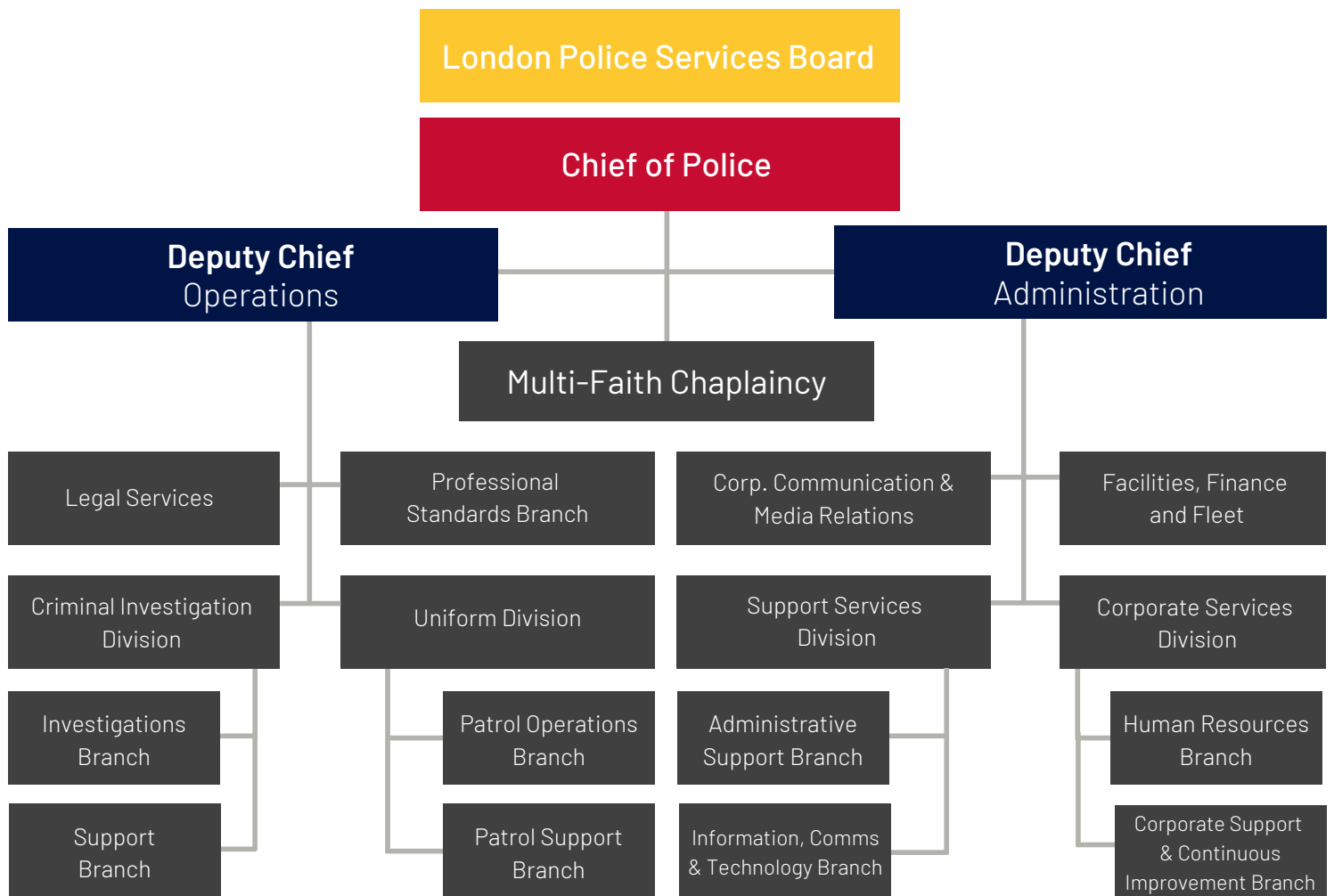
Fostering a diverse work place and building successful relationships in the community requires a shift in the way we communicate in our day-to-day interactions. The ICAP training identifies effective ways to communicate with new hires or those from diverse cultural backgrounds where English may not be their first language. By applying a cultural framework and making adjustments in our communication styles we can interact more effectively in the community.

In addition to diversity and inclusivity training, LPS will continue to host and participate in diversity events such as Black History Month, International Day for the Elimination of Racial Discrimination, and Pride Festival Parade to highlight just a few. Through community involvement, attendance at cultural events and targeted recruitment efforts, we hope to encourage and increase applications from candidates, both civilian and sworn, with diverse backgrounds and experiences. Also, mentorship will be provided to prospective candidates and officers hired from diverse backgrounds.

Building a welcoming police service is a collective effort by all LPS members to champion the values diversity, equity and inclusion.

“Fostering positive workplace relationships and relationships with newcomers in our city is important and this is a step in the right direction. We are all working together and this training applies to all of us,” says Cst. Zabian.

OUR ORGANIZATION



CRIME, CALL AND PUBLIC DISORDER ANALYSIS

The Criminal Investigation Division is responsible for the analysis of crime, calls and public disorder analysis. Crime, Call and Public Disorder Analysis is conducted by the LPS Crime Analysis Unit (CAU). The CAU is comprised of one civilian supervisor and four civilian crime analysts who are responsible for analyzing crime information for the purposes of identifying patterns and trends to inform tactical and strategic approaches to prevent, disrupt or eliminate criminal activity. The CAU also provides support to all areas of the LPS as well as other law enforcement partners.

In 2019, the Problem-Oriented Policing (POP) Committee provided a coordinated approach to integrating statistical, investigative and intelligence information through the CAU and operational analysis to support the Sector-Based Strategic Deployment initiative. The POP committee is comprised of Uniformed and Criminal Investigation Division Inspectors and the Supervisor in charge of CAU. In 2019, the CAU identified 26 crime patterns and responded to 169 special requests for analytical services.



JOINT FORCE OPERATIONS (JFOS)

The LPS participates in a variety of JFOs involving police services throughout Ontario. JFOs allow police services to strategically address multi-jurisdictional criminal activity. All JFOs that last for a substantial period of time or require a multitude of resources by participating agencies are supported by a Memorandum of Understanding and/or written agreements signed by partnering agencies. However, some investigations into criminal organizations require short-term or unexpected partnerships with other police agencies specific to a short-term investigation.

