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Ontario Provincial Police
2014-2016 STRATEGIC PLAN

TABLE OF CONTENTS

Commissioner’s Message	1
Dedicated Provincial Command Leadership Team	1
<i>2014-2016 Ontario Provincial Police (OPP) Strategic Plan</i>	2
Strategic Plan One Pager	3
Leadership	4
Healthy Workforce	5
Technology	6
Analytics	7
Reinvestment	8



COMMISSIONER'S MESSAGE

The OPP's vision, Safe Communities... A Secure Ontario, is both our raison d'être and a call to action. As a leader in policing, the OPP is challenged to understand and improve policing strategies that make a real-world impact in Ontario and make the lives of Ontarians better.

Cultivating and sustaining a supportive work culture and a healthy workforce remains a priority. Our efforts towards improving employee wellness and leadership provide the foundation required to be successful.

I also intend for us to build on the many technological advances we have made to date and to focus on analytical processes that will maximize our efficiencies. I will do all that I can to ensure the OPP is proactive and innovative as we stand together to face the challenges of the future and modern day policing.

My message to OPP members is simple: This is your time to make a difference. Every day, across the province, we at the OPP are redefining policing excellence. I look forward to the years ahead and to working together to ensure Ontario is a safe place to call home.

J.V.N. (Vince) Hawkes
Commissioner

DEDICATED PROVINCIAL COMMAND LEADERSHIP TEAM

Together as members of Commissioner's Committee, we are committed to providing leadership and oversight for five organizational priorities. They will guide our discussions and decision making as we chart the course for the next three years.

To follow our progress, please refer to the *OPP Annual Report*.



B.W. (Brad) Blair
Deputy Commissioner
Provincial Commander
Traffic Safety and
Operational Support



G.J. (Gary) Couture
Deputy Commissioner
Provincial Commander
Field Operations



W.S. (Scott) Tod
Deputy Commissioner
Provincial Commander
Investigations and
Organized Crime



Mary Silverthorn
Provincial Commander
Corporate Services

2014-2016 OPP STRATEGIC PLAN

The Ontario Provincial Police is constantly attempting to improve its effectiveness and efficiency. This means looking at what we need to do differently and what we need to do better. This is about turning challenges into opportunities while the sustainability of the cost of policing is being debated and crime continues to evolve. In the evolution of our policing strategies; analysis, prioritization and evaluation are the key components to our service delivery transformation. These will allow the OPP to work smarter and demonstrate the return on investment to Ontario taxpayers.

Demands on already finite resources are significantly impacted by: requests for a police response to non-criminal issues; cutbacks and changes in government and social services and programs; and requirements of legislation, case law and the judiciary; along with emergent events requiring law enforcement intervention or support.

A leadership team that instils confidence builds trust and support within the workplace. It is herein that a healthy and adaptable workforce may thrive. Upon this foundation for success, a dynamic and flexible OPP will seek new, integrated and alternative solutions to provide policing services.

Reducing crime and victimization requires localized, collaborative and comprehensive planning. Programs and services intended to build safer communities need to be developed and delivered by a network of partners, including government, non-profit organizations, law enforcement and the private sector. Sustainable and effective community safety planning is based on an understanding that public safety and well-being is a collective responsibility.

Efficiencies can be derived through converging technologies and a robust and rigorous approach to analytics. Managing and maximizing our information and the resulting actionable intelligence can assist in advancing priority setting and the deployment of resources. By working more efficiently we will be able to reinvest; redirecting resources to address new and emerging threats to community safety.

A committed focus on the five strategic priorities will transform the OPP. Together we will GROW a trusted leadership team and healthy workforce; BUILD the required technology and analytical processes; and drive CHANGE by reinvesting our resources in identified service delivery areas.

“This strategic plan articulates the direction and focus of the Ontario Provincial Police over the next three years. Together, these five priority areas will propel the organization into the next era of policing.”

