



2024 ANNUAL REPORT

LONDON POLICE SERVICE





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INTRODUCTION

From modernizing emergency response to strengthening community partnerships, this report highlights a year of action, progress and commitment to Londoners.



MISSION, VISION, VALUES

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

Vision To be a leader in community safety.

Values

- Professionalism
- Integrity
- Compassion
- Courage
- Community

WE ACKNOWLEDGE

We acknowledge that the London Police Service is on the traditional territory of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Attawandaron Nations, on lands connected with many treaties such as the Dish with One Spoon Covenant Wampum.

We also acknowledge our neighboring Indigenous communities: the Chippewas of the Thames, Oneida Nation of the Thames and the Munsee-Delaware Nation who continue to be sovereign Nations and who continue to thrive with their own unique languages, cultures, and ceremonies.

It is our responsibility as a public institution to contribute toward Truth and Reconciliation by working together respectfully with Indigenous communities through learning and rebuilding positive community services.



A MESSAGE FROM THE LONDON POLICE SERVICE BOARD

We are honoured to present the 2024 Annual Report for the London Police Service.

2024 marked a turning point for the Board, the Service, and the broader landscape of police oversight in Ontario. The Community Safety and Policing Act, 2019 (CSPA), which came into effect on April 1, 2024, ushered in a series of new legislative changes impacting the duties and responsibilities of police boards in terms of accountability to the communities they serve. The CSPA introduced a more transparent oversight framework through clear diversity and inclusion expectations, annual reporting requirements, and the establishment of the Inspectorate General of Policing as an independent authority empowered to monitor and investigate the work of police boards across the province. Acting under the auspices of the new legislation, the Board moved to facilitate significant organizational and transformational change to the London Police Service, which will continue to be a hallmark of the Board's focus and attention as we continue to move to modernize the Service.

A testament to the leadership of Chief Truong and his Executive Team, the London Police Service has made meaningful progress and a deepened commitment to both our employees and to the diverse communities we serve through their responsive and integrity-based leadership. We have experienced renewed and more productive external engagement with community stakeholders, forged stronger relationships within the Service, and witnessed a tangible improvement in the safety of our City.

As the Board reflects on the past year, we are proud to have advanced governance efforts that helped modernize the Service and better address the public safety needs of the City of London. A series of initiatives and milestones at the Board level have redefined how we serve our members and our community:

HISTORIC INVESTMENT INTO THE LPS BUDGET

In March 2024, the Board secured a historic increase to the LPS budget, marking the most significant investment into policing in London's history after years of chronic underfunding. The increased resources allowed us to hire additional officers, adopt new technologies, and enhance member training, all of which have seen a marked improvement in key policing metrics such as police response times, a decrease in violent crime, and a reduction in London's crime severity index (CSI).

NEW LEADERSHIP

Hiring Deputy Chief Treena Sween and Board Executive Director Stephanie Johanssen in 2024 was part of the Board's commitment to cultural change and organizational growth. These hires have strengthened our efforts to establish a more forward-looking approach, supporting organizational change through utilizing and welcoming outside perspectives.

GOVERNANCE WORK

In late 2024, the Board initiated a comprehensive policy review to ensure continued responsive policing services and policies that align with the new legislative standards outlined in the CSPA. The Board also approved a Board Engagement and Modernization Plan as part of a community-centered approach to ensure that all members of the public have clear, accessible, and simplified public access to Board information, meetings, and decision-making processes.

The Board acknowledges the collaborative effort required to achieve this degree of transformation. The Board would like to thank each sworn and civilian member for their commitment to this organization and for implementing our 2024 -2027 Strategic Direction, which prioritizes Our People, Our Community, and Our Work.

We look forward to continuing our work together and building on this momentum for positive change.



The London Police Service Board

A MESSAGE FROM THE CHIEF

INNOVATION

The London Police Service made significant growth, notable accomplishments, and tangible progress, achieved through the support of our Police Service Board, the strength of our community partnerships, and most importantly, the dedication and hard work of our members.

Our sworn officers and civilian police professionals have embraced innovation and compassion in equal measures. With the implementation of Next-Generation 911 and the expansion of our Digital Evidence Management System, we continue to modernize our approach to emergency response and information management, always placing the safety and well-being of Londoners at the forefront of everything we do.

STRENGTHENING COMMUNITY SAFETY THROUGH ADEQUATE STAFFING

A basis of our commitment to community safety is increasing our officer complement. For far too long, our service has operated as one of the most understaffed police organizations in Ontario. Last year, we made significant strides by hiring 69 new officers, 35 of which were for increased growth positions, further advancing our multi-year plan toward achieving proper staffing levels. As a direct result, and for the first time in four years, we witnessed improvements in police response times across all categories, demonstrating our continued dedication to enhancing public safety and providing timely support when our community needs us most.

TRANSFORMING CULTURE, BUILDING TRUST

Our ongoing culture transformation remains a priority. Leadership at all levels emphasizes inclusion, diversity, and community trust as essential elements of effective policing. By focusing on meaningful community engagement, we ensure that our strategies resonate with the diverse communities we proudly serve. Our approach is not just about keeping citizens safe, it is about making sure they feel safe, heard, and respected.

SUPPORTING OUR MEMBERS, REFLECTING OUR COMMUNITY

Through expanded outreach, mentorship programs, and trauma-informed training, we continue to build a police service that genuinely reflects the resilience, diversity, and strength of our community. Our new service delivery model, launched last year, focuses our efforts precisely on where they can make the greatest difference - reducing harm, supporting victims, and fostering safer neighborhoods through intelligent, data-driven strategies. Our results speak clearly: fatal motor vehicle collisions were reduced by 45%, and gun violence saw a remarkable 48% decline compared to 2023. These achievements represent real lives saved, fewer tragedies, and safer streets for all Londoners.

A PERSONAL COMMITMENT TO SERVICE AND TRUST

On a personal note, as someone who arrived in Canada as a child-refugee, I deeply understand the profound impact of feeling welcomed, protected, and supported. This experience shapes my belief that at its very core, policing is an act of service defined by humility, empathy, and trust.

I am immensely proud of our members, whose commitment and integrity continue to build and maintain the trust of our community every day. To our Police Service Board, our Deputy Chiefs, and our Senior Leadership Team, thank you for your confidence, dedication, and partnership. To our dedicated members, know how deeply your efforts are appreciated and valued. And to our community, thank you for your ongoing support as we continue to evolve into an even more compassionate, responsive, and effective police service.

Together, I am confident we will make London safer and stronger each year.

Sincerely,



Chief Thai Truong
London Police Service



BY THE NUMBERS

13.7% DROP IN LONDON'S CRIME SEVERITY INDEX

A meaningful drop in crime severity index reflects our focus on crime prevention, community partnership, and law enforcement across London. While most jurisdictions increased in crime severity index, London had the largest reduction in Ontario and across Canada.

228,150 9-1-1 CALLS ANSWERED

In 2024, we received 228,150 9-1-1 calls, or approximately 650 calls per day. Police resources were required for 54,434 of these, translating to an average of 149 incidents daily.

FIRST SINGLE-TIER POLICE SERVICE IN ONTARIO TO LAUNCH NEXT- GENERATION 911

With real-time location tracking and multimedia emergency communication, the LPS is leading the way with smarter, faster, more accessible public safety technology.

01 COMMUNITY SAFETY AND SPECIALIZED INVESTIGATIONS

Every day, our work is grounded in responding to calls for service. Through evidence-based policing, stronger partnerships and specialized investigations, the LPS is reducing crime, assisting victims of crime, and building safer neighbourhoods across London.



CRIME TRENDS AND CLEARANCE RATES

To ensure the provision of effective policing services that meet the needs of our community, each year, the LPS tracks crime data and clearance rates to better understand public safety trends and measure how effectively we're responding to calls for service.

In recent years, that story is one of meaningful change.

Crime Statistics and Clearance Rates

Between 2022 and 2024, **overall reported crime in London declined**, including notable reductions in both violent and property crimes. At the same time, our **clearance rates (the percentage of cases solved or resolved)**, **continued to rise**, reflecting high levels of police service delivery, investments in technology, partnerships, and officer training.

These shifts reflect the work of our officers on the ground, the strength of our community partnerships, and our commitment to professionalism, integrity and community-focused policing.