The LPS participated in the following 10 JFOs in 2019:

The Illegal Gaming Unit is now part of the Organized Crime Enforcement Bureau (OCEB-West). The Unit provides a multi-jurisdictional investigative and enforcement response to organized crime with enforcement into illegal gaming.

- The seconded LPS member is the illegal gaming specialist for OCEB West. The Unit provides specialized training to enforcement personnel, education to community groups and, as well, the Unit provides expertise and information to senior command and government officials on gambling-related matters such as internet gambling.
- The LPS has one member seconded to OCEB (West) and the position is partially funded by the Ministry of the Solicitor General. In 2019, the LPS member assigned to the Illegal Gambling Unit was dedicated to Project Hobart.
- This project, led by the OPP Organized Crime Enforcement Bureau and started in 2018, involved numerous LPS officers and targeted high-level illegal gaming, money laundering and tax evasion.
- There were 58 search warrants that were executed at the conclusion of the enforcement phase of "Project Hobart" which resulted in the arrest of 28 individuals; 200 criminal charges; 9 firearms seized; and, 2-million in currency and 10-million in assets seized.
- In addition, the LPS officer undertook three new investigations resulting in one arrested and one criminal charge.

Integrated Proceeds of Crime (IPOC) Section is a partnership with the Royal Canadian Mounted Police, LPS, and other police services and government agencies including Public Prosecution Services Canada, Seized Property Management Directorate and the Forensic Accounting Management Group. The mandate of IPOC is the identification, apprehension and prosecution of criminals and the identification, seizure, restraint and forfeiture of proceeds of crime and offence-related property.

- IPOC conducts investigations of offences under the Criminal Code, Controlled Drugs and Substances Act, and the Proceeds of Crime, Money Laundering and Financing of Terrorism Act. The LPS has one member seconded to IPOC, which is funded by the Royal Canadian Mounted Police.
- The IPOC program benefits law enforcement through the delivery of grant programs and other law enforcement initiatives. In 2019, the LPS member assigned to IPOC worked exclusively on the proceeds investigation related to Project HOBART.



LPS Guns and Drugs Section is responsible for the investigation of offences related to possession, trafficking and importation of illegal drugs and firearms, as well as the cultivation and production of illicit drugs as defined by the *Controlled Drugs and Substances Act and Cannabis Act*.

- The Royal Canadian Mounted Police (RCMP), the Ontario Provincial Police (OPP) and the LPS have entered into a Memorandum of Understanding which has resulted in a member of the RCMP, and a member of the OPP being seconded to the LPS Guns and Drugs Section.
- Members of this Section also work to ensure that the proceeds of such crimes are tracked and seized to remove the incentive to commit such crimes.
- The RCMP and OPP members assist our officers with enforcement initiatives and receive specialized training in undercover operations, street level projects, warrant applications and informant handling.
- In 2019, the section laid 344 criminal charges, seized 21 firearms including 12 handguns, and more than 1.5-million dollars in controlled substances.

Provincial Anti-Terrorism Section (PATs) conducts multi-jurisdictional strategic intelligence operations to proactively address terrorism and extremism in Ontario.

- This includes identifying and monitoring suspected terrorists, terrorist groups and individuals who are thought to be providing logistical and financial support for terrorist operations.
- PATs includes members from the LPS, OPP and numerous other municipal and regional services.
- Members are provided training to ensure they remain current on issues and events related to terrorism and hate crime. The LPS PATs member works out of the Organized Crime Section.
- This seconded position is funded by the Ministry of the Solicitor General.

Provincial Asset Forfeiture Unit (AFU) includes members from the LPS, OPP and other police agencies from across Ontario. The mandate of the Unit is to remove the financial gain of criminals by identifying, seizing, restraining and forfeiting proceeds of crime, as well as, the investigation of money laundering that is derived from profit-motivated offences.

- Removing proceeds of crime and offence-related property from the criminal economy is an efficient crime reduction strategy as the majority of crimes are financially motivated.
- The LPSP AFU position receives partial funding from the OPP and the Ministry of the Solicitor General (equipment & vehicle but not salary). The LPS has one member assigned to this Unit.
- In 2019, the LPS member undertook 30 new investigations and the seizure of \$262,383 in property and \$574,703 in currency.

Provincial Repeat Offender Parole Enforcement (ROPE) Unit is a collaborative province-wide initiative staffed by Officers from the LPS, OPP, and numerous other municipal and regional services, as well as the RCMP. This partnership brings with it a coordinated provincial enforcement strategy to specifically address the pursuit and apprehension of fugitives in Ontario. The members of ROPE are mandated to locate and arrest high-risk wanted parties and persons in violation of federal parole conditions and immigration warrants. Members work closely with Corrections Services Canada who assist in offender management, facilitate information and intelligence exchange between police and parole, and develop proactive initiatives on high risk in the community. The LPS has two members seconded to the ROPE Unit. The positions are partially funded by the Ministry of the Solicitor General.

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Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet is led by the OPP Child Pornography Unit and brings together 27 police agencies from across Ontario, including the LPS, all working under an agreement with the Ministry of the Solicitor General.

- The mandate for this initiative is to target the sexual exploitation and abuse of children on the Internet locally and around the world.
- The LPS commits three members to this Provincial Strategy; one Detective and one Detective Constable from the Internet Child Exploitation Unit; and, one Constable from the Digital Forensic Unit. These positions are partially funded and the strategy provides financial resources for training, hardware, and software in addition to the associated personnel costs.
- Additionally, the LPS has added one detective constable to the ICE Unit along with one detective and two civilian forensic computer examiners to augment the Unit and better meet the needs of the community.



Provincial Biker Enforcement Unit (BEU) is a JFO comprised of officers from federal, provincial and municipal police agencies as well as the Criminal Intelligence Service of Ontario.