COMMISSIONER J.V.N. (VINCE) HAWKES



Ontario Provincial Police 2014-2016 STRATEGIC PLAN

OUR VISION Safe Communities... A Secure Ontario

OUR MISSION Committed to public safety, delivering proactive and innovative policing in partnership with our communities.

OUR VALUES Professionalism, Accountability, Diversity, Respect, Excellence and Leadership

LEADERSHIP

Building trust and confidence through our actions and words

TECHNOLOGY

Integrating service delivery opportunities to enhance productivity

REINVESTMENT

Increasing capacity in growing service areas



HEALTHY WORKFORCE

Cultivating and sustaining a supportive work culture

ANALYTICS

Maximizing data in the deployment of our resources

GROW

BUILD

CHANGE



LEADERSHIP



Building trust and confidence through our actions and words

The Ontario Provincial Police requires world class leaders who seize opportunities in the face of change. Our next chapter is beginning as we enter into an era of evolving the way we deliver our services, and in some cases the services we deliver. This includes a shift to becoming more analytical, preventative and predictive; updating the billing process to be more transparent and equitable; building capacity to respond to evolving crime areas – and managing our day-to-day policing responsibilities which are increasingly more complex and resource intensive. To successfully respond to these, and many unforeseen demands for our services, strong leadership will be the key to our success.

Many of the OPP's long-serving leaders will have the option of retiring in the next few years, presenting both a threat to leadership continuity and an opportunity for organizational renewal. As the workforce transitions to a younger demographic, the millennial generation will fill the gaps. The OPP is committed to preparing leaders to navigate the future of policing in Ontario.

Ensuring the OPP has strong leadership is only one half of the leadership equation. The other resides in training and empowering all of our members to adopt leadership roles. OPP members lead by example. They are drawn to policing out of a sense of duty, to make a difference and to help others.

“We have no option to stay status quo. The world is changing around us at a rapid pace. We have to shift our mentality and what we do. The massive capacity in this organization is what is going to take us forward – the knowledge base, expertise, and quality leadership. OPP leadership is built upon commitment, trust, and loyalty to the betterment of this organization.”

COMMISSIONER J.V.N. (VINCE) HAWKES

KEY ACTIVITIES

- Develop and support programs that advance a robust leadership culture.
- Through learning and development embed the requisite skills of innovation, flexibility and change management.
- Conduct leadership assessments to assess organizational vulnerability and support succession planning.
- The Ontario Public Service Employee Engagement Survey (2014) includes components examining leadership. Results will be examined and actioned.
- Deliver courses designed to support leadership development: the “Leadership Coaching Program” (LCP) geared towards newly promoted Staff Sergeants; and the “LCP Coach”, a course on effective mentoring designed for Inspectors and above.

QUICK FACTS

- The OPP has identified 40 Commissioned Officers eligible to retire immediately with the number growing to 102 Commissioned Officers that may retire by the end of 2016. As of March 2014, in total 770 uniform members and 223 civilian members may retire from now until the end of 2016.
- Ontario's Mobilization & Engagement Model of Community Policing requires members to identify causal issues of criminal behaviour and to mobilize partners in the community. This requires leadership in areas where policing may not take long-term ownership of these issues.



HEALTHY WORKFORCE



Cultivating and sustaining a supportive work culture

Enabling exceptional people to do exceptional things requires a continued focus on their health and wellness. The OPP is a community of people who push the limits of what can be achieved and who want to make a difference in their communities. They are what holds the organization together and delivers its mandate 24-hours a day, seven days a week, across Ontario.

Policing is acknowledged as one of the most stressful types of employment and has undisputed potential for consequences to individual employee physical and mental health. Consequently, employee health and wellness is a primary focus of the OPP and resources have been dedicated to changing corporate culture in the perception and awareness of both visible and invisible health and wellness issues. Using open venues, e-learning and presentations devoted to health and wellness, support has been made available to all employees throughout the province on an ongoing basis.

