



DEEDS NOT WORDS



2018 ANNUAL REPORT

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MESSAGE FROM THE CHIEF

The year 2018 ushered in significant advancements on several fronts for the London Police Service, as you will see in the pages that follow.

You will read about the success of one of our key community partnerships – the Street Level Women at Risk program – in helping chronically homeless women find homes, about changes in our Communication Centre where civilians are replacing police officers in the supervisory role, and about the creation of a new recruiting campaign that launched in early 2019.

One of the accomplishments I am most proud of is the Vision for a Safer London: 2019–2021 Business Plan. It is

an ambitious plan, based on extensive research and consultation with citizens and community partners, which involved months of work by dozens of people. It renews our commitment to community safety and well-being, and to continuing to become more effective, transparent and accountable. You can find the plan under Reports on www.londonpolice.ca.

Following on the commitments made in 2017, the community members who are part of the Victim Advocate Case Review related to reported sexual violence started conducting quarterly reviews of our investigations. This was implemented to enable us to continue to develop best practices and evidence-

based, trauma-informed investigations to provide an improved response and more support for victims of sexual violence.

There continues to be a significant focus internally on the mental wellness of our members. A mental wellness committee comprised of both sworn and civilian members was initiated in September 2018, and we obtained support to hire a full-time psychologist. These are just two initiatives started in 2018 to better support employees into the future.

On a personal note, I would like to acknowledge Londoners, our amazing community partners and so many others who have supported, encouraged, and, yes at times,

constructively critiqued me over the course of my tenure as Chief.

This organization has been my second home for three decades, and while it is hard to say goodbye to the people here, it is time to pass over the reins to the next Chief.

My final words are for the men and women – sworn, civilian and volunteers – who serve this community as part of the service.

I am so proud of all you do for this community. It has truly been an honour and a privilege to serve as your Chief.

Stay safe out there.

**John Pare, M.O.M.
Chief of Police**



MESSAGE FROM THE CHAIR

The London Police Service has continued to respond to community challenges in 2018, as they have always done, with professionalism, dedication and care. While resources are stretched and the world of policing and community issues have increased in both volume and complexity, the LPS has had to work even harder and smarter to meet these challenges and the community expectations that come with these challenges.

I am proud that in 2018 much work was done by the Service and the London Police Services Board in the area of sexual assault investigations, including work of the community-driven Victim Advocate

Case Review. Also in 2018 an increased focus was placed on the mental health of London Police Service members with the Board supporting approval for the Service to hire a full-time psychologist. As well, human resource efforts toward making the London Police Service more reflective of the diverse community we serve were enhanced with creation of a new and bold recruitment plan.

However, it is the current opioid crisis and increased challenges with mental health in our community which strike me as significant issues facing our Service today, and certainly two of the most intrinsic to the

safety and well-being of our community. At their core, these are not police matters, but rather are health and social issues for which the lack of adequate, effective and holistic community supports places a severe burden on the capacity of police.

The fact is, when crisis calls, whether or not the matter has a criminal element, police are far too often the only available response in the city's safety net. Both statistically and anecdotally, I am aware of many examples of the excellent work of LPS members in addressing these grave issues in our community and I am extremely proud of the work being done. The

times we are in command our most thoughtful, well-resourced and well-executed response for those who are most vulnerable, because our community deserves this.

In summary, I wish to recognize and thank all officers and the staff who support the work of officers, for their hard work, professionalism and dedication to the London community. I am aware that your work today places significantly more demands on you than 20, 10, even five years ago.

And as I write this, Chief Pare is finishing his final three weeks as an active member of the LPS, after 32 years of exemplary service. I thank him for his strong leadership and deep commitment to this community over those many years, and I wish him a long, healthy and happy retirement!

Councillor Mo Salih
Chair, London Police
Services Board

BOARD MEMBERS

Ms. Susan Toth, Vice Chair

Ms. Vanessa Ambtman-Smith, Member

Deputy Mayor Jesse Helmer, Member

Mayor Ed Holder, Member

Mr. Jeffery Lang, Member

Dr. Javeed Sukhera, Member





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 |

OUR HIGHLIGHTS

There were many success stories resulting from the work within each of the London Police Service's four divisions during 2018. This section highlights some of these stories of accomplishment in the Criminal Investigation Division, the Uniformed Division, the Support Services Division and the Corporate Services Division.



CRIMINAL INVESTIGATION DIVISION

HOMICIDE PROBES TRUE TEAM EFFORT

Some things take a village.

They may be the squad of detectives charged with investigating the most serious of offences, but the members of the Major Crime Section rely on the knowledge, skills, abilities, and experience of their colleagues from across the London Police Service.

"There are many, many other officers and civilians who play a critical role in how we move forward in the investigation of serious offences," explains Det. Sgt. Alex Krygsman, who is in charge of the section.

And the collaboration of this village is impressive, with a 100 percent solve rate for homicides in 2018.

In addition to homicides, in 2018, the Section investigated five attempted murders, five serious assaults, four firearm discharges, more than 1,700 reports of missing people and provided assistance to the Coroner's Office in 502 deaths due to suicide, accident, natural or undermined causes.

It's the front-line patrol officers who are first dispatched to any report of a death. They are the first on scene and first to survey the situation, interact with witnesses and the Coroner, and therefore, the first to identify any potentially suspicious circumstances surrounding the death, based on the evidence

available to them.

If the evidence suggests the death is suspicious or clearly a homicide, Det. Sgt. Krygsman, who is on call 24/7/365, will be notified by the street supervisor. Often it is then all hands on deck. The highly dedicated members of the Major Crime Section also make themselves available for callouts at any time of the day or night.

"We frontload investigations with as many resources as we can to cover off as many of the investigative tasks and requirements identified at the onset of an investigation, while things are fresh," he says.