- This multi-agency partnership is a demonstration of Ontario law enforcement's shared interest in combating organized crime in our respective communities.
- The BEU is committed to disrupting the organized crime activities of outlaw motorcycle gangs and protecting our communities from the threat of domestic terrorism created by the criminal networks of outlaw motorcycle gangs.
- The Unit also assists in the training of front-line officers to recognize characteristics of outlaw motorcycle gang members and the offences they commit.
- The LPS dedicates two members, one detective and one detective constable, to the BEU. Expenses for select equipment and vehicles are covered by the Ministry of the Solicitor General. There is no recovery for personnel costs.

Provincial Weapons Enforcement Unit (PWEU) is led by the OPP Organized Crime Enforcement Bureau and is composed of members from the LPS, OPP and other municipal, regional and federal services and agencies including Canada Border Services.

- The motto of the PWEU, "just one gun off our streets can save lives", illustrates the unit's mandate to identify and take enforcement action against persons involved in the illegal movement of firearms, ammunition and explosives which includes the offences of smuggling, trafficking, and possession of 'crime guns.'
- The LPS has one member seconded to the PWEU who also works closely members of the Guns and Drugs Section. Expenses for select equipment and vehicles are covered by the Ministry of the Solicitor General. In 2019, the LPS member worked primarily on the OPP led Project Hobart.
- In addition, the LPS member started six investigations involving the seizure of one gun and \$56,000 in controlled substances.
- The LPS member is also responsible for the submission of all Firearm Analysis Tracing Enforcement (FATE) data involving "Crime guns" seized by LPS members.

Provincial Joint Forces Cannabis Enforcement Team (PJFCET) provides a multi-jurisdictional investigative and enforcement response to address the enforcement of cannabis legislation in the Province of Ontario. The Unit has a mandate to enforce the dismantling of organized crime groups, the illegal supply of cannabis and the removal of illegal cannabis storefronts and online entities while targeting the proceeds and assets of these illegal enterprises. The Unit is led by the OPP, but also includes police members from: Anishinabek, Barrie, Kingston, London, Niagara, Ottawa, Waterloo and Windsor. The LPS has one member seconded to this position with 100% recovery of personnel costs. In 2019, the West Team executed 43 warrants, arrested 52 people, laid 82 criminal charges and seized \$2,496,687 of cannabis and \$72,875 in cash.



PROBLEM-ORIENTED POLICING

Problem-oriented policing (POP) emphasizes a proactive approach to identifying and targeting problems that contribute to crime, disorder, and other community issues. POP focuses on the use of innovative strategies to prevent crime and disorder and then rigorously evaluating those strategies to determine their effectiveness.

POP involves four key components:

- Problem identification;
- Problem analysis;
- Problem response, including the development of proposals/initiatives; and,
- Monitoring and evaluation of initiatives.

The LPS formed a POP Committee in 2018 which includes representation from the Criminal Investigation Division and the Uniformed Division. This Committee provides coordinated oversight and accountability in addressing identified crime patterns and trends through managing tactical response options and investigative actions. The POP initiatives are implemented and evaluated, primarily by members of the Uniformed Division, and, where applicable by any other division.





Sector-based deployment of frontline officers, timely/actionable information on crime patterns and/or problem areas within the city, and enhanced collaboration with the Community Oriented Response (COR) Unit and Community Foot Patrol Unit (CFPU) allows Section members to adopt a team approach to proactively address issues of concern within their defined sector. The CFPU provides a consistent, and visible police presence in the core area of the city. The Unit is primarily responsible for policing the downtown core and other identified areas.

PROBLEM-ORIENTED POLICING PROJECTS

During 2019, the London Police Service continued efforts to evaluate and modernize our approach to solving problems in the community. The efforts have included ensuring an evidenced-based approach. In 2019, the COR Unit in conjunction with several other Units in the Uniformed Division participated in a variety of POP strategies including:

- Combatting thefts from LCBO stores
- Addressing chronic trespassers/thefts at a large mall
- Addressing chronic trespassers and disorderly behavior at large apartment complex
- Addressing trespassing and criminal activity along Dundas Street corridor





INTERNAL TASK FORCES

An Internal Task Force is an initiative that brings together a team within the LPS to focus on a specific task, special event, group or criminal activity. In 2019, significant effort was placed on the modernization of how we, as an organization, conducted operations, including a move towards Evidence-Based policing and continuing to put more focus on preventative measures to ensure community safety. Two of the more significant elements of that process included the move towards Problem Oriented Policing (POP) initiatives through the Uniformed Division and the Tactical Analysis and Problem Solving (TAPS) Committee based in the Criminal Investigation Division. The TAPS Committee provides a coordinated approach to integrating statistical, investigative, and intelligence information through the Crime Analysis Unit.

Although two separate initiatives, both POP and TAPS, worked in conjunction with each other to increase operational efficiencies with a focus on overall effectiveness of how we responded to the needs of our community. The following table provides a 2019 summary of our Internal Task Forces and outcomes.

Measure	2019
Task Forces	13 (39)*
Arrests	120
Criminal Charges	98
Provincial Offence Notices	243

* 39 POP/TAPS initiatives



As illustrated in the table, in 2019 there were 13 situations that fit the historical definition of task forces/projects where a problem was identified and a resource intensive response was developed, operationalized and completed (Project LEARN, Project HOMECOMING, Project NEW YEARS EVE etc.).

In addition, there were a number of other identified community based complaint/issues that were dealt with under the POP/TAPS umbrella, which would have previously been classified as a task force/project. There were 39 POP initiatives.

During the transition to POP and Evidence-Based Policing initiatives, the LPS continues to develop both reactive and proactive strategies to deal with identified crime trends. Both the POP and TAPS Committees are focused on four key elements for continued success:

1. Early detection of crime trends - both perpetrator(s) and/or incident-based
2. The analysis of that behavior and/or characteristics of the trend
3. Effective communication across the organization
4. Working with community partners and other stakeholders towards more permanently address underlying issues

This information is shared throughout the organization to ensure that trends are quickly identified and that required resources are strategically applied (in terms of responsibility and required assets) to ensure the most effective and efficient response.

IN THE COMMUNITY



The men and women of the LPS - employees and volunteers alike - participate in countless events and support numerous initiatives in the community. They help raise awareness of social issues, provide crime prevention and safety education, and act as ambassadors.



