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Ontario Provincial Police



Strategic Plan  
**2011-2013**



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## Commissioner's Message

I am pleased to present the Ontario Provincial Police (OPP) Strategic Plan for 2011-2013. The OPP's new strategic plan is comprehensive and forward looking. I am particularly proud that OPP members helped shape the plan through participation in an employee survey and more than 31 discovery sessions held across the province. External stakeholders also provided valuable input.

This plan clearly articulates the OPP's direction - where we are now, what resources we have, where we want to go and how we will get there. Success will be realized through our collective efforts.

The domain of public safety is not exclusive to the police and this is reflected in the 2011-2013 Strategic Plan. In times of constant change and fiscal challenges, it is vital to work together with our stakeholders and partners, laying a solid foundation of social well being for Ontario's communities. This means a safe and secure environment where the most vulnerable members of society are protected from victimization.

Our strategies continue to focus on public safety, relationships, workforce and effectiveness. Each strategy is supported by a situational assessment, a summary of key activities and a "quick facts" section. Performance indicators and an accountability framework are identified so that we can evaluate our progress over the next three years.

This plan helps ensure resources and activities are consistently aligned to meet corporate priorities. Our continued evolution as an intelligence-led policing organization will better position us to proactively identify and manage emerging crime trends.

I look forward to the three years to come, during which I anticipate significant progress on our many initiatives. I have every confidence that together as a team, the OPP will continue to excel in all it does.

**- Chris D. Lewis**



# OPP Strategic Plan

## 2011-2013

**GOALS**

### PUBLIC SAFETY

**Excellence in the delivery of core police services through Intelligence-Led Policing.**

### RELATIONSHIPS

**Strong, effective partnerships with our communities, stakeholders and colleagues.**

**STRATEGIES**

1. Crime prevention and reduced victimization in our communities.
2. Investigative excellence through Intelligence-Led Policing.
3. Excellence in the response to and management of major investigations, critical incidents and emergencies.
4. Save lives and reduce crime on our highways, waterways and trails.

1. Develop and implement a coordinated approach to internal communications.
2. Focus external communications to increase awareness of the OPP's mandate, to our communities and stakeholders.
3. Advocate for and support sustainable First Nations policing and safe communities.

**INDICATORS**

- Crime Abatement Strategy statistics.
- Crime and traffic statistics.
- Street checks.
- Major investigation debriefings.
- Major event evaluations.
- Framework for Police Preparedness for Aboriginal Critical Incidents application.

- OPP Community Satisfaction Survey results.
- Ontario Public Service (OPS) Employee Engagement survey results.
- Training opportunities provided to First Nations police services.

**OPP VALUES:** PROFESSIONALISM • ACCOUNTABILITY • DIVERSITY

# VISION: Safe Communities... A Secure Ontario

**MISSION:** Policing excellence through our people, our work and our relationships.

## WORKFORCE

**A sustainable pool of members with expertise, pride and dedication.**

1. Support and enable continuous training, learning and development opportunities for our employees.
2. Foster a culture of recognition and accountability through meaningful performance management.
3. Promote a healthy workforce and healthy workplaces.

- OPS Employee Engagement survey results.
- OPP member survey.
- E-Learning statistics.
- Human resource data systems.

## EFFECTIVENESS

**Demonstrated efficiency and effectiveness operating in an increasingly complex and challenging policing environment.**

1. Enhance information management with technology.
2. Effective financial management and fiscal accountability.
3. Embed environmental responsibility into our culture and our business practices.
4. Continue to modernize equipment for all employees.

- Uniform workload statistics.
- Financial training opportunities.
- Response to various inquests, inquiries and audits.
- Integration of technology systems.
- Infrastructure projects that meet environmental standards.

**GOALS**

**STRATEGIES**

**INDICATORS**

• RESPECT • EXCELLENCE • LEADERSHIP



# Organizational Values

Organizational values are a part of all we say and do. In 2002, the OPP formally adopted the following values which have guided the OPP's organizational direction, strategic plan and day-to-day behaviours since that time:

- **Professionalism**
- **Accountability**
- **Diversity**
- **Respect**
- **Excellence**

In 2010, the OPP added a sixth value: **Leadership**. Leaders take the initiative to do the right things for the communities they serve and to inspire the people they lead. OPP members lead by example.

These six organizational values are a clear, public articulation of our commitment as an organization and as individuals. They describe what it takes to achieve the kind of relationships and workplaces essential to effective policing.

For the OPP, organizational values serve to anchor the organization, its leadership and its employees through changing times. The OPP,

like many organizations, has to meet the challenges of leadership turnover, baby boomer retirements, rapid and global technological change, increasingly complex public safety and security issues, and very high public expectations for responsiveness and accountability. For organizations like the OPP that rely on public trust and confidence, core values, lived and shared consistently across the entire organization, are essential for continued success.

These values represent the OPP's public affirmation of a continuing commitment to professionalism and the highest standards - standards on which our employees, and the communities we serve, continue to rely.

