



November 17, 2020

His Worship Mayor Ed Holder:

Re: Protocol London Police Service Business Plan Timelines

On September 17, 2020, the London Police Services Board (LPSB) approved a recommendation, from the Chief of Police, to extend the current London Police Service (LPS) Business Plan an additional two years as a result of the disruptions caused by the current pandemic and, on a permanent basis, to mirror the City of London's four-year budget process.

Extending the current Business Plan by two years will enable more time to focus on initiatives that have been paused due to the pandemic and will permanently align the business planning process with the City's four-year budget process.

Ontario police services are governed by Provincial Adequacy Standards Regulation 3/99 which includes a 'Framework for Business Planning AI-001' (Attachment #2, Appendix D). In accordance with this Regulation, Police Service Boards are required to develop business plans at a minimum, every three years. The LPS Administration consulted with the Ministry of Community Safety and Correctional Services, Policing Services Division Liaison for Zone 6, and were advised that the proposed extension of the current Business Plan and realignment with the City's four-year budget process, as presented and approved by the Board, is consistent with the parameters set forth in legislation.

Furthermore, the *Community Safety and Policing Act*, which has been approved, but is not yet in force, contains a Police Service Board's Strategic Plan requirements, and notes that a Board is required to prepare a Strategic Plan (replacing the term Business Plan), every four years. It is anticipated that the new *Act* prior to the extension of the current Business Plan. The move to a four-year Business Plan will be consistent with the provisions in the *Act*, and provide alignment with the City's four-year budget process.

The London Police Services Board is required, as noted in Ontario Regulation 3/99, to enter into a protocol with municipal council that addresses "*the dates by which the business plan and annual report shall be provided to municipal council... and the dates by which the business plan and report must be made public*". Therefore, the new Business Plan model and timelines will require updating the protocol between the LPSB and Council.

We respectfully request City Council's approval of the attached protocol which will rescind and replace the existing protocol and ensure compliance with the Regulation.

Yours truly,



Dr. Javeed Sukhera
Chair, London Police Services Board



Stephen Williams
Chief of Police

Attachments:

1. Current protocol
2. Proposed protocol
3. LPS Board Report #20-66 - Proposal to Extend the LPS Business Plan
4. Minutes LPSB Meeting September 17, 2020 (public session)

**PROTOCOL BETWEEN
THE LONDON POLICE SERVICES BOARD
AND
THE MUNICIPAL COUNCIL OF THE CITY OF LONDON**

The London Police Services Board (the Board) and the Municipal Council of the City of London (Municipal Council), agree upon the following protocol for the communication of the London Police Services Business Plan and Annual Report.


- (a) the Business Plan is to be written every three years and provided to Municipal Council by July 1st of the year in which it is prepared;
- (b) the Board shall make the Business Plan available to the public by August 1st of the year in which it is prepared;
- (c) the Board shall invite members of the Municipal Council to participate in the consultation process for the development of the Business Plan;
- (d) the London Police Service Annual Report shall be provided to Municipal Council by July 1st.

Dated this 16TH day of AUGUST, 2000

Municipal Council of the City of
London:

The London Police Services
Board:

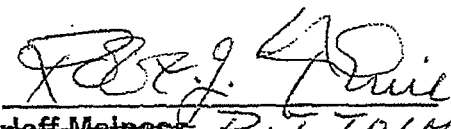
per:


Dianne Haskett
Mayor

per:


A.J. Belecky
Chair

per:


Jeff Malpass
DEPUTY City Clerk

R. J. TOLMIE

PROTOCOL BETWEEN
THE LONDON POLICE SERVICES BOARD
AND
THE MUNICIPAL COUNCIL OF THE CITY OF LONDON

The London Police Services Board (the Board) and the Municipal Council of the City of London (Municipal Council), agree upon the following protocol for the communication of the London Police Service Strategic/Business Plan and Annual Report.

- (a) The Strategic/Business Plan is to be written every four years¹ to align with the City's four-year multi-budget process and the Plan will be provided to Municipal Council by July 1st of the year in which it is prepared;
- (b) The Board shall make the Strategic/Business Plan available to the public by August 1st of the year in which it is prepared;
- (c) The Board shall invite members of the Municipal Council to participate in the engagement process for the development of the Strategic/Business Plan;
- (d) The London Police Service Annual Report shall be provided to Municipal Council by July 1st.

Municipal Council of the City of London

Per: _____

Ed Holder, Mayor

Date: _____

The London Police Services Board

Per:  _____

Dr. Javeed Sukhera, Chair

Date: Nov. 24, 2020

¹ An exception to the four-year requirement for the Plan to be written every four years has been granted for the 2019 to 2021 London Police Service Business Plan to be extended from a three-year plan to a five-year plan (2019 to 2023). This extension will enable alignment with the City's four-year multi-budget process.

LONDON POLICE SERVICES BOARD



“Deeds Not Words”

Report #: 20-66

To: Chair and Members of the London Police Services Board

Date: September 17, 2020

Subject: Proposal to Extend the London Police Service (LPS) Business Plan

Board Action:

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

Synopsis:

These are unprecedented times whereby ‘business is not operating as usual’ municipally, provincially, nationally, or globally. Our governments have cancelled or altered much of their normal business operations as a result of the global COVID-19 Pandemic. The Ontario Declaration of Emergency was enacted earlier this year, making it possible for the government to suspend certain municipal planning decision timelines during the State of Emergency.¹ Following the onset of the Pandemic and the State of Emergency, the Ministry of the Solicitor General requested police services to submit recommendations in terms of concessions or extensions to current legislation.²

There are numerous cases whereby exceptions are being made in terms of mandates and timelines not only provincially but also locally. For example, the City of London’s 2020 Financial Information Return, the 2020 London Citizen’s Satisfaction Survey, and London’s Community Safety and Well-being Plan have all been delayed resulting in deviance from their traditional or mandated timelines.

The onset of the Pandemic has also impacted LPS operational/administrative processes resulting in significant delays to the business planning process. The current LPS Business Plan “Vision for a Safer London” is a three-year plan (2019 to 2021) which was prepared in accordance with municipal and provincial legislation:

- Provincial Adequacy Standards for Police Services AI-001 (refer to Appendix D)
- The City of London Protocol (refer to Appendix B)
- LPSB Policy # 061 (refer to Appendix C)

¹ Ontario Provincial Media Release: Ontario Extends Declaration of Emergency to Continue the Fight Against COVID-19 <https://news.ontario.ca/opo/en/2020/04/ontario-extends-declaration-of-emergency-to-continue-the-fight-against-covid-19.html>

² March 21, 2020: OACP Correspondence sent on behalf of the Ministry of the Solicitor General to All Chiefs of Police Re: Recommendations to Ministry of the Solicitor General, Emergency Orders/Directives Powers

In order to be compliant with the protocol/policy's prescribed timelines, a new Business Plan is required to be developed for 2022 to 2024. An extensive environmental scan would ordinarily be conducted this fall, which would allow time to develop and provide the new Business Plan to Municipal Council by July 1st, 2021 in accordance with established City/Board timelines (see Appendix B).

However, the emergence of the Pandemic has had immediate impacts on the planning process resulting in significant delays as identified in Appendix A (Business Plan Timelines and Pandemic Impacts).

In light of these delays and unknown downstream and temporal Pandemic restrictions, three options are being presented to the Board for consideration towards the Business Plan development process.

Option A: Extend Current Business Plan by One Year

Option B: Extend Current Business Plan by Two Years

Option C: Mirror the City of London's Four-year Multi-year Budget as a Permanent Business Plan Model

Background:

In 2000, the Provincial Adequacy Standards Regulation for Police Services was introduced, which included a Framework for Business Planning AI-001 (refer to Appendix D). In accordance with this Regulation, police service boards are required to develop business plans at a minimum, every three years. The Regulation also requires police service boards to enter into a protocol with its municipal council that sets out the date by which the business plan will be provided to the municipal council and the responsibility for making the plan public.

Subsequently, a protocol was signed between the City of London Municipal Council and the LPSB whereby both parties agreed that the Business Plan shall be provided to Municipal Council by July 1st and to the public by August 1st in the year that the plan is written (refer to Appendix B).

The 2019 to 2021 Business Plan is the Board's seventh Plan that has been prepared since the introduction of the Provincial Adequacy Standards. Preparation for the current Plan began with an extensive environmental scan in the fall of 2017 which was informed by a number of processes including public consultations/surveys, the City of London's Strategic Plan, relevant legislation, a review of the 2016-2018 Business Plan, National, Provincial and local trends as well as internal consultations with LPS members. Input and feedback were received from residents, businesses, school boards, diverse community partners and stakeholders, city councillors, LPS members, and Board members. The 2019 to 2021 Business Plan outlines the LPS Vision for a Safer London through three strategic priorities: Community Safety, Community Well-Being and Organizational Capacity. Approved in June 2018, the plan was intended to guide the LPS over a three-year period.