Freezing for a reason at the Polar Plunge in support of the Law Enforcement Torch Run.



Our Officers walking a mile in her shoes to put a stop to sexualized violence against women.



Celebrating outstanding youth at the Lewis 'Bud' Coray Trail Blazer Awards during Black History Month 2019.



Filling up the truck with donations from the London Food Bank.



Training with London Fire's Hazmat Team and our LPS Explosive Disposal Unit.



Having a great time with the community at the London Pride Parade.



Joining in on McHappy Day to raise funds for the Ronald McDonald House.



Having a blast with the kids on Take Your Kids to Work Day at London Police Service's Headquarters.



London Police vs Youth Soccer Tournament with the Cross Cultural Learner Centre.



Supporting the Salvation Army's Christmas Kettle Campaign.



A HOME-RUN FOR THE LONDON POLICE SERVICE'S ROOKIE LEAGUE

In 2019, the London Police Rookie League played their 26th season of baseball since the program began in 1993. In partnership with the London Middlesex Housing Corporation and dedicated sponsors, the London Police Service have had the opportunity to teach and play baseball with children who may not have the opportunity to play an organized sport otherwise.

Rookie League was created to give children, ages 9 to 12, a chance to meet and build positive relationships with police officers in their community. The program has been a great success and continues to gain momentum.

"The Rookie league was such a success in 2019, the team named 'Limberwin,' and the coaching staff comprised primarily of 911 Dispatchers, won the entire season last year," said Constable Christopher Golder who runs the program. "Both civilian and sworn officers dedicate their time to coaching and mentoring the children each summer."

Currently there are four teams in the city representing seven housing complexes of the London Middlesex Housing Corporation. On top of practices and games, the teams take part in Values and Clean Up Days every Tuesday. This is when the School Safety Officers take a trip to each housing complex throughout the summer to meet with players, take part in community clean up and talk about personal values.

"Values and Clean Up Days allow the kids to interact with positive role models in their community while doing good deeds," said Cst. Golder.

"Last year we even had some London Jr. Knights players come out to help pick up garbage at a few complexes. It's a rewarding experience for all involved."

Cst. Golder has been organizing the London Police Rookie League since 2018 and hopes to improve the program to reach more children in need. Rookie League has now extended into Woodstock as well, headed by Chief Daryl Longworth, former Deputy Chief at LPS.

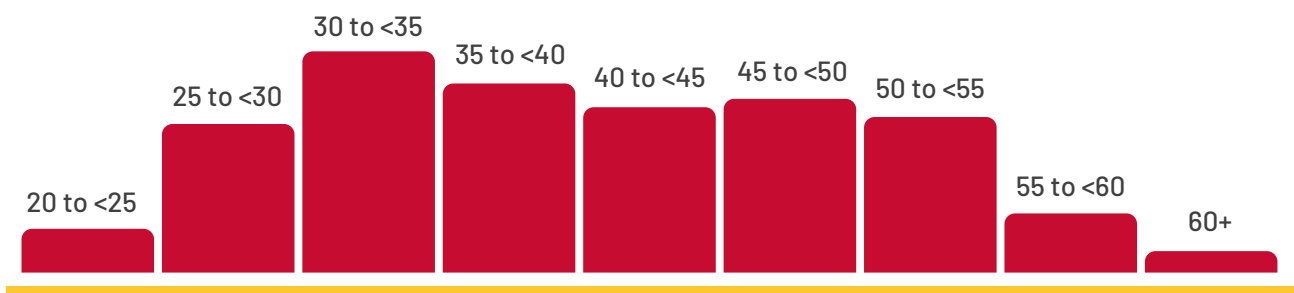
The initiative has been a proud tradition with the London Police Service for over a quarter of a century, bringing good deeds to the London community.

2019 BY THE NUMBERS

THE COST OF POLICING 2019 OPERATING EXPENSES

Objects of Expenditure	2019 Budget		2019 Actual	
Personnel Costs	\$110,629,242	99.14%	\$107,619,992	96.45%
Administrative Expenses	\$1,034,507	0.93%	\$1,157,890	1.04%
Financial Expenses	\$946,840	0.85%	\$3,938,181	3.53%
Purchased Services	\$3,994,294	3.58%	\$4,914,354	4.40%
Materials & Supplies	\$3,444,556	3.09%	\$3,445,879	3.09%
Equipment & Furniture	\$1,188,957	1.07%	\$1,636,294	1.47%
Recovered Expenses	(\$262,970)	-0.24%	(262,970)	-0.24%
Total Expenditures	\$120,975,426		\$122,449,620	
Total Revenue	(\$9,389,210)	-8.41%	\$10,863,404)	-9.74%
Net Budget Allocation	(\$111,586,216)		(\$111,586,216)	