Accountability  
Excellence Respect  
Professionalism Diversity  
Leadership



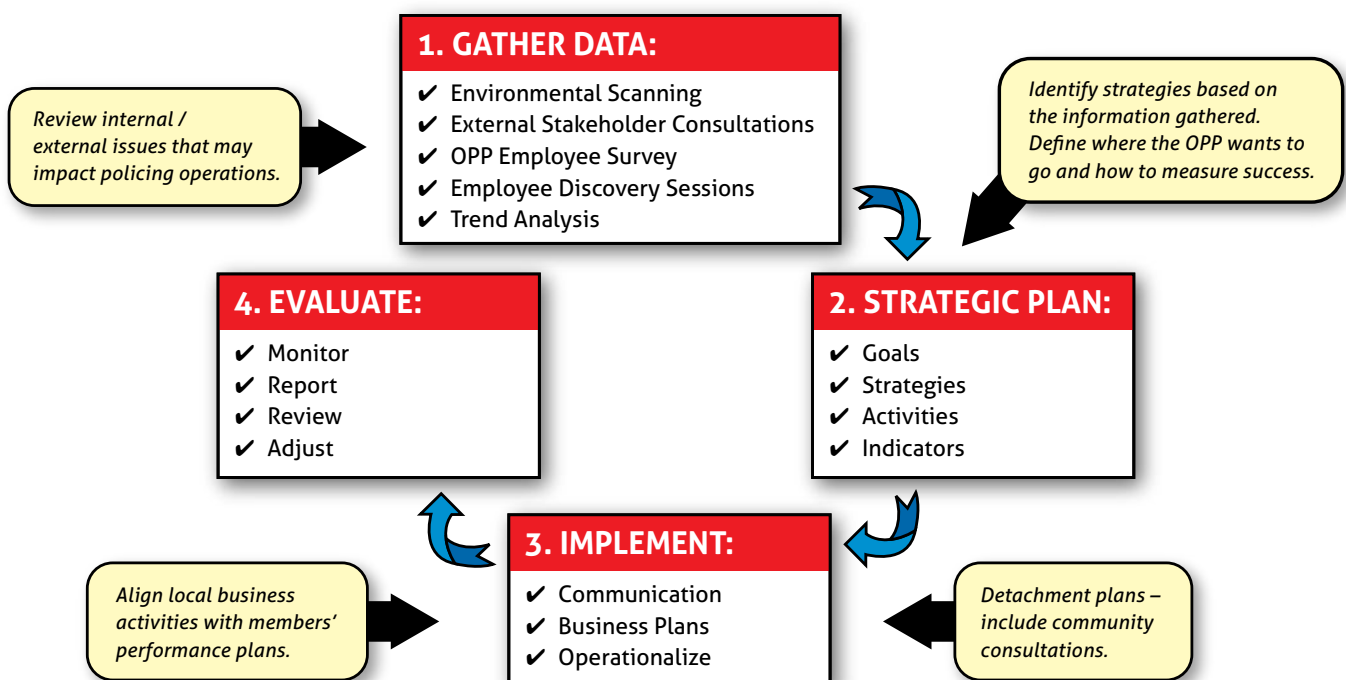
# The Development of this Plan

This plan represents the efforts and contributions of numerous people from both within and outside the Ontario Provincial Police. To facilitate its creation, a detailed process for gathering information was mapped out in 2010. This included:

- The 2010 OPP Environmental Scan
- OPP Strategic Planning Employee Survey (Over 2,500 participants)
- 31 Employee Strategic Planning Discovery Sessions conducted across each of the six regions and general headquarters (340 participants)
- External Stakeholder Consultations.

The information gathered has been converted into a clear and realistic plan that will guide the Ontario Provincial Police in providing the highest quality of service into the future.

## From Strategy... to Action





## **1** *Crime prevention and reduced victimization in our communities.*

### **Situational Assessment**

Crime prevention is a core police service, mandated in the *Police Services Act* of Ontario. Effective crime prevention programs and initiatives rely on the intelligence-led approach of continuously analyzing and sharing information. The OPP has recently adopted Ontario's Mobilization and Engagement Model of Community Policing. It has been integrated into the current recruit training curriculum at the Ontario Police College (OPC) and has been endorsed by the Ontario Association of Police Services Boards (OAPSB).

This new model is a proactive approach to deterring and reducing crime. This approach includes mobilizing and engaging social service agencies and community groups/members to identify the root causes of crime affecting the safety, security, and well-being of Ontarians. Crime prevention through social development (CPSD) targets socio-economic risk factors that cause crime and place people – especially children and youth – at greater risk of becoming criminals, victims, or both. These collaborative problem-solving partnerships support the identification and delivery of responsive strategies and programs to address community needs. The strategies and programs developed target areas of crime and prolific offenders.

Crime prevention moves us from a reactive to a proactive state. It facilitates the reprioritization and effective deployment of our limited resources. Now more than ever, it is important to exercise due diligence over how and where we spend the public funds with which we are entrusted. The continued support and governance of our police services boards and municipalities is an integral component in the success of prevention initiatives and programs.

Given the current workload placed on our front-line members, our ability to conduct crime prevention activities is dependent upon the implementation of the effectiveness strategies outlined in this Strategic Plan. By maximizing our efficiencies, this proactive focus will increase our capacity to deliver this core police service.

### **Key Activities**

- Track, monitor and measure the impact of the OPP Intelligence-Led Policing – Crime Abatement Strategy (ILP-CAS).
- Develop a comprehensive communications and training strategy to ensure organizational understanding and the application of Ontario's Mobilization and Engagement Model of Community Policing.
- Utilize an intelligence-led and consultative approach to develop and implement community-based crime prevention programs.
- Advance the OPP Youth Strategy.

### **Quick Facts**

- In 2010, MacLean's Magazine's third annual crime survey identified the top five safest communities in Canada. Three of these, Wellington County, Nottawasaga and Caledon are policed by the OPP. These detachments have adopted numerous crime prevention strategies.
- The OAPSB indicates that crime prevention through collaboration and community engagement are priorities in its 2010 Strategic Plan.
- The Ontario Association of Chiefs of Police (OACP) and the Ministry of Community Safety and Correctional Services (MCSCS) are working collaboratively to develop an Ontario Crime Prevention Strategy.
- The Canadian Association of Chiefs of Police (CACP) has identified managing the needs of people with mental health issues who come in contact with the justice system as a priority. This is a complex area that will require community engagement and mobilization.
- In 2010, the OPP formalized a provincial ILP-CAS to be implemented in each detachment. The Sioux Lookout OPP Detachment has experienced a 12% reduction in violent crime and an 18% reduction in property crime since implementing a crime abatement program in 2007. Data from the 2010 provincial rollout of the ILP-CAS is not yet available.

## 2

## Investigative excellence through Intelligence-Led Policing.

### Situational Assessment

Intelligence-Led Policing (ILP) involves the collection and analysis of information to assist police in making informed decisions at all levels of the organization. Intelligence includes information gathered at the front line through community engagement, street checks, confidential informants and the ILP-CAS. Results are applied to target detachment level crime and traffic issues. Addressing broader organized and serious criminal activity along with critical incident and emergency management are supported by this process.

Organized crime manifests itself in numerous profit-driven activities linked to crime in detachment areas; for example, money laundering, illegal gaming, fraud, identity crimes and the trafficking of drugs, human beings and firearms. An integrated targeted approach to identifying public safety initiatives, dismantling organized crime and addressing serious crime contributes to the reduction of victimization. The likelihood of an effective police response to crime increases proportionally as the accuracy of this criminal intelligence increases.

Unfortunately, police information is somewhat fragmented for optimal analysis due to the multiple data systems currently in use. A viable technology solution for information management underpins the success in delivering timely intelligence end-products. Efforts to further align data systems, infrastructure and resources in order to “mainstream” data and crime analysis as “the way we do business” is required.

Technology not only enhances our investigative capacity, it helps police combat crime. Criminal enterprises are evolving, seeking new opportunities and working cooperatively in response to the shifting paradigm of transnational and online/electronic crime trends. Criminals are constantly exploiting cutting edge technology to expand their enterprises. They adapt traditional tools and methods to perpetrate and conceal their criminal activities. We must be one step ahead of that curve.

Intelligence-Led Policing relies on collaborative partnerships and information sharing. Maximizing existing and potential internal partnerships remains an organizational priority. In addition, partnerships can surpass the limitations of jurisdictional boundaries. In the past, boundaries have hindered the exchange of intelligence and investigative information and provided a way for criminals to mitigate or avoid the consequences of their illegal activity.

### Key Activities

- Enhance data analysis processes and capacity to further support Intelligence-Led Policing.
- Integrate internal and external partnerships to promote investigative excellence.
- Promote local, provincial and national crime initiatives.