CATEGORY	2022	2023	2024	DIFFERENCE (2023-2024)	3 YEAR AVERAGE
Total Criminal Code Cases	28,412	27,044	26,420	-2.3%	27,292
Total Violent Crimes	4,860	4,668	4,475	-4.1%	4,668
Violent Crimes Clearance Rate	56.2%	60.4%	64.4%	6.7%	60.3%
Total Property Crimes	19,155	17,657	16,882	-4.4%	17,898
Property Crimes Clearance Rate	14.5%	15.8%	18.0%	13.3%	16.1%
Youth Charged	268	367	596	62.4%	410
Adults Charged	5,832	6,224	7,284	17.0%	6,447



CRIME ANALYSIS

The LPS is committed to using data-driven strategies to keep our community safe. At the LPS, our **Crime Analysts** play a behind the scenes, but vital role, by identifying patterns, analyzing data and supporting officers with timely, actionable intelligence.

Turning Data Into Action

The Crime Analysis Unit (CAU) uses real-time information and historical trends to help officers anticipate and respond to criminal activity. It's not just about numbers. It's about providing data-driven insights that guide strategic decision-making, resource deployment, and proactive policing. Some of the ways we're doing this include:

- **A real-time shooting dashboard**, providing up-to-date statistics on firearm-related incidents to support decision-making on the ground.
- **A firearm seizure dashboard**, developed in partnership with Crown Attorneys to support the judicial process during bail hearings for weapons offences.
- **A street gang directory**, helping frontline officers identify gang members involved in organized crime.
- **A joint intelligence network** with the Ontario Provincial Police Guns and Gangs Unit, allowing for better coordination on criminal networks who cross city boundaries.

What the Numbers Say

We're seeing meaningful results. In 2024, the number of shootings in London dropped from 27 to 14 representing a **48% decrease** compared to the previous year. Injuries and fatalities caused by firearms were also down.

Criminal Code Offences By Type

CRIME TYPE	2024 TOTAL
Attempted Homicide	5
Homicide	7
Child Pornography	47
Abduction/Kidnapping/Forcible Confinement	63
Robbery	311
Criminal Harassment	273
Threats	569
Sexual Assault	513
Motor Vehicle Theft	817
Break & Enter	1,139
Fraud	2,282
Assault	2,442
Property Damage	2,064
Other Criminal Code	5,535
Theft	10,353
Total CC Offences	26,420

Crime Severity Index

The **Crime Severity Index (CSI)** is a national tool used to measure both the volume and seriousness of crime. London saw a **13.7%** drop in its CSI in 2023, outperforming provincial and national trends. Violent crime fell by nearly **10%**, while non-violent crime dropped by more than **15%**.

This progress reflects not just police action, but our broader commitment to innovation, collaboration, and community safety. Through smarter tools and stronger partnerships, we're working every day to make London a safer place for everyone.



VICTIM SUPPORT

Support for victims of crime is a core part of community safety. The LPS is committed to delivering a trauma-informed response to people affected by crime when they need it most.

Through specialized teams and trusted community partnerships, we offer support, emotional reassurance, and clear pathways to healing.

Beacon House Child & Youth Advocacy Centre

In 2024, **135 children and youth** received trauma-informed support through Beacon House Child and Youth Advocacy Centre (CYAC) as part of abuse investigations.

Beacon House offers a child-friendly, supportive space where police work alongside an advocate to provide families with emotional care and referrals to long-term supports.



New in 2024

Virgil, a trained support dog, now helps comfort children during police interviews and court proceedings, easing fear and supporting recovery.

24/7 Crisis Intervention and Victim Services

The **Crisis Intervention and Victim Services Unit (CIVSU)** responds around the clock to major incidents, including homicides and the deaths of children under five. CIVSU provides immediate emotional support, safety planning, and follow up care that helps victims begin their journey toward stability and healing.

Victim Support Initiative (VSI)

In partnership with Victim Services of Middlesex-London (VSML), LPS made 75 referrals to the VSI in 2024.

Of those who participated and gave feedback, 98% found the support helpful.

“Reporting sexual violence can feel overwhelming. The Victim Support Initiative helps ensure survivors have clear information, supportive guidance, and the space to make informed choices right from the start of the investigative process.”

Katherine Dann,
Detective Sergeant, Sexual Assault and Child Abuse Section, London Police Service

VSML offers both practical assistance and emotional guidance to help individuals navigate the aftermath of crime, build resilience, and access long-term resources.

Community Support After Major Incidents

When serious incidents impact entire neighbourhoods, LPS activates the **SPICE Protocol (Serious Post-Incident Community Engagement)**. Led by the **Community Oriented Response Unit**, SPICE ensures timely outreach, emotional reassurance and connection to services, helping restore a sense of safety while preserving the integrity of investigations.

Addressing Violence Against Women

Addressing violence against women remains a critical priority for the LPS.

Intimate Partner Violence Unit (IPVU)

The Intimate Partner Violence Unit oversees all IPV investigations, ensuring proper risk assessment, safety planning and coordination with other units and partners.

The IPVU:

- Flags high-risk offenders
- Leads officer training in IPV prevention and identification
- Collaborates with CIVSU and community agencies to deliver wraparound care
- Works proactively to reduce repeat offences and improve victim safety

Victim Choice Reporting (VCR)

The VCR Unit gives survivors of intimate partner violence or sexual assault more control by providing an option to report virtually.

In 2024, 134 victims were offered VCR:

- 127 (95%) chose virtual reporting
- Of those, 94% were satisfied with their interaction

This flexible, trauma-informed approach helps build trust and improve access to police services.

Bail Safety and Victim Protection

The Bail Safety team works alongside the Crown Attorney’s Office and Victim Witness Assistance Program (VWAP) to interview victims prior to the release of an accused.

This process helps assess risk and supports informed bail decisions. CIVSU and the Intimate Partner Violence Unit (IPVU) provide continued wraparound support to victims.

Human Trafficking Prevention

London’s position along the Highway 401 corridor makes it a hotspot for human trafficking. The **Human Trafficking Unit** works to disrupt networks and support survivors through enforcement, education and outreach.

In 2024:

- **25 presentations** delivered in the community
- **53 proactive interactions** led to 36 referrals for support
- **16 people arrested** for exploiting women in the sex trade
- **14 victims/survivors recovered** and connected to care

Hope Together: Supporting Survivors

The “Hope Together: Supporting Survivors” symposium brought police, service providers, and community partners together to confront exploitation and promote education.





SPECIALIZED INITIATIVES

As public safety challenges evolve, so must our strategic responses to them. In 2024, the LPS expanded its specialized units to tackle emerging threats, from complex cybercrime to high-risk offender management—using focused expertise, proactive enforcement, and modern tools to protect the community more effectively.

Technological Crime Section (TCS)

As digital threats grow more sophisticated, so does our response. In 2024, the LPS launched the **Technological Crime Section (TCS)** to strengthen how we investigate complex technology related crimes and protect the community from emerging online risks.

TCS brings together four specialized teams:

- **Internet Child Exploitation Unit (ICE)** – focused on identifying and stopping online crimes against children
- **Digital Forensics Unit (DFU)** – responsible for recovering and analyzing digital evidence
- **Forensic Video Unit (FVU)** – enhances and interprets video evidence for investigations
- **Cybercrime Unit (CCU)** – tackles advanced threats like ransomware, hacking, and digital extortion

The **CCU** was formed by reallocating resources from the Financial Crime Unit, reflecting a strategic shift toward tackling high-impact cyber threats.

In just its first year, TCS has already proven its value. The **ICE and DFU units** received the **Provincial Strategy Award of Excellence** in 2024 for their role in a joint investigation that led to the arrest of a primary school principal in the Waterloo region for online luring of a minor.

“This award speaks to the collaboration, innovation and relentless drive it takes to safeguard our most vulnerable.”

Paul Reynolds,
Superintendent, Criminal Investigation Division,
London Police Service

With enhanced training, tools, and cross-unit collaboration, TCS is helping ensure that London remains safe in both the physical and digital worlds.



Bail Compliance and Warrant Apprehension

When it comes to managing high-risk offenders, consistent monitoring and enforcement save lives. In 2024, members of the **High-Risk Individual Unit** and the **Bail Compliance and Warrant Apprehension (BCWA)** team played a vital role in holding offenders accountable and supporting safer outcomes for the community.

By the Numbers 2024:

- 146 high-risk individuals monitored
- 227 new criminal charges laid
- 51 additional wanted persons apprehended
- 57 enhanced bail packages submitted to the Crown Attorney’s office
- 90% of those offenders were held in custody as a result

“Our approach focuses on accountability and prevention, making sure high risk individuals don’t slip through the cracks.”

David Younan,
Detective, Investigative Support Section, London Police Service

Enhanced bail packages provide the Crown with a more complete picture of an offender’s background and risk profile. That’s part of what helped ensure that nine out of ten high-risk individuals remained in custody, reducing repeat offences and increasing public safety.