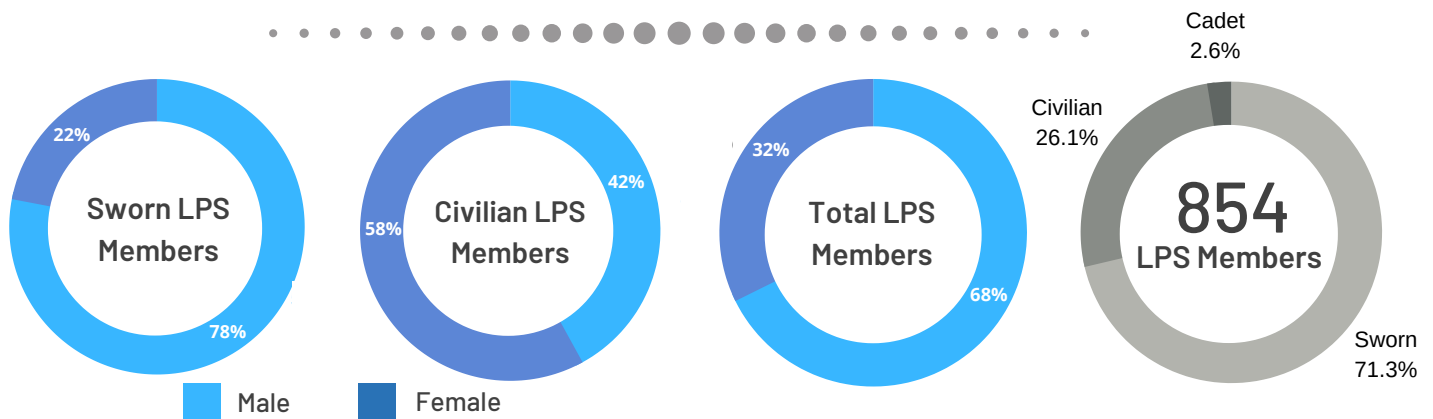
LPS AGE BREAKDOWN



LPS STAFFING LEVELS

RANK, GENDER, AND DIVISION

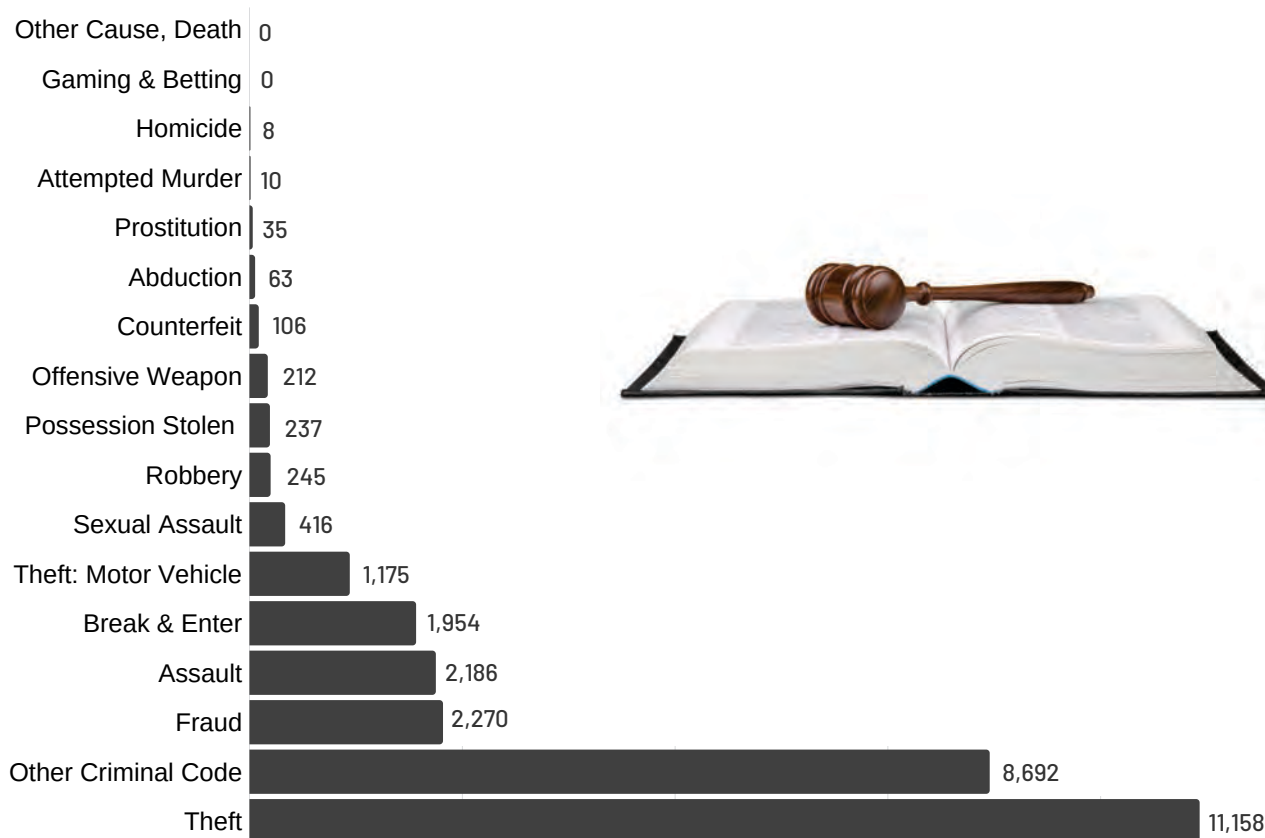
SWORN		CIVILIAN		CADET	
Chief of Police	1	Senior Director	1	Cadets	22
Deputy Chiefs	2	Directors	3		
Superintendents	4	Managers	3		
Inspectors	8	Supervisors	14		
Staff Sergeants	20	Other	202		
Sergeants	91				
Constables	483				
Total	609		223		22



ROLE	POLICE	CIVILIAN	CADETS	TOTALS
Executive Administration	8	5		13
Facilities, Finance, and Fleet	0	35		35
Corporate Services Division	22	15		37
Uniformed Division	416	10		426
Criminal Investigation Division	133	22		155
Support Services Division	30	136	22	188
Totals	609	223	22	854

CRIMINAL CODE CASES

BY OFFENSE



CRIME STATISTICS - 10 YEAR COMPARISON

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Total Criminal Code Cases	27,400	26,060	25,461	23,993	25,599	25,086	26,079	26,790	28,499	28,767
Total Violent Crimes	3,042	2,872	2,623	2,475	2,381	2,542	2,676	2,091	3,008	2,928
Violent Crimes Clearance Rate	78%	76%	76%	76%	75%	76%	78%	76%	74%	77%
Total Number of Property Crimes	14,288	13,560	12,974	12,329	13,341	12,449	13,601	14,623	16,105	16,794
Property Crimes Clearance Rate	30%	33%	31%	29%	26%	23%	21%	22%	22%	22%
Youth Charged	1,197	792	666	526	559	618	583	600	468	396
Adults Charged	7,652	8,030	8,012	7,629	7,922	8,077	7,872	7,526	7,315	7,218

*Note: Crime-related statistics are based on internal reports which may vary from Statistics Canada's publications.