Other sources of stress for police today include how they are managed, the work environment and work/life issues. Value, recognition and effective performance management are ways of creating and maintaining a healthy workforce. Promoting the benefits of a well-balanced and healthy lifestyle for our membership through programs and services is a foundational

element to ensuring continued excellence in police service delivery – Fit to Lead. The OPP is committed to providing a supportive, inclusive and responsive working environment that promotes a healthy lifestyle and encourages employee wellness. This allows us to be the best that we can be.

“A healthy and engaged workforce is vital to providing sustainable and effective policing services. By supporting the health and well-being of our employees, the OPP reinforces its commitment to public safety in Ontario.”

PROVINCIAL COMMANDER MARY SILVERTHORN
CORPORATE SERVICES

QUICK FACTS

KEY ACTIVITIES

- Support the 2014-2016 Inclusion Plan.
- Develop an OPP Wellness Strategy with performance indicators.
- In 2014, the OPP will participate in the Ontario Public Service Employee Engagement Survey. This provides insight on member morale, health and well-being.
- Develop, review and monitor workplace practices that impact employee wellness (e.g. attendance management and return to work for people with illnesses or disabilities).
- Support employees in making improvements to their own health through training, education, or access to sources of peer support or professional help when their mental or physical health is affected.
- Support the ongoing work of the Occupational Stress Injuries Working Group in addressing the recommendations put forward by the Ombudsman of Ontario.

- In 2012 the Ombudsman Ontario released its report *In the Line of Duty*. A total of 28 recommendations were directed toward the OPP. In response, a working group to examine better support for employees in maintaining mental and physical health was formed; this work remains ongoing.
- The Employee Assistance Program (EAP) is a free, confidential, employer-sponsored service designed to provide an employee and their family with access to a variety of supports on a 24/7 basis.
- Our health and safety committee structure, collision reduction initiatives, Workplace Discrimination and Harassment Prevention (WDHP), employee assistance programs and inclusion strategy reinforce a wellness culture. The OPP intranet and Eric Silk Library are resources for further related information.
- The 2011 OPS Employee Engagement Survey found that 31 per cent within the OPP felt their workload was too heavy; 30 per cent felt too much stress and anxiety at work.
- In 2012, the *Canadian Association of Chiefs of Police Professionalism in Policing Research Project* found that 34 per cent of police officers expressed concerns about whether their organization cared about their well-being.



TECHNOLOGY



Integrating service delivery opportunities to enhance productivity

The OPP is building capacity through technology to be positioned to achieve unprecedented change. The integration of technology provides a broad range of service delivery opportunities which seek to maximize officer productivity. Opportunities include the ability to streamline processes and generate information pivotal in analytical decision making. Service delivery opportunities are also enhanced through technology as a new means for the public to access the OPP and report an occurrence.

Technology is a critical element in almost every aspect of policing today. The OPP continually evaluates and prioritizes its technology demands. A key consideration in acquiring technology is whether or not it sustains the cost of policing by making our services more effective, leading to resource efficiencies. To optimize and communicate the benefits of technology, the necessary infrastructure; support and training; and evaluation mechanisms are required.

Technology has the potential to unlock opportunities to transform OPP service delivery – the ability to be predictive and preventative. The successful implementation of technology initiatives will be demonstrated by efficiencies reinvested in the organization. Performance evaluation criteria will be determined to clearly report the return on investment for Ontarians.

“Technology continues to provide new opportunities to enhance the way we deliver our services to our communities. Whether as an effective tool or by enhancing our capacity to confront investigative complexities, technology is integral in everything we do.”