This work is not just about enforcement, it’s about **managing risk** before harm occurs.



JOINT FORCES OPERATIONS AND INTERNAL TASK FORCES

Targeted enforcement and strong collaboration are key to preventing crime and keeping our city safe. The LPS uses a combination of **Internal Task Forces** and **Joint Forces Operations** to respond proactively to local issues and work alongside provincial and federal partners on more complex threats.

These operations combine strategic planning, data-informed deployment and integrated policing partnership, ensuring that policing resources are used where they're needed most.

Internal Task Forces

Throughout 2024, the LPS created **20 Internal Task Forces** to address crime trends and respond to public safety concerns across the City of London. These teams deployed officers strategically for high-visibility operations and issue specific responses, including both enforcement initiatives and planned public events.

2024 Internal Task Force Outcomes

- 20 total operations
- 26 arrests
- 17 criminal charges laid
- 172 Provincial Offence Notices issued

These efforts included visible police presence during key events such as **New Year's Eve**, **St. Patrick's Day**, **Western University Homecoming** and **Project L.E.A.R.N.** (Liquor Enforcement and Reduction of Noise), helping reduce risk and support safe celebrations.

"The presence of task force officers during large public events has helped prevent escalation, improve safety, and support respectful community behaviour."

Bill Chantler

Director of Campus Safety and Emergency Services, Western University

All internal task forces successfully met their performance objectives in 2024. Most were carried out using existing operational budgets. One exception was the **2024 Homecoming Project**, which necessitated spending of **\$157,240.92** to manage public safety during unsanctioned gatherings.

Joint Forces Operations

In 2024, the LPS participated in **14 Joint Forces Operations**, working alongside provincial and federal partners to tackle serious multi-jurisdictional criminal activity.

These collaborative efforts target high-risk criminal activity including:

- Terrorism
- Gang violence
- Human trafficking
- Child exploitation
- Organized crime

LPS contributed personnel and intelligence to several provincial strategies, including:

- Provincial Anti-Terrorism Section
 - Collaborated on investigations with RCMP – Integrated National Security Enforcement Team and Canadian Security Intelligence Service; LPS member assigned to the Criminal Intelligence Section, fully funded by OPP.
- Provincial Joint Forces Guns and Gangs Enforcement Team
 - 32 search warrants executed, 125 charges laid, \$1,022,000 in drugs and \$631,040 in currency seized, along with 12 firearms.
- Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet
 - 35 ICE case requests completed: 153 terabytes of data examined across 53 mobile devices and 82 computers.
- Provincial Human Trafficking Intelligence-Led Joint Forces Strategy
 - 19 arrests, 104 charges laid, and 89 support meetings with suspected victims.

These operations strengthen enforcement capabilities, improve intelligence sharing, and allow for a coordinated response across Ontario. LPS has seconded investigators to support these Joint Force Operations and Units – In most cases, funding is supported by the OPP and the Solicitor General of Ontario.

"These partnerships expand our reach and help ensure our strategic alignment with efforts to combat organized criminal activity in London and throughout the province."

Paul Bastien,

Deputy Chief, Community Safety and Specialized Investigations

All Joint Forces Operations involving LPS in 2024 successfully met performance objectives, reinforcing our commitment to proactive policing and collective safety.

02 COMMUNITY TRUST AND FRONTLINE OPERATIONS

Trust is built through presence, action and listening. From expanding foot patrols to enhancing emergency response, the LPS is strengthening relationships, improving accessibility, and working alongside the community to keep London safe and connected.



ENHANCING EMERGENCY RESPONSE AND ACCESSIBILITY

As London grows, so do the demands on police services. In 2024, the LPS introduced new programs and expanded service models to meet those needs, improving emergency response, making non-urgent reporting more accessible, and supporting frontline officers with smarter, community-focused tools.

Special Constables: Strengthening Frontline Service

In 2024, the LPS launched the **Uniformed Division Special Constable Program**, a major step toward enhancing emergency response, improving service accessibility and deepening connections with the community.

On **October 28, 2024, 19 inaugural Special Constables** were officially sworn in following an intensive training program that combined academic coursework with practical skills development. Now deployed across designated patrol areas in the city, Special Constables play an essential role in strengthening frontline operations. The LPS is the first police service to deliver the accredited Ontario Police College Special Constable training program.

Their responsibilities include:

- Responding to **non-emergency** calls for service
- Assisting with **investigative support** duties
- Conducting **high-visibility crime prevention** patrols
- Supporting **traffic collision** management
- Engaging in **proactive, positive** interactions with community members

By supporting frontline officers and building more opportunities for community engagement, the Special Constable Program helps the LPS serve a growing city more responsively and effectively.

“The introduction of the Special Constable Program will assist us by decreasing response times, adding additional community engagement opportunities and increasing our visibility throughout the city.

Aligning with our key priorities, this program will help enhance public safety and trust and help ensure the well being of London’s communities.”

Thai Truong,
Chief, London Police Service

Alternative Service Delivery: Expanding Access and Efficiency

To better meet community needs and ensure efficient use of resources, the LPS continues to expand **alternative reporting and response options**, offering citizens faster, more accessible ways to connect with police services for non-urgent incidents.

At the center of this approach is the **Enhanced Services Unit (ESU)**, which handles lower-priority calls through:

- Phone response
- Email communication
- Scheduled in-person appointments

The **Online Reporting System** allows residents to quickly report select incidents such as **fraud, mischief, or theft**, through a secure digital platform.

This multi-channel model frees up frontline patrol officers to focus on urgent, in-progress calls while ensuring that non-urgent matters are addressed promptly and professionally.

2024 Alternative Service Delivery Highlights

- 15,367 calls for service completed via online reporting
- **2,158 online reports** resulting in criminal charges

The alternative service delivery model combines technology and police personnel to provide the public with a more accessible and efficient way to report incidents and engage with us.



“Online reporting helps us focus patrol resources where they’re needed most, while still making it convenient for residents to report non-urgent incidents.”

Dave Pratt,
Acting Superintendent, Uniformed Division, London Police Service



SUPPORTING INDIVIDUALS AT RISK

Public safety includes protecting and supporting those most at risk. The LPS works alongside health, housing and social service partners to respond to complex needs with compassion, collaboration and care.

Our work focuses on early intervention, coordinated support and connecting vulnerable individuals to long-term community services.

Missing Persons Unit

The **Missing Persons Unit** manages and investigates all reports of missing individuals, ranging from lost children and youth to the elderly to adults with cognitive impairments, as well as complex cases involving abductions.

- **Most cases are resolved within 24 hours**, ensuring families and loved ones are reunited quickly.
- **Long-term or complex investigations** may be transferred to the **Major Crime Section** depending on the circumstances.

Every missing person report is treated with urgency and care, recognizing the profound impact these cases have on individuals, families and the community.

Persons at Risk Outreach

Since 2005, the LPS has operated a **Persons at Risk Outreach** initiative dedicated to supporting women involved in street-level sex work, a population that faces heightened vulnerability and complex barriers to safety.

Through the **Persons at Risk Coordinator**, the LPS:

- Advocates for nearly **150 women** in the community
- Connects individuals to **mental health care, addiction services, housing supports, and trauma counselling**
- Acts as a consistent, trusted point of contact for women seeking stability and safety

Partnerships are critical to this work. In collaboration with **Street Level Women at Risk (SLWAR)**:

- **61 referrals** were made in 2024
- **7 individuals** successfully transitioned into sustained housing with ongoing supports

Additionally, the Persons at Risk Coordinator directly supported 98 individuals at risk of survival sex work or human trafficking in 2024, in our efforts to ensure no one faces their challenges alone.

Partnerships in Homelessness Recovery Hubs

The LPS plays an essential role in London's **Whole of Community System Response** to homelessness and addiction.

Throughout the development of **Homelessness Hubs**, officers collaborate with a **multi-agency care model** alongside health and social service partners. These hubs focus on:

- Coordinated triage and stabilization
- Long-term housing solutions
- A "No Wrong Door" approach, ensuring every individual finds a pathway to help

By connecting people to the right service at the right time, the LPS helps reduce the cycle of crisis, criminalization and displacement and supports the city's most marginalized residents in moving toward recovery and stability.

Collaborative Care for Mental Health and Addiction

The **COAST team (Community Outreach and Support Team)** brings together:

- London Police Service (LPS)
- St. Joseph's Health Care London
- Canadian Mental Health Association Thames Valley Addiction and Mental Health Services (CMHA TVAMHS)
- London Health Sciences Centre's Youth Team

This multidisciplinary team proactively engages individuals living with mental health and addiction issues before crises escalate.