The planning process for the next Business Plan (2022-2024) would ordinarily have been well underway by now, having been scheduled to begin this past spring. The unforeseen global Covid-19 Pandemic and subsequent priorities have impacted not only the LPS planning timelines but also the public. The public has been impacted with a heightened anxiety and a focus on other priorities which may affect their level of availability and their perceptions during the consultation process. The public's level of engagement/input, particularly from marginalized communities, is a critical element of the environmental scan.

Another consideration is the lack of available publications/data for comparison/trend analysis. The following are some examples of the external resources that traditionally form an essential component of the environmental scan:

- Statistics Canada publications (crime statistics, police expense/staffing data) – release dates *postponed*
- London's Community Safety and Well-being Plan – *postponed* from 2020 to 2021 or later
Province has extended deadline for the development of the Community Safety and Well Being Plan. City of London's timelines *delayed* and anticipated to be completed by end of 2021.
- The City of London's 2020 Financial Information Return – *postponed*

- 2020 London Citizen's Satisfaction Survey (initially scheduled Spring 2020) - *postponed*
- Municipal Benchmarking Network of Canada – 2019 data release dates *postponed*

Given the uncertainty regarding how long the Pandemic restrictions will continue along with the Pandemic being a priority for potential participants, and the bias this could introduce to the consultation feedback, consideration needs to be given to the risk of skewed data, balancing quality and depth of data collection, compromising inclusiveness/level of public engagement/diverse representation, and the likelihood of achieving the current business plan's objectives.

Options:

The onset of the global COVID-19 Pandemic had immediate impacts on the expected planning process resulting in all of the process steps being placed on hold with the exception of the Internal Needs Survey which was conducted during 2019 (refer to Appendix A for timeline/details).

In light of the current Pandemic restrictions, anticipated resurgence, or second wave, three options for jointly developing the Board's next Business Plan are presented to the Board for discussion and endorsement.

➤ Option A: Extend Current Business Plan by One Year

Extending the current business plan by one year (2019 to 2022) would allow more time to focus on some of the initiatives within the current business plan that have been put on hold as a result of the Pandemic. An extension will also enable the development and embedding of anti-racism initiatives into the existing Business Plan. Most importantly, it is anticipated that an extension into the post Pandemic period would provide the time required to facilitate a more 'all-inclusive' engagement during the consultation process resulting in the development of a more 'all-inclusive' plan. One disadvantage of only extending the plan by one year is the anticipated second wave or resurgence that might be severe and prolonged. Should there be a second wave or resurgence, further emergency actions can be expected which further impede the development of the Business Plan.

➤ Option B: Extend Current Business Plan by Two Years

Extending the current business plan by two years (2019 to 2023) would harness all of the benefits identified in Option A, in addition to paving the way for the next plan to align with the City's four-year multi-budget platform. Another advantage is the potential to presently align with the City of London's Strategic Plan. The City's current Plan is a five-year plan (2019 to 2023). Furthermore, extending the plan by two years would reduce the risk of the development of the plan being impeded by a potential second wave or resurgence.

➤ Option C: Mirror the City of London's Four-year Multi-year Budget Process as a Permanent Business Plan Model

Extending the current business plan by two years (2019 to 2023) and mirroring the City of London's four-year multi-budget process as a permanent business plan model for the future would harness all of the benefits identified in Option B in addition to permanently aligning with the City's four-year multi-budget platform. Ideally, the planning and budget process should be working together within the same timeliness since they are closely tied and dependent on one another. The difference in timelines between the current three-year Business Plan and a four-year multi-budget is problematic because of the misalignment. Unless Option C is adopted, these processes will continue to be misaligned.

Legislative Implications:

Ontario police services are governed by Provincial Adequacy Standards Regulation which includes a 'Framework for Business Planning AI-001'. In accordance with this Regulation, police service boards are required to develop business plans at a minimum, every three years.

In light of the timeline/issues identified in the foregoing, the LPS Administration reached out to consult with Ministry of Community Safety and Correctional Services, Policing Services Division Liaison for Zone 6,³ David Tilley. Mr. Tilley advised the “Ministry’s view is that the language contained within Adequacy standards provides sufficient flexibility for a Business Plan to be delayed or extended. As long as the Board is informed and is supportive, the Ministry’s position is that the Business Plan can be extended or delayed.”

As a note of interest, other police services have already extended their Business Plans beyond three years, while others have delayed, or are considering delaying, their business plan process.

Conclusion:

While all three options provide a viable solution, the preferred and recommended option is ‘C Mirror the City of London’s Four-year Multi-year Budget Process as a Permanent Business Plan Model’. This option would provide the added benefit of aligning the Business Plan with the City’s four-year multi-budget on a permanent basis. The difference in timelines between a three-year Business Plan and a four-year multi-budget is challenging because of the misalignment. Option C presents an opportunity to align these two important processes leading to mutually beneficial outcomes for both (e.g., enhanced budget forecasts).

Financial Implications:

Costs associated with developing and implementing our next Business Plan were included in the 2020 Operating Budget. Pending approval of the recommended action, budgeted expenses may need to be re-allocated in future years in accordance with the applicable timelines. Within the existing misalignment of timelines, it is challenging to incorporate accurate budget forecasting beyond the shelf-life of the current three-year Business Plan.

Recommendation:

1. That the Board approve Option C: Mirror the City of London’s Four-year Multi-year Budget Process as a Permanent Business Plan Model.

PREPARED BY: Joan Atchison, Planning and Research Unit, Researcher Planner Analyst

SUBMITTED BY: Stu Betts, Deputy Chief - Administration

Attachments: Appendix A – Business Plan Timelines and Pandemic Impacts
Appendix B – Business Plan Protocols
Appendix C – London Police Service Board Policy
Appendix D – Ministry Policing Standards

³ August 12, 2020 consultation by telephone: Ministry Liaison David Tilley, Ontario Association of Chiefs of Police, Zone 6 and Inspector Tom Allen, London Police Service

APPENDIX A: - BUSINESS PLAN TIMELINES AND PANDEMIC IMPACTS

Step #	Date	Development of Current Business Plan	Development of New Business Plan Pandemic Impacts and Challenges
1	Mar. 2017	<p>Internal Needs Survey Report</p> <p>Report completed for review by the Senior Executive.</p>	<p>Internal Needs Survey Report</p> <p>Completed February 2020 (not impacted by the Pandemic)</p>
2	May 2017	<p>Approval of Public Needs Survey</p> <p>Receive approval for draft Public Needs Survey and determine dates for Fall Community Consultations (based on availability of Chief, Deputy Chiefs, Inspector, CPB, Research Planner Analyst, and Executive Assistant to the Chief). Also determine dates for separate consultations held with the Boards of Education, Neighbourhood and Business Associations, and Chamber of Commerce.</p> <p>Schedule Dates for the Fall Consultations</p>	<p>Public Needs Survey Approval</p> <p>4 months behind due to LPS Pandemic priorities. To be conducted by 3rd party. Questionnaire in only draft stage. – An estimated time of 3 months needed for new process (3rd Party), to finalize questionnaire/receive approval, determine specs/methodology, acquire 3rd party quotes, finalize contract. An additional estimated time of 2 months will be needed for 3rd party to conduct survey/compile results and for LPS review and analysis. (Total 5 months estimated time required for new 3rd party survey)</p> <p>Schedule Dates/Locations for Community Consultations</p> <p>4 months behind due to LPS Pandemic priorities. In light of the emerging politically sensitive environment, we will need more time (not less) to ensure that all of our diverse communities are included in the process and to feel that they have been given enough opportunity to participate. Traditionally, it would take approximately 1 month to perform the task of scheduling dates/locations. Considering the current environment (Pandemic, diverse groups, accommodations/interpreters for hard of hearing), it may require 1 to 2 months to schedule dates/locations for the 3 community consultations.</p> <p>Schedule Dates/Locations for Boards of Education, Neighbourhood and Business Associations, and the Chamber of Commerce</p> <p>4 months behind due to LPS Pandemic priorities. Not only behind schedule, but additional challenges presented in terms of availability of counterparts/liaisons to facilitate consultation dates/locations/format. Traditionally, it would take a month for the task of scheduling dates/locations for these specific agencies. Considering the current environment and other operational priorities for our stakeholders' leadership, it is likely to take at least two months to organize (if it is even possible). Some of these agencies likely will not be available this fall.</p> <p>Example - Boards of Education Consultations: Directors/Superintendents unlikely to be available due to their own Pandemic priorities and challenges.</p>