Joint-force/inter-agency partnerships at a municipal, provincial, national and international level have been formed over time to meet legislative requirements and enhance the understanding of criminal activity with the recognition that organized crime is larger than any one agency’s capabilities. These relationships assist in maximizing resources to suppress serious and organized crime while promoting a best practices approach. In addition, non-traditional external partnerships with the private sector are becoming increasingly important to police agencies. The private sector is sophisticated in its use and application of technology and possesses large amounts of information that can assist police in furthering their impact on crime.

The integration of investigative expertise, intelligence, partnerships and technology at the front-line and provincial levels will balance our approach to the tactics adopted by criminals.

### Quick Facts

- There are nearly 800 known organized crime groups currently operating in Canada, many of them in Ontario.
- Provincially, organized crime is broadening its scope and engaging in white collar crimes, with potential repercussions for Ontario’s insurance industry.
- Online crime includes Internet child luring and sexual exploitation, fraudulent e-mail scams and on-line purchases, identity crimes and a variety of hacking, bullying and harassment-related activities.
- Victims of identity theft may experience a severe loss in their ability to utilize their credit and financial identity.
- Depriving criminals of profit acquired through crime, and property utilized to facilitate crime, is a proven and efficient tactic to reduce crime. If not returned to legitimate third party interests or victims of crime, seized assets/property are forfeited to the Crown and re-invested in law enforcement initiatives.
- In 2009, the total number of Street Check submissions was 20,967, an increase of 23% from 2008.
- The OPP provided a total of 378,463 hours of specialized policing services to its municipal partners in 2009. These hours included investigative support and major case management.
- A cooperative partnership has been formalized with the United States Immigration and Customs Enforcement in their Border Enforcement Security Teams (BEST). OPP members are embedded in BEST at various border crossings.
- National and provincial crime initiatives include:
  - The Canadian Integrated Response to Organized Crime Committee and Tactical Priority Setting Committees.
  - National Identity Crime Committee.
  - Provincial Asset Forfeiture Strategy.

## 3

***Excellence in the response to and management of major investigations, critical incidents and emergencies.*****Situational Assessment**

Emergency management, major investigation and critical incident planning was identified as an organizational strength during the 2010 OPP Employee Strategic Planning Discovery Sessions. Ontario's *Police Services Act*, defines core police services to include public order maintenance and emergency response. Coordinated operational planning supported by intelligence end-products is the primary element of an effective and efficient response to major investigations, critical incidents and emergencies.

A major investigation/incident is defined as an occurrence that, by circumstance, requires the mobilization of OPP employees, equipment and other resources beyond those required for normal police service delivery. This can include the response to new and emerging threats of terrorism, disasters, pandemics, and civil disturbances. A critical incident is a high-risk incident requiring the mobilization of the OPP Integrated Response (e.g., a hostage taking).

The OPP is well positioned to provide emergency and critical incident management and response within Ontario. Intensive training and qualification requirements for specialized unit members, modern equipment and technology, extensive partnerships and effective deployment strategies create the solid foundation for sustaining excellence.

Heightened public scrutiny of the response during or after a major investigation, critical incident or emergency requires proactive risk mitigation activity. This activity combined with continued inter-agency cooperation, will result in the development of best practices and support informed and proactive decision making.

**Key Activities**

- Analyze major investigations, critical incidents and emergency responses from other police agencies to incorporate lessons learned and identify best practices and emerging skills/ techniques/ equipment.
- Improve telecommunication interoperability with partner agencies.
- Implement viable recruitment, retention, and succession management activities to maintain capacity on specialized teams.
- Ongoing evaluation of current practices to improve the effective and timely response to calls for service.
- Further develop a coordinated, organizational response protocol for major investigations.

Given the OPP's geographic challenges, especially in the North West and North East regions, it is imperative to maintain this level of expertise while always seeking innovative methods to enhance our capabilities and the timeliness of our responses. It is also crucial that a sustainable pool of qualified members is continually recruited and developed for these specialized roles.

**Quick Facts**

- In addition to responding to major events within OPP jurisdiction, at the request of a municipal police service or the Ministry of the Attorney General, the OPP will lead major investigations across the province. Such recent investigations include the Tori Stafford homicide in Woodstock, the Russell Williams case in Belleville and the Sonja Varschin homicide in Orangeville.
- The OPP Provincial Community Satisfaction Survey conducted in 2009 indicated that 82.8% of Ontarians are 'confident' or 'very confident' in the OPP's ability to handle major occurrences such as large scale demonstrations, natural disasters or major transportation incidents.
- There are 220 Level One Incident Commanders and 17 Critical Incident Commanders currently trained in the OPP.
- The five year average for Critical Incident Command calls for service is 85 per annum. This does not include public order or Level One incident calls.
- Since 2006, there have been approximately 280 occurrences where the Framework for Police Preparedness to Aboriginal Critical Incidents has been applied.
- The Field Support Bureau maintains three full-time Aboriginal Critical Incident Commanders.
- The U.S. National Intelligence Council states that terrorist groups in 2025 will have access to technologies and scientific knowledge placing some of the world's most dangerous capabilities within their reach.
- The OPP is leading security planning for the 2015 Pan American and Para-Pan American Games. Approximately 10,000 participants and over 250,000 visitors from the 42 participating countries will be in attendance. Sports and events will be staged throughout the Greater Golden Horseshoe area from Oshawa to Toronto to Niagara Falls in more than 50 venues.
- A number of hearings into police actions at the June 2010 G8 and G20 summits commenced in October 2010.

## 4

## Save lives and reduce crime on our highways, waterways and trails.

### Situational Assessment

Analysis has led the OPP to target the “big four” factors in deaths and injuries on Ontario highways: lack of occupant restraint, aggressive driving including speeding, impaired driving, and distracted driving. Delivering targeted prevention initiatives and conducting enforcement activities remain key components in saving lives on our roadways. This continued focus, balanced with similar efforts on our waterways and trails, contributes to a reduction in the economic and societal costs of personal injuries and fatalities. In turn, prevention and enforcement activities contribute to easing the burden placed on our public health care system.

The uninterrupted transportation of goods on Ontario’s highways contributes to economic growth across the province. Concurrently, illegal goods and criminals are also travelling along our highways. The OPP must continue to reduce crime through criminal traffic interdiction activity to remove “travelling criminals” who are using our roadways and waterways to transport contraband/illegal goods and further their criminal activity (e.g. drugs, weapons, human trafficking).

To enhance traffic and crime enforcement, the OPP must expand the application of current legislative tools (e.g. anti-racing and distracted driving legislation) and conduct continual trend analysis to further develop targeted prevention and enforcement activities.

### Key Activities

- Build on the successes of the Provincial Traffic Safety Program.
- Complete the Collision/Health Care Impact Study.
- Research and utilize technology to enhance traffic safety initiatives.
- Expand capacity for criminal traffic interdiction and integration.
- Implement the provincial application of “Collision” Prevention Through Environmental Design.
- Generate new opportunities with partners to combat crime and save lives.