COAST pairs specially trained police officers with mental health professionals to provide:

- Outreach and early intervention
- Crisis response and de-escalation
- Navigation to community treatment and support

By offering compassionate, coordinated care, COAST reduces hospital admissions, prevents justice system involvement and helps individuals find the right services for their needs.

Key 2024 Outcomes:

- **5,060 incidents** where mental health was a contributing factor
- **1,525 Mental Health Act apprehensions**
- **16,774 officer hours** dedicated to mental health-related calls
- **104 individuals** identified in three or more mental health-related occurrences in a given month

Since 2022, the COAST team has consistently supported an average of **14 to 16 individuals** per month who have frequent interactions with police due to mental health concerns, helping them access the appropriate services before crises escalate. In 2024, the average number of mental health occurrences for those who are on the list (must have 3 or more to be on the list) was 4.3 monthly.



ADDRESSING COMMUNITY-IDENTIFIED SAFETY CONCERNS

Keeping London safe means responding directly to the concerns raised by our community. From traffic safety to downtown well-being, the LPS works alongside residents, businesses and partners to create safer, more welcoming spaces for everyone.

Road Safety: A Citywide Commitment

Road safety remains a top concern for Londoners and a top priority for the LPS. In 2024, we strengthened our road safety strategy through targeted enforcement, increased officer visibility and developed a closer collaboration with regional police partners.

Our Focus Areas and Behaviours

- Seatbelt use and occupant protection
- Distracted driving (handheld devices)
- Aggressive behaviours, including stunt driving and traffic signal violations

Uniformed Division and **Road Safety Section** officers proactively enforced these priorities whenever possible, participating in regional initiatives and conducting **RIDE spot checks** throughout the year.

Over 1,300 vehicles were stopped during these checks, leading to numerous charges and improved public awareness.

2024 Motor Vehicle Collisions

- Traffic fatalities dropped by 45% in 2024, from 22 to 12
- Injury collisions dropped to 1,752, compared to 1,947 in 2023

While the significant drop in fatalities is encouraging, road safety remains a concern, particularly for vulnerable groups like pedestrians and motorcyclists.

Road Safety

Road safety is about more than enforcement. Officers engaged in:

- **Community meetings and school visits** to promote road safety awareness
- **Collaboration with local agencies** to strengthen education campaigns
- **Public education** through LPS social media platforms, with regular traffic safety updates and tips shared by the Corporate Communications and Media Relations Unit

Through a combination of enforcement, education and outreach, we are working toward a safer road network for every Londoner.

Downtown Safety and Foot Patrol: A Collaborative Approach

Downtown London is the heart of our city and keeping it safe and welcoming takes teamwork.

Our foot patrol teams work closely with several key partners, including:

- **City of London's Co-ordinated Informed Response (CIR) Team**, addressing the needs of the unhoused population
- Organizations like **Canadian Mental Health Association, Salvation Army, Middlesex London Health Unit, London Fire Department, Ontario Aboriginal HIV/Aids Strategy, SafeSpace London, Mission Services, Ark Aid Mission, London Health Sciences Centre, London Intercommunity Health Centre, and London Cares**
- Business Improvement Areas (**Old East Village, Midtown, and Downtown**)

Together, we participate in collaborative meetings with city departments, emergency services, and community groups, ensuring that public safety, community concerns, and overall well-being remain front and center.

LPS foot patrol officers contribute by:

- Maintaining a **visible presence** throughout Old East Village, Midtown, and Downtown
- **Building trust** through regular interactions with residents, businesses, and service providers
- **Supporting coordinated responses** to community needs, from wellness checks to public order concerns

By working side-by-side with our community partners, we help foster an environment that is safe, inclusive and thriving for all who live, work, or visit there.

"The presence of the London Police Service Foot Patrol in Old East Village has made a profound impact on our community. Amid an ongoing street-level crisis involving homelessness, addiction, and mental health challenges, their consistent presence brings a sense of safety, compassion, and stability to our streets. At a time when we often feel overlooked, this program reminds us that we are not alone—that partnerships and people still matter. We are deeply grateful for the commitment and care shown by our Foot Patrol officers every day."

Kevin Morrison,
General Manager, Old East Village BIA



COMMUNITY-LED CRIME PREVENTION

Preventing crime is a shared effort. One built on trust, engagement, and early support. The LPS works closely with young people, families and the broader community to prevent harm and to create safer pathways for the future.

In 2024 we expanded several key initiatives that focus on sustainable support, collaborative approaches and early intervention.

Youth Crime Prevention Strategies

Supporting young adults at critical moments can make a lasting difference. Through new partnerships with the **Ontario Court of Justice** and the **London Justice Centre**, the LPS is helping guide young people aged 18-24 away from the traditional criminal justice system and toward meaningful support.

This approach connects individuals to:

- Education and job training
- Housing supports
- Mental health and wellness services

Outcomes from the London Justice Centre show that young adults who engage with community-based supports are less likely to re-offend, leading to a reduction in both the nature and frequency of future police interactions.

By focusing on support rather than punishment, we are helping young people rebuild their futures while strengthening public safety in the process.

London Justice Centre Pilot - 2024 Snapshot

From April 1, 2024 to March 31, 2025, the LPS participated in the Justice Centre Pilot, supporting an alternative approach to justice focused on early intervention, connection to services, and more timely resolution.

Key data from the pilot year includes:

- 436 charge packages processed over 52 weeks
- An average of 8 charge packages per week
- Roughly 36 charge packages processed each month
- On average, it took 12 days from the time of LPS interaction to the upload of initial disclosure materials into Scope, the case management system.

This work supports a broader goal of timely, coordinated responses for individuals navigating the justice system, many of whom face complex social or health related challenges.

Bringing Unity in London’s Diverse Society (BUILDS)

Project BUILDS

Bringing Unity in London’s Diverse Society (BUILDS) is a community-driven initiative designed to build lasting connections, promote safety and create positive opportunities for youth and diverse communities across the city.

Supported through the Ministry of the Solicitor General’s Proceeds of Crime Front-Line Policing Grant, the program focuses on four key areas:

- Fostering a sense of safety and belonging
- Youth engagement through police-led activities
- School safety and early intervention
- Violence prevention and harm reduction

Through workshops, training and meaningful engagement, Project BUILDS brings together officers, youth and community partners to strengthen relationships and co-create safer pathways forward. The program’s success is grounded in deep collaboration with organizations like St. Leonard’s Community Services, LUSO Community Services, the John Howard Society, local schools, mental health providers, and in-school settlement workers. These partnerships have opened new avenues to support youth, newcomers and underrepresented communities, especially in neighbourhoods patrolled by LPS officers.

At its core, Project BUILDS is about connection, trust and working together to reduce harm and build stronger communities.

Youth Engagement Programs

We believe that positive connections with young people promote long term outcomes for society.

LPS proudly supports youth engagement programs including:

- Rookie League Baseball Program
- Youth in Policing Initiative (YIPI)
- Coffee With a Cop

Project Safe Auto

Auto theft remains a serious public safety concern, with stolen vehicles often linked to organized crime and violent offences.

To address this issue, the LPS launched **Project Safe Auto** in **March 2024**, supported by the **Ministry of the Solicitor General's Preventing Auto Thefts Grant Program**.

Project Safe Auto combines:

- **Investment in new technology** to detect and prevent auto theft
- **A citywide public awareness campaign** to educate residents on prevention tips

This comprehensive approach helps protect both individual property and community safety.

Between April 2024 and March 2025, 916 motor vehicles were reported stolen. Project Safe Auto led to 805 targeted auto theft investigations, resulting in the recovery of 476 stolen vehicles. A total of 63 investigations led to criminal charges, with 47 individuals charged in connection with motor vehicle theft.



Hate Crime Reassurance Initiative

Hate-motivated incidents don't just affect individuals, they create ripples of fear and harm across entire communities.

To address this, the LPS **Hate Crime/Diversity Unit** implemented a **Reassurance Initiative** in 2024. Through this outreach:

- An officer personally contacts each victim or complainant of a hate-motivated incident
- The **targeted community group** is also engaged directly for support

This personal outreach ensures that members of our community no longer have to face hate in isolation and reinforces our commitment to creating an inclusive, supportive environment for all Londoners.

"Every individual deserves to feel safe, seen and supported in our city."

Peter Testa,
Inspector, Community Mobilization and Support Branch, London Police Service

In 2024, a landmark ruling declared the 2021 attack on the Afzaal family a terrorist act under Canadian law, recognizing it as a deliberate act of anti-Muslim hate—the first jury conviction for terrorism-motivated first-degree murder in Canada. The LPS worked closely with the RCMP, the Ministry of the Attorney General, and the Public Prosecution Service of Canada to support the investigation and prosecution. Members of the Uniformed Division and Criminal Investigations Division played a vital role in this complex case. The LPS also provided critical support to the surviving family and the wider community. This case reaffirms the LPS's commitment to justice, community safety, and standing against hate crime.