Step #	Date	Development of Current Business Plan	Development of New Business Plan Pandemic Impacts and Challenges
3	June 2017	<p>Invitations to Fall Community Consultations (LPSB, Council, MPs, MPPs)</p> <p>Email invitations for the Fall Community Consultations to the LPSB members, City Council, MPs, MPPs (request RSVP).</p>	<p>Invitations to Fall Community Consultations</p> <p>3 months behind in sending invitations to LPSB members and City Council members due to LPS Pandemic Priorities. Historically, these are sent out prior to July to ensure availability (request RSVP). MPs and MPPs – 3 months behind in sending letter invitations to each MP and MPP with consultation dates (request RSVP). The time required to send invitations will depend on how quickly consultation dates/locations can be arranged/confirmed (step 2) and invitation letters approved/signed by Chief/LPSB. If promotional flyers are included as part of the strategy (step 4), the estimated earliest time that the invitations could be sent out would be 3 months from now. The task of sending out invitations (preparations/approvals) only takes a few weeks. The issue is how long it takes for the preceding requirement of the dates/locations to be confirmed (step 2).</p>
4	June to July 2017	<p>Promotional Flyers</p> <p>Promotional Flyers - Flyers with Community Consultation Dates approved by Senior Executive and LPSB</p> <p>Community Group Database</p> <p>- Print requisition to City Hall for printing of 133,000 flyers – due to volume, the printing process is spread out over several months. - Arrangements made with LFP to schedule deliveries of 133,000 flyers to subscribers and non-subscribers during October Community Group Database - compile 300+ community group database. Update existing database to include current contact information</p>	<p>Promotional Flyers</p> <p>2 months behind in approvals and printing arrangements for City Hall due to LPS Pandemic priorities. Missed the summer window of opportunity to print over several months due to high volume of 133,000+ flyers. Cannot move forward with printing or distribution arrangements by LFP until community consultation dates are confirmed. The task of arranging for the flyers traditionally takes one month. The issue is how long it takes for the preceding requirement of the dates/locations to be confirmed (step 2).</p> <p>Community Group Database</p> <p>2 months behind due to LPS Pandemic priorities. Compilation process involves several draft stages and dissemination to Division commanders and LPSB to ensure the database is all inclusive with current primary contact info/email address. Previous database included 362 community groups. Anticipate that list will be expanded substantially. The task of compilation/updating traditionally required 2 months. It is likely to take 3 months to ensure comprehensive list includes all of the diverse and special interest groups.</p>
5	Sept. 2017	<p>LPSB Presentation</p> <p>10 min. presentation on the Business Plan Process/timelines at the LPSB meeting (public session) postponed</p>	<p>LPSB Presentation</p> <p>Historically, the Business Plan/timelines are presented during the September public session of the LPSB for educational/promotional purposes to Board members and the public. Uncertain if able to be on this year's September agenda (agenda booked with other presentations).</p>

Step #	Date	Development of Current Business Plan	Development of New Business Plan Pandemic Impacts and Challenges
6	Sept./ Oct. 2017	<p>Promote Community Consultations Public Needs Survey Distribution</p> <p>Distribute promotional flyers to households via LFP.</p> <p>Email invitations to 300+ Community Groups, MPs, MPPs, and Media Reps. Media blast to public inviting all citizens (e.g., LPS website, Facebook, twitter, radio/TV/newspaper interviews)</p> <p>Public Needs Survey - Survey mail out of 5,000 surveys to randomly selected households. Increased from 4,000 to 5,000 surveys to compensate for declining participation rates. Mail-out hard copy preferred to online survey. Niagara Regional Police conducted an on-line public survey which resulted in controversy at the Board level due to integrity issues (e.g., not a random sampling, repeat participants).</p>	<p>Promotional Flyers</p> <p>distribution unlikely to occur within timelines required due to delays (refer to Step 4) unless City Hall has availability printing or arrangements are made with another printing source at a substantially higher cost for 133,000+ flyers.</p> <p>Invitations to Community Groups</p> <p>Pending consultation dates, timelines likely tight to give enough advance notice/invitations to community groups due to delays in database preparation (refer to Step 4). If not enough notice is provided, participation levels may be compromised.</p> <p>Public Needs Survey</p> <p>Timelines are tight but possible if requirements are expedited (refer to step 2). <i>An important consideration is that the results may be skewed due to the Pandemic and current events (Black Lives Matter, Defund the Police). The results of the survey may be over-reactionary and reflective of these events, rather than an overall perspective of our service delivery and priorities which would impact our comparative metrics/benchmarking and determining future direction for the new Business Plan.</i></p>
7	Sept./ Oct. 2017	<p>Meeting with Boards of Education</p> <p>Separate consultations held with each Board (LCDSB and TVDSB) at their board offices.</p>	<p>Consultations Held with each Board (LCDSB and TVDSB)</p> <p>Due to pandemic impacts and delays described in Step 2, there is uncertainty that these consultations could occur this year. Considering not only the current Pandemic situation but also a potential 2nd wave coupled with the time constraints and availability of the Board representatives.</p>

Step #	Date	Development of Current Business Plan		Development of New Business Plan Pandemic Impacts and Challenges
8	Oct. 2017	Community Consultations	3 community consultations to be held at LPS HQ - First date (1 pm and 7 pm) - Second date (7 pm)	Community Consultations Held In addition to the impacts and delays described in Steps 2, 3, and 4, more time will be needed to determine how these consultations would occur. Traditionally the task required 6 months (schedule dates/locations, invitations/promotions). Considering the current environment/pandemic challenges, the task may require 8 months to complete the process. The consultations could be held as a hybrid with option to attend in person or virtual. In person would present logistical challenges as a result of the current Pandemic restrictions (physical distancing, max. numbers) and possible further restrictions. Arrangements would be required months in advance for either format for sign language interpreters as in the past. <i>Similar to the Public Needs Survey, an important consideration is that the feedback may be skewed due to the Pandemic and current events (Black Lives Matter, Defund the Police). The feedback may be over-reactionary and reflective of these events, rather than an overall perspective of our service delivery and priorities which would impact the results of our environmental scan in determining the priority strategies for the new Business Plan.</i>
9	Oct. 2017	Neighbour and Business Associations	Consultation to be held at LPS HQ with representatives from various associations (e.g., Mainstreet, Old East Village Assoc.)	Consultation held with Neighbourhood and Business Associations Due to pandemic impacts and delays described in Step 2, there is uncertainty that these consultations could occur this year. Considering not only the current Pandemic situation but also a potential 2nd wave coupled with the time constraints/availability of the association representatives.
10	Oct./ Nov. 2017	Chamber of Commerce	Consultation held at the Chamber of Commerce office at one of their monthly meetings.	Consultation held with Chamber of Commerce Due to pandemic impacts and delays described in Step 2, there is uncertainty that these consultations could occur this year. Considering not only the current Pandemic situation but also a potential 2 nd wave coupled with the time constraints/availability for the Chamber of Commerce representatives.
11	Jan. 31, 2018	Public Needs Survey Results	Results of Public Needs Survey and final report available for review.	Public Needs Survey Results Timeline is possible with 3 rd party contract.

Step #	Date	Development of Current Business Plan	Development of New Business Plan Pandemic Impacts and Challenges
12	Feb. 2018	Environmental Scan Develop a comprehensive internal/external summary (environmental scan).	Environmental Scan Due to pandemic impacts, some resources are currently not available to form part of the environmental scan. Data sources including Statistics Canada (crime statistics and police admin. Data), MBNC, Municipal FIRs have been delayed or placed on hold. These data sources provide the basis for agency comparators and trend analysis (e.g., costs per capita, crime rates, staffing ratios) which form part of the environmental scan. For example: <ul style="list-style-type: none"> - Statistics Canada traditionally collects police administrative data in May. This data collection process has been placed on hold due to the Pandemic. - Statistics Canada Police Resources in Canada, 2019 was scheduled for release in May 2020 but has since been put on hold due to the Pandemic. - Statistics Canada was scheduled to release 2019 Crime Statistics and Severity Index in July 2020 but has since rescheduled to September 30 or later due to the Pandemic - Municipal Benchmarking of Canada (MBNC) data collection process has been delayed due to the data delays from Statistics Canada (Pandemic Impacts). Also, some municipalities, including the City of London, will not be submitting data to the MBNC during 2020 due to the Pandemic. - Municipal Financial Information Returns (FIRs) have been delayed by some municipalities including the City of London due to the Pandemic. The FIRs provide source data for agency financial comparisons and are part of the MBNC collection data collection process. Traditionally, City of London has their FIR prepared by June. No notice of when the City of London FIR will be available.