DEPUTY COMMISSIONER BRAD BLAIR
TRAFFIC SAFETY AND OPERATIONAL SUPPORT

KEY ACTIVITIES

- Sustain a strategic information technology governance committee.
- Explore technology options to make all staff more productive through the use of technology based tools, e.g. push data.
- Develop implementation plans, communication strategies and evaluation processes for new technology.
- Acquire the New Generation 911 (text capabilities) and the new Ontario Police Radio System.
- Explore the development of an Intelligence Platform to enhance OPP investigative and analytical capacity.
- Develop a technology platform to standardize public reporting and explore Open Data opportunities.
- Develop evaluation requirements and report on progress in the *OPP Annual Report*.

QUICK FACTS

- Technology provides an interesting dichotomy in that it can enable effective policing service delivery yet it also impacts the changing nature of crime that increasingly challenges police resources.
- Some of the upcoming technological advancements may include, but are not limited to:
 - › Global position and geographic information systems which significantly increase situational awareness and dramatically enhance officer safety and response.
 - › Web-based citizen self-reporting is an effective call management mechanism, and just one technological advance that provides 24/7 alternative occurrence reporting options and access to services to meet community needs and expectations.
 - › Mobile wireless devices provide the frontline with timely accurate information and access to information sharing capabilities.
 - › Automated licence plate and fingerprint systems provide rapid recognition and verification of vital police information.
- The OPP is fully engaged toward the modernization of its communications network to benefit Ontarians with increased security, privacy and interoperability.



Maximizing data in the deployment of our resources

Information is one of our most valuable assets. Essential to the OPP's ongoing modernization is the effective management of information underpinned by consistent principles and processes. Such an organizational framework will embed analytics to govern decision-making and manage risk. The result is an improved method of identifying, prioritizing and ultimately evaluating public safety strategies and partnerships.

Some traditional policing tools such as random patrol are not an efficient or effective use of resources. In contrast, a statistical, intelligence-led and analytical approach will allow the OPP to focus and maximize its resources.

It is crucial to the development of crime prevention, reduction and enforcement strategies that police organizations systematically leverage their information, scan their environments

and isolate and examine issues that threaten public safety. Such an analytical approach will ensure strategies that are evidence-based and measurable. In turn, we emerge as adaptive and responsive and able to redirect resources to address issues impacting future operational priorities.

“More than ever before, data is setting the direction in the deployment of resources. Information management and analytics will remain essential in driving further efficiencies and opportunities for improvement and reinvestment.”

DEPUTY COMMISSIONER GARY COUTURE
FIELD OPERATIONS

KEY ACTIVITIES

- Define OPP information management including an analytical mandate, structure and methodologies.
- Review detachment reporting and analytical practices to identify efficiencies and opportunities for improvement and reinvestment.
- Implement strategic patrol to place police officers in locations where the needs for police services are greatest (e.g. areas with high crime rates or a larger volume of demands for service).
- Increase frontline analytical capacity by ensuring resources are trained, equipped and effectively deployed; and that elements are in place for relationship building and problem solving.
- Utilize Tactical Priority Setting and the OPP's Situational Assessment to identify objectives for resource deployment.

QUICK FACTS

- An effective information management strategy for the OPP will define collection, assessment, retention, usage and sharing. Further it should enable access to quality data, ensure timely analysis and result in the tools and processes to support decision-making.
- OPP processes such as Results-Driven Policing, Business Action Planning, Tactical Priority Setting and Ontario's Mobilization & Engagement Model of Community Policing rely on data analysis to establish tactical and strategic priorities.
- The OPP utilizes a number of data sources for collection and reporting of occurrence information including the Records Management System (RMS) Niche, Daily Activity Reporting (DAR), Computer Aided Dispatch (CAD) and the Collision Reporting System (CRS).
- Scanning for a holistic view of the environment goes beyond crime and includes examining political, economic, social, technological, legislative and demographic trends.
- As of July 2014, the OPP had 29 detachment and regional analysts. These analysts are being trained at approved crime analyst standards.
- OPP analytical capacity is supported by six statisticians.