*“We’ve made huge progress in terms of reducing carnage on our highways. The Ontario Provincial Police has had unbelievable success with a very small but committed team of officers who have seized millions of dollars in drugs, weapons and contraband.”*

*- Commissioner Chris D. Lewis,  
October 2010*

### Quick Facts

- The Provincial Traffic Safety Program (PTSP) was developed to support Canada Road Safety Vision 2010 which has been extended to 2015.
- Since the OPP implemented the PTSP in 2007, Ontario has seen a reduction in the number of fatal and personal injury collisions in the province. After the first full year, in 2008 the OPP saved 131 lives, and in 2009, a further 12 lives were saved. These rates are the lowest Ontario has seen in 80 years.
- Speed and loss of control are persistent killers on all of Ontario’s roads. According to the MTO Annual Road Safety Report (ORSAR) for 2007, the total number of fatalities involving these factors dropped from 350 in 2006 to 341 in 2007, however they still account for nearly half of all motor vehicle-related fatalities.
- Drinking and driving continues to be one of Ontario’s most significant road safety issues. During the past decade, more than 2,000 lives have been lost and more than 50,000 people have sustained injuries in collisions involving a drinking driver.
- Our roadways and waterways are being used more frequently to transport illegal substances such as contraband tobacco, guns, drugs and hazardous waste being disposed of illegally.
- In 2010, the OPP East Region Highway Enforcement Team stopped a van on Hwy 401. Subsequent to investigation, officers seized 34 bricks of cocaine concealed within two suitcases. The total weight of the cocaine was 81.55 lbs, valued at \$1.36 million.
- In 2007, a Transport Canada study estimated that collisions cost Ontario \$17.9 billion in direct and indirect costs such as vehicle damage, emergency response, health care costs, lost productivity and physical rehabilitation.

# Relationships

*Strong, effective partnerships with our communities, stakeholders and colleagues.*

1

## **Develop and implement a coordinated approach to internal communications.**

### **Situational Assessment**

Internal communications in one of the largest deployed police services in North America is an ongoing challenge. The OPP operates out of 163 detachments, five regional, one divisional and a general headquarters situated throughout urban and remote areas of a province that spans over one million square miles. In addition, addressing issues such as technology, equipment, officer deployment and supervision, provide increased obstacles for a service that operates 24/7, 365 days a year.

An internal communication strategy allows employees to become actively engaged and organizationally aware. A successful strategy identifies internal audiences, messages and methods. Overall employees experience increased understanding of the OPP, its challenges, successes, expectations, emerging trends, direction and vision.

Timely, open and transparent internal communication facilitates intelligence and information sharing across the organization. The resulting cross-command integration and teamwork provide the foundation for innovation in effective police services delivery. The ever-changing policing environment in which the OPP operates requires targeted and expeditious communications to ensure that the implications and requirements associated with new case law and legislative changes are understood.

Currently, we have many methods for information sharing including, but not limited to, mail, facsimile, the OPP intranet, the OPP Review, email, "8-day Boards," briefings and face-to-face communication. As part of the greater OPS, members also receive broader government communications. A more coordinated and deliberate approach to specific internal communication may be addressed.

Effective internal communications enables the OPP to be a learning organization, learning from both its successes and mistakes.

### **Key Activities**

- Assess the effectiveness of internal communication methods and explore innovative solutions and feedback mechanisms.
- Explore opportunities to enhance organizational awareness of OPP programs and services.

### **Quick Facts**

- The 2010 OPP Employee Strategic Planning Survey asked members to rate internal communication:
  - 59% of employees Agree/Strongly Agree
  - 39% of employees Disagree/Strongly Disagree
  - 2% have no opinion
- The 2009 OPS Employee Survey divisional results for the OPP indicate:
  - Only 44% of employees agreed that, in their work unit, the right information gets to the right people at the right time.
  - Only 39% of employees agreed that there was good communication between their work unit and other areas that their work unit is involved with.
- Internal communication solutions may include:
  - An electronic "8-day board."
  - Web 2.0 applications/social media.
  - Shift briefings.
- Overall organizational communication was one of the top three priorities to be addressed according to OPP employee response in the survey.
- There are approximately 6,437 hits to the OPP intranet per day.



## 2

## Focus external communications to increase awareness of the OPP's mandate, to our communities and stakeholders.

### Situational Assessment

Today, more than ever, people access the media to inform themselves about current events and issues. It is critical that the OPP maintain a strategic and structured approach to public relations while acknowledging the role of the media. This requires providing timely, accurate and targeted information and education to the general public, furthering our relationships and maintaining their trust.

The OPP must identify opportunities to showcase its expertise while expanding its image. Successful communication with the public through the media will enhance our accountability and transparency. Public support is contingent upon a clear understanding of what we do and why we do it.

Open and honest communication with Police Services Boards, municipalities and various stakeholders is fundamental to garnering their support in furthering the public safety agenda in Ontario. In addition, enhanced government understanding of the unique needs of the OPP and operating environment is required. This greater understanding will allow the OPP increased flexibility and latitude in making decisions related to its technology, equipment and infrastructure needs and solutions.

Recent focus on the OPP's traffic safety initiatives is very positive. We need to draw attention to our broader mandate including the management of major investigations, critical incidents and emergencies. We need to provide strong and consistent key messages to our communities and our stakeholders. This further supports and engages our members who hear and see us highlighting their great work.

### Key Activities

- Develop a coordinated approach to external communications highlighting ongoing successes and achievements throughout the province in all areas of our core police services.
- Conduct public education campaigns in support of various public safety initiatives (e.g. promoting awareness of emergency and non emergency issues, including how and when to use 9-1-1).
- Examine and utilize new and emerging technology (e.g. Web 2.0 applications/social media) to better inform and engage the public and our stakeholders.
- Maintain collaborative relationships with partners and stakeholders (e.g. Ontario Provincial Police Association, Commissioned Officers' Association, OAPSB).
- Strengthen customer service driven communications with police services boards, municipalities and other community stakeholders.
- Collaborate with government partners to ensure that the OPP's unique needs are recognized in the continuous development of technology, equipment and infrastructure solutions.

*"I am a firm believer that the OPP and all police services need to partner with the media in order to ensure fair, accurate and balanced reporting and to contribute to informed debate on the issues of the day. We will be as open and accessible to the media as possible without jeopardizing investigations, the court process or privacy."*

*- Commissioner Chris D. Lewis, December 2010*

### Quick Facts

- According to the 2010 OPP Employee Strategic Planning Survey, 91% of employees Agree / Strongly Agree that the OPP makes considerable effort to educate the public about policing and safety issues. It was further articulated through the 2010 OPP Employee Strategic Planning Discovery Sessions that this fairly recent momentum must be sustained and explored further.
- One of the CACP strategic issues is image management and enhancing public confidence and support.
- Steps have been taken to communicate more effectively and openly with Police Service Boards in municipalities and in contract locations.
- Over 43% of our front-line FTEs are providing service to contract locations.
- The total number of municipalities policed by the OPP is 320.
- The OAPSB was consulted in the development of this Strategic Plan.
- Due to the size of the OPP fleet, the OPP is a major contributor on the Ontario Public Service Fleet Directors Committee, facilitating information sharing and lessons learned with our partners.