Continued

Step #	Date	Development of Current Business Plan	Development of New Business Plan Pandemic Impacts and Challenges
13	Feb. 2018	Draft Goals/ Strategic Priorities	Review internal/external summary (environmental scan) and draft goals.
14	Feb. 2018	Senior Officer Survey/ Feedback	Distribute surveys to Senior Officers to further develop objectives, action plans, and performance indicators and develop draft business plan (Expected deadline for completion of survey by Senior Officers is 1 month from receipt of submission document)
15	Feb. 2018	Web enablement of the final publication (new process)	Development of Corporate Communications and Media Relations requirements and timelines
16	Mar. 2018	Chiefs' Review of Draft Business Plan	Meetings to be held with the Chief, Deputy Chiefs to review draft business plan
17	Apr. 2018	LPSB Review of Draft Business Plan	Meeting held with the LPSB, Chief, Deputy Chiefs to review the draft business plan (in camera – LPSB April 13 th meeting)
18	May 2018	LPSB Review of Draft Business Plan	Meeting held with the LPSB, Chief, Deputy Chiefs to review the draft business plan (in camera – LPSB May 17 th meeting)
19	June 2018	Finalize Business Plan	Presented (public session – LPSB June 21 st meeting)
20	July 1 st , 2018	Public release of Business Plan	Approved Business Plan to be provided to Councillors and posted to the LPS website for public access

All of these steps (steps 13 – 20) are impacted by the delays identified in the foregoing making it unlikely to be able to develop a Business Plan within the required timelines.

An important consideration is that even if the timelines were achieved, the goals and objectives developed for the Business Plan may be skewed due to the Pandemic and current event (Back Lives Matter, Defund the Police) impact on the environmental scan.

APPENDIX B: - BUSINESS PLAN PROTOCOL

PROTOCOL BETWEEN THE LONDON POLICE SERVICES BOARD AND THE MUNICIPAL COUNCIL OF THE CITY OF LONDON

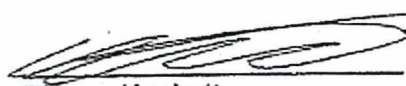
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- (c) the Board shall invite members of the Municipal Council to participate in the consultation process for the development of the Business Plan;
- (d) the London Police Service Annual Report shall be provided to Municipal Council by July 1st.


Dated this 16TH day of AUGUST, 2000

Municipal Council of the City of
London:

per:

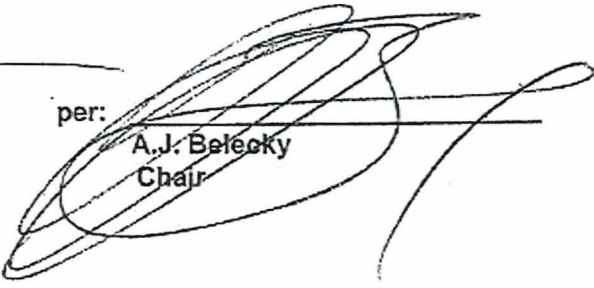

Dianne Haskett
Mayor

per:


~~Jeff Malpass~~ R.F. TOLMIE
DEPUTY City Clerk

The London Police Services
Board:

per:


A.J. Belecky
Chair

APPENDIX C: LONDON POLICE SERVICES BOARD POLICY

BOARD POLICY #: LPSB: 061

London Police Services Board Policy Title:	London Police Service Procedure: Protocol Between LPSB and City of London
Business Plan Communication Protocol	Approved: July 27, 2000

1. Policy:

It is the policy of the London Police Services Board that, the Board, in consultation with the Chief of Police, shall enter into a protocol with Municipal Council, for the communication, to Municipal Council, of the Business Plan and Annual Report. The protocol shall indicate that:

- a) the Business Plan is to be written every three years and provided to Municipal Council by July 1st of the year in which it is prepared;
- b) the Board shall make the Business Plan available to the public by August 1st of the year in which it is prepared;
- c) the Board shall invite members of the Municipal Council to participate in the consultation process for the development of the Business Plan; and
- d) the London Police Service Annual Report shall be provided to Municipal Council by July 1st.

The Chief of Police shall prepare a report to the Board, on an annual basis, as to the compliance of the London Police Service with the objectives and performance indicators contained within the Business Plan. This report shall be delivered to the Board by July 1st each year.

2. Reference(s):

- a) Adequacy Standards Guideline: **AI - 001**

Legislative/Regulatory Requirements

Policing Standards Manual (2000)

**Framework for
Business Planning**

February 2000

AI-001

Section 30(1) of the Adequacy Standards Regulation requires a police service board to prepare, at least once every three years, a business plan that addresses:

- the objectives, core business and functions of the police service, including how it will provide adequate and effective police services;
- quantitative and qualitative performance objectives and indicators relating to:
 - the police service's provision of community-based crime prevention initiatives, community patrol and criminal investigation services;
 - community satisfaction with police services;
 - emergency calls for service;
 - violent crime and clearance rates for violent crime;
 - property crime and clearance rates for property crime;
 - youth crime and clearance rates for youth crime;
 - police assistance to victims of crime and re-victimization rates; and
 - road safety;
- information technology;
- police facilities; and
- resource planning.

In addition, section 32(1) requires a board to enter into a protocol with municipal council that sets out the dates by which the business plan should be provided to municipal council, the responsibility for making it public, and if municipal council chooses, jointly determining and participating in the consultation processes for the development of the business plan.

Furthermore, section 32(2) requires a board to consult with its municipal council, school boards, community organizations and groups, businesses and members of the public during the development of the business plan.

Sample Board Policy

Board Policy # _____

It is the policy of the _____ Police Services Board with respect to business planning that:

- Consultation** 1. This Board, in partnership with the Chief of Police, will prepare a strategy for the development of the business plan, consistent with the requirements of the Adequacy Standards Regulation (including the protocol with municipal council), that will include consultation on:
- an environmental scan of the community that highlights crime, calls for service and public disorder trends within the community;
 - the results achieved by the police service in relation to the business plan currently in effect;
 - a summary of the workload assessments and service delivery evaluations undertaken during the existing business plan cycle;
 - the board's proposals with respect to the police service's objectives, core business and functions, and performance objectives and indicators for the eight functions set out in the Adequacy Standards Regulation; and
 - the estimated cost of delivering adequate and effective police services to meet the needs identified in the draft business plan.
- Performance Objectives** 2. This Board, in partnership with the Chief of Police, will consider when developing the performance objectives, factors such as:
- the police service's existing and/or previous performance, and estimated costs;
 - crime, calls for service and public disorder analysis and trends, and other social, demographic and economic factors that may impact on the community;
 - the type of performance objectives, indicators and results being used/achieved in other similar/comparable jurisdictions;
 - the availability of measurements for assessing the success in achieving the performance objectives; and
 - community expectations, derived from the consultation process, community satisfaction surveys, and victimization surveys.
3. The business plan will include the estimated cost projections for implementing the business plan for each year that the plan covers.
- Information Technology** 4. This Board, in partnership with the Chief of Police, will include in the business plan an information technology plan that:
- is based on an evaluation of the police service's information technology needs, including its capacity to electronically share information with other agencies, organizations and community groups;
 - requires the periodic review of key business processes, practices and related technology to identify possible changes that may reduce the administrative workload of front-line officers; and
 - addresses information technology acquisition, updating, replacement and training.

**Police
Facilities**

5. This Board, in partnership with the Chief of Police, will include in the business plan a police facilities plan that, at minimum, ensures that the police service maintains one or more police facilities that are accessible to the public during normal working hours, and that during all other hours public telecommunications access to a communications centre.
6. The Chief of Police should review and report back to the board, at least once every business cycle, on whether:
 - a) all police facilities:
 - i) meet or exceed provincial building and fire codes;
 - ii) have sufficient space for the efficient organization of offices and equipment;
 - iii) be adequately heated, ventilated, illuminated and, where appropriate and practical, air conditioned, when in use;
 - iv) have lockers, separate change area, if members are required to change at the workplace, and washroom facilities, and where appropriate and practical, shower facilities; and
 - v) have appropriate security measures and communications;
 - b) members of the police service have available:
 - i) appropriate and secure working, records and equipment storage space; and
 - ii) separate or private areas for interviewing purposes; and
 - c) the police service's lock-up facilities meet the following requirements:
 - i) the minimum cell size is 7' x 4'6" x 7' high;
 - ii) fire extinguishers are secure and readily available in the lock-up area, but out of reach of the person in custody;
 - iii) smoke and heat detectors are installed in the lock-up area;
 - iv) toilet facilities are provided in each lock-up;
 - v) no unsafe conditions exist, including means of attaching ligatures;
 - vi) first aid equipment, including airway devices for mouth to mouth resuscitation, are readily available;
 - vii) lock-ups are separate from public view;
 - viii) confidential interviews with legal counsel can be accommodated;
 - ix) a proper area for prisoner processing is provided;
 - x) cell keys are in a secure location and master or duplicate keys are readily available;
 - xi) the area where prisoners are processed and/or searched is well illuminated, secure and has no hazardous conditions present;
 - xii) compliant with the police service's policy and procedures with respect to communicable diseases; and
 - xiii) a means of constantly communicating with the main desk area and/or the communications centre is available.
7. Where it is determined that the police facilities do not meet the requirements in 4(a), (b) and (c), the Chief of Police should prepare a plan for the Board that sets out options and costs in order to meet the requirements.