London Police Service Board Chair Ali Chahbar and LPS Chief Thai Truong released the following statement regarding the court verdict:

"On June 6, 2021, our community was shaken by the hateful murder of four cherished members of the Afzaal family. Today, in a Windsor courtroom, justice has been served with convictions on four counts of first-degree murder and one count of attempted murder. While no verdict can fully heal this pain, we hope the decision brings some measure of justice to the family and our community."

We stand with the Afzaal family's young survivor and extend our gratitude to first responders for their professionalism and courage. As a police service, our dedication to the safety and well-being of every community member is unwavering. Hate has no place in our city. Together, we will ensure that the legacy of the Afzaal family is one of hope and unity."

Crime Stoppers

London-Middlesex Crime Stoppers empowers residents to anonymously report crime, playing a crucial role in community safety alongside police and media partners.

2024 Crime Stoppers Impact

- 1,248 tips received
- 39 arrests made
- 42 cases cleared
- 98 charges laid
- \$79,550 in stolen property recovered
- \$178,977 in drugs seized
- 2 weapons seized
- 5 traffic offenses addressed
- \$34,588 in cash seized

By speaking up safely and anonymously, residents continue to be instrumental in reducing crime and protecting communities.



STRENGTHENING COMMUNITY CONNECTIONS

Community safety isn't built in isolation, it's built together. In 2024, the LPS deepened its commitment to trust, inclusion, and visibility across the city by showing up, listening, and collaborating with the communities we serve. From cultural celebrations and educational outreach to youth programs and advocacy, our members worked alongside residents, leaders, and organizations to build relationships rooted in respect, service, and shared purpose.

In 2024, we participated in 217 community events, engaging with over 27,203 residents - a record level of community interaction.

Honouring Diversity and Inclusion

Black History Month and Lewis Coray Trailblazer Awards

We were honoured to take part in Black History Month celebrations under the theme "Building Bridges to a Brighter Future." Sergeant Ozzie Nethersole served as emcee for the Black History Month Family Celebration, and we proudly supported the **Lewis Coray Trailblazer Awards**, a night of powerful storytelling and youth leadership, with keynote speaker Judge Rochelle Ivri.



Indigenous Relations and Solidarity

We continued to strengthen meaningful partnerships with Indigenous organizations including **Atlohso Family Healing Services**, **N'Amerind Friendship Centre**, **SOAHAC**, and leadership from the **Oneida Nation of the Thames**, **Chippewas of the Thames First Nation**, and **Munsee-Delaware Nation**.

In 2024, we marked the **National Day for Truth and Reconciliation** in partnership with the RCMP and took part in the **28th Annual Indigenous Solidarity Day**—honouring the histories, cultures, and contributions of First Nations, Inuit, and Métis communities.

The LPS also marked a historic moment. For the first time in our 169-year history, the LPS Chief was invited to spend the day on the territory of the Oneida Nation of the Thames. This milestone represents a small but meaningful step forward on our shared journey toward truth, reconciliation, and renewed relationship. We are deeply grateful to the community for the invitation and the opportunity to listen, learn, and stand in solidarity.



Community Engagement and Support

Fundraising and Community Support

Our members participated in a wide range of community-led fundraisers, shaving heads for **Cops for Cancer**, diving in during **Polar Plunge** to support Special Olympics athletes, and showing up for **McHappy Day**, the **London Terry Fox Run**, and more. These events reflect our shared belief in community care and showing up for causes that matter.



Community Engagement and Educational Outreach

We believe trust grows through visibility and conversation. In 2024, we hosted and attended numerous events designed to connect and educate, including:

- **LPS Open House** during Police Week
- **Fraud Awareness Information Session**
- **Emergency Preparedness Open House**
- **Take Your Kid to Work Day**, offering Grade 9 students a glimpse into careers in public service



Emergency Services Night

We were also part of Emergency Services Night at the London Nationals hockey game—celebrating the collaboration and dedication of first responders and connecting with the community in a relaxed, meaningful setting.

Celebrating Cultural Events

Sharing in Celebration

From celebrating **Holi**, **Raksha Bandhan**, and to the **CARICOM Flag Ceremony**, our members showed up with respect and enthusiasm to honour the cultures and communities that make London vibrant.



Pride and Inclusivity

We proudly joined the **Pride London Festival Parade**, affirming our support for the 2SLGBTQIA+ community through visible presence and continued engagement.



Strengthening Community Relations

Faith, Dialogue and Iftar Dinner

The inaugural meeting of our **Multifaith Dialogue Committee** brought together faith leaders from across London to share perspectives and foster understanding. For the first time in the organization's history, the LPS hosted a Multifaith Event, bringing together 30 faith leaders, LPS leadership, the Mayor, and the London Police Service Board Chair. Together, they discussed the importance of working as a unified community, especially in a time when global events and conflicts are deeply affecting our own community.

We also joined the London Muslim Mosque for a community **Iftar Dinner** during Ramadan, and LPS members attended numerous Iftar dinners across the city, strengthening connections and building bridges through shared meals and conversation.



“Working alongside faith leaders helps build a foundation of mutual trust, understanding, and shared commitment to community well-being.”

Peter Testa,
Inspector, Community Mobilization and Support Branch,
London Police Service

Newcomer Engagement

In collaboration with the London Cross Cultural Learner Centre and local settlement agencies, we continued outreach to support newcomers—offering presentations that build awareness of public safety, legal rights, and how to access support. These early connections help newcomers feel welcomed, informed, and confident engaging with police services.

Supporting Youth and Vulnerable Populations

Through the **Rookie League** baseball program and the **Youth in Policing Initiative (YIPI)** in partnership with **LUSO Community Services**, LPS helped foster leadership, wellness, and positive pathways for youth. These programs continue to bring connection and opportunity to families and youth in London and Middlesex Community Housing neighbourhoods.



These events, partnerships, and conversations remind us that safety is not something we deliver to a community, it's something we build with it. We're grateful to the many individuals and organizations who invited us to be part of their stories in 2024. Together, we're creating a stronger, more connected, and more compassionate London.



03 ORGANIZATIONAL WELLNESS AND PERFORMANCE

A strong service starts with strong people. The LPS is investing in recruitment, training, diversity and modernization, ensuring our members have the tools, support and leadership needed to serve the community with excellence and compassion.



CALLS FOR SERVICE AND RESPONSE TIME

In 2024, the LPS continued to respond to a growing and complex range of calls from across our city, working to prioritize emergencies, address urgent community needs and improve service for every Londoner. In 2024, for the first time since 2020, call response times have decreased across all three priority levels. After several years of increases, call times began to drop in 2024.

Calls for Service: Responding to Our Community

Throughout 2024, the LPS received **89,776 calls for service**. This includes citizen-generated 911 and non 911 calls, member-generated reports of witnessed events in progress, and other member-generated requests for assistance.

These calls represent everything from life-threatening emergencies to non-urgent community concerns. Managing this volume requires careful prioritization, ongoing resource coordination, and a commitment to ensuring help is available when and where it's needed most.

As call volumes continue to evolve, the LPS remains focused on delivering timely, effective support while improving accessibility and transparency around how calls are handled.

Initial Response by Patrol Section Officers to Dispatched Calls for Service

	2020	2021	2022	2023	2024
Number of Non-Administrative Calls Dispatched	52,473	48,732	58,911	58,603	54,434
Total Hours on Initial Response <i>(Rounded to nearest hour)</i>	145,259	140,424	180,073	189,208	182,403
Average Accumulated Officer Time per Call	2 hrs. 46 mins.	2 hrs. 53 mins.	3 hrs. 3 mins.	3 hrs. 14 mins.	3 hrs. 21 mins.

Improving Response Time

In 2024, the LPS achieved meaningful improvements in response times across all priority levels, ensuring emergencies were handled even more quickly, and that urgent and non-urgent calls were addressed more efficiently. For the first time in the past four years, police response times did not increase year over year; instead, they declined.

2024 Police Response Times

90th Percentile*

Dispatch Priority	Timeframe	Change Since 2023
Priority 1 (Emergency)	9 minutes 36 seconds	-4.3%
Priority 2 (Urgent)	9 hours 12 minutes 19 seconds	-5.7%
Priority 3 (Non-urgent)	81 hours 47 minutes 45 seconds	-38.3%

*90th Percentile: in 90% of cases, police officers arrive at the scene within this timeframe after receiving a call.

