



LONDON POLICE SERVICE **2024-2027 STRATEGIC PLAN**





TABLE OF CONTENTS

Meet the London Police Services Board.....	5
Message from the Chair and Chief.....	7
Mission, Vision, Values.....	8
The London Police Service and our Community.....	9
Employee & Community Feedback.....	10
Strategic Priorities.....	12
Our People.....	14
Objective 1.....	15
Objective 2.....	17
Our Community.....	18
Objective 3.....	19
Objective 4.....	21
Our Work.....	22
Objective 5.....	23
Objective 6.....	25
Performance Indicators.....	26





LONDON POLICE SERVICES BOARD



From left to right: Nancy Branscombe, Mayor Josh Morgan, Ali Chahbar, Megan Walker, Councillor Susan Stevenson and Councillor Steve Lehman.

- **ALI CHAHBAR**
CHAIR
- **MEGAN WALKER**
VICE CHAIR
- **NANCY BRANSCOMBE**
MEMBER
- **JOSH MORGAN**
MAYOR
- **STEVE LEHMAN**
COUNCILLOR
- **SUSAN STEVENSON**
COUNCILLOR
- **JENNIFER FOSTER**
ADMINISTRATOR
- **MELANIE COLEMAN**
ADMINISTRATIVE ASSISTANT



MESSAGE FROM THE LONDON POLICE SERVICES BOARD CHAIR AND POLICE CHIEF



We are pleased to present the 2024-2027 London Police Service Strategic Plan.

Developed jointly between the London Police Services Board and the London Police Service, this plan is the culmination of significant consultation with our community, our partners, and London Police Service members. What we heard through our consultation process is that our Mission 'to ensure the safety and well-being of London's communities' has never been more critical.

This plan will provide a framework for the development of proactive, leading-edge strategies designed to ensure the needs of our community, and our members, are supported through meaningful engagement and collaboration, investment in our people, and effective and efficient service delivery.

Strategic priorities have been identified in three core areas, which will help guide the work we do over the next four years:

- Our community – being safe and feeling safe
- Our people – skilled and ready to meet tomorrow's needs
- Our work – service excellence, and fiscal responsibility

The London Police Service remains committed to making and keeping London a safe place for all to work and reside.

On behalf of the London Police Service and the London Police Services Board, thank you to everyone who provided input, insight and suggestions during the development of this Strategic Plan as we work towards ensuring the safety and well-being of London in the years to come.



Thai Truong
Chief

Ali Chahbar
Chair, London Police Services Board



OUR MISSION

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

OUR VISION

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

OUR CORE VALUES

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



THE LONDON POLICE SERVICE AND OUR COMMUNITY

A RAPIDLY GROWING CITY

London is one of the fastest growing cities in Canada. Between 2016 and 2021, the population increased by 10% (383,822 to 422,324)

QUICK DEMOGRAPHIC FACTS:

- 2.6% identify as Indigenous
- 29% identify as being a visible minority
- The top three ethnic or cultural origins are English, Scottish, and Irish
- 25% of Londoners have immigrated to the city. Between 2016 and 2021, London welcomed almost 20,000 new Canadians from all over the world
- 72% of Londoners speak either English or French
- The top three non-official languages are Arabic, Spanish, and Chinese

*Statistics Canada Census 2021



STEADILY GROWING AND INCREASINGLY DIVERSE TEAM

The London Police Service was officially established in 1855 and proudly serves over 430,000 residents in the City of London and a jurisdiction of just under 425 square kilometers. The service currently has over 900 members (sworn, civilians, and cadets) and 50 auxiliary officers who work hard to keep the public safe.

QUICK FACTS:

- 30 languages are spoken by multilingual members
- Twenty five percent of members are female (higher than the national and provincial average)*
- 12% of officers are eligible to retire*
- Authorized Officers per 100,000: 147 (lower than the national and provincial average)*

*Statistics Canada Police Personnel, 2022 data

EMPLOYEE & COMMUNITY **FEEDBACK**



Thank you for all of your excellent feedback received through the following **consultations and surveys**.

- **Three consultations** were held and widely promoted to all citizens; local federal, provincial, and municipal elected officials; boards of schools and post-secondary institutions; and over 300 community groups. Public feedback was also welcomed through letters, emails, and an online survey.
- **Meetings** were held with representatives from the Thames Valley District School Board, the London District Catholic School Board, the Chamber of Commerce, and Business Improvement and Neighbourhood Associations.
- Consultations were held with the London Police Services Board's Anti-Racism Advisory Panel and the Mental Health and Addictions Advisory Panel.
- **A public needs survey** (random telephone) was conducted by a 3rd party.
- **A voluntary internal needs survey** for all members was conducted.