## 3

## **Advocate for and support sustainable First Nations policing and safe communities.**

### **Situational Assessment**

Advancing effective First Nations policing in Ontario is a priority for the OPP. The establishment of the Aboriginal Policing Bureau (APB) in 2007 reflected the high priority the OPP places on its Aboriginal policing responsibilities.

The OPP is responsible for administering the Ontario First Nations Policing Agreement which is the tripartite agreement (federal/provincial/First Nations) that provides for policing in 19 First Nations communities in Ontario. OPP detachments provided policing services directly to 19 First Nations communities in 2009. In addition, there are nine stand-alone police services in the province.

The current federal First Nation Policing Policy and joint provincial and federal funding programs provide for front-line policing in First Nations communities. The OPP supports First Nations policing as required and advocates on their behalf. The OPP continues to work with First Nations police services and community leadership on ways to address community policing and safety needs.

The prosperity of any community relies upon the safety and security of its people. The OPP maintains a focus on drug enforcement and youth empowerment in response to the high number of youth suicides and the presence of gangs in northern First Nations communities. Youth empowerment programs, such as Walking the Path and Niigan Mosewak, are designed to help young people to understand and embrace their history and traditional teachings, and to promote a positive self-concept and respect for self and others.

### **Key Activities**

- Provide administrative and operational assistance (e.g. fleet acquisition, communication systems support, recruit and specialized training) in Ontario First Nations Policing Agreement communities.
- Direct enforcement efforts toward individuals or groups targeting First Nations communities.
- Expand northern communities' radio systems including "Emergency Watch".
- Expand the reach of Walking the Path, an OPP youth empowerment program, thru facilitation training.

### **Quick Facts**

- The Ontario Provincial Police is the only police service in Canada to have statutory obligation to provide policing anywhere in the province, where none exists.
- One in four of Ontario's First Nations communities are accessible only by air year-round or by air and ice road in the winter.
- The Ontario government invests about \$600 million annually in programs and services for Aboriginal Peoples. This includes investments in justice and policing initiatives.
- Under Canada's Economic Action Plan, the federal government is delivering \$15 million in funding to improve First Nations policing infrastructure.
- According to the 2006 Census:
  - Ontario has the largest Aboriginal population in Canada.
  - The Aboriginal population is young; about 27% are 15 years or younger.
  - The Aboriginal population is growing. While the general population increased by 6.6% between 2001 and 2006, the Aboriginal population grew by 28.7%.
- The migration of native street gangs from western Canada to Ontario is a concern for both law enforcement and the communities in which they operate. Criminal activities commonly associated to native street gangs include drug trafficking and violent crimes.
- According to Correctional Services Canada, one in five inmates in a federal prison is Aboriginal; for women, that figure rises to one in three. These are astonishingly high rates of incarceration given that Aboriginal people account for 4% of Canada's adult population.
- According to Statistics Canada in 2009, Aboriginal persons, 15 years of age and over, reported double the rates of violent victimization (232 per 1,000 population), compared to non-Aboriginal populations (114 per 1,000 population).
- In 2009, more than 400 youths participated in the OPP's Walking the Path and Niigan Mosewak (which means 'walking forward' in their lives, being inspired and looking to a healthy future) youth empowerment programs.
- The North of 50 Cops and Kids summer camp provides two week long sessions for at-risk youth from Pikangikum.

## **1** *Support and enable continuous training, learning and development opportunities for our employees.*

### Situational Assessment

Today's law enforcement professional, both uniform and civilian, requires a wide variety of skills to perform in our rapidly changing environment. Essential law enforcement training, education and development, from basic to advanced levels, are fundamental to the OPP's ongoing success.

In the 2010 Employee Strategic Planning Discovery Sessions, training, learning and education were identified as an organizational strength. At the same time, they were also identified as the number one area for improvement and as a leading solution to issues such as succession management, retention and morale. Many leadership and specialized positions will become vacant in the next few years providing developmental opportunities for members. It is therefore necessary to prepare our current workforce to be our leaders and specialists of the future.

Those in leadership positions have the responsibility of providing direction to others from the coach officer and detachment supervisor to the Commissioner. We need to develop our leaders as those who inspire, are accountable, have integrity, take calculated risks and build trust. Leadership development must be a significant OPP focus for the coming years.

To ensure a sustainable pool of members with diverse expertise, we must provide our people with access to the learning, training and developmental opportunities required to do their jobs. Learning can occur outside the classroom in the form of temporary assignments, secondments, job rotation, job shadowing, mentoring and acting assignments. Learning must be fair and accessible to all. It must align with formalized, meaningful learning and development plans while surpassing geographic and financial limitations.

### Key Activities

- Advance a training culture where people have the skills to do their job.
- Develop the Civilian Training Strategy.
- Integrate developmental learning plans with learning opportunities.
- Provide a variety of opportunities for ongoing leadership development at all levels.
- Elevate diversity, human rights and cultural awareness in the OPP.

### Quick Facts

- Between 2010 and 2013, 479 uniform members will become eligible to retire.
- In 2011 32% of commissioned officers will be eligible to retire.
- The 2009 OPS Employee Engagement Survey cited "Leadership Practice" as the top priority for improvement. "Opportunities for Growth and Advancement" was identified as number four.
- OPP Learn, the organizational online training portal provides access to online training and course calendars serving over 3,000 OPP users per month.
- The Provincial Police Academy (PPA) has launched six 'virtual classrooms' across the province to expand training delivery and is in the process of acquiring four additional units.
- The OPP is planning an enhanced four-day block training program with a five-year strategic planning cycle enhancing the program with sessions on officer survival for critical incidents, two-person Immediate Rapid Deployment, mechanical breach training, blended advanced patrol training with an e-learning format, and ballistic first aid/self rescue.

## 2 *Foster a culture of recognition and accountability through meaningful performance management.*

### Situational Assessment

Effective and timely performance management for uniform and civilian members reinforces ongoing discussion between the manager and the employee to support their successful contributions to achieving organizational goals. It also sets an appropriate environment for the supervisor and employee to define and refine career paths.

Feedback received from our employees during the strategic planning process supports the integration of performance, learning and development plans within OPP selection processes to assist in promoting fairness and transparency in these human resource practices.