"It's vital to capture evidence as quickly as we can before it's lost so we can analyze and evaluate it, and move an investigation forward towards a resolution," explains the 19-year LPS veteran.

Major Crime Section members will quickly gather at Headquarters. They collect background on those involved and are briefed by the officers who were first on scene. Then, depending on the situation, they reach out to the LPS 'village' – members of the Forensic Identification Section or the Digital Forensic Unit, or specialists in surveillance, intelligence or other technical services – for assistance. Uniformed Division officers continue to help by guarding scenes, taking witness



statements, canvassing, initiating ground searches for evidence, or providing other assistance as needed.

The LPS follows the principles of the Ontario Major Case Management model that was created in response to the 1996 review of the Paul Bernardo investigation conducted by Justice Archie Campbell. This includes the creation of a "command triangle" that consists of Det. Sgt. Krygsman as the case manager, the lead investigator and a file coordinator who is responsible for managing the vast amount of information that is collected in these types of investigations.

While investigators will sometimes develop possible theories early on, it is essential to not get tunnel vision.

"Sometimes the scenario that we suspect has played out is clear and sometimes it's not... It is really important for us to remain open minded about all the different possibilities," Det. Sgt. Krygsman says.

"We must follow the evidence."

These are high-stakes investigations. Someone has died, family members have lost a loved one and people in the community may not feel safe. For him, that, and the collaboration that goes into a these investigation are what draws him to this work.

"I love the true sense of team work, not just among the members of the Major Crime Section, but across the organization. That to me is very gratifying and to be a part of that, I consider myself privileged," he says.

"I can't thank people enough. Our success depends upon the outstanding work done by all of the members of the Major Crime Section and the support of senior management. But it's equally dependent on what others – the front-line patrol officers and so many other units and sections – bring to the table and their willingness to put aside their own significant workloads to help us.

"And they do it every time."

TACKLING STREET GANGS

The Street Gang Unit is mandated to identify members of street gangs, conduct enforcement initiatives and provide community outreach to discourage people from joining gangs.

It is one component of the Organized Crime Section, includes three full-time

detectives and is funded in part by the Ontario Ministry of the Solicitor General.

In 2018, the Unit ran four strategic projects that involved more than 30 officers. Unit members laid 76 criminal charges and 24 drug charges, and seized \$48,645 in drugs and \$23,500 in cash.



CRIME, CALLS, AND PUBLIC DISORDER ANALYSIS

The Criminal Investigation Division is responsible for the analysis of crime, calls for service and public disorder.

The Crime Analysis Unit (CAU), which is comprised of one sworn supervisor and four civilian members, is responsible for analyzing

crime information for the purposes of identifying patterns and trends and providing tactical and strategic approaches to prevent, disrupt, or eliminate criminal activity. It provides analytical support to all areas of the LPS, as well as to other law enforcement partners.

This is done partly through the Problem-Oriented Policing Committee

which was established in 2014. It is instrumental in facilitating the sharing of information across the organization.

This committee provides a coordinated approach to integrating statistical, investigative, and intelligence information through the CAU and an operational analysis committee.

It is comprised of Uniformed and Criminal Investigation Division inspectors and the officer in charge of CAU.

The crime analysts work together to identify crime patterns and trends.

In 2018, they identified 30 crime patterns and responded to 145 special requests for analytical services.

ICE PROBES DIFFICULT BUT REWARDING

The Internet Child Exploitation (ICE) Unit investigates child luring offences, internet child pornography, and any offences involving exploitation of children on the internet with the support of the Digital Forensic Unit.

To watch a video about these units, visit the online version of the 2018 Annual Report in the Reports and Statistics section at: www.londonpolice.ca.



JOINT FORCE OPERATIONS (JFOs)

LPS members of the Organized Crime Section participate in a variety of JFOs involving police services across Ontario to strategically address multi-jurisdictional criminal activity.

- **Illegal Gambling Unit** provides expertise and information to senior command and government officials on gambling-related matters such as internet gambling and First Nations gambling. In 2018, the Unit undertook 75 new investigations, resulting in the seizure of \$51,000 in cash and eight criminal charges.

- **Integrated Proceeds of Crime (IPOC) Section** is a partnership with the RCMP, 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. In 2018, LPS was involved in four new investigations, resulting in forfeitures and restitution of more than \$280,000 and nine criminal charges.

- **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*. A member of the RCMP is seconded to this Section. In 2018, the Section laid 429 criminal charges and seized 24 firearms, including eight handguns, and more than \$1.74 million in drugs.

- **Provincial Anti-Terrorism Section (PATS)** conducts multi-jurisdictional strategic intelligence operations to proactively address terrorism and extremism in Ontario. PATS includes members from the LPS, OPP and numerous other municipal and regional services.

- **Provincial Asset Forfeiture Unit (AFU)** includes members from the LPS, OPP and other Ontario police agencies. The mandate is identify, seize, restrain and forfeit proceeds of crime, as well as the investigation of money laundering that is derived from profit-motivated offences. In 2018, the LPS member undertook 29 new investigations and the seizure of \$403,000 in property and \$367,076 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. The partnership is 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 people and those in violation of federal parole conditions or immigration warrants. Members work closely with Corrections Services Canada which assist in offender management, facilitating information and intelligence exchange between police and parole, and developing proactive initiatives for high-risk offenders in the community.
- **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. The mandate for this initiative is to target the sexual exploitation and abuse of children on the internet, locally and around the world.
- **Provincial Biker Enforcement Unit (BEU)** is comprised of officers from federal, provincial, and municipal police agencies, as well as the Criminal Intelligence Service of Ontario. The BEU is committed to protecting our communities from the threat created by criminal networks controlled by outlaw motorcycle gang members. The Unit also assists in the training of front-line officers to recognize characteristics of outlaw motorcycle gang members and the offences they commit.
- **Provincial Weapons Enforcement Unit (PWEU)** is led by the OPP Organized Crime Enforcement Bureau and is comprised of members from the LPS, OPP and other municipal, regional and federal services and agencies including Canada Border Services Agency. The Unit's mandate is 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. In 2018, members assisted in the arrest of four people, laid 35 charges and seized 15 firearms.
- **Provincial Joint Forces Cannabis Enforcement Team (PJFCET)** enforces the illegal distribution of cannabis products within Ontario. The LPS has one member assigned to a regional team. In 2018, the West Team executed four warrants, arrested 26 people, laid 28 charges and seized \$364,370 of cannabis and \$9,353 in cash.