28,767

CRIMINAL CODE
OFFENSES IN 2019

15,840

PROVINCIAL OFFENSE
NOTICES IN 2019

16,794

PROPERTY CRIMES
IN 2019

2019 RESPONSE TIMES - 90TH PERCENTILE

Call Classification	RECEIVED TO DISPATCH (QUEUED)		DISPATCH TO AT SCENE (TRAVEL)		RECEIVED TO AT SCENE (TOTAL RESPONSE TIME)	
	Time	Number	Time	Number	Time	Number
Code 1 (Emergency)	2 min 35 sec	2,219	7 min 17 sec	2,147	9 min 13 sec	2,147
Code 2 (Urgent)	102 min 26 sec	45,066	22 min 38 sec	41,053	124 min 20 sec	41,049
Code 3 (Non-urgent)	619 min 4 sec	11,567	36 min 24 sec	10,322	647 min 8 sec	10,319

*Includes dispatched, citizen-generated, non-administrative calls with a Patrol Section identifier in the first responding unit field, with no record of changes to the original priority and/or hold time. Includes calls that were cancelled after dispatch. Excludes calls with negative elapsed times for the received to dispatch, dispatch to at scene and/or received to at scene segments.

Note: Previously, response times were reported as averages which are now being reported as 90th percentiles. The improved operational definition ensures face validity – i.e., the inclusion of only calls for service that are ostensibly part of customer service and that involve a true response time.

Unlike the mean, the 90th percentile is not impacted by extreme values. It is therefore more appropriate to use as a metric. Its use ensures that all valid cases are included because it eliminates the temptation to apply arbitrary rules and thresholds to exclude cases with extremely high response times.



COMMUNICATIONS AND POLICE RESPONSE

The LPS Communications Section is staffed 24/7 with specially trained Communications Operators. LPS Communications Operators answer 9-1-1 calls from the public for police, fire and ambulance and ensure that the right information is obtained, assigned and dispatched.

Twenty-five per cent of service requests are managed through alternate reporting systems, including the following methods:

Telephone Resource
Centre



Online
Reporting



Police Reporting
Centre



DID YOU KNOW?



There were a total of **331,740** telephone calls in 2019, an average of **910** calls per day.



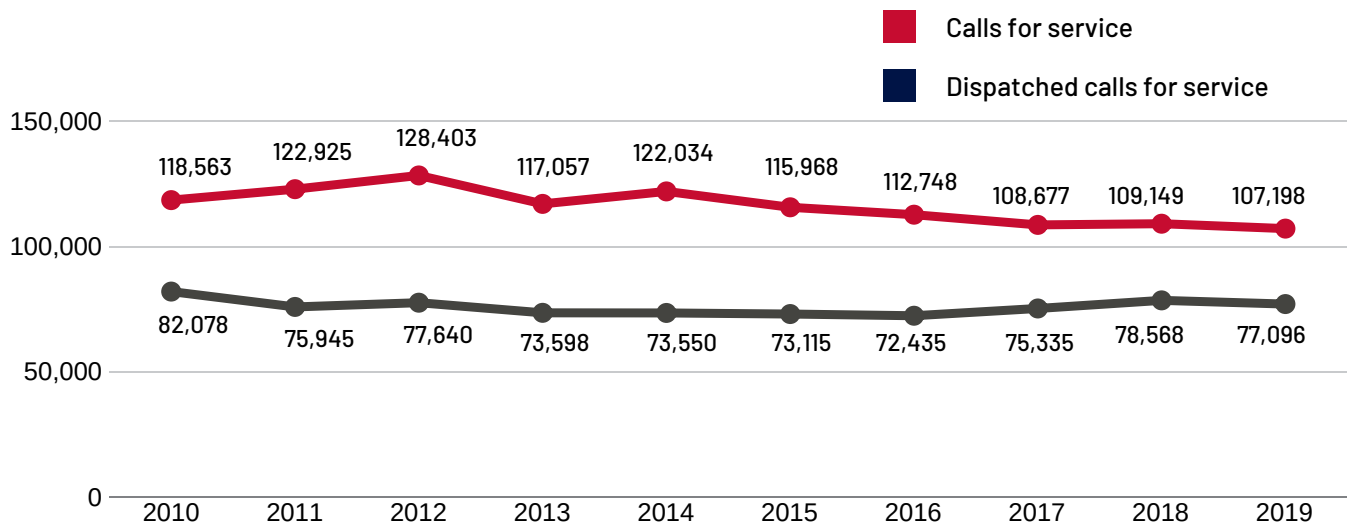
The LPS Communications Section answered an average of **594** 9-1-1 calls per day.



During 2019, 9-1-1 Emergency was called a total of **217,104** times and non-emergency calls received hit a grand total of **114,636**.



CALLS FOR SERVICE 10 YEAR COMPARISONS



AVERAGE TIME SPENT ON DISPATCHED CALLS

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Average Call Time	2 hrs. 2 mins.	2 hrs. 7 mins.	2 hrs. 13 mins.	2 hrs. 14 mins.	2 hrs. 13 mins.	2 hrs. 13 mins.	2 hrs. 14 mins.	2 hrs. 17 mins.	2 hrs. 23 mins.	2 hrs. 33 mins.

In comparison to 2010, the number of dispatched calls for service have decreased by 6% while the average time on calls has increased by 25%. It's important to note that the significant increase to the average time on calls has been impacted by the magnitude and increasing complexity of certain types of calls.

SURVEY HIGHLIGHTS

COMMUNITY TRUST AND SATISFACTION

The work our members carry out every day is guided by our values, including professionalism, excellence, integrity, inclusiveness, transparency, accountability, diversity, and trust.

The most recent survey was an independent survey conducted by Leger which is an independent research firm. A phone survey of 500 Londoners was conducted between September 16th and 30th, 2019. The results indicate that the LPS ranked well above the national average in trust, satisfaction, honesty and transparency. We are very proud of the caliber of work our members put forth each day for our community.



The findings also show that 43% of responded believe that crime has increased over the last two years .

Forty per cent believe the level has remained the same and 8% said it has decreased.

According to our 2018 Annual Report, the number of criminal cases handled by the LPS increased to 28,499 in 2018 from 26,079 in 2016.