**Resource
Planning**

8. The Chief of Police will:
 - a) implement a resource planning methodology that is either automated or manual, and which takes into account the business plan and existing demands for service; and
 - b) at least once every business cycle, undertake and report back on workload assessments and service delivery evaluations for the following areas:

- i) crime prevention;
- ii) law enforcement, including separate assessments and evaluations for the service's community patrol, communications and dispatch, crime analysis, criminal intelligence, criminal investigation and investigative supports functions;
- iii) providing assistance to victims;
- iv) public order maintenance; and
- v) emergency response services for the six functions identified in sections 21(1) and 22 of the Adequacy Standards Regulation.

Communication 9. This Board, in partnership with the Chief of Police, will establish a process, with municipal council if required, for the communication of the business plan to:

- a) members of the police service; and
- b) members of the public.

Police Service Guidelines

- Procedures** 1. Every police service's procedures should address:
- a) information technology and security, including electronic file management, security systems, software usage and auditing; and
 - b) police facilities management, including:
 - i) identifying an individual(s) who is responsible for the overall management of the police service's facilities;
 - ii) requiring the maintenance of an updated inventory of police facilities; and
 - iii) the appropriate use of police facilities, including facility security and maintenance.



LONDON POLICE SERVICES BOARD MINUTES OF THE PUBLIC MEETING

Thursday September 17, 2020
Commencing at 2:01 p.m.
Virtual Meeting, Webex

PRESENT:

J. Sukhera, Chair; S. Toth, Vice Chair; Board Members J. Helmer, J. Lang, E. Holder (2:55 – 4:29 pm), M. Cassidy and C. Wellenreiter; S. Williams, Chief of Police; T. McIntyre, Deputy Chief of Police, Operations; S. Betts, Deputy Chief of Police, Administration; P. Malone, Director of Legal Services; Superintendents B. Merrylees, C. Newton and B. Chantler; Inspectors T. Allen, B. Berg, B. Harvey, C. Churney; D. Price; Acting Inspector; R. Lovecky, Senior Director; J. Morgan, Director Information, Communication and Technology Branch; K. Darling, Director Financial Services; Dr. Khan, Psychologist; J. Atchison, Researcher/Planner/Analyst; R. Million, Detective Sergeant; S. Bough, Media Officer; K. Forbes, Communications Strategist; S. Antonissen, Administrative Assistant; D. Tilley, Ministry of Community Safety and Correctional Services (MCSCS) Zone Advisor; D. Carter, Superintendent, Community Paramedicine, Middlesex-London Paramedic Service; D. Gibson, Director, Mental Health Care, St Joseph's Health Care – London; L. Hassall, Director, Crisis and Short Term Intervention Services, Canadian Mental Health Association – Elgin Middlesex; J. Younger, Vice-President - Patient Care & Quality, St. Joseph's Health Care – London; J. Foster, Board Administrator; F. Ojo, Board Administrative Assistant; and members of the community and media.

1. Meeting called to order.

Chair Sukhera reminded attendees to stay on mute unless they are asked to speak. Also, this meeting will be posted to YouTube by end of the day tomorrow.

He provided the following updates:

- With the state of the COVID-19 pandemic, vigilance is still required - masks distancing, working together and looking out for each other. He gave special recognition to health care workers, and particularly teachers as students go back to school. He said he sees the work they are doing.
- The hope is for in-person meetings to be resumed as soon as possible, however given the current state of the COVID-19 pandemic, there will be a continuation of virtual LPSB meetings for the foreseeable future.

- Chair welcomed the Board’s newest member, Christine Wellenreiter, a provincial appointee who joined the Board July, 2020. Ms. Wellenreiter is Vice President, Marketing and Communications for GLC Asset Management, and brings a considerable amount of experience and knowledge to the Board. Chair said the Board is very excited to have her join us as we bring the Board to a full complement of 7 members.
- Constable Evan Harrison, LPS Community Services Unit, received the Police Services Hero of the Year Award from the Police Association of Ontario. Constable Harrison was nominated by community members in the London area for his positive impact as a School Resource Officer and his volunteer work with children and youth in the London community, notably at The Children’s Hospital and as a non-parent coach in a local minor hockey league. Congratulations and thank you, Constable Harrison!

2. Disclosure of Interest - None

3. Introduction of Addendum Items and New Business - None

4. Minutes of the June 18, 2020 Public LPSB meeting

MOVED BY: J. Lang
Seconded by: J. Helmer

“That the minutes of the June 18, 2020 Public Board meeting be adopted as presented.”

CARRIED

Ms. Wellenreiter abstained from this vote as she was not present for the June meeting.

5. Mid-Year Update on Diversity, Equity and Inclusion Plan

Deputy Chief Betts said the Plan was introduced in January, 2020, then rebranded to include not just diversity but also equity and inclusion. It is intended to be nimble and is a journey, not a destination. LPS’s overarching goal is to be an inclusive place of employment, and this will be achieved by focussing on equity and embracing diversity. LPS continues to work on building relationships, improving our capacity and enhancing our ability to connect with our entire community and serve all citizens.

There has been difficulty achieving some of the plan's goals due to COVID-19. He shared some of the statistics and goals presented in the report. He said we are "together inclusive" at LPS – representative of sworn and civilian members, members of colour and caucasian.

Vice Chair Toth thanked Deputy Chief Betts for bringing this report back to the Board today. She said that diversity, equity and inclusion are things that need to be dealt with and committed to regularly, consistently, on a daily basis and having this mid-year report ensures the public is keeping us accountable to the goals and action steps. She feels Dr. Manocchi is an excellent choice to provide the training.

Vice Chair Toth presented the following ideas and questions for Deputy Chief Betts:

- Having diverse members attending community events, but also having non-diverse members attend so it is not just seen as one unit doing work on diversity;
- Reverse mentorship relationships;
- Are we looking at evidenced based best practices for increasing diversity?
- Not just focus on recruitment but also track and ensure retention of diverse members.

Deputy Chief Betts responded:

- It may appear as though only diverse members are attending these events however that is not the actual deployment. LPS's Diversity Unit is typically the point of contact with diverse communities, then LPS engages all members in those events;
- Excellent point regarding the reverse mentorships;
- The mentorship envisioned in the Plan was intended to speak to the issue of retention;
- LPS continues to enhance use of evidenced-based practices. Presently in the policing field there isn't a large volume of this work available. The Canadian Association of Chiefs of Police Equity Diversity and Inclusivity Committee however has become a standing committee, and Deputy Chief Betts sees this as an important step in helping to gather evidenced-based best practices.

Deputy Mayor Helmer said he appreciates the report and the progress over the years is evident. He asked about equal representation on selection panels, as it is not possible to have diverse members on all panels as there are too many panels and not always enough diverse representatives. Deputy Chief Betts advised of the good progress related to gender representation on the panels, but said that LPS still struggles with having members with diverse backgrounds on all panels due to the lack of diverse candidates at the senior officer level. Though as the Chief said, LPS can access diverse members from other police agencies for panel representation. He said LPS cannot lean on the same people all of the time.

MOVED BY: J. Lang
Seconded by: S. Toth

“That the Board receive the Mid-Year Update on Diversity, Equity and Inclusion Plan report for informational purposes.”

CARRIED

6. Proposal to Extend the London Police Service Business Plan

Deputy Chief Betts said time is at issue with LPS’s Business Plan as COVID-19 has caused so much work to be delayed and the second wave of the pandemic is starting. It’s the engagement piece that has been primarily been shut down, community availability has been adversely impacted by mandated distancing, making consultation severely restricted, if not impossible. There is no reliable data to identify when this will change and life will return to a semblance of “business as usual”.