REINVESTMENT

Increasing capacity in growing service areas

Service delivery transformation will be driven from reinvestment. The efficiencies derived from technology and analytics provide this opportunity. The OPP recognizes the nature of its workload is changing, and it needs to keep pace. Internally the OPP requires the infrastructure and resources to modernize its service delivery. This requires the continual assessment of service demands and organizational structure alignment.

Crime statistics are a common indicator of public safety. The reported crime rate in Canada has been dropping steadily over the past two decades. Caution must be exercised to ensure that crime statistics are not used to mislead the perception of public safety but rather to enhance understanding of the limitations of current statistical reporting and the evolving nature of crime. Crime is becoming more sophisticated, organized, mobile, trans-jurisdictional and technically complex. The OPP aims to not only continue to be responsive to crime, but to predict and prevent crime from occurring in the future.

Reinvestment is foremost about improving policing services for Ontario. It is about ensuring all communities continue to have access to the highest quality police services they require.

“Reinvestment and reorganization is about changing our services and how we deliver them. OPP service demands need to be explored so we are prepared.”

DEPUTY COMMISSIONER SCOTT TOD
INVESTIGATIONS AND ORGANIZED CRIME

KEY ACTIVITIES

- Create a Reinvestment Committee with a mandate to conduct an organizational needs assessment and develop a reinvestment plan.
- Review organizational structure and service demands.
- Implement an OPP CyberCrime Strategy in recognition of an urgent need to respond to the unprecedented growth in cyber technologies and the impact this growth has on policing.

QUICK FACTS

- Virtually every police investigation now has some digital component; from frontline officers using web searches in furtherance of routine investigations to technological crimes officers investigating complex web attacks.
- The Technological Crime Unit, as of July 2014, has 25 members which includes 20 forensic analysts. These members conduct investigations and analysis of computer systems and electronic devices capable of storing digital information. These full-time members are supported by an additional seven contract positions.

A Vision of the Future - What may be said about the OPP three years from now

At an upbeat news conference Ontario Provincial Police (OPP) executives announced the OPP's annual performance results and noted its organizational realignment was complete. The Commissioner said it was combating and preventing crime fueled by leading edge technologies and efficient use of resources; an impressive array of innovative crime fighting strategies; a relentless focus on public safety; and constantly evolving and broadening its scope on crime. The announcement confirmed its success in relation to its organizational strategic commitments pledged three years earlier. The *2014-16 OPP Strategic Plan* aligned resources to allow the OPP to maximize technology to increase productivity allowing it to reinvest resources in growing crime areas such as cybercrime.

Today no one would guess in a world tied to social media and e-commerce that the OPP only had 11 members working in electronic crime in 2013 and it did not have a structured reporting system to account for the growth of crime occurring online. Government officials at today's announcement were quick to recall that just a few years ago the public perception was that crime was declining while the cost of policing was rising. Very few thought the OPP could or would be able to reinvest in growing crime areas while its budget was under constraints. After all, globally, some traditional services delivered by uniform officers were being civilianized and privatized. "Most of us believed policing was a good place to cut given the statistics available," said the Premier. "You have to give them a lot of credit for how they have educated the public of the impact on the frontline when social services are cut, while demonstrating return of investment in policing."