“When every second matters, we’re committed to responding as quickly and effectively as possible, while working to service all calls with care and professionalism.”

Scott Guilford,
Deputy Chief, Community Trust and Frontline Operations, London Police Service

Priority 1 calls, emergencies requiring immediate police presence, continued to be our highest focus, with officers arriving even faster than the year before. Improvements in **Priority 2** and **Priority 3** categories reflect ongoing efforts to balance frontline workloads, enhanced service delivery models, strategic deployment, and various modernization initiatives.

What This Means for Londoners

- **Emergencies are prioritized first**
- **Urgent and non-urgent needs are better managed**, improving response times across all incident categories
- **Community trust is strengthened** through ongoing commitment to transparency and responsiveness

While challenges remain in balancing high call volumes with available resources, the LPS remains committed to improving service delivery every year, ensuring that when you call, we answer.



WORKFORCE AND
ORGANIZATIONAL DEVELOPMENT

Behind every call answered, every crisis resolved and every community relationship built is a team of professionals committed to public service. At the LPS, we invest in the people who make this work possible through inclusive recruitment, mentorship, rigorous training, and thoughtful organizational leadership.

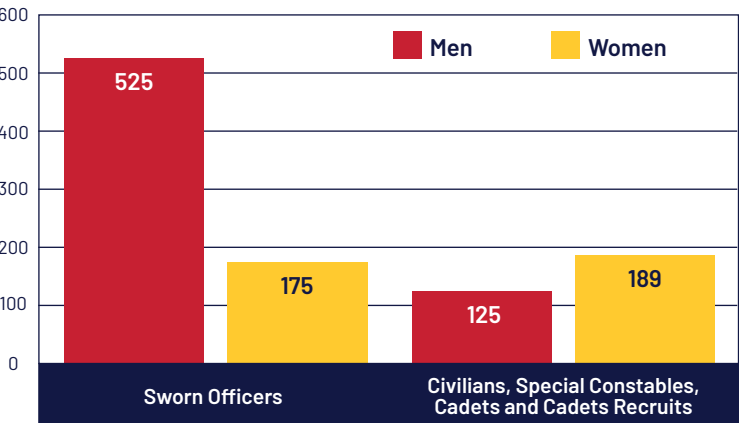
Who We Are: Staffing Snapshot

In 2024, the LPS was made up of **700 sworn officers** and **314 civilians, special constables, cadets and cadet recruits**, all working together to serve a growing and diverse city.

Key Staffing Stats

- 700 total sworn officers
- 314 civilians, special constables, cadets and cadet recruits
- 156 officers per 100,000 population
- 122 new personnel onboarded in 2024

Gender Representation



Sworn Officers:

Men: 75% Women: 25%

Civilians, Special Constables,
Cadets and Cadets Recruits:

Men: 40% Women: 60%

From Executive Leadership to patrol operations and support divisions, our staffing structure reflects both the complexity of modern policing and the teamwork that underpins it.

How We Recruit: Outreach and Engagement

Recruiting future officers is about more than filling positions, it's about building a service that reflects the community it serves.

In 2024, the LPS focused heavily on outreach, inclusion and mentorship

Outreach and Engagement Statistics

- **33 community and recruitment events**
- **240+ mentorship meetings**, with intentional outreach to diverse communities
- **3,708 external applications** received in 2024

These efforts help ensure that applicants not only learn about the profession, but also feel welcomed, understood and supported from their first point of contact.



How We Grow: Officer Training and Development

Training at the LPS is built on a foundation of **professionalism, compassion, and readiness**. In 2024, we expanded officer training to respond to the evolving needs of our community, including crisis situations involving mental health calls, community trauma events, and substance use

Highlights from 2024 Training Initiatives:

- **COAST scenario-based training:** 3-hour sessions simulating mental health crises, de-escalation, and decision-making, delivered in partnership with COAST
- **Substance use response training** (part of the Cell Sergeant course)
- **Trauma-informed practices**, taught at the Ontario Police College (OPC) and Canadian Police College (CPC)

While challenges remain in balancing high call volumes with available resources, the LPS members completed mandatory training including 4,532 hours of pistol training, 1,710 hours of heavy weapon training, 2,348 hours of Conducted Energy Weapon training, and 2,792 hours of Use of Force training, ensuring they are fully equipped to deliver safe and effective policing.

Specialized Training Completions:

- 6 officers completed the **5-day Human Trafficking Course** at OPC
- 3 officers completed the **8-day Human Trafficking Course** at CPC
- 15 officers completed the **8-day Intimate Partner Violence Course** at OPC

In total, 596 officers completed 96 courses at OPC and 37 officers completed 23 courses at CPC, totalling 68,590 hours of enhanced professional development. This balance of technical skill development and human understanding prepares LPS officers to meet complex challenges with confidence and care.

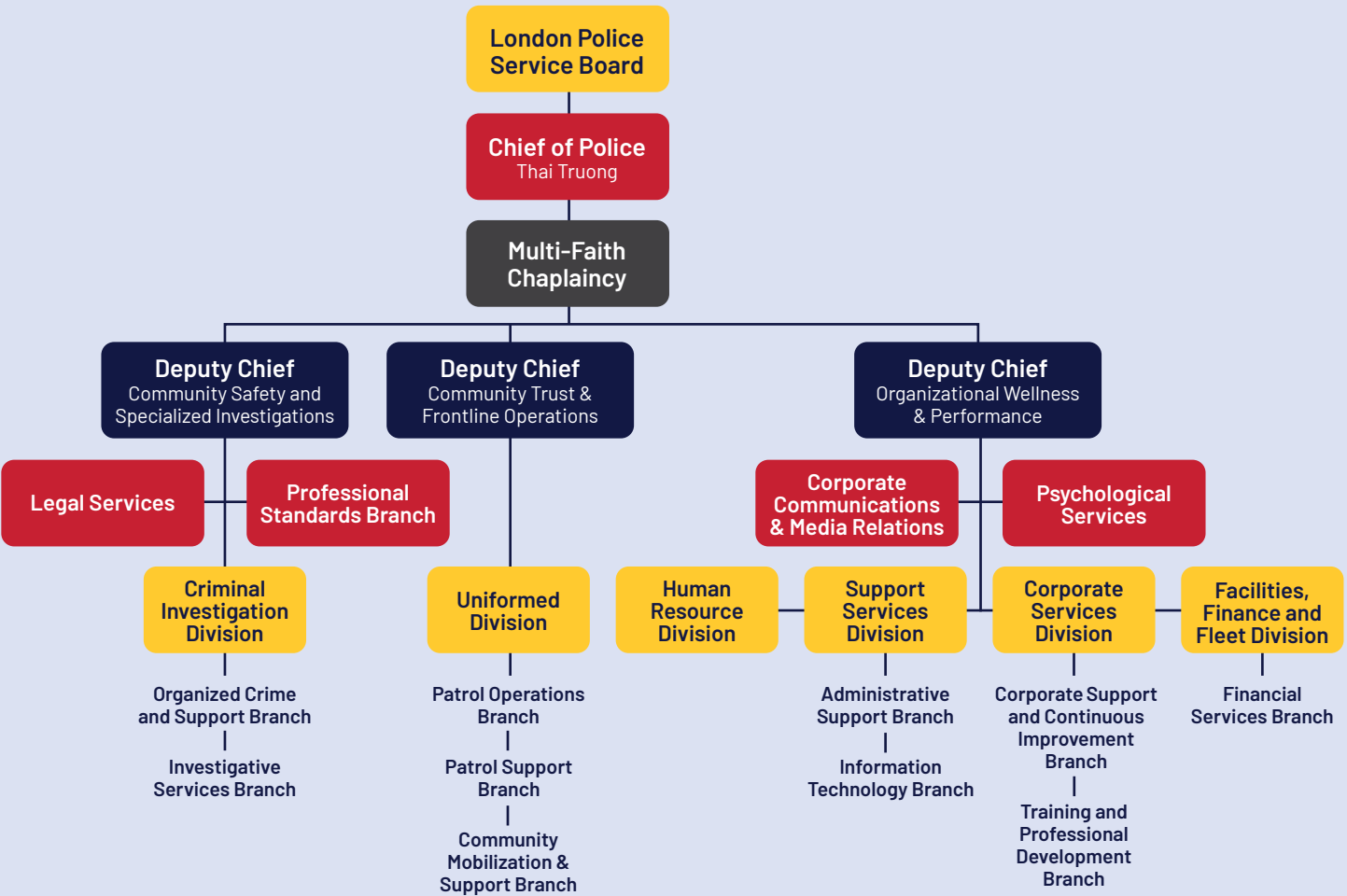
How We are Structured: Organizational Leadership

The LPS is guided by a well-defined organizational structure that supports service excellence across operations, community engagement, training and performance.