Deputy Chief Betts noted that Zone 6 Advisor, Mr. Tilley, was consulted and advised that this request will not put the Board in conflict with Ministry guidelines. LPS has queried their policing counterparts, and some have already extended their business plans and some are in the process of doing so. Administration recommends Option C: to align with the City of London’s four-year multi-year Budget Process as a permanent Business Plan Model, which holds many benefits to the City, taxpayer, and police. There will be unavoidable costs such as contracting an independent agency to conduct a community survey and LPS will look to absorb those costs in future budget years. He added that it would be advantageous to have a Board member be part of the business planning team as the new Plan is shaped.

Deputy Mayor Helmer asked what the timeline is for realigning the business planning process. How are we doing with respect to the key objectives and how has the pandemic directly impacted meeting the key objectives? He is concerned about taking it over a long period if we are out of things to do. Deputy Chief Betts said the pandemic has impacted the completion of some objectives and the extension of time will allow us to meet them, but will absolutely not leave us in a position with nothing to do. For example diversity, equity and inclusion, a forward momentum piece, is part of the plan and is a journey which will never end.

Chief Williams said there is considerable benefit to synchronizing the Business Plan (now 3 years) with the Budget (now 4 years). Whatever the priorities are each cycle, we can actually monetize them over the course of 4 years. Now they are staggered, which makes budgeting especially challenging and this lack of alignment doesn’t make sense.

Mr. Lang noted the thoroughness of the staff report. He said it makes a lot of sense to choose Option C, that alignment of the budget and business planning process makes sense for the City and for LPS, particularly with the LPS budget as the largest single expense line in the City budget. He added that Option C also provides more leeway to respond to a second wave of the pandemic should that occur. He supports staff’s well thought out recommendation of Option C.

Deputy Mayor Helmer asked Deputy Chief Betts to walk him through the options again, specifically, when does the initial work get underway. Deputy Chief Betts asked Ms. Joan Atchison to respond. She advised that in Option C, the new plan would come into effect 2024, approved by Council June, 2023, with the consultation process beginning the fall of 2022. It would not be to say LPS wouldn't be doing ongoing pulse checks with cross-sectoral committees or using other best practices in the meantime. Mr. Lang noted with Option C, some policies would need to be amended, most notably LPSB Policy #61, to which Deputy Chief Betts said it is not an issue to amend these policies downstream from this decision.

Ms. Atchison pointed out that Ottawa's business plan extension was approved at their May, 2020 public meeting, and the minutes are on their website, so London would not be the first to undergo this process.

Deputy Mayor Helmer asked for confirmation if the plan is to move the business planning process to 4 years, not only during the pandemic, but moving forward and does the Ministry approve this. Deputy Chief Betts advised yes. Deputy Mayor Helmer said he generally likes this idea, and when the City's multi-year budget cycle was established, the last year of the budget cycle was the first year of the new Council term. This was deliberate - one year for anyone who was new to Council to deal with the last year of an established budget, and in their second year, they can make their changes for the 4 years following. If we start consultations to span the election year, he wonders if that is a good idea.

Deputy Chief Betts thanked Deputy Mayor Helmer for a valid point and noted again the advantage to having a Board member as part of the business planning team to help LPS to remain alive to such challenges. Ms. Atchison said this would be very doable and that Board direction around best practices will be a valuable addition to the process.

Councillor Cassidy raised an issue related to the regulatory requirements, specifically issues related to the leeway by the province being pandemic-related. She wondered if we would need to go back for Ministry approval every 4 years to amend the timeline.

MOVED BY: J. Lang
Seconded by: C. Wellenreiter

“That the Board receives the Proposal to Extend the London Police Service Business Plan report and approves Option C as presented: Mirror the City of London’s four-year multi-year Budget Process as a permanent Business Plan Model.”

CARRIED

Voted against: Deputy Mayor Helmer and Vice Chair Toth.

Deputy Mayor Helmer said he is not prepared to support it as he thinks a one year delay is reasonable but it is not reasonable to extend it generally. He would like to revisit this matter in January, 2021.

Vice Chair Toth said it is absolutely critical we stay involved in this process as a Board. At the core of what we do is being involved in the community and supporting public participation.

7. Quarterly Statistics - Crime Stoppers and Pursuits

Deputy Chief McIntyre said there are no notable trends in this report and she pointed out the definitions page to make the report more user friendly.

MOVED BY: S. Toth
Seconded by: M. Cassidy

“That the Board receives the Quarterly Reports related to Crime Stoppers and Pursuits statistics for informational purposes.”

CARRIED

8. Quarterly Statistics - Complaints Against Police

Vice Chair Toth said she is of mixed view when she sees the numbers in this report. We want to see less complaints as hopefully that means there are less issues, however more complaints often reflect a more “open” process. She asked about trends. Deputy Chief McIntyre noted the 5-year trends. On a year over year level they don’t change a great deal and she prefers “year at a glance” for their statistical value. She highlighted an example - the total number of allegations on the top of the 2nd page (Office of the Independent Police Review Directorate or Chief’s Complaints). For 2019 there were 50 at this date, for 2020 year to date there are 108. This is a large jump and requires explanation. She suggested that often OIPRD complaints are transferred to LPS’s Professional Standards Branch (PSB) and they look in depth at the complaint and pursue it out to establish how many allegations are actually imbedded in that single complaint. Investigators separate out the various complaints within the complaint in the most frank and transparent way.

Deputy Chief McIntyre advised that complaints have also been slightly higher during COVID-19 and there seems to be more willingness to report incidences online as opposed to in-person. LPS encourages people to report and people are now generally more aware of the proper process for reporting misconduct of police. She sees the increase as a positive and thanked Vice Chair Toth for the great question.

Chair Sukhera reminded the public that we received a presentation related to public complaints last year which can be found on the Board page of www.londonpolice.ca.

Chief Williams reminded of the June meeting where the Board directed Administration to consider how they could be more transparent in relation to the complaints and discipline systems. He said this report sets out our activities in this area and the revised report is much more comprehensive than the former. The police complaints system is very complex and will become more so with the new legislation. When the time is right he said Administration will provide an updated presentation to the Board.

Mayor Holder joined the meeting at 2:55 p.m.

MOVED BY: J. Helmer
Seconded by: J. Lang

“That the Board receives the Quarterly Report related to Complaints Against Police for informational purposes.”

CARRIED

9. LPS Operating Budget Status at August 31, 2020

Deputy Chief Betts said this new report is intended to provide the Board insight into LPS’s current financial status and will become a regular report to the Board. There is a current variance of approximately \$81,000, a very small amount in the context of the size of the LPS budget. Given the known and unknown risks due to COVID-19 it is likely there will be further variances resulting from a possible second wave of the pandemic.

LPS has implemented a number of cost saving measures as a result of financial pressures related to COVID-19, including not sending recruits to the Ontario Police College for the September intake, which Deputy Chief Betts described as a 13-15 month implication that will be felt for 30 years, and which LPS will not catch up on. He said this also creates logjams for moving personal within the organization. In this example, LPS lost a diverse candidate to another police service who was hiring, a candidate LPS was interested in hiring.

LPS’s “safety net” is the unfunded liability reserve of \$8.5 million. LPS hasn’t sought any increase to the 2021 operating budget although labour costs have increased which accounts for 97% of LPS’s net budget, 90% of the gross budget once revenue and grants are factored in. Revenue and grants, however, are quite uncertain. LPS is the second lowest cost to taxpayers with the second lowest number of police officers per 100,000 people – the “cop to pop” ratio compared to other single tier police services. Currently the lowest cop to pop ratio is the Ottawa Police Service which recently committed to adding 100 officers to their baseline in 2020. LPS sought and was approved to hire 5 officers. London has the third highest crime rate – 6,500

reported crimes per 100,000 population (2,500 more than the provincial average and 1,100 more than the national average). London's violent crime rate is lower than the national average but slightly higher than the provincial average. He asked: how do we manage and overcome this challenge? It is with overtime, which has significant financial implications and impacts on the wellness of members. The biggest cost to the organization is the wellness of members. Currently an average of 80 members are on accommodation or are off work completely, approximately 10% of the workforce, many of whom will never return to active duty. In today's environment it's important to restate the facts that go beyond the headlines - the numbers and the story behind the reality of policing in London. He feels it's important to make the Board aware of this so they know where the budget goes and how we got to where we are today.

Deputy Mayor Helmer said the mid-year report is good practice and he supports submitting the operating and capital budgets for 2021 at the rates we've submitted for 2020. He feels it is wise to hold the line on the budget. He is concerned to see the negative lines around other revenue, uncertainty around provincial funding, specifically related to the court system funding.