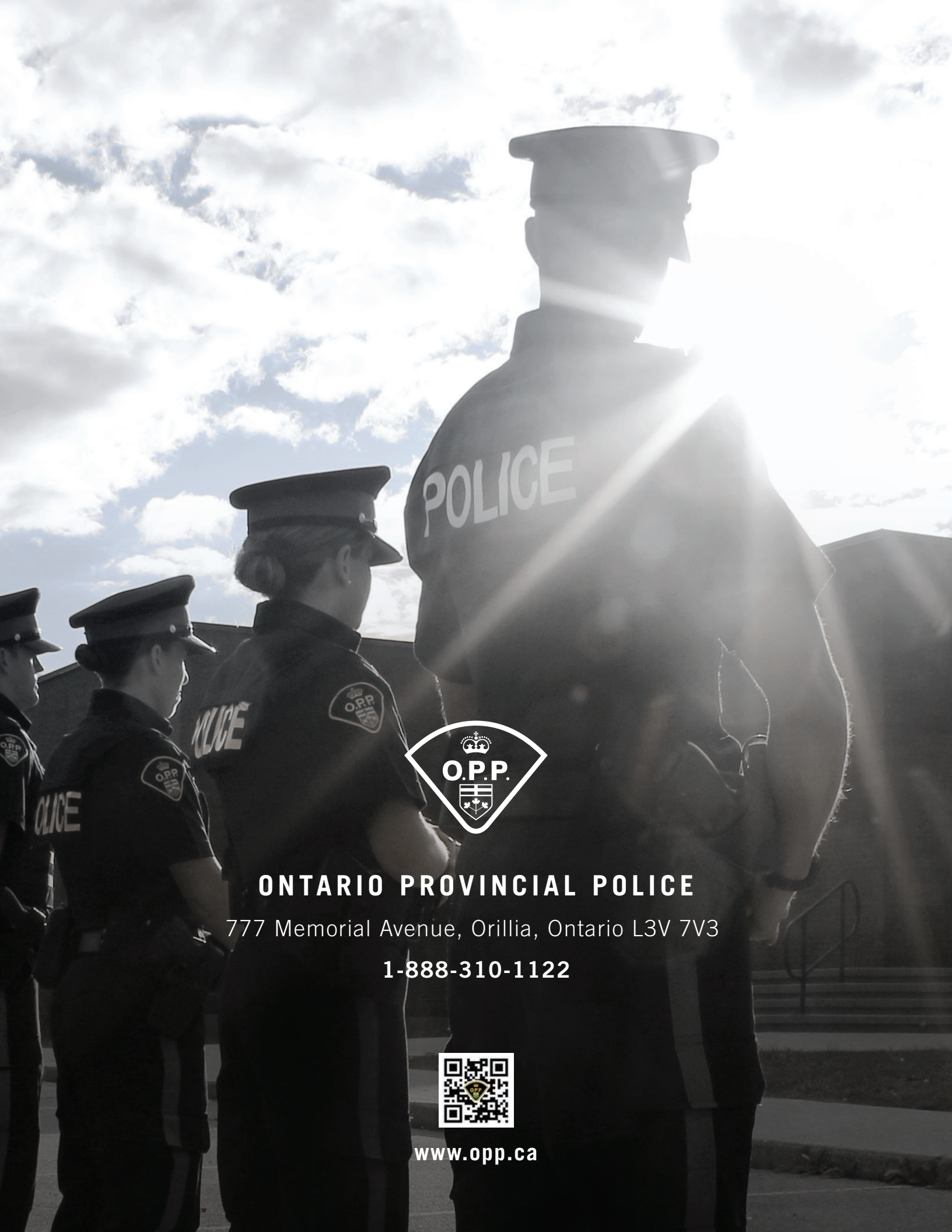
Today we see a world leader in policing rejuvenated by technology and fiercely effective in preventing crime.

Over the past few years, the OPP has created a sophisticated electronic crime infrastructure. Electronic crime now represents 25 per cent of all crime being committed in Ontario; a statistic that was formally impossible to report. And most crime analysts believe this is just the tip of the iceberg.



In 2014 Commissioner Hawkes said: *"There continues to be great public focus on the delivery of policing services, particularly around the cost of those services. Municipalities want value for their money, so we must ensure, through analysis, that we have the right people in the right places at the right times to make a difference. It is imperative that we maximize the use of technology to enhance our capacity in relation to crime analysis and tactical priority setting."*

That direction has been realized. Today we see the OPP's greatest challenge as being able to sustain its ability to impact criminal behaviour as it continues to evolve. But with new resources, greater organizational focus and crime management strategies the future seems safer for Ontarians.



ONTARIO PROVINCIAL POLICE

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