The 2024 structure includes:

- Leadership by **Chief Thai Truong**
- **Three Deputy Chief portfolios:**
 1. Community Safety and Specialized Investigations
 2. Community Trust and Frontline Operations
 3. Organizational Wellness and Performance

Each division and branch plays a critical role, from Patrol and Investigative Services to Corporate Communications, Information Technology, Human Resources, and Psychological Services. This framework ensures coordinated leadership, operational efficiency and accountability throughout the service.



SENIOR EXECUTIVE



Chief of Police THAI TRUONG

Thai Truong was appointed London Chief of Police on June 1, 2023. He joins the LPS from York Regional Police Service with more than two decades of policing experience, working in all four branches of York Regional Police: Support, Investigations, Administrative, and Operations.

He has extensive investigative and specialized expertise in leading various units including organized crime and drug enforcement, human trafficking, intimate partner violence, homicide, internet child exploitation and special victims' units.

Chief Truong has a strong foundation in leading complex operations that include policing partners and community stakeholders across different sectors. He is a strong advocate for victims of crime, vulnerable and marginalized populations.

Chief Truong is the only police leader in Canada who has been qualified and recognized by both the Ontario Court of Justice and the Superior Court of Justice as an expert in the areas of drug trafficking, human trafficking and the commercial sexual exploitation of women and girls.

Chief Truong holds a Bachelor of Arts Degree with a Sociology Major from the University of Windsor. He has certificates from York University Schulich School of Business and the University of Toronto Rotman School of Management.



Deputy Chief, Community Safety and Specialized Investigations PAUL BASTIEN

Deputy Chief Paul Bastien began his policing career in 1997, as a member of the Royal Canadian Mounted Police. He joined the LPS in 2001 as a Constable. Over the course of his career, he held leadership roles in the Criminal Investigative Division, Professional Standards Branch, and Human Resources.

He has served on the Executive Committee of the Ontario Homicide Investigators Association and has represented the LPS on management teams overseeing multi-agency joint forces operations in the areas of human trafficking, cannabis enforcement, and provincial weapons enforcement.

He most recently served as Division Commander overseeing teams of sworn and civilian members performing functions related to training and professional development, research and planning, risk management and quality assurance, evidence-based policing, and business analytics.

Deputy Chief Bastien holds an Honours Bachelor of Arts Degree in Criminology from the University of Windsor and a certificate in police leadership from the University of Toronto Rotman School of Management.



Deputy Chief, Community Trust and Frontline Operations
SCOTT GUILFORD

Scott Guilford began his distinguished policing career with the LPS in 1992. For more than 12 years, he served in the Emergency Response Unit in various roles and ranks. It was here that he honed his leadership style, developed critical decision-making skills, and deepened his understanding of risk management under pressure.

Scott has served in numerous areas within the organization, including the Investigative Response Unit, Communications Section, and the Administrative Support Branch. He also held all supervisory ranks within the Patrol Operations Branch, ultimately being promoted to Superintendent of the Uniformed Division. In that role, he oversaw three major branches, Patrol Operations, Patrol Support, and Community Mobilization and Support, with a total complement of over 500 members.

With over 27 years spent in the Uniformed Division, Scott maintains a strong and enduring connection to front-line policing. His hands-on experience, collaborative leadership style, and commitment to positive change all position him exceptionally well for his current role as Deputy Chief of Community Trust and Front-Line Operations.



Deputy Chief, Organizational Wellness & Performance
TREENA MACSWEEN

Deputy Chief Treena MacSween began her policing career in 1998 with Peel Regional Police, later transitioning to Hamilton Police Service in 2001. In April 2024 she was appointed Deputy Chief with the LPS. With over 26 years of experience, she has a diverse leadership portfolio in operations, investigations, and administration.

Her expertise extends to being a Critical Incident Commander and Public Order Unit Commander where she has led many operations for large-scale events, demonstrations, and major incidents within a vibrant city.

A visible and engaged leader, Deputy Chief MacSween emphasizes forging collaborative partnerships to develop and shape community safety strategies. She is committed to improving relationships with the community and is excited to take part in the modernization of the LPS.

Throughout her career, Deputy Chief MacSween has been a staunch advocate for creating inclusive work environments and prioritizing member wellness. Recognizing the importance of maintaining a healthy balance between professional and personal responsibilities, she has consistently championed initiatives aimed at fostering an inclusive and supportive workplace.

Deputy Chief MacSween attended McMaster University where she obtained a Police Studies diploma and is a dean's list graduate from the Law and Security Administration program at Mohawk College.

Outside her professional realm, Deputy Chief MacSween cherishes her role as a mother to two daughters and encourages her girls to dream big and leap far in all aspects of life. Her union with her husband Mike, a firefighter, underscores their family's commitment to public service.

LPS Volunteers

LPS Auxiliary Unit

The LPS Auxiliary Section is a dedicated group of nearly fifty volunteers who collectively contribute over 7,000 hours each year. Working alongside sworn officers, these community members play a vital role in major events, crime prevention, and searches for missing persons.



London Police Pipes and Drums Band

Formed in 1967 as a centennial project by two London police officers, the London Police Pipes and Drums features volunteer members from all walks of life, including current and retired police personnel. The band dedicates countless volunteer hours each year to rehearsals and community events.





POLICE PERFORMANCE AND ACCOUNTABILITY

Accountability is foundational to public trust. At the LPS, we measure our performance not just by statistics, but by progress on strategic goals, responsiveness to community feedback, and our commitment to integrity through professional standards. Here’s how we tracked our efforts in 2024.

Cost of Policing

As part of our commitment to transparency and accountability, the LPS shared detailed financial information on how public funds are used to support safety and service across the city. The 2024 Operating Budget breakdown below reflects both planned expenditures and actual spending, showing how resources are allocated and adjusted in real time to meet operational needs.

Understanding the 2024 Budget

In 2024, the LPS’s total operating expenditures amounted to **179.7 million**, with **165.5 million** representing the net cost of policing after revenues were applied.

The majority of funds, over **92% of actual spending**, supported **personnel costs**, including salaries, benefits and pensions for sworn and civilian members. Policing is fundamentally people-driven and this investment reflects our focus on front-line service delivery.

Other major categories included:

- Purchased services** (e.g., telecommunications, maintenance and professional fees): \$9.9 million
 - Technology Maintenance: Delays in project rollouts resulted in underutilized funds. These amounts will be required in 2025 and beyond
- Materials and supplies** \$5.2 million
- Financial expenses** (e.g. reserve contributions, bank charges): \$9.05 million, includes a year-end surplus. This amount was credited to the Police Service Reserve Fund
- Administrative costs**: \$2.4 million
- Equipment and furniture**: \$839,304

The full table below offers a line-by-line view of budgeted versus actual spending, including percentage breakdowns. Variances reflect the real-world challenges of operating a 24/7 public safety service in a growing city. The LPS remains committed to fiscal responsibility while maintaining high service standards and adapting to evolving community needs.

The Cost of Policing: 2024 Operating Budget

Objects of Expenditure	Budget	Allocation	Actual	% of Actual
Personnel Costs	\$158,169,429	95.55%	\$152,769,518	92.29%
Administrative Expenses	\$2,816,456	1.70%	\$2,400,235	1.45%
Financial Expenses	\$857,029	0.52%	\$9,053,586	5.47%
Purchased Services	\$10,873,165	6.57%	\$9,892,461	5.98%
Materials & Supplies	\$5,172,976	3.13%	\$5,217,732	3.15%
Equipment & Furniture	\$649,203	0.39%	\$839,304	0.51%
Recovered Expenses*	(\$452,798)	-0.27%	(\$452,797)	-0.27%
TOTAL EXPENDITURES/OBJECT	\$178,085,460		\$179,720,039	
TOTAL REVENUE**	(\$12,557,752)	-7.59%	(\$14,192,331)	-8.57%
NET LPS EXPENDITURES	\$165,527,708		\$165,527,708	

*Recovered Expenses: Costs that are offset or shared by the City of London.

**Total Revenue: Includes funds from cost recoveries, grants, secondments, service fees, reserves, and other revenue sources.

Professional Standards and Public Complaints

The LPS takes all complaints seriously. Public complaints help ensure we’re held to a high standard and that we have the structures in place to respond appropriately and fairly. The Professional Standards Branch reviews all public complaints related to officer conduct, policy, or service.

All complaints are reviewed and investigated under the oversight of provincial legislation and independent bodies. Our aim is not just compliance, but fairness, responsiveness, and continuous improvement in how we serve the public.