Deputy Chief Betts estimates conservatively that LPS will lose some provincial funding for the prisoner care transportation, as LPS did not fulfill the job required to stay eligible for that funding as outlined in the grant, although they were performing work. Assuming there will be no change puts LPS in a more precarious position. Director Darling said the court security prisoner transportation grant is slightly over \$3 million for 2020, the contract for which expires December 31, 2020. She is unsure of the implications for 2021.

Vice Chair Toth said the use of overtime for regular work concerns her, which she knows leads to burnout impacting member mental health. She called these extraordinary times and tough decisions. One such tough decision was the temporary deferral of 3 positions at the June meeting and she is all the more appreciative to know that it was only a temporary deferral and the positions will be brought on in 2021, to ensure we are taking care of our first responders.

MOVED BY: M. Cassidy
Seconded by: C. Wellenreiter

“That the London Police Services Board:

- 1. Approves the following Net Operating Budget amounts, with the understanding that a similar review will be undertaken in each subsequent year for 2022 and 2023, Annual Budget Update for Council's considerations:**

2021	\$118,072,536
2022	\$121,322,506
2023	\$123,247,289; and

2. Approves Capital Budget forecasts for 2030 in the amount of \$4,743,973.

CARRIED

10. Board Committees

Chair Sukhera reminded that all Board policies are available on www.londonpolice.ca. He requested chairs and nominees for the Board's two new committees: Finance and Administration Committee and Governance Committee.

Mayor Holder said Deputy Mayor Helmer has done a tremendous job to date on the Finance and Administration Committee and he knows that Mr. Lang has a tremendous interest in this committee, and though he hasn't pre-discussed this with either of them, he feels that either would be exceptionally able to take on this role.

Deputy Mayor Helmer said he is happy to continue chairing this Committee however it is good to have many people take on these roles and Mr. Lang is welcomed to it, it is a large time commitment, the collective agreement process in particular. Mr. Lang said he is happy to sit on this Committee and chair the first round. He is new on the Board however is happy to take on the challenge. Ms. Wellenreiter said she is happy to participate on this Committee though is too new to chair with just 2 months of Board membership to date.

Mayor Holder suggested those remaining will form the Governance Committee – Mayor Holder, Vice Chair Toth and Councillor Cassidy. Councillor Cassidy nominated Vice Chair Toth to the chair role of this Committee.

MOVED BY: E. Holder
Seconded by: S. Toth

“That the Board’s Finance and Administration Committee membership consists of Jeff Lang (Chair), Jesse Helmer, Christine Wellenreiter and Javeed Sukhera.”

CARRIED

MOVED BY: M. Cassidy
Seconded by: E. Holder

“That the Board Governance Committee membership consists of Susan Toth (Chair), Ed Holder, Maureen Cassidy and Javeed Sukhera.”

CARRIED

11. Access to the COVID-19 Portal

Deputy Chief Betts provided the following in related to the status of LPS's use of the Ministry's COVID-19 Portal.

- Database access was provided only to 48 LPS Communications Operators. It was mandated by the Ministry of the Solicitor General's Office that only employees directly involved in the receiving of calls for service and dispatching officers were to have access to the Portal. Portal access was not provided to LPS officers or any other members of the organization.
- The Portal was made available by the Ministry of the Solicitor General April 13, 2020; however, LPS first accessed it April 23, 2020 following one week of clarifying roles, ensuring technical connection and training users for its use.
- LPS Administration is confident that database access was limited to authorized users, the 48 Communications Operators, as the Ministry provided individual secure access to those members only. A two-factor authentication is required to access any LPS computer and that restriction includes access to the Portal.
- LPS's procedure was created to assist the organization in providing the best available information to responding frontline officers in the face of the COVID-19 pandemic.
- Database inquiries were conducted for calls for service between April 23 and July 3, 2020. One call for service could result in more than one query to the database, and in many instances this was likely the case.
- Portal access was discontinued July 3, 2020 under the direction of LPS Chief, Steve Williams. The database was not accessed by LPS as of July 4, 2020.
- The Portal was later decommissioned by the Ministry of the Solicitor General.
- A total of 10,475 queries were made to the database by LPS between April 23 and July 3, 2020. To add important context to what has been referred to as higher than average use, London is the 6th largest municipality in Ontario and among the top 10 largest police services in the province with a higher call volume than many other police services. The queries correspond to the number of calls for service.
- 16 positive test results were returned during the time LPS used the Portal. In these 16 cases, data included the individual's name, address, date of birth and their positive COVID-19 test. In cases where the name queried did not involve an individual who had tested positive, a response of "there are no items to show in this view of the MOH Table list" was returned to the Communications Operator.
- Data was stored in the secure Computer Aided Dispatch (CAD) system.
- On September 11, 2020, all 16 records accessed by LPS were purged from the CAD system.
- The vendor of the CAD system, utilized by the LPS, provided instruction on how to search for, identify and permanently delete the records from that system. This

process was undertaken by staff in LPS's Information and Technology Branch and post checks confirmed the information no longer exists.

- Following the September 17, 2020 Board meeting, LPS Administration responded to the Information and Privacy Commission (IPC)'s related questions posed to them.
- The remaining issue are the queries deemed potentially inappropriate by the Ministry of Solicitor General's office, six of which have been identified in London. The investigations into these incidents are ongoing. The IPC has advised that they are contemplating the process for addressing possible breaches, and to date, LPS hasn't yet received IPC direction. It should be noted however, upon initial review of the six cases of potentially inappropriate use of the database, it was found that the Communications Operators were initially receiving no data when completing queries based upon calls for service, and were unsure if it was because the Portal was "down" or not functioning. It appears that Operators extended their search as a means of testing the Portal's functionality. Due to the newness of this process and the inherent complexities of the Portal, which was launched by the Ministry of the Solicitor General in a time sensitive response to COVID-19, staff were concerned they were not receiving any information from the database with which to adequately inform and safeguard their front-line colleagues.

MOVED BY: S. Toth
Seconded by: E. Holder

"That the Board receive from Deputy Chief Betts the verbal report related to LPS's use of the Ministry's COVID-19 Portal."

CARRIED

Chair noted the concerns about the Portal raised by the Board earlier this year and the letter received in August from the Canadian Civil Liberties Association, Black Legal Action Centre, HIV/AIDS Legal Clinic Ontario and Aboriginal Legal Services.

MOVED BY: S. Toth
Seconded by: J. Helmer

"That the Board respond to the Canadian Civil Liberties Association, Black Legal Action Centre, HIV/AIDS Legal Clinic Ontario and Aboriginal Legal Services based upon today's information pertaining to LPS's use of the Ministry's COVID-19 Portal."

CARRIED

12. Divisional Presentation – London Crisis Outreach and Support Team (COAST)

Deputy Chief Betts introduced the presentation related to London Crisis Outreach and Support Team (COAST) and Superintendent Bill Chantler, LPS's champion for mental health, to present.

The following community partners attended as co-presenters:

- Jodi Younger, VP - Patient Care & Quality, St Joseph's Health Care – London
- Deb Gibson, Director, Mental Health Care, St Joseph's Health Care – London
- Lori Hassall, Director, Crisis & Short Term Intervention Services, Canadian Mental Health Association – Elgin Middlesex
- Dustin Carter, Superintendent, Community Paramedicine, Middlesex-London Paramedic Service

Also attending in support of this initiative were Inspector Chris Churney and Staff Sergeant Ryan Million.

Superintendent Chantler said London COAST falls within the constellation of approaches, strategies, programs and policies of all partner agencies in relation to supporting and responding to individuals living with serious mental illness and/or experiencing a mental health crisis. It is an addition and enhancement to the LPS collaborative community crisis response strategy. COAST will be a collaboration between St Joseph's Health Care, London, the Canadian Mental Health Association, Elgin-Middlesex, the Middlesex-London Paramedic Service and the London Police Service. It will be an entity of the community, with governance and oversight from a committee comprised of representatives from each partnering agency and including community members with lived experience. Implementation of London COAST is in accordance with the Ontario Community Safety and Wellbeing Framework as implemented by Ministry of Solicitor General in December, 2018, the LPS 2019 – 2021 Business Plan, the Community Wellbeing Strategic Priority, and the Ontario Police/Hospital Transition of Care Framework which was endorsed and implemented by the Minister of Health and the Solicitor General May, 2019. COAST will be comprised of members from each of the partner agencies, with the initial staffing model having 4 LPS officers and 3 health care professionals, one each from St Joseph's Health Care, London, the Canadian Mental Health Association, Elgin-Middlesex and the Middlesex-London Paramedic Service. The COAST concept originated in Vancouver, British Columbia, and Hamilton Ontario was the first location in Ontario to implement. London COAST is set to launch January, 2021, with an independent review to be conducted January, 2022.