We listened and reviewed your feedback to help ensure that our Strategic Plan meets the needs of our community, our members, and legislative requirements. The review resulted in the formation of strategic priorities, objectives and action items for the next four years.

Next, steps include:

- Consulting throughout the organization to facilitate the operational plan including corresponding action plans, accountabilities, deliverables, timelines, and metrics; and,
- Implementing an internal tracking process to facilitate and measure our progress. Public progress reports will be provided on a yearly basis through the LPS Annual Report.

...WE HEARD FROM YOU!

COMMUNITY POLICING PRIORITIES BASED ON PUBLIC SURVEY

Top 5 Policing Priorities

-  **1** DRUGS/DRUG RELATED CRIMES
-  **2** PROPERTY CRIMES
-  **3** VIOLENT CRIMES
-  **4** HOMELESSNESS /POVERTY
-  **5** TRAFFIC CONCERNS

Public Consultation Feedback Top 5

-  **1** COLLABORATE WITH AGENCIES
-  **2** HOMELESSNESS /POVERTY
-  **3** MENTAL HEALTH ISSUES
-  **4** PUBLIC EDUCATION/ ENGAGEMENT
-  **5** PROPERTY CRIMES

89%

agree that patrol officers are overworked with calls for service.



86%

agree that their co-workers are respectful and supportive of them.



65%

agree that the LPS should provide more opportunities for specialized training.



Top 5 Areas of Improvement

Staff Shortages, Workload

Promotion, Transfers, Hires

Training, Mentoring

Communication, Input, Transparency

Health and Wellness

MEMBER FEEDBACK FROM AN INTERNAL SURVEY

Did you know? For the first time, the London Police Service Strategic Plan will be aligned with the City's multi-year budget.

STRATEGIC PRIORITIES

Three strategic priorities and six objectives outline our direction and areas of focus for the next four years.

OUR PEOPLE

Skilled and ready to meet tomorrow's needs



Investment in our people



Progressive human resource strategies

OUR COMMUNITY

Being safe and feeling safe



Real and perceived safety



Meaningful engagement and collaboration

OUR WORK

Service excellence, and fiscal responsibility



Leading edge policing practices



Effective and efficient service delivery

OUR PEOPLE

Skilled and ready to meet tomorrow's needs





OBJECTIVE 1: INVESTMENT IN OUR PEOPLE

WE HEARD FROM YOU ...

- More focus on realistic operational police training.
- More training with firearms/ hand-to-hand (use of force) to ensure confidence and safety for all officers.
- Round-table discussions with individualized units/supervisors and senior management to ensure everyone is receiving the same message and that concerns are addressed in a timely fashion.
- The services provided to the City, and how, needs to be re-evaluated to ensure member wellness over the long-term to prevent burn-out and other issues.

Source - Employee survey

ACTION 1: Train and equip our members for optimal performance

- Deliver high quality and evidence-based training
- Ensure training is contemporary, relevant, and real-world scenario-based

ACTION 2: Empower members to enrich their mental, physical, and emotional wellbeing

- Promote and support healthy lifestyles at work and at home
- Offer functional wellness programming that builds capacity and resilience

ACTION 3: Prioritize employee collaboration and engagement

- Facilitate effective two-way communication
- Encourage, track, and incorporate input from members
- Remove barriers to creativity and change





OBJECTIVE 2: PROGRESSIVE HUMAN RESOURCE STRATEGIES

- Improve career development and promotional processes.

Source – Employee survey

- It is very important in understanding cultural diversity and to have a proactive reach with different community groups.

Source - Community consultations

- More emphasis on respectful workplace.

Source – Employee survey

ACTION 1: Modernize professional development and succession planning

- Seek to align aspirations, ability, and motivation in all selection processes
- Focus on strategic development of emerging talent
- Ensure ongoing leadership programming at all levels

ACTION 2: Attract, hire, and retain the best

- Reflect the diversity of our community
- Adapt to the needs of an emerging workforce
- Focus on inclusion and creating a sense of belonging

ACTION 3: Foster a culture of belonging and respect in the workplace

- Facilitate early resolution of workplace complaints
- Promote courageous communication
- Ensure consistency in accountability processes
- Enhance onboarding, refresher training, and offboarding

A photograph of two police officers walking away from the camera on a paved sidewalk. They are wearing dark uniforms with high-visibility yellow-green accents. Their vests and caps have "POLICE" written on them. The background shows a street with trees, a stone wall, and some buildings. The image has a warm, yellowish tint.

OUR COMMUNITY

Being safe and feeling safe





OBJECTIVE 3: REAL AND PERCEIVED SAFETY

WE HEARD FROM YOU ...