PROFESSIONAL STANDARDS

The LPS is committed to providing the residents of the City of London with the highest quality police service possible. Our members serve the community with honour and integrity. We treat everyone with dignity and respect individual human rights. When someone raises a concern, we value the feedback and take each complaint seriously.

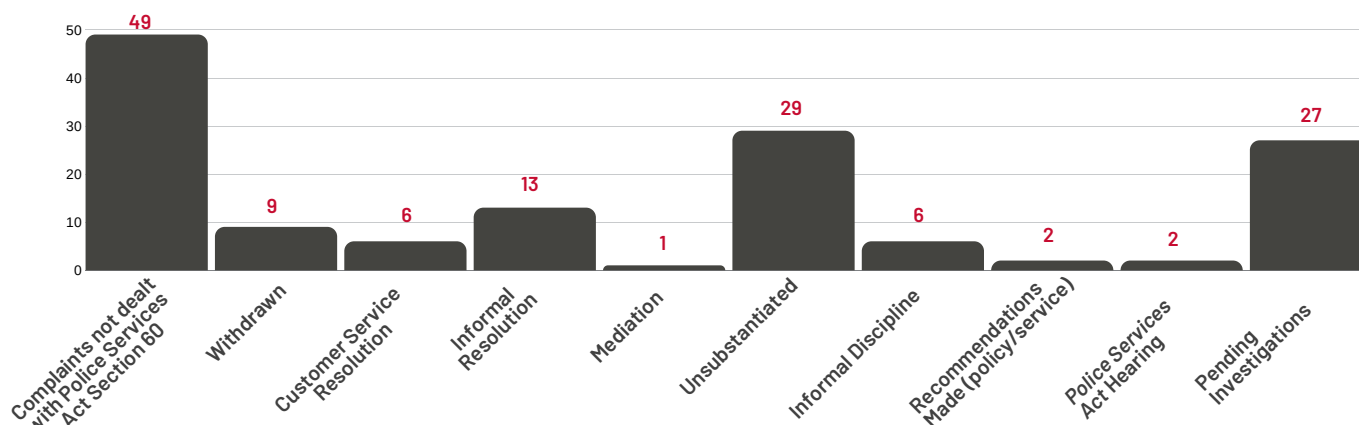
We have a team of investigators in our Professional Standards Branch trained to investigate complaints. All complaints from the public are taken seriously and thoroughly investigated. One of the ways we seek to earn public trust is by ensuring we have appropriate levels of oversight to hold our service and our members accountable.

There were 147 complaints generated in 2019.

OFFICE OF THE INDEPENDENT REVIEW DIRECTOR AND CHIEF'S PUBLIC COMPLAINTS		
	2018	2019
Office of the Independent Police Review Director Conduct Complaints	69	102
Chief's Conduct Complaints	16	23
Service Complaints	8	21*
Policy Complaints	4	1
Total Complaints	97	147

* Includes five response time complaints

PUBLIC COMPLAINTS/RESOLUTIONS IN 2019



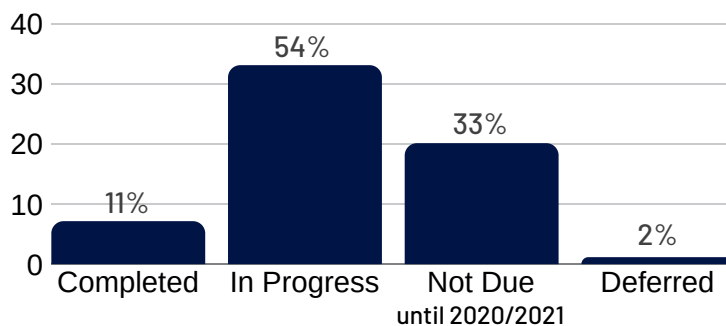
*Unsubstantiated – the investigation has determined that there is insufficient evidence to substantiate the complaint.

2019 TO 2021 BUSINESS PLAN

PROGRESS/HIGHLIGHTS - YEAR 1

STRATEGIC PRIORITY # 1: COMMUNITY SAFETY

PROGRESS OF DELIVERABLES: COMMUNITY SAFETY



HUMAN TRAFFICKING/OPIOIDS COURSE MATERIAL/PRESENTATIONS In progress FOR SCHOOLS

The Drug Awareness Program is delivered by the LPS Secondary School Resource Officers to high school students. The program was reviewed and revised during 2019. The updated version includes content pertaining to drugs and addiction, specifically covering the area of opioids. This content is being taught during 2019-20 academic year. Our Human Trafficking program has been approved for the elementary schools for the 2019-20 academic year. The LPS continues to work with the school boards and hope to have human trafficking programming in high schools for 2020-21.

PROACTIVE COMMUNITY POLICING INITIATIVE FOR OFF-CAMPUS Complete STUDENT HOUSING

A Problem-Oriented Policing initiative was conducted from November to December 2019 and involved the LPS Crime Prevention Unit and Auxiliary Section working with Western University Administration, Campus Police and the University Student Council. The project focused on off-campus student housing to educate students to better protect themselves and prevent potential break and enters from occurring during the Christmas break when many residences are vacant. Crime Alert pamphlets were distributed during a door-to-door campaign at approximately 1100 residences. Close to 450 of the students also received in-person advice. Social media was utilized during the campaign to heighten students' awareness. The initiative was considered successful not only in terms of crime prevention, but in also with regards to the positive interactions between police and students. The LPS plans to continue with further initiatives in the future.

AUTO THEFT RISK TERRAIN MODEL In progress

Risk Terrain Modeling (RTM) is a spatial diagnostic method that brings multiple sources of data together. RTM can make accurate forecasts of vulnerable places at the micro-level. A feasibility report was completed during 2019, and plans are underway for an auto theft risk terrain model to be implemented by the end of 2020. This model will assist LPS crime analysts to forecast criminal activity at the tactical level in support of targeting deployment.