Ms. Younger provided background regarding her involvement and leadership of COAST as a co-responder model and the rich relationship the LPS has with local police/health care partnerships. She said this is a very validated and referenced model, and is certainly not new. The opportunity for innovation is great, and the team looks to how they can define the model to provide the most effective response to the

community, specifically, what does a mental health lead look like when co-partnering with police in the interest of finding the strongest model of care. Additional program benefits include diffusion of skillsets from the health professionals to officers as more officers have the opportunity to participate in this work and become up-skilled, and a reduction of stigma of mental illness for police officers who may suffer through the course of their careers due to events they have experienced on the job.

Chair Sukhera and Deputy Mayor Helmer thanked Superintendent Chantler and Ms. Younger for the detailed presentation. Deputy Mayor Helmer asked for day to day examples and workflow of the program versus the Mobile Response Team work. Superintendent Chantler advised that police officers will be assigned fulltime to COAST and will work daily with their health care partner, on outreach work and the lower risk calls for service, such as “welfare checks”. Higher risk calls (threat of violence or self-harm, weapons etc.) would have an officer as the first response with COAST support.

Ms. Hassall said that COAST allows greater access to supports for police mental health calls, as a dedicated team to better support individuals in need.

Superintendent Chantler circled back to Deputy Mayor Helmer’s earlier question: That the COAST workers’ role is not law enforcement, but rather is to support health care work (safety and apprehensions when apprehensions necessary). There will be no arrests, no charges, officers will be in plain clothes and will drive unmarked cars. Deputy Mayor Helmer said this context is helpful.

Councillor Cassidy asked the hours of the team. Superintendent Chantler said the draft schedule is 7 days per week, Monday and Tuesday 9 am – 5 pm, Wednesday to Friday 9 am – 4 am and Saturday and Sunday 6 pm to 4 am. This schedule is still draft based on what they know now. To have 24 hour coverage, 3 more teams would be needed, though the team doesn’t believe 24 hours is necessary as from 2 am until 9 to 10 am, there is typically not a lot of work for COAST. The busiest time is 11 am to 1 am as calls come in clusters of time and in different city areas. Further discussions regarding scheduling will occur are needed, as the initiative unfolds.

Councillor Cassidy said that the officers will not be in uniform, and they’ll be in unmarked cars, however will they still be armed and in Kevlar vests. Superintendent Chantler responded yes, officers will be fully armed, as they are still police officers and this is mandated by the Police Services Act. Health partners will be supplied with Kevlar vests, and both the officers’ and health professionals’ gear will display COAST, not LPS.

13. Re-allocation of Operating Budget Funds to Crisis Outreach and Support Team (COAST) Partnership

Chief Williams thanked Superintendent Chantler and team. This is a very important and timely proposal given the 3600 health crisis calls attended to annually and 700 -

800 apprehensions per year. It is good for those who suffer, good for the police service and good for the taxpayer. A key advantage is the proactive, preventative, de-escalation piece in a multi-agency approach, so LPS doesn't receive the same volume of 911 calls. His memo sets out how London COAST can be accomplished and funded for 2021-2023 through existing funds and beyond 2021-2023, LPS will evaluate, study the metrics, and decide whether expansion or adjustment are needed.

Chair Sukhera gave the chair to Vice Chair Toth to share his wholehearted support for this proposal, specifically the proactive and preventative benefits, working together across affiliation, its evidence-base and therapeutic focus, which many in our community have been calling for. He said the sole solution is not policing and we have to look everywhere for solutions. The proposal is excellent work, he congratulated LPS leadership and community partners, though added that much more needs to be done and will continue to need to be done. He took the chair role back.

Councillor Cassidy expressed her gratitude and support for this program. She said the mental health response portfolio has fallen to police in the absence of other response and support. She would like to move the Chief's recommendation.

Deputy Mayor Helmer expressed interest in the budgetary impact of the initiative, noting he is pleased the Chief has been able to reallocate funds to the positions. He asked if there is anything the Board can do to advocate for funding, for example from the province, for the partner agencies. Ms. Gibson responded that existing operational dollars will be used for the pilot year, and for beyond that, to continue and/or grow the program, she and Ms. Hassall have met with the Ministry of Health to discuss funding for the next year. Ms. Hassall said that the Ministry of Health is very interested in this project, which is encouraging to the team. She said the parties are committed to searching out sustainable funding.

Ms. Younger said that during a time of significant health care reform, the Centre of Excellence for Mental Health and Addictions for Ontario and COAST are perfectly aligned in one of their key priority areas. While she said you can never count on anything 100%, she believes it bodes well that the team's proof of concept will demonstrate value, all parties have contributed financially and it aligns strategically with the Ministry's goals and plans. She said she is optimistic that support will be received for the next fiscal year.

Mr. Carter said that Middlesex-London Paramedic Service fully supports improved mental health care and is committed to the planning of the COAST program. The Middlesex-London Paramedic Service senior leadership team and its authority board have not been fully briefed on the details of COAST and any associated funding requests, therefore any formal funding requests would need to be tabled before them. At present, he said, there is no formal funding commitment from Middlesex-London Paramedic Service.

Mr. Lang stated that due to the community collaboration structure, he believes there will be many funding opportunities going forward. He congratulated the LPS team, particularly Superintendent Chantler, who he said has done an amazing job spearheading mental health initiatives for many years and he will support this initiative wholeheartedly.

MOVED BY: M. Cassidy
Seconded by: J. Helmer

“That the Board approves an increase in Authorized Complement of 4 FTEs for the purpose of establishing a dedicated Crisis Outreach and Support Team in partnership with the Canadian Mental Health Association Elgin-Middlesex and St. Joseph’s Health Care London, Assertive Community Treatment (ACT) Team, and other appropriate community agencies, recognizing that operating budget funds will be re-allocated from the lease of a second facility and no further budget increases will be required 2021 – 2023 in relation to this initiative.”

CARRIED

14. Follow-up to July 16, 2020 Anti-Racism Retreat

Chair Sukhera provided an update on the work of the Board related to anti-racism and the culture of policing.

- Proposal approved at June 18th Board meeting to address anti-racism.
- Board retreat July 16th with focus on anti-racism and training.
- The Board has decided to move forward on robust public consultation including a community survey and advisory committee formation with the following focuses:
 - o Anti-racism
 - o Mental health
- It is intended the advisory committees will include people with lived and living experience, individuals who are content matter experts and academics, and diverse representation from within policing.
- Terms of reference and survey are online for review and feedback, with the survey to close September 30th.
- There has been an amazing level of response, over 700 so far and responses will inform the Board moving forward.
- The Board is doing this work because it matters, and we continue to welcome feedback. It’s about diligence and humility as opposed to being reactive or checking boxes.

Chief Williams said LPS is committed to fully integrate into these committees and continue to build relationships within the various communities within our larger community. He said two-way communication channels are crucial to building trust, confidence and understanding, and translate into many training, awareness and

education opportunities for all, from the newest employee right up to himself. He said LPS looks forward to the opportunities this process will bring.

15. New Business

MOVED BY: E. Holder
Seconded by: J. Helmer

“That the Board add a new business item related to a Special Investigations Unit report.”

CARRIED

DC McIntyre shared information about a police occurrence for which the Special Investigations Unit (S.I.U.) became involved. LPS completes their own parallel investigation following the completion of an S.I.U. investigation. She provided a summary of the incident. The accused who attended the hospital on another matter was wanted on outstanding warrants. The officer approached the male to advise he was under arrest, and the male tried to flee. The officer used what is called the “grounding technique” to try to physically control his movement. This technique essentially moves the individual to the ground. Through this process, the individual sustained an injury to his face which met S.I.U.’s defined injury criteria and S.I.U. charged the officer with one count of assault causing bodily harm. The case went through the courts which acquitted the officer, with the judge writing in his decision that the takedown was “near textbook” based on all testimonies provided. All S.I.U. decisions are posted on their website, this is not new. LPS’s Professional Standards Branch completed the parallel investigation and the officer was cleared of any wrong doing in this matter through S.I.U. and LPS. Deputy Chief McIntyre thanked the Board for the opportunity to explain the process and technique used in this arrest.

16. Date of Next Meeting: Thursday October 15, 2020

17. Adjournment

MOVED BY: J. Lang
Seconded by: C. Wellenreiter

“That the Board adjourn the Public meeting.”

CARRIED

Chair Sukhera reminded viewers that the Board welcomes comments, questions and feedback, and the community knows how to reach us.

Adjourned: 4:29 pm

Dr. Javeed Sukhera, Chair
London Police Services Board
Approved and signed October 15, 2020