- Theft, break-ins makes us feel unsafe and there is nothing we can do except “hope” it doesn’t strike us again and again. It creates fear and a lack of ability to feel safe in one’s own home or car.
- The biggest frustration from citizens is long response times from police.
- Traffic, speeding, racing – are a public safety problem. Relatively speaking, it can cause more harm to individuals when compared to some of the other crimes.

Source - Community consultations

ACTION 1: Increase police visibility

- Prioritize evidence-based deployment
- Enhance foot and bicycle patrols

ACTION 2: Respond effectively to citizens calls for service

- Alternative service delivery and timely response
- Provide service with compassion and professionalism

ACTION 3: Make roads safer

- Improve road safety through enforcement, education, and proactive strategies centered on harm
- Implement road safety initiatives that address community concerns





OBJECTIVE 4: MEANINGFUL ENGAGEMENT AND COLLABORATION

WE HEARD FROM YOU ...

- One of the most important aspects of effective policing is community engagement and having a policing system that focuses on building trust and long-term relationships in the community, with the end goal of reducing crime.
- To be a police officer today requires the respect of all. We need to protect those that are on the front line.

Source - Community consultations

ACTION 1: Cultivate relationships that are inclusive, meaningful, and lasting

- Strengthen trust with the community, including equity-denied and vulnerable populations
- Conduct frequent consultations with citizens, community groups, and partner organizations
- Work with communities to enhance understanding of public safety and the role of the police

ACTION 2: Collaborate with partner organizations to improve safety

- Expand the use of partner-led response initiatives (i.e., COAST model)
- Advocate locally for change to address systemic issues affecting public safety
- Mobilize multi-agency and inter-jurisdictional initiatives targeting high-harm crime
- Explore alternate strategies to engage with youth populations
- Decrease demand for response to non-police issues

ACTION 3: Empower the public to implement crime prevention strategies

- Encourage crime reporting to facilitate evidence-based policing
- Create public awareness campaigns focused on preventing victimization
- Support community-led crime initiatives to prevent property crime

OUR WORK

Service excellence, and fiscal responsibility





OBJECTIVE 5: LEADING EDGE POLICING PRACTICES

WE HEARD FROM YOU ...

- When something isn't working you need to be willing to pivot and move in another direction and try something completely new.
- It is important to demonstrate that what you are doing is working when it's working.

Source - Community consultations

ACTION 1: Use technology to improve organizational effectiveness and efficiency

- Explore new research and data analysis opportunities
- Modernize key business processes
- Leverage technology that enhances the safety of the community and our members

ACTION 2: Make data available to support sound decision-making

- Target high-harm crime
- Broaden evidence-based practices to support crime detection and enforcement

ACTION 3: Improve customer service experience

- Implement Next Generation 9-1-1
- Develop alternate crime reporting platforms
- Provide training for members in public-facing positions
- Enhance non-emergency call intake



LONDON
POLICE

"DEEDS NOT WORDS"



OBJECTIVE 6: EFFECTIVE AND EFFICIENT SERVICE DELIVERY

WE HEARD FROM YOU ...

- We need more officers to do the work. There are not enough patrol officers or investigators. Everyone is burnt out and is becoming apathetic to the constant struggle to keep our heads above water.

Source - Employee survey

- There is a rise in hate crime, crimes against religion, gender, sexual orientation, human trafficking, cyber-crimes and crimes against the elderly. All this is very difficult and hard on police and resources are needed.

Source - Community consultations

ACTION 1: Staff, deploy, and manage resources effectively in performing the core functions of:

- Crime prevention
- Law enforcement
- Emergency response
- Assistance to victims of crime
- Public order maintenance

ACTION 2: Plan and maintain infrastructure to support future needs and growth

- Ensure the adequacy of facilities, fleet, and equipment
- Safeguard information technology systems

ACTION 3: Employ resource management practices demonstrating fiscal responsibility and sustainability

- Conduct service delivery reviews and audits
- Leverage human and financial resources to maximize organizational potential

PERFORMANCE INDICATORS

Measuring what matters most to you is an indicator of our performance and success.

OUR PEOPLE

Work satisfaction

Appropriate training and equipment

Work-life balance

Wellness program participation

Feel encouraged to identify problems and provide input

Achievement recognition

Effective two-way communication

Satisfaction and engagement with career development, promotion, and performance appraisal

Workplace demographics

Retention rate

Sense of belonging

Freedom from discrimination and harassment

Early resolution of interpersonal conflict



OUR COMMUNITY

Feelings of safety	Multi-agency task forces
Crime rates and severity, clearance rates	Youth initiatives
Response times	Youth crime rates
Foot and bicycle patrol deployment practices	Community-based crime prevention programs initiated
Satisfaction with patrols, traffic safety, visibility, investigations, response to calls	Public awareness campaigns
Number of collisions causing injury or death	Social media followers
Road safety initiatives (e.g., racing, noise)	Public awareness and support for victims/survivors of Human Trafficking
RIDE program hours and vehicles stopped	Victims/survivors participating in the Victim Support Initiative and found the program helpful
Levels of public trust, confidence, and transparency	Consultation with people with lived experience through trusted community organizations
Sense of belonging	
Cultural events attended and hosted	
Partnership initiatives (mental health, homelessness, addiction)	