ALTERNATE PURSUIT TECHNOLOGY Complete

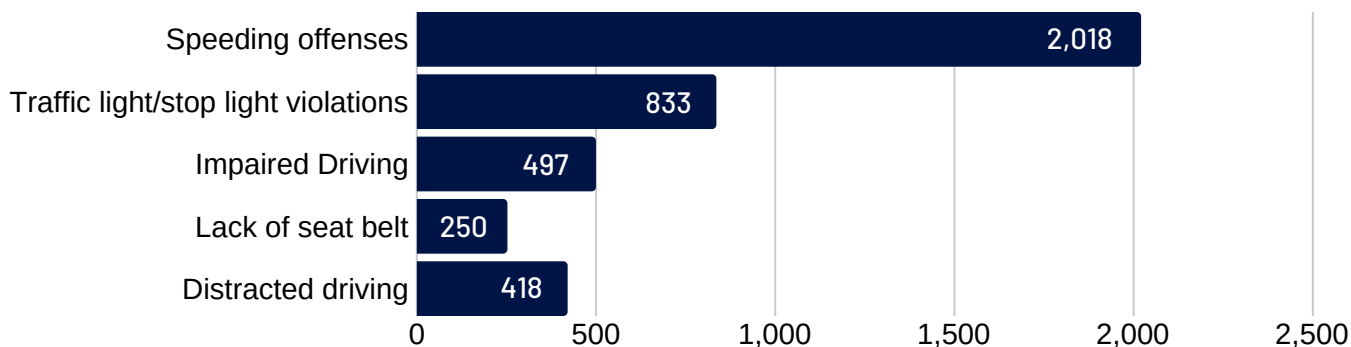
StarChase pursuit management technology, procedures and training were fully implemented in 2019. The StarChase system is a technology that allows police services to employ a device to assist in the prevention of engagement in a pursuit.

TRAFFIC CAMPAIGNS AND ENFORCEMENT Complete

During 2019, the LPS Traffic Management Unit implemented several traffic campaigns:

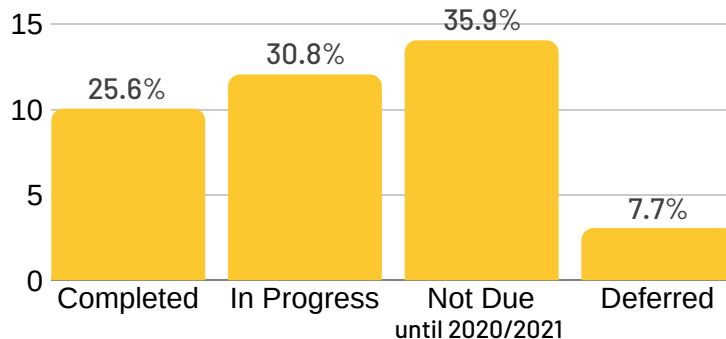
- Traffic Enforcement Initiative (Spring Seatbelt Campaign - April 19-22, 2019)
- Traffic Initiative (National Road Safety Week (May 14-20, 2019)
- Motorist/Cyclist and Pedestrian Safety Campaign (September 16-20, 2019)
- Operation Impact (October 11-14, 2019)

RESULTS FROM TRAFFIC CAMPAIGNS AND REGULAR ENFORCEMENT



STRATEGIC PRIORITY # 2: COMMUNITY WELL-BEING

PROGRESS OF DELIVERABLES: COMMUNITY WELL-BEING



REVISED NEWCOMER GUIDE Complete

During 2019, revised Newcomers Guides were developed and available in four languages: English, Spanish, Mandarin and Arabic. The Guide is a great resource for newcomers to learn more about the LPS and has lots of information about basic laws, rights in Canada and information about various community resources.

LONDON CONNECTIVITY TABLE Complete

The London Connectivity Table is up and running well – a multi-partnership approach to wrap services around individuals at acute risk. The LPS is actively involved as a key partner and meets with the table on a weekly basis. During 2019, there were 64 cases presented (58 met the threshold of Acutely Elevated Risk). The majority, 67% (39/58) had the risk lowered. Patrol Officers were provided with information during 2019 pertaining to the Connectivity Table function, as well as the contact information for the involved LPS members and our community partners.

SEXUAL ASSAULT CASES Complete

Sexual Assault policy and procedures were updated in 2019, following a consultation with community members, police services, the Chief of Police and London Police Services Board Members. A Violence Against Women Advocate Case Review Committee was implemented for reviewing sexual assault investigations falling within certain criteria. This is a collaborative review process that allows outside experts to review sexual assault files to ensure the investigation was thorough and properly classified.

The Case Review Committee met twice in 2019 and completed case reviews that fell within its mandate. There was a higher level discussion between the group members where recommendations were provided to the LPS Liaison.

A Partnership Audit was also conducted during the fall of 2019. The average external rating of satisfaction with the collaborative process was 6.3.

Rating Scale 1 to 7: 1= Extremely Dissatisfied 7=Extremely Satisfied

were scheduled on shift. This has helped free up Patrol officer time to assist in the Sector Based Strategic Deployment Strategy.

INDIGENOUS COMMUNITY DIVERSITY AND INCLUSION TRAINING Complete

The LPS is committed to the community's diversity and inclusion training. During the fall 2019, all LPS members (sworn and civilians) attended an In-service Indigenous training session hosted by Atlohsa representatives.

INTEGRATED ONBOARDING PROGRAM Complete

During 2019, an Integrated Onboarding Program was developed and launched as an orientation process for new LPS civilian employees. The Onboarding Program is a combination of in-class presentations, one-on-one sessions, tours and development and access to online resources.

CONSULTANT REVIEW AND MODERNIZATION OF JOB EVALUATION TOOLS AND METHODS In progress

A procurement process was initiated in 2019 to contract the services of an external consultant to:

- Conduct a complete and comprehensive review of the LPS Pay Equity Plan and job evaluation process for civilian positions; and,
- Evaluate all civilian positions within the LPS using a new Pay Equity Plan and job evaluation process.

It is anticipated that the review and evaluation will not be completed until the end of 2020.

EARLY WARNING RESPONSE SYSTEM In progress

Various employee wellness initiatives were implemented during 2019, including the hiring of a Psychologist and a Wellness Coordinator. The LPS is also exploring the development of an Early Warning and Response System.

The primary purpose of this type of system is to identify members who may benefit from early intervention, support and resources to help prevent adverse effects from routine exposure to traumatic stressors.





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