HOME SWEET HOME

It all starts with a place to call home.

That is the basic philosophy of the Street Level Women At Risk (SLWAR), a program that brings 26 different organizations – including the London Police Service – together to help women who are chronically homeless and engage in sex work on the street.

And it was the work of the LPS Persons at Risk (PAR) Coordinator, now-retired Sgt. Lorna Bruce, which sparked the creation of the program in 2015.

Fast forward to 2018, and the program has helped nearly 40 women get a place to call home.

The current PAR coordinator, Sgt. Amy Birtch, spends at least half of her time driving the

streets looking for women who are involved in the street-level sex trade. Much of her work is building trust with the women.

"It is also about trying to break down some of those barriers the women have with police," she explains.

"If they can grow to have trust with me, they can grow and have more trust of other police as well."

She is often accompanied by Dr. Andrea Sereda from the Intercommunity Health Centre.

"The goal is to connect to as many women each night," Sgt. Birtch says one evening, traveling the circuit in a non-descript brown van. "I check in to make sure they are okay, to make sure they are safe."

The vast majority of women

housed were introduced to the SLWAR program through a PAR Coordinator.

Once in the program, they get support to find housing and the help of a Housing Stability Worker who also facilitates access to the many services provided by the program partners, such as health care or addiction services.

SLWAR Program Manager Jaclyn Seeler explains that the program is focused on those involved in survival sex work.

"They are not choosing to be there. It may be that they have a history of trafficking, or trauma or substance use or poverty that led them there and they're merely trying to survive so they are exchanging sex for housing, for food, for a place to stay," she says.

"Our hope is to move women to a place of choice in their lives."

One woman who worked the street for eight years says her life was changed in large part with the help of retired Sgt. Bruce.

The woman is a member of SLWAR's Women's Advisory Group and says it took a long time for her to come around.

"It was finally just letting her help me," she says. Sgt. Bruce "moved mountains for me to do well."

Now she is married, has custody of her young daughter, has been sober for several years and is working in a skilled trade.

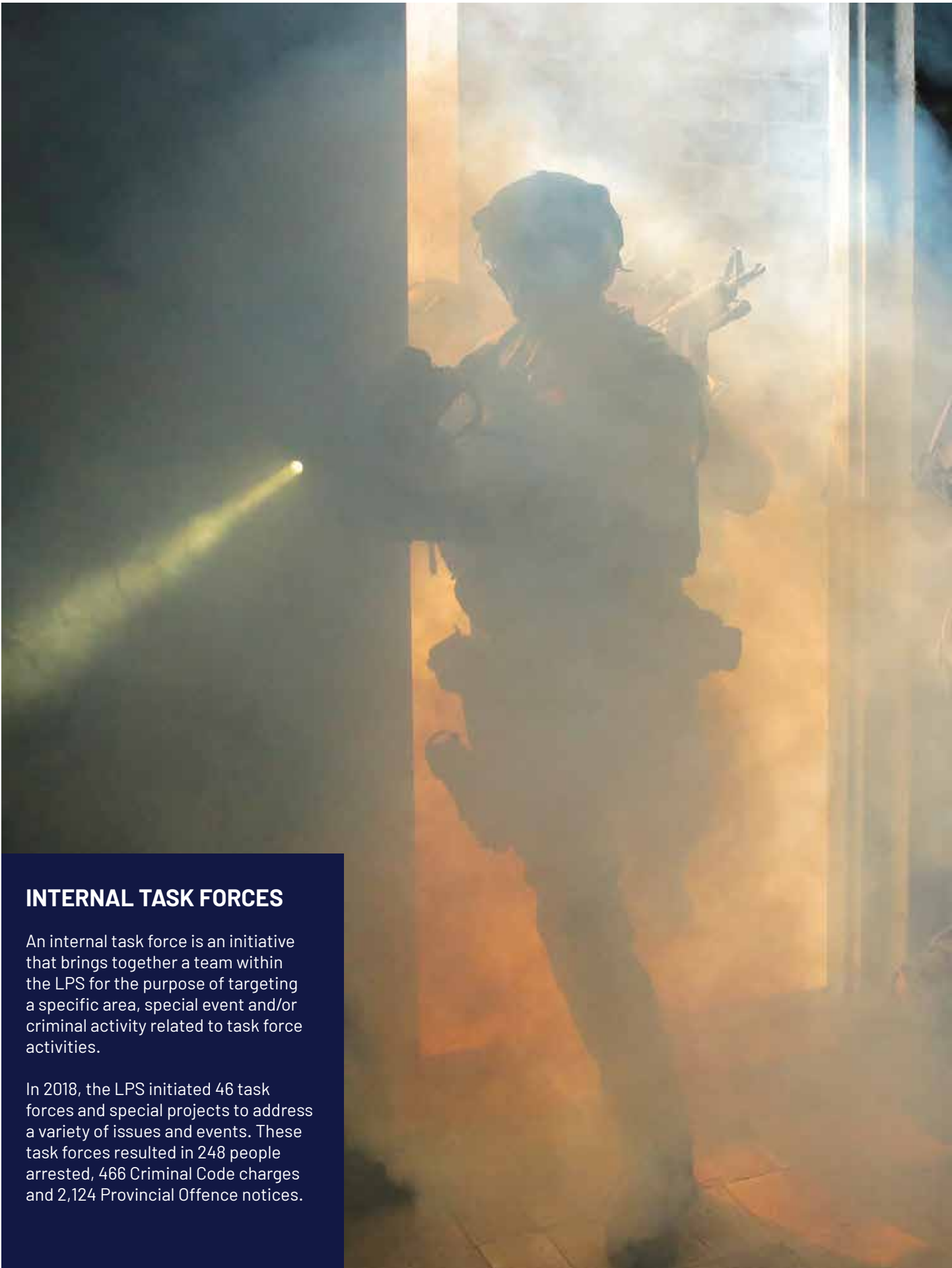
And, she has a home of her own.