Ongoing feedback and formal documentation is important to ensure excellence in employee performance is recognized. In addition to ongoing supervisor feedback and formal performance management documentation, the OPP recognizes member contributions through the OPP Awards and Recognition Program. These awards recognize and celebrate employees from across the organization who have completed successful initiatives and projects which display excellence.

Meaningful performance management ensures that the right people are in the right places for the right reasons. The sum total of our efforts is reflected in the performance of the OPP as a whole.

### Key Activities

- Link performance evaluations into our selection processes.
- Integrate performance management assessments into succession planning.
- Increase communication and training on the uniform selection process and performance management processes.
- Employ a continuous improvement process into performance management tools to ensure they are constructive and effective.
- Elevate the importance of providing meaningful performance management into supervisor, manager and leadership training.

### Quick Facts

- During the 2010 Employee Strategic Planning Discovery Sessions performance management was identified as a key area for improvement within the OPP.
- The 2009 OPS Employee Survey divisional results for the OPP indicate "Fair Human Resource practices" are one of the top three priorities for OPP employees.
- There are currently four performance management systems utilized within the OPP.
- In 2009 100% of all commissioned officers, staff sergeants and civilian managers had performance plans in place. Currently, there is no performance management tracking system in place for sergeants, constables or non-managerial civilian members.
- The usage of 360 degree reference checks is currently promoted as a best practice in the selection process.
- The OPP Awards and Recognition Program includes:
  - OPP Accolade Awards.
  - Regional Awards ceremonies.
  - Commissioner's Citations and Commissioner's Commendations.
  - Service awards for Officers, Civilians, Auxiliary, Peace Officers and retirements.
  - Ontario Public Service Awards.
  - External Award Nominations.

## 3

## Promote a healthy workforce and healthy workplaces.

### Situational Assessment

Creating a safe and healthy workplace is critical in a modern organization. The compelling business case for investing in workplace wellness has been made. The multiple effects of unhealthy workplaces and unhealthy lifestyle practices are well documented.

Many workplace studies show a direct link between productivity and employee well-being. A healthy workplace supports an inclusive work environment where all members feel valued for the skills and perspectives they bring. A fit, engaged and happy workforce will benefit the employer in terms of enhanced performance, reduced absenteeism and grievances, and lowering attrition.

The OPP has a longstanding history of supporting the safety and well-being of its employees. Elements already in place support legislated requirements and reinforce a wellness culture, such as our health and safety committee structure, driving excellence initiatives, the Workplace Discrimination and Harassment Prevention (WDHP) program, employee assistance programs and the OPP Diversity Strategy. The commitment to a safe, supportive and healthy workplace continues to be a priority both for the OPP and the broader Ontario Public Service.

The OPP must continue to increase its efforts by targeting three priority areas:

- Healthy living.
- Safe and healthy workplace.
- Supportive workplace culture.

### Key Activities

- Explore opportunities to support local wellness programs, including fitness.
- Develop an Employee Engagement Framework to support and sustain a high-engagement culture.
- Explore return to work initiatives for accommodated members.
- Increase manager's confidence in dealing with Workplace Discrimination and Harassment Policy matters.
- Expand OPP capacity for Conflict Resolution and Workplace Restoration.

### Quick Facts

- The top five Workplace Safety and Insurance claims for the OPP in 2009 were: overexertion, assaults and violent acts, contact with objects and equipment, falling, and exposure to harmful substance/environment.
- OPP employees averaged 7.6 sick days compared to the broader OPS which averaged 9.9 sick days in 2009.
- According to the Conference Board of Canada, organizations that provide a healthy workplace are also more attractive to prospective employees. Top talent is looking for "employers of choice" and the majority of employers that fall into this category put an emphasis on building healthy work environments.
- In 2002, it was reported that "mental health claims (especially depression) have overtaken cardiovascular disease as the fastest growing category of disability costs in Canada."
- The Employee Assistance Program (EAP) provides tools to assist employers in helping their employees.
- OPP members opened 1,327 new cases through our external employee assistance provider in 2009.
- The OPP's Critical Incident Stress Response/Trauma Support teams were accessed by employees 129 times within the first six months of 2010.



# Effectiveness

*Demonstrated efficiency and effectiveness operating in an increasingly complex and challenging policing environment.*

1

## **Enhance information management with technology.**

### **Situational Assessment**

Information and supporting systems are necessary tools in police work. The continued evolution towards Intelligence-Led Policing relies on how well we can capture, record, evaluate, analyze, share and preserve police information and knowledge. Intelligence end-products enable informed decision-making processes to direct resources and target crime.

Information management in the OPP is impeded by numerous siloed reporting and data systems that operate independently. To further compound issues, information exists in hard copy/paper, analog and digital format. It is important to continually seek opportunities to eliminate redundancy and duplication in data input, storage and retrieval while recognizing we are restricted by limitations of full ownership and span of control. The needs of the OPP are unique in the OPS and decision-making is not autonomous to the OPP.

Solid records/content management practices are imperative to maintain information in its various formats through capture, retention and destruction. Solutions are necessary to meet legislative requirements, mitigate risk and respond to requests. An increasing number of Freedom of Information (FOI) requests and the recent Cornwall Public Inquiry are two examples that clearly demonstrate the case for action.

Increased public scrutiny, government oversight and legislative requirements have led to increasingly complex and comprehensive criminal procedures and investigative reporting. While many existing data systems and processes improve our ability to collect, retrieve and utilize reported information, they have not been successful in reducing officer data entry time. Identifying innovative solutions to increase officer productivity is crucial to ensure the continued efficient delivery of policing services.

Successful planning for the integration and implementation of technology should include ongoing industry monitoring and related opportunity assessments. By effectively managing our information we will preserve corporate memory, streamline processes, enable Intelligence-Led Policing, enhance the public trust and most significantly maximize our greatest resource – our workforce.

### **Key Activities**

- Implement a provincial civilian data entry (CDE) system.
- Develop a focussed approach to integrate existing methods of data collection, storage and usage.
- Evaluate emerging technologies for application in law enforcement (e.g. mobile technology and multipurpose devices such as GPS, Blackberry).

### **Quick Facts**

- The need for a solution for front-line administrative reporting requirement was indicated as one of the top 10 priorities for the OPP through the 2010 OPP Strategic Planning Employee Survey.
- Examples of administrative information include that which relates to human resources, general administration, facilities management, financial management, information management and information technology, equipment and supplies (materials) management.
- Central Region is currently piloting a CDE project to evaluate the process on a much larger scale.
- Officers spend an average of 12.5% of their day report writing.
- It takes CDE one-third of the time of an average officer to complete a report.
- Five minutes of unnecessary information/record search time a day for each member costs the OPP \$4.8 million annually in lost productivity.
- The Ontario Public Service (OPS) spends \$15.3 million every year backing up redundant information. The OPP cost of backing up redundant information is \$1.99 million every year.
- The OPS has more than one million cubic feet of paper records in official records centres. The OPP share is more than 5,500 cubic feet of paper records in official records centres and much more in undeclared/inventoried stored records.

