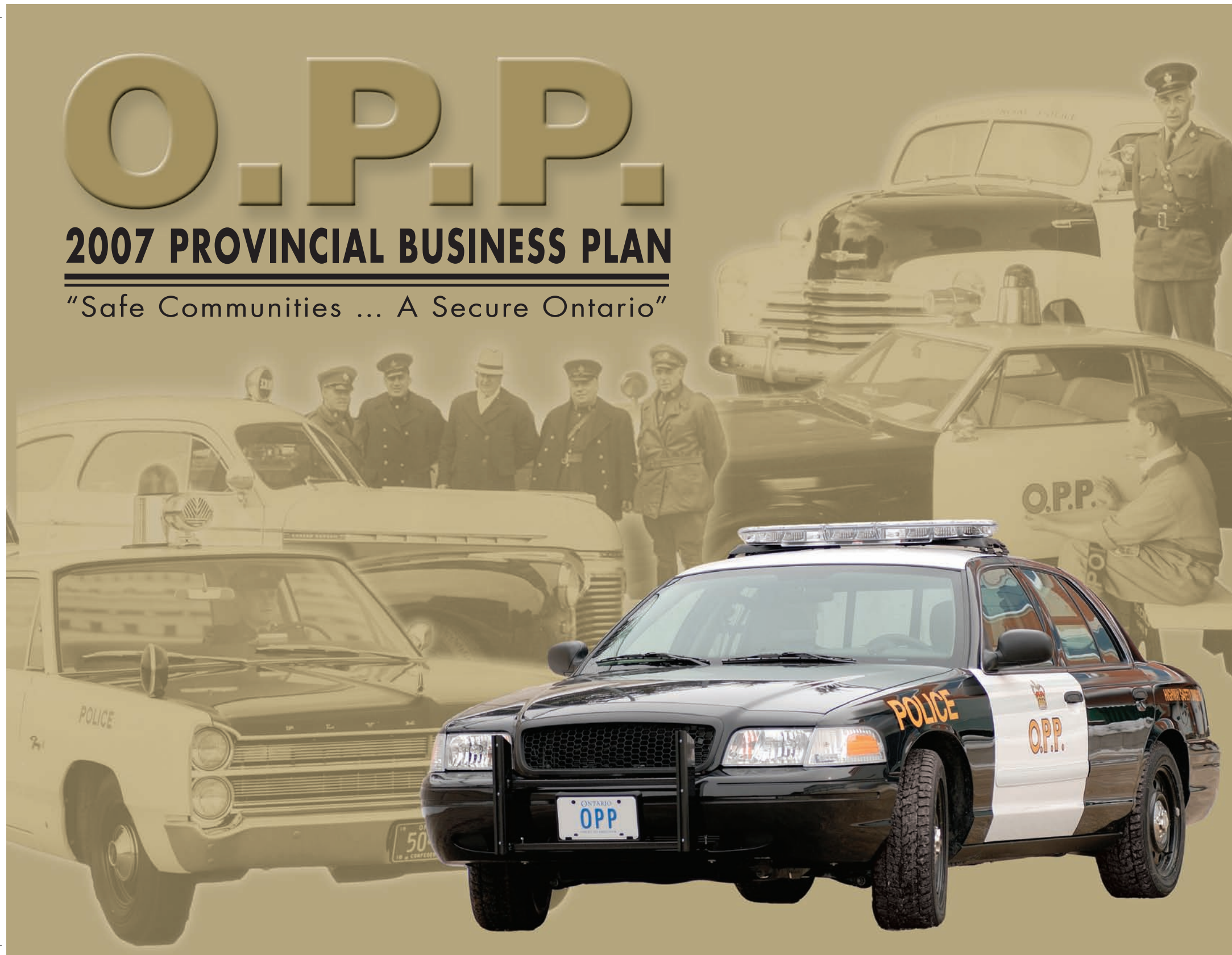


# O.P.P.

## 2007 PROVINCIAL BUSINESS PLAN

"Safe Communities ... A Secure Ontario"