PUBLIC ORDER

From the slow and methodical to the chaotic and potentially explosive, the London Police Service's Public Order Unit is the team called in to search for evidence or missing people, or to deal with crowds that may turn unruly.

To watch a video about the Unit, visit the online version of the 2018 Annual Report in the Reports and Statistics section at: www.londonpolice.ca.





INTERNAL TASK FORCES

An internal task force is an initiative that brings together a team within the LPS for the purpose of targeting a specific area, special event and/or criminal activity related to task force activities.

In 2018, the LPS initiated 46 task forces and special projects to address a variety of issues and events. These task forces resulted in 248 people arrested, 466 Criminal Code charges and 2,124 Provincial Offence notices.



PROBLEM-ORIENTED POLICING INITIATIVES

The Community Oriented Response (COR) Unit is a specialized team that deals with identified chronic problems that affect the quality of life within a neighbourhood. COR Unit officers are in continual contact with municipal representatives, school boards, business owners, community stakeholders and other community groups addressing these issues, both proactively and reactively. Systemically, a response to a particular problem is identified, a multi-faceted plan is developed and implemented, subsequently evaluated and then monitored to ensure there is no recurrence.

The aim of this type of policing is to encourage and foster community involvement and partnership with all stakeholders. This has proven to yield many benefits, not the least of which is a reduction in calls for service, thereby reducing the burden on the Uniformed Division Patrol Sections. This form of problem solving also promotes favourable community-police relations, enhances community "spirit" and improves the "quality of life" for those living and working in the affected area.

COR members continually meet with various community groups and give lectures on a wide range of topics including: crime prevention, youth crime, drug awareness, prostitution, human trafficking, graffiti, liquor enforcement and various public safety concerns.

Examples of some strategies utilized in 2018 include:

- **Directed Patrols** – COR Unit members continued to perform directed patrols throughout the year. Officers conducted high visibility patrols and utilized fair and consistent enforcement to deal with a variety of issues. Directed patrols were utilized as part of operational plans such as Project LEARN, the unsanctioned Broughdale Street party, St. Patrick's Day and New Year's Eve.

The Broughdale Street gathering continues to be a major challenge for the LPS and other emergency services. As a result of the increasing numbers of attendees, it has become a significant risk to public safety and this past year's event was a major strain on resources. The event was attended by approximately 20,000 and the estimated cost of policing more than \$140,000. Members of the COR Unit will continue to work with stakeholders in an attempt to reduce the impact of this event in the future.

- **Liquor Enforcement and Education** – COR Unit members assigned to *Liquor Licence Act* (LLA) investigations conducted 110 inspections of licenced premises. Members work closely with inspectors from the Alcohol and Gaming Commission of Ontario (AGCO) to ensure that the LLA is adhered to. Several joint investigations have taken place where these establishments have been charged or warned regarding offences committed. COR Unit members continue to foster working relationships with our community partners and have re-established the Last Drink program with the AGCO and LPS Traffic Management Unit.

- **London and Middlesex Housing Corporation**

- The COR Unit acts as a direct liaison with the London Middlesex Housing Corporation (LMHC) and members routinely work closely with their representatives to resolve chronic issues which arise at LMHC properties. LMHC properties have been heavy users of police resources and the COR Unit strives to deal with chronic issues with consistency and fairness, thus reducing the number of calls for service being responded to by Uniformed Patrol officers.

During 2018, it became apparent that several LMHC properties were locations where crime and disorder occurred at a higher rate. COR Unit members, with the assistance of LMHC staff, targeted problem residents and visitors by using a variety of policing techniques and were successful on numerous occasions in having those individuals charged and removed from the properties. This had a significant positive effect on the safety and quality of life for the many law-abiding residents.

- **Graffiti Initiatives** - In 2018, 136 graffiti occurrences were reported to police. COR Unit members laid 23 charges for mischief under \$5000 in relation to graffiti investigations. One charge of mischief related to religious property was also laid. Two charges were identified by the Street Gang Unit as being hate-motivated crimes.

- **Partnerships with student governments** -

The COR Unit continues to work with Western University's Students Council and Fanshawe College's Students Union representatives. The student governments have taken an active role in acting as a liaison between the student population within the city and citizens who reside in the areas surrounding both campuses.

- **Prostitution** - Bill C36 came into effect in 2015, amending the laws and placed the focus of enforcement on the purchaser. During 2018, members of the COR Unit charged twenty five males under Section 286.1(1) of the *Criminal Code* for Communicating for the Purpose of Obtaining Sexual Services. Members of the COR Unit have also conducted outreach and welfare checks for identified women who are involved in street-level sex work.

- **Patrol Operations Branch** - Members from front-line patrol sections completed 23 separate problem-oriented policing initiatives. These projects, provide an opportunity for patrol officers to initiate collaborative approaches to chronic problems and troubled areas in the community.