## 2

## Effective financial management and fiscal accountability.

### Situational Assessment

Being accountable and transparent is a government priority. Responsible financial management demonstrates a commitment to accountability through compliance with established fiscal policies and procedures. This must be done while balancing operational policing responsibilities, unpredictable demands and advances in technology within the OPP's fiscal allocation.

The OPP is held accountable to meet the financial limitations of allotted funding from governments. Funding is allocated for expenditures such as direct operating costs, salaries, wages and benefits, and infrastructure. Opportunities to further enhance our transparency are linked to the payment and recovery of expenses incurred, the procurement of goods and service, full-time employee (FTE) management and the administration of overtime.

Innovative management of scarce front-line resources is found in the differential response function. This role supports operational effectiveness in the deployment of resources by redirecting lower priority calls, allowing officers to focus on those calls that demand a police officer's attendance.

To support FTE management activities, the OPP's Police Resourcing Model (PRM) identifies the efficient detachment front-line staffing requirements based on a broad cross-section of workload data. When fully functional, the PRM combined with other assessment tools will assist the OPP in estimating front-line resource requirements. Revising the PRM to include mandatory patrol standards for highways, waterways and trails and to be reflective of broader organizational strategies will support its evolution toward becoming a predictive model for the OPP's provincial as well as municipal workload.

In addition to our staffing complement, it is critical the OPP has the necessary infrastructure to support effective front-line policing.

Governments at all levels demand an accountability framework that is transparent and meaningful when explaining policing costs. We will continue to be resourceful and innovative in the development of strategies that result in the OPP working within its budget allotments. By always working with and for our communities, the OPP ensures that every dollar spent on policing service delivery is spent effectively.

### Key Activities

- Validate the PRM into a tool that will measure the impact of resource and workload changes.
- Enhance a culture of fiscal awareness and accountability.
- Build financial management skills and abilities for OPP managers.
- Finalize staffing template for detachments.
- Establish an effective Differential Response Unit (DRU) framework supported by policy and based on best practices.
- Respond to Ontario Auditor General, Ministry of Community Safety and Correctional Services and Internal Audit Division recommendations.

### Quick Facts

- Ontario's total debt is projected to be \$213.2 billion as at March 31, 2010, compared to \$176.9 billion as at March 31, 2009. Ontario's deficit is projected to be \$21.3 billion for 2010-11.
- Internal, ministerial and provincial auditing is an effective financial management tool. Auditing is a corrective tool providing feedback to improve operations. The OPP Business and Financial Services Bureau, the Ministry of Community Safety and Correctional Services (MCSCS) Internal Audit Division and the Ontario Auditor General conduct audits of OPP spending and provide recommendations for efficiencies.
- The OPP regularly conducts audits of p-card purchases, i-expenses and payroll.
- Funding is distributed to provide effective policing services to 320 contract and non-contract municipalities along with the policing service agreements with other ministries and the Federal government.
- Currently the OPP has 163 host detachments and satellite detachments, 13 forensic identification units, six regional headquarters and a general headquarters.
- The OPP participates in the OPS Modernization Governance Committee to provide direction and advice to Infrastructure Ontario and the Ontario Realty Corporation on the financial, budgeting, planning, construction and development of infrastructure.

## 3

**Embed environmental responsibility into our culture and our business practices.****Situational Assessment**

To support the overarching Ontario government “green” strategy, the OPP is committed to creating a more sustainable way of working. We continue to promote cultural changes to assist employees in making “greener” choices on both an individual and organizational level.

An OPP “Green” Strategy Working Group was established to implement the OPS Green Strategy and improve the OPP’s “Green Star” rating. The OPS Green Print Strategy seeks to reduce the number of single purpose devices such as printers, photocopiers, scanners and fax machines through print reduction and, where possible, amalgamating them into a multi-purpose device. The committee is identifying ways to further reduce printing and waste, eliminate unnecessary machines and save electricity.

“Green” purchasing/procurement, fleet management and construction, as well as telecommuting, consumption and disposal are priority areas of focus for the OPP. Going “green” makes sense from an environmental, social and financial perspective e.g. a reduction in fuel consumption reduces emissions and directly impacts our daily operating costs.

Through “green” initiatives the OPP will continue to demonstrate its ability to operate efficiently while promoting the practices of broader government strategies aimed at improving the life of Ontarians.

**Key Activities**

- Advance the OPP “Green” Strategy.
- Implement the “OPP Green Fleet Strategy”.
- Create a culture of environmental awareness and responsibility in the OPP.
- Ensure all new infrastructure through the OPP Modernization Project in partnership with Infrastructure Ontario meet the “Leadership in Energy and Environmental Design” (LEED) “Silver” environmental standard.

**Quick Facts**

- A number of hybrid vehicles were added to the OPP fleet in 2010.
- The OPP is the largest consumer of fuel in the Ontario Public Service. OPP patrol vehicles traveled approximately 82 million kilometres and used over 15 million litres of fuel in 2009.
- A number of activities toward the reduction of fuel consumption, fuel emissions and related pollutants for the organization have been identified. These include:
  - Reducing idling times.
  - Directed patrol.
  - Tire pressure monitoring.
  - Alternative internal vehicle climate control options.
  - Virtual classrooms.
  - Video conferencing technology.
- In 2009, the OPP implemented a dual-sided printing practice that has decreased paper, consumables and energy consumption.
- The “Green Star” rating system was established by Infrastructure Technology Services to assist in determining how well print device inventory is managed in accordance with the Green Print Information Technology Standard.
- The OPP unplugged 402 devices during the OPS Unplugged campaign in October 2010.
- Ministry of Infrastructure has implemented the requirement of all new government owned facilities to meet the LEED green building certification program which encourages and accelerates global adoption of sustainable green building and development practices through a group of rating systems.
- On April 22nd, the OPS was recognized as one of Canada’s Greenest Employers by Mediacorp Canada, the editors of the Canada’s Top 100 Employers competition. This is the first time that the OPS has been selected for this award.

## 4

**Continue to modernize equipment for all employees.****Situational Assessment**

It is essential that all OPP members are provided with the best possible equipment to effectively perform their duties. Patrol vehicles, communication technology, weapons, uniform items and other investigative tools assist the OPP to protect and serve the public. Equipment used will depend on the duties assigned.

The suitability of equipment is determined by compliance with safety standard regulations, policies and procedures, cost-effectiveness, durability and ergonomics. The continuous modernization of equipment ensures members have the necessary tools to do their job safely and efficiently and may reduce the rate of equipment-related injuries. As the demographics of police officers change, differences related to gender, age, and body size must be taken into consideration when identifying new vehicles, tools and equipment.