OUR WORK

Technological initiatives

Satisfaction with reporting systems

Uptake with alternate reporting systems

Joint emergency preparedness exercises

Queue/backlog, overtime, and workload analysis

Number of Criminal Code offences per officer (caseload)

Victimization and revictimization rates

Audits and service delivery reviews

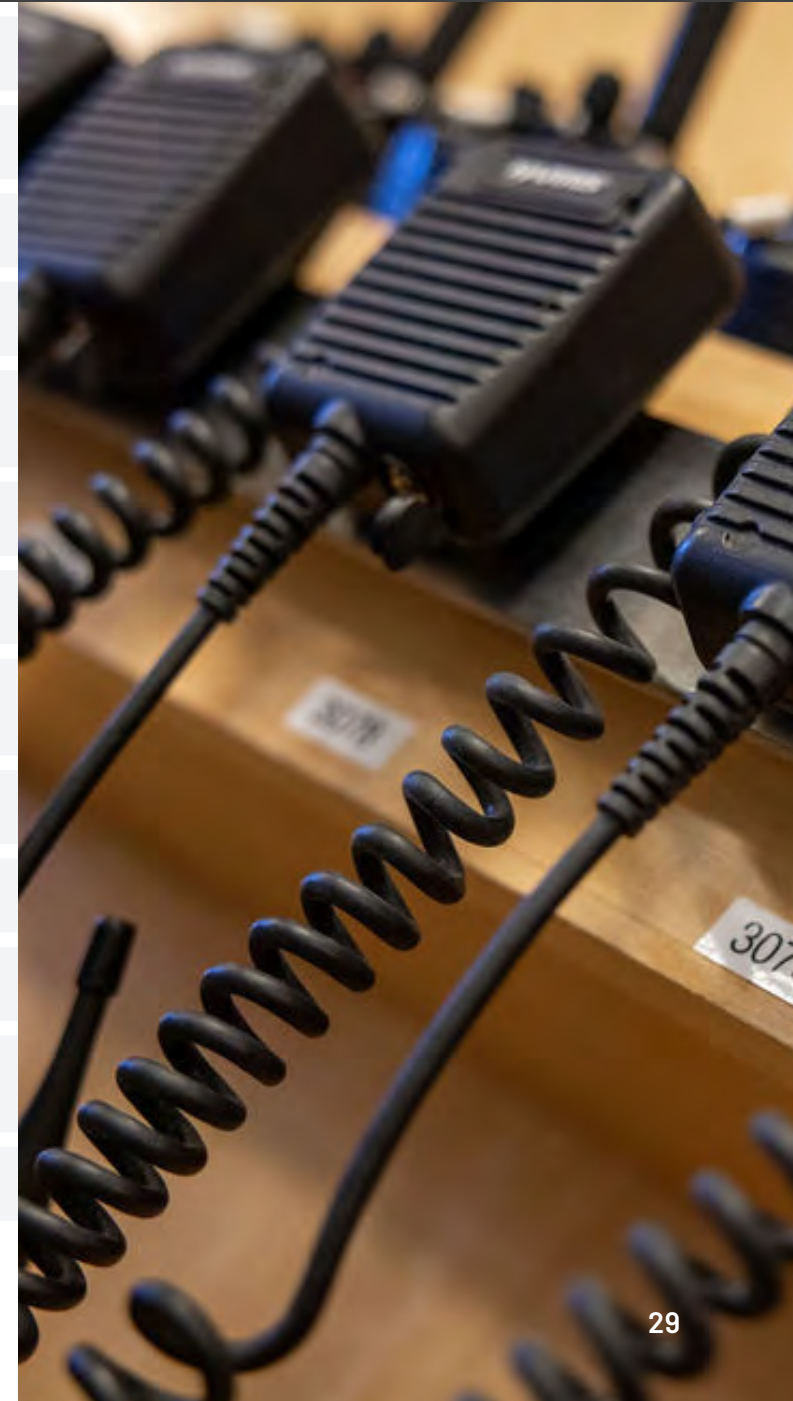
IT service requests and percentage successfully resolved

Completion, maintenance, and renovations to existing facility (project completions)

Completion of 2023 to 2027 LPS Facility Master Plan (square footage)

Cost of police per capita/staffing ratios

Alternative service delivery





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