SUPPORT SERVICES DIVISION

PRECISION KEY FOR PROPERTY CONTROL

There are thousands and thousands of them, stored in rooms and vaults scattered throughout London Police Headquarters, and beyond.

Some are the size of a bed while others are invisible to the naked eye.

They are exhibits and the responsibility to record, log and track the more than 30,000 items falls to the staff of the London Police Service's Firearms, Property and Evidence Control Unit.

As of May 31, 2018, there were 30,506 exhibits stored by the Unit – that is the number remaining after nearly 40,000 pieces of property or evidence were taken in or disposed over the prior 12 months.

"Basically, we handle and store any evidence or items seized or found by police over the course of their duties," explains Sgt. Brendan Hicks, head of the busy six-person Unit.

Officers have access to three intake rooms: one where any seized drugs are processed and tagged; one for general items or evidence; and one where items requiring forensic examination are secured to be processed by the Forensic Identification Unit.

"That's the start of continuity," Sgt. Hicks says. Continuity, or the chain of custody, is critical to ensure the integrity of the evidence. It must be meticulously tracked to ensure the evidence it is admissible in court.

"You are always concerned

about your chain of custody – how many people have handled it, who's handled it, where did it go," he says.

Some items will remain stored indefinitely. The long-term storage area is full of row after row of shelves stacked to the ceiling with boxes of material, some dating back half a century. Other exhibits will be destroyed or disposed of once ordered by the court, or, in the case of found property, if the owner can't be found.

In the case of drugs, destruction is by incineration. For firearms, hundreds are destroyed each year. Computers seized as part of a child pornography investigation, are crushed.

Drug money that is subjected to a forfeiture order by the court is turned

over to the Ontario Seized Property Management Directorate; any money that is found and the rightful owner can't be determined, is turned over to the London Police Services (LPS) Board.

For those items with value that are not turned over to the court or able to be returned to their owner, it is off to auction. Bikes, televisions, electronics and jewelry are some of the common items up for bid at the auctions that are managed by McKenzie Auctions and usually held twice a year, with proceeds going to the general operations of the LPS Board.

It is exacting work that requires meticulous records. "There's a lot more that goes on in this Unit than people generally think," says Sgt. Hicks.

CIVILIANIZING 9-1-1 SUPERVISORS

A 2018 pilot project to civilianize the Communication Section's supervisor positions has resulted in both efficiencies and in promotional opportunities for those civilians who work in the police service's nerve centre.

To watch a video about the pilot, visit the online version of the 2018 Annual Report in the Reports and Statistics section at: www.londonpolice.ca.



CORPORATE SERVICES DIVISION

MODERNIZING DATA FOR TOMORROW

In the emerging world of evidence-based policing, data is king. Data, research and the subsequent analysis is playing an increasingly important role in the establishment of organizational and operational priorities within the London Police Service.

Significant steps were taken in 2018 to modernized the Service's data management systems and integrate the various data streams, explains Insp. Tom Allen, head of the Corporate Support and Continuous Improvement Branch.

"We are dedicating significant effort to improving the overall quality of the data we are collecting," he says. "In times of tightening budgets, it is essential that

we leverage and maximize data to contribute to our strategic planning and outcomes in a more effective and efficient manner."

One step taken in 2018 was the creation of the Business Analytics Unit. Senior Analyst Jim Duketow is part of the team working on improving both the methods of collecting data and how it is being used.

Some of the other outcomes of the work underway include new key performance indicators and dashboards to assist in strategic decision making and performance monitoring, as well as, 'one-click' access to the information for ease of use.

Simulations are also being used to assist in testing new deployment models that will ultimately improve overall efficiency, Duketow



explains. "Traditionally, our data has been held in different silos where it was difficult and time consuming to analyze different datasets together," he says.

"Now we are working on

centralizing the disparate data into one reporting system."

This will not only make it easier to work with, it will also enable decision makers to use it in a more powerful way.

RECRUITING ON SCREEN

There is a lifetime of opportunities in a career with the London Police Service.

That is the simple message of a new recruiting campaign designed to attract the officers of tomorrow.

To watch a video about the campaign, visit the online version of the 2018 Annual Report in the Reports and Statistics section at: www.londonpolice.ca.



Roxanne Beaubien
Corporate Communications

LPS 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.





It's a polar plunge in support of the Law Enforcement Torch Run.



Having fun at the 2018 London Pride Parade.



LPS takes the title for the Police-Fire truck pull in support of the United Way.



At the National Police Memorial in Ottawa to honour those who gave their lives.



Handing out shirts before the first game of the 2018 Rookie League.



Starting in 2018, all new officers take part in a traditional smudging at graduation.