To ensure members have the most modern and up-to-date equipment, it is necessary to closely monitor law enforcement equipment research and developments worldwide. Exploring innovative equipment and solutions should include ongoing liaison with manufacturers. Integral to this process is the valued input from client groups across the OPP. Fleet and Clothing/Equipment committees exist in the OPP and include members from across the organization. Internal partnerships and working committees identify leading-edge equipment promoting officer safety and effective policing services delivery.

**Key Activities**

- Continue to explore new technology and developments.
- Evaluate and acquire future police pursuit vehicles suitable for front-line needs.
- Contribute to the design and acquisition of a next generation police radio system.
- Further implement recording technology in detachments (e.g. prisoner monitoring).

**Quick Facts**

- The OPP fleet consists of approximately 3,700 patrol, investigative, multi-use and speciality vehicles and 400 marine vessels, motorized snow and all-terrain vehicles.
- The Fleet, Supply and Weapons Services Bureau has one of the largest budget allocations in the OPP.
- In response to concerns from our members, the OPPA and members of the public regarding the intensity of the new LED light bar package, an assessment led to a reduction in the number of lights, thereby improving officer and public safety.
- Over 10 business cases from OPP members were received in 2010, identifying the availability of new technology or equipment.
- The OPP is a member of both the Ford and Chrysler North American Police Advisory Board.
- Intoxilyzer 8000C, Lidar, geographical positioning systems (GPS), weapons and numerous uniform items along with the recent addition of the automated license plate recognition technology, have expanded our public safety toolkit.
- Investigative innovation includes the application of ground penetrating radar, hand-held infrared devices and x-ray equipment used in evidence searches along with the introduction of the OPP Unmanned Aerial Vehicle which provides aerial photos of major case scenes.



# Measuring our Success

The Ontario Provincial Police holds itself accountable to achieve its vision and supporting goals. A significant component of this plan is how to evaluate success during its implementation. Included in our plan are but a few of the indicators that will allow us to assess how well we are doing and where we can do better.

A predetermined and coordinated approach to assessment allows us to effectively measure our efforts. Taken together these indicators “paint a picture” of our progress over time.

The OPP planning cycle integrates the strategies found within the Strategic Plan into every bureau, region and detachment business plan. Progress is measured every six months and reported to Commissioner’s Committee. Supporting activities identified in program and detachment area business plans are then reflected within individual performance management plans. This is designed to align direction and sustain personal and organizational accountability.

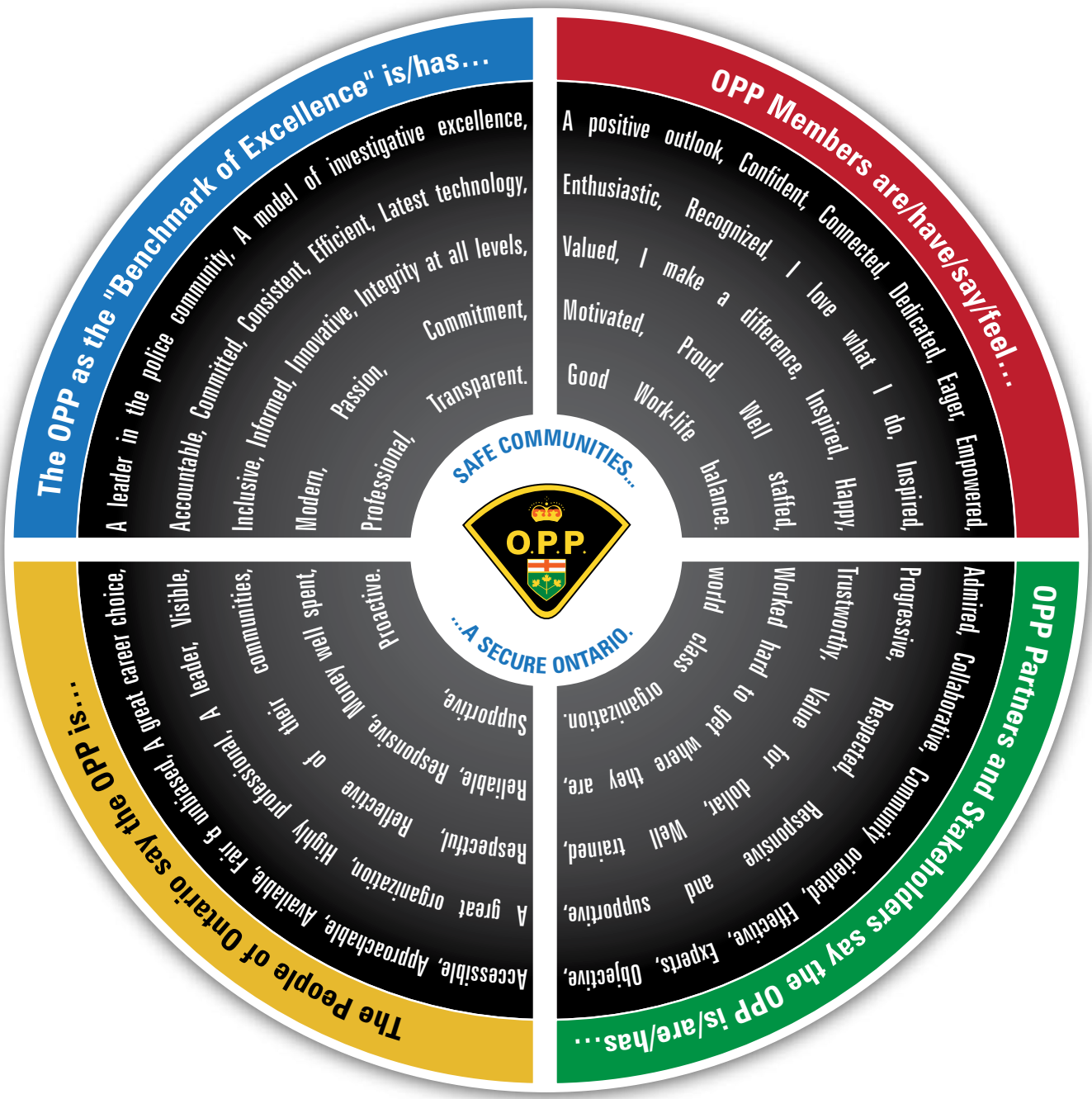
The OPP is committed to operating in a transparent, open and accountable manner. Progress will be publicly reported within the OPP’s Annual Report.



An electronic version of this plan is available at [www.opp.ca](http://www.opp.ca).  
OPP Members can also access it on the Strategic Initiatives Intranet site.

If you would like additional printed copies of this document, please send a request to the OPP Strategic Initiatives Office, indicating the number of copies required, and provide your complete mailing address.

*E-mail:* [opp.strategic.initiatives@ontario.ca](mailto:opp.strategic.initiatives@ontario.ca)



This graphic represents a visual account of the comments obtained from OPP employees, in response to a visioning exercise during the province wide discovery sessions held in July and August 2010. Participants were asked to describe the OPP from these four perspectives, and these represent some of the more common, but actual employee responses.