In 2024, service complaints reported to the LPS Professional Standards Branch decreased from 35 in 2023 to 12. This reduction reflects our focus on improving response times, enhancing community trust, and maintaining high standards of professionalism.

Complaints Received and Investigation Types

CATEGORY	2021	2022	2023	2024
Public Complaint	164	157	180	160
Conduct	131	128	145	148
Service	32	28	35	12
Policy	1	1	0	0
Local Response	135	95	139	75
Investigation by Chief of Police	13	12	17	16
Chief’s Correspondence	0	1	4	1

The Final Disposition of Public Complaints

CATEGORY	2021	2022	2023	2024
Withdrawn	20	17	22	25
Unsuccessful Mediation	1	0	0	0
Unsubstantiated	19	17	19	13
Substantiated - Informal Discipline	1	0	0	0
Screened Out	67	78	101	94
No Procedural Breach Identified	1	0	0	1
Lost Jurisdiction	0	1	0	0
Informal Resolution	16	10	6	9
Corrective Measures Taken	0	5	0	0

Resolution of OIPRD, LECA and Investigations by the
Chief’s Conduct - Allegations for Investigations Completed

DISPOSITION	2021	2022	2023	2024
Customer Service Resolution	0	2	0	0
Formal Discipline (PSA Hearing)	0	2	2	4
Informal Discipline	5	12	2	6
Informal Resolution	24	12	14	13
Lost Jurisdiction	1	1	0	0
Member Resigned	0	3	0	0
Termination	0	0	2	0
Unsubstantiated	45	54	54	45

Community Feedback and Perceptions

Public perception is a critical lens on police performance. In 2024, LPS partnered with **Advanis** as part of the **Police Service National Benchmarks Study**, which helps police services across Canada better understand how their communities view trust, fairness, and performance.

Key 2024 Insights from London Residents

- 76% believe LPS operates with honesty
- 53% say they trust the service overall
- 60% feel they can influence decisions
- 40% have a good opinion of LPS compared to 38% nationally
- 37% feel LPS meets their expectations

These findings help shape how we engage with the public, identify gaps, and adjust our communication and services to improve community confidence and meet evolving expectations.

Strategic Plan Progress

In 2024, the LPS began aligning its operations with the 2024–2027 Strategic Plan set out by the London Police Service Board, which establishes the Board’s vision and direction for the Service. The plan is organized around three core priorities: Our People, Our Community, and Our Work. The plan includes six objectives and more than 350 strategic deliverables aimed at improving police service, public safety, and community engagement.

Year One Highlights

- 227 deliverables completed, including 63 non-recurring projects
- 62 items currently in progress
- 46 deliverables scheduled
- 15 deliverables delayed or on hold (each with documented rationale)

These deliverables are embedded into internal work plans and reviewed regularly by the Senior Executive Team. This structure ensures that progress is not only tracked, but acted on. Our focus remains on doing what we say we will do, with accountability to both our members and the public.



Advancing Digital Evidence

In 2024, the LPS began the phased rollout of its new **Digital Evidence Management System (DEMS)**, laying the foundation for a modern, integrated approach to managing digital evidence. The initial phase focused on implementing the core DEMS platform, which is now operational and supports secure cloud storage, automated retention policies, and audit tracking to ensure the integrity of evidence.

Future phases will expand the system to include additional technologies—such as In-Car Cameras with Automatic License Plate Readers (ALPRs) and Mobile Electronic Notes (eNotes)—which are scheduled for deployment in late 2026 and early 2027.

Once fully implemented, DEMS will support and integrate the following components:

- Body-Worn Cameras (BWCs)
- In-Car Cameras with Automatic License Plate Readers (ALPRs)
- Interview Room Cameras
- Mobile Electronic Notes (eNotes)

By streamlining the way digital evidence is captured, stored, and accessed, DEMS will enhance investigative integrity, promote officer accountability, and strengthen public trust through greater transparency.

Research and Data Utilization Strategy

The LPS **Evidence-Based Policing Unit (EBPU)** is helping move the organization forward through methodical research to guide decisions and actions.

The EBPU focuses on using research and analytics to assess what works, why it works and how to improve. In 2024, the team led several initiatives that are directly improving service delivery and public safety.

Key Approaches Include:

- **Use of the Canadian Crime Severity Index** to identify and respond to high-harm areas and crime trends
- **Mobile data access for frontline officers**, helping guide patrol deployment in real time
- **Offender prioritization strategies** to identify and focus on individuals contributing the most harm in the community
- **Internal research initiatives** that foster a culture of reflection, continuous improvement, and accountability

“Not all crimes cause equal harm. By focusing on what matters most, we can respond more effectively, reduce re-offending and improve safety for everyone.”

Blair Harvey,
Superintendent, Corporate Services Division, London Police Service

This commitment to evidence-based policing reflects the LPS’ belief that community safety is strengthened when actions are guided by insight, not assumption.

MODERNIZING POLICING

At the LPS, modernization isn’t just about adopting new tools, it’s about using innovation to build trust, improve safety and deliver better service. In 2024, the LPS made major advancements in emergency communication, digital evidence handling and data-driven policing.

Next-Generation 911: Advanced Emergency Response

In 2024, the LPS became the **first Single-tier Municipality Public Safety Answering Point in Ontario** to implement **Next-Generation 911 (NG911)**, a major leap forward in public safety communications.

NG911 introduces transformative features that enhance how we respond to emergencies:

- **Precise, real-time location tracking**, accurate down to the square meter — even as a caller moves
- **Infrastructure to support expanded communication options**, such as sending text messages, images, and videos during emergencies

These capabilities mean faster, more accurate response when every second counts.

“NG911 gives us the tools to serve the public more effectively, wherever and however they reach us.”

Alex Krygsman,
Superintendent, Support Services Division, London Police Service



AWARDS AND RECOGNITION

Every day, members of the LPS uphold the values of professionalism, integrity, compassion, courage, and community. While much of their work happens quietly, each year we take time to honour the individuals and teams who go above and beyond, whether through formal awards or heartfelt community recognition. These acknowledgements reflect not only individual excellence, but also the collective spirit of service that defines the LPS.



Police Hero Honour Roll Award

Sergeant Andrew Gough, London Police Service

Sergeant Andrew Gough was named to the 2024 Police Hero Honour Roll, an award that honours police officers and civilian police service employees who have made a significant impact over the past decade. His recognition reflects his leadership in sharing his personal mental health journey and championing support for those affected by Operational Stress Injuries (OSI).

Alongside his service dog, Riggs, Sergeant Gough has helped foster open dialogue among colleagues about mental health and recovery. His experience inspired him to found **Veterans and Everyday Heroes (V-EH!)**, a non-profit organization that supports individuals living with OSIs—particularly by helping them access life-changing service dogs.

Leading Women Leading Girls Award

Detective Constable Cathy Brophy

Detective Constable Cathy Brophy was honoured with the **Leading Women Leading Girls Award** at a ceremony hosted by London West MPP Peggy Sattler. The award recognized her long-standing dedication to supporting survivors of gender-based violence and her work in seeking justice with compassion and care.

Before joining the LPS, Constable Brophy served as a principal at Bonaventure Meadows Public School. Her career in education shaped her deep understanding of the impact of trauma and her drive to support students and community members facing violence. Her role today bridges that same compassion with policing offering informed, trauma-aware support to survivors throughout the legal process.



Civilian Award of Achievement

Sarah Harmer, Crime Analyst

In 2024, the LPS Crime Analyst **Sarah Harmer** received the **Civilian Award of Achievement** from the Ontario Women in Law Enforcement (OWLE) for her groundbreaking work in data-driven policing.

Sarah developed and implemented the **Arc Maps program**, an innovative hotspot mapping tool that gives frontline officers real-time insight into high-crime areas. Her work has empowered patrol teams, reduced crime and harm and drawn interest from law enforcement agencies across Canada and beyond.



"Innovation in public safety isn't just technical—it's about impact. Sarah's work has redefined how officers interact with data and how data influences real-world outcomes in the community."

Treena MacSween,
Deputy Chief, Organizational Wellness and Performance, London Police Service

Community Recognition

Sereena Nahmabin, Miss Indigenous Canada 2024

In July 2024, Sereena Nahmabin was crowned the third runner up of the first-ever **Miss Indigenous Canada** at a national event in Ohsweken, Ontario. A proud representative of her culture and community, Sereena's leadership and advocacy reflect the strength, wisdom and future promise of Indigenous youth in Canada.

The LPS joins the broader London community in celebrating this historic achievement and continues to prioritize strong, respectful relationships with Indigenous partners and leaders across the region.



London Police Service

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