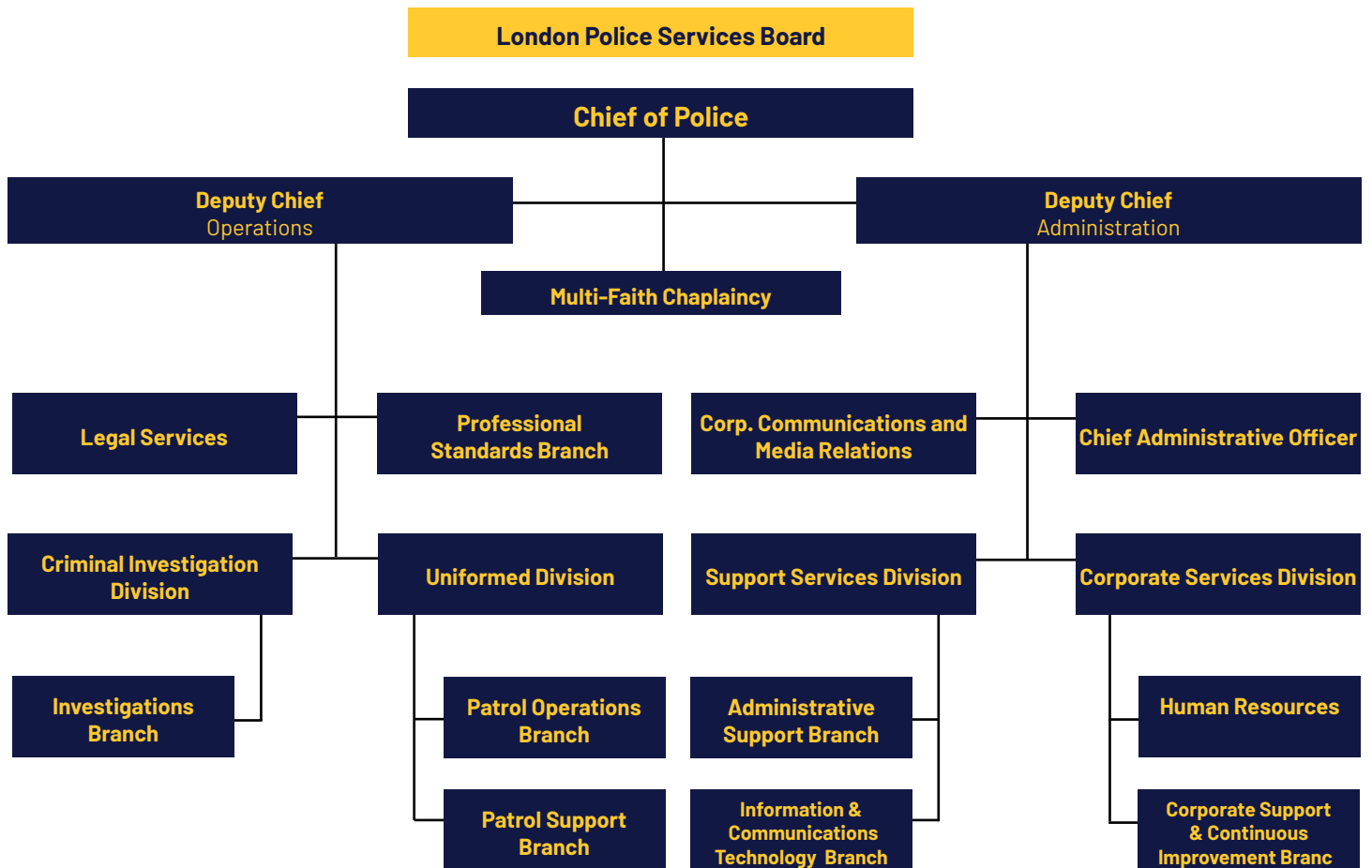


It was smiles all round on Smile Cookie Day in the LPS Executive Office.



Canada Day Law Enforcement Torch Run raised funds for Special Olympic athletes.

OUR ORGANIZATION



2018 Authorized Staffing Levels

	Police	Civilians	Cadets	Totals
Executive Administration	8	5		13
Chief Administrative Officer	0	35		35
Corporate Services Division	22	10		32
Uniformed Division	411	10		421
Criminal Investigation Division	131	19		150
Support Services Division	30	135	22	187
Totals	602	214	22	838

BY THE NUMBERS

COST OF POLICING

London Police Service - 2018 Operating Expenses				
Objects of Expenditure	2018 Budget		2018 Actual	
Personnel Costs	\$ 103,209,601	96.52%	\$ 99,797,103	93.33%
Administrative Expenses	\$ 1,054,560	0.99%	\$ 1,232,444	1.15%
Financial Expenses	\$ 3,879,113	3.63%	\$ 6,576,117	6.15%
Purchased Services	\$ 3,609,183	3.38%	\$ 4,083,032	3.82%
Materials & Supplies	\$ 3,338,673	3.12%	\$ 3,403,323	3.18%
Equipment & Furniture	\$ 1,243,138	1.16%	\$ 1,437,556	1.34%
Recovered Expenses	(\$257,834)	-0.24%	(\$ 257,834)	-0.24%
Total Expenditures	\$ 116,076,434		\$ 116,271,741	
Total Revenue	(\$ 9,144,160)	-8.55%	(\$9,339,467)	-8.73%
Net Budget Allocation	\$ 106,932,274		\$106,932,274	

COMMUNICATIONS AND POLICE RESPONSE

Calls for Service: 109,149 (average of 299 per day)

25% are managed through alternate reporting systems: online reporting, Telephone Resource Centre, and the Police Reporting Centre.

Total Telephone Calls: 333,889 (average of 915 per day)

9-1-1 Emergency: 205,415

Non-Emergency: 128,474

Calls for Service - 10-year comparison										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Calls for Service	120,901	118,563	122,925	128,403	117,057	122,034	115,698	112,748	108,677	109,149
Dispatched Calls for Service	80,499	82,076	75,945	77,640	73,598	73,550	73,115	72,435	75,335	78,568
Average Call Time - initial call time only	1 hr 55 min	2 hrs 2 min	2 hrs 7 min	2 hrs 13 min	2 hrs 14 min	2 hrs 13 min	2 hrs 13 min	2 hrs 14 min	2 hrs 17 min	2 hrs 23 min

In 2018, the number of dispatched calls for service decreased by 2%, while the average time on calls increased by 24% compared to 2009.

RESPONSE TIMES

Queue times (from time call received to dispatch)

Code 1 (Emergency): 1 minute, 50 seconds
 Code 2 (Urgent): 23 minutes, 32 seconds
 Code 3 (Non Urgent): 133 minutes, 35 seconds

Total response times (from time call received to arrival)

Code 1 (Emergency): 5 minutes, 47 seconds
 Code 2 (Urgent): 31 minutes, 53 seconds
 Code 3 (Non Urgent): 158 minutes, 39 seconds

Comparison of response times - 2009 to 2018

Code 1: increased by 19%
 Code 2: increased by 62%
 Code 3: increased by 95%

TRAFFIC ENFORCEMENT

Provincial Offence Notices issued:
 21,348

Average of 58 per day

CRIMINAL CODE CASES BY TYPE OF OFFENCE

Homicide	6
Other Cause, Death	0
Attempted Murder	4
Sexual Assault	420
Assault	2,288
Abduction	63
Robbery	227
Break and Enter	1,916
Theft: Motor Vehicle	1,234
Theft	10,354
Possession Stolen Property	244
Fraud	2,357
Prostitution	53
Gaming & Betting	1
Offensive Weapon	235
Counterfeit	160
Other Criminal Code	8,937
Total Criminal Code	28,499
Daily average	78

Crime statistics - 10-year comparison

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Total Criminal Code Cases	29,953	27,400	26,060	25,461	23,993	25,599	25,086	26,079	26,790	28,499
Total Number of Violent Crimes	3,110	3,042	2,872	2,623	2,475	2,381	2,542	2,676	2,091	3,008
Violent Crimes Clearance Rate	77%	78%	76%	76%	76%	75%	76%	78%	76%	74%
Total Number of Property Crimes	16,116	14,288	13,560	12,974	12,329	13,341	12,449	13,601	14,623	16,105
Property Crimes Clearance Rate	27%	30%	33%	31%	29%	26%	23%	21%	22%	22%
Youth Charged	1,382	1,197	792	666	526	559	618	583	600	468
Adults Charged	7,845	7,652	8,030	8,012	7,629	7,922	8,077	7,872	7,526	7,315

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

COMPLAINTS & COMPLIMENTS

QUALITY SERVICE

During 2018, LPS members received 82 commendations and thank you letters from the public as well as various awards and recognitions.

External and internal surveys along with consultations are conducted every three years to ensure service delivery will continue to meet the needs of the London community and our organization.

The most recent survey and consultations took place during the fall of 2017 which assisted in determining satisfaction levels, and in identifying issues that matter to the residents of London and the LPS members. The feedback that we received helped us form the strategic priorities and objectives for Vision for a Safer London: 2019 to 2021 Business Plan.

The complete survey report is available on our website under Reports and Statistics Section at www.londonpolice.ca.

PROFESSIONAL STANDARDS

Our members are committed to making a difference in the community by building trust and ensuring that our citizens feel safe and secure. One of the ways that we seek to maintain public trust is by ensuring we have appropriate levels of oversight to hold our service and our members accountable.

All complaints from the public are taken seriously and thoroughly investigated. Our Professional Standards Branch consists of a number of trained investigators dedicated to investigating complaints.

In total, there were 97 complaints generated in 2018.

Public complaints	2017	2018
Office of the Independent Police Review Director Conduct Complaints	108	69
Chief's Conduct Complaints	27	16
Service Complaints	12	8
Policy Complaints	1	4
Total Complaints	148	97

Public complaint resolution in 2018

Complaints not dealt with under <i>Police Services Act</i> Section 60	22
Withdrawn	9
Customer service resolution	5
Unsubstantiated	23
Informal discipline	11
Member resigned	0
<i>Police Services Act</i> hearing	1
Pending investigations	24

2016–2018 BUSINESS PLAN **PROGRESS**

2018 ACCOMPLISHMENT HIGHLIGHTS

GOAL #1: Provide London with a Safe and Secure Community

The **Traffic Management Unit** (TMU) has become more interactive than ever in receiving citizen complaints regarding road safety. The TMU receives complaints via: city hall, call ins, walk ins, ask a traffic question link (website), general inquiries, chief's complaints, city councilor complaints and LPS Chat. This has allowed TMU to focus resources quickly when a new road safety issue arises.

The TMU focused on the "Big 4 Killers" on our roadways:

1. Aggressive Driving (primarily speeding and intersection-related offences) – 9,346 offences, compliance and warning notices were issued for aggressive driving which includes speeding, light violations, careless driving, turn violations and stop sign violations;
2. Impaired Driving related offences – 400 charges for impaired-driving related offences were laid;
3. Lack of Seatbelt Use – 675 offences, compliance and warning notices were issued for failing to wear a seatbelt. Historically this has been a leading cause of injury and death on Ontario roads however compliance with this law is very high. It is now widely considered as one of the leading ways to prevent serious injury and death on our roadways;
4. Distracted Driving – 1,214 offences, compliance and warning notices were issued for violating the handheld device legislation. Distracted driving is the leading cause of collisions on our roadways.

Road Safety Initiatives included the implementation of the Starchase system which is a technology that allows police services to employ a device to assist in the prevention of an engaging in a pursuit. A compressed-air launcher mounted in the grill of an equipped police vehicle deploys a GPS dart that adheres to a target vehicle. The vehicle is then able to be tracked via a miniature GPS module which is linked to a web-based mapping program managed by the Communications Section. The goal of deploying this device is to avoid dangerous suspect apprehension pursuits while tracking the vehicle remotely.

The **Guns and Drugs Section** executed 143 search warrants resulting in 168 arrests, 198 Criminal Code charges, 231 drug charges, and the seizure of 70 weapons and \$1,742,123 value in drugs. The section also conducted six strategic projects.

The **Street Gang Unit** was involved in four gang-suppression projects. Considerable resources were expended updating the files to ensure that the intelligence on the number of gangs in London and membership are current and accurate.

The **High Risk Individual Unit** conducted 24 threat assessments primarily due to high-risk individuals being released from custody and relocated to London. These assessments resulted in the ongoing monitoring of these individuals, checks for compliance with court ordered conditions, unannounced interviews, and surveillance. There were 210 compliance checks and 92 proactive investigations on high-risk offenders.

GOAL #2: Protect and Assist Victims and Vulnerable Persons

The **Crisis Intervention and Victim Services Unit** (CIVSU) continues to work in a collaborative approach with Victim Services of Middlesex London (VSML) to provide victims of all crimes support in a variety of methods to mitigate the trauma experienced by those individuals in the community. The CIVSU was involved with 1,762 occurrences and spent 800 hours at scene. There were 434 referrals from CIVSU to VSML. The CIVSU also held 22 meetings/training initiatives with community partners.

GOAL #2: Protect and Assist Victims and Vulnerable Persons (Con't)

A **Victim Advocate 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. This model is one more way to continue to develop best practices and evidenced-based, trauma-informed investigations to provide an improved response and more support for victims of sexual violence.

Assistance to victims of **Human Trafficking** continued during the year. The LPS worked with community partners to develop and launch a web portal to support victims of human trafficking. Launched by the LPS, this new website provides access to a comprehensive list of London services available to assist victims of human trafficking and to triage the needs of a victim. St. Joseph's Hospital also partnered with LPS as the first point of care for sexual assault victims including persons who are victims of human trafficking.

The utilization of the **Mobile Response Team** (established in 2013) and the Crisis Center (established in 2016) continues to be effective in working towards the goal of providing an appropriate and effective police response to crisis in support of a therapeutic health care response, rather than law enforcement and justice response. The LPS used community mental health services (MRT and/or Crisis Center) in approximately 23% of all mental health occurrences. As a result, the average time spent on a mental health-related occurrence was reduced by 15% to 5.7 hours in 2018 from 6.68 hours in 2012.

GOAL #3: Continue Efforts to Deliver Efficient and Cost Effective Service

The **Calls for Service Review Committee** reviewed calls for service and processes in an attempt to gain efficiencies including the following:

- **Patrol Modernization Project** – new initiative to respond to the unique needs of different communities through the strategic deployment of resources to be rolled out in 2019. This project promotes intelligence-led policing, utilizes the Crime Analysis Unit to identify issues of concern to specific communities and enables front-line officers to take a team approach to proactively addressing those issues.
- **Enhanced Services Unit (ESU)** – The goal of this pilot project is to provide enhanced service delivery on low priority calls by providing more timely contact with complainants (ideally within 10 minutes).
- **Shoplifting and Theft Occurrences** – A review of the current process was undertaken. It was determined that theft and shoplifting occurrences are two very different and distinct issues resulting in the ESU piloting a project to streamline how both of these types of occurrences are handled.
- **Re-queue of calls or investigations** – It was determined that it is too time consuming for officers trying to make contact with a complainant and to re-queue the calls or investigations. A generic business card was created so it can be left at a residence or business if the complainant is not home when officers attend. The card includes a request for the complainant to call back when available.
- **John Howard Society bail violations** – These types of violations are increasing and consuming patrol time. Following a review, the ESU is now handling these calls by phone and email.

The **Information, Communication and Technology Branch (ITC)** implemented 17 initiatives including the following:

- ICT governance committee established to prioritize ICT projects to ensure that ICT resources are used as effectively as possible.
- Fully staffed service desk with new hours of operation to better reflect staff schedules.
- Single point of contact for all ICT services to ensure that service requests get managed as efficiently and effectively as possible.
- New project tracking software to better forecast and monitor projects.
- New inventory management software to enable detailed tracking and management of ICT assets.

GOAL #4: Cultivate and Sustain a Quality Work Environment

Human Resources initiatives/outcomes included the following:

- A Mental Wellness Committee which was established to promote positive mental health practices.
- A Professional Development Plan was prepared to provide constables with a framework for professional development.
- 36.8% of combined hires for constable and cadet were female – exceeded target of 30%.
- 21.1% of combined hires for constable and cadet were from the identified visible minority groups – exceeded target of 20%.

The **Corporate Communications and Media Relation Unit** continued to improve internal communications on several fronts including:

- A new quarterly, electronic employee newsletter, The Ledger, was launched.
- Two video messages from the chief were posted to the internal website.
- The first week-long media relations course for relief media officers and subject matter experts was held.
- The 'Stronger than you know' mental wellness awareness and anti-stigma campaign was created and launched in January 2019. The campaign includes two videos featuring members telling their stories about dealing with mental health issues, posters, expansion of internal web content with information about mental wellness and available resources for members and families.

GOAL #5: Strengthen Community Outreach, Partnerships and Communications

The **Recruiting Unit** led a team of hand-selected officers to help at recruiting events specially tailored to the needs of women and members of London's diverse ethno-cultural communities. During the first event, women had an opportunity to hear from a panel of female sworn members from the rank of cadet to inspector, representing a wide cross-section of the organization. During the second event, diverse sworn members were available for small group and one-on-one discussions about life as a member of the LPS, the recruiting process and mentorship opportunities.

The **diversity officer** provided outreach opportunities to members of diverse communities to build relationships and familiarize them with the LPS. By attending a large variety of functions, events, and meetings, the diversity officer made contact with a more than 10,000 people from diverse communities.

Enhancements to the external LPS website continued including:

- In Focus special series was launched in September and ran until end of year featuring bi-weekly video and written stories about various specialty units. The three video segments released (ERT, Canine and Marine units) were viewed a total of 1424 times on the LPS YouTube channel.
- Addition of Criminal Investigation Division section/unit descriptions .
- Redesign of careers and constable recruiting section of website.
- Website page views surpassed the 2 million mark, a 36% increase over 2017's total views of 1.53 million. The total number of users was 472,219, a 30% increase over 2017.



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