## OUR VISION

"Safe Communities . . .  
A Secure Ontario"

## OUR MISSION

"Policing Excellence through  
Our People, Our Work  
and Our Relationships"

## OUR PROMISE

As an organization, the OPP commits to working continually to earn the confidence of the citizens of and visitors to Ontario - a confidence that will not be taken for granted. The OPP fulfills this commitment by providing the best and most professional service possible, and by striving to build a culture of trust, and open and honest dialogue, with the communities it serves and among the people it employs. The organization commits to creating and sustaining a positive working environment in which all employees have equal opportunity to fulfill their potential within the profession.

Each OPP employee and volunteer appreciates the vital role he/she plays in protecting the fundamental rights of all people in Ontario. As such, each commits to always put the interests of the public and the OPP's Vision and Mission before any personal and private interest, and to demonstrate pride in his/her profession and the OPP through personal conduct that reflects a belief in OPP values and ethics.

## OUR VALUES

Accountability  
Respectful Relationships  
Fairness, Courage and Caring  
Continuous Learning  
Diversity



The OPP business planning process is built on four strategic objectives to create a balanced approach. As an organization, we work to ensure that all business plans include commitments that address each of these areas:

## OUR WORK

Provide for safe communities and a secure Ontario through high performance policing.

## OUR PEOPLE

Attract, develop, support and retain a professional workforce that reflects OPP values and ethics.

## OUR RELATIONSHIPS

Engage in and strengthen our relationships and trust with the people we serve, our justice sector partners and our stakeholders.

## OUR INFRASTRUCTURE

Support delivery through technology, equipment, facilities, business processes and communications.

Through Our Work, Our People, Our Relationships and Our Infrastructure, OPP business planning commitments support our Mission Critical Issues and the organization's core values.



**Ontario Provincial Police**

## COMMISSIONER'S DIRECTIONAL STATEMENT



I am proud to have been appointed Commissioner of the Ontario Provincial Police (OPP) – an organization steeped in history and tradition. I have spent more than 35 years of my life in policing. Serving with pride in a province that I love.

The OPP is deeply committed to frontline policing and uncompromising public service. In 2007, the OPP is committing its energy, creativity, and dedication to frontline service delivery to improve road safety, reduce violent crime, and improve the sense of security in our communities. This strategic plan meets crime and traffic problems head on, tackles the root causes, and stands firm in our support for victims and vulnerable persons.

The OPP has recently introduced the Results Driven Policing (RDP) Accountability Framework. RDP will support the delivery of responsive and flexible policing strategies to address community issues. Results Driven Policing will work well within a business planning context, where community problems and issues will be dealt with by way of immediate response, enforcement and resource reallocation strategies, and also through complementary, longer-term solutions which engage other community stakeholders and resources to bring about sustained change.

The OPP has launched an Efficiency Review to examine 14 key areas of the organization. The Review follows the completion of a series of frontline focus groups, and is aimed at identifying opportunities for reinvestment to enhance operations at the frontline. Strategies for achieving efficiencies will be implemented throughout this year. One of the review areas will look at the allocation, deployment and redirection of uniform resources to support effective policing strategies at the regional and local levels.

The OPP's key crime and traffic priorities will be reviewed monthly through Results Driven Policing accountability meetings. In addition, one need only look at the world around us to know that our focus on Mission Critical Issues (MCIs) is timely and will continue to be relevant to position the OPP for the future. In 2007, we will advance strategies related to our five MCIs: Fiscal Management, Diverse Communities, Aboriginal Communities, Marginalized Persons and Professionalism.

Adequacy, effectiveness, and accountability are foundations upon which modern policing is delivered. The OPP lives and breathes these in everything we do. I am deeply committed to maintaining and enhancing the high standard of excellence that is the hallmark of the OPP. We lead by example both within our communities and within the OPP.

We are all part of this great organization, widely recognized as one of Canada's best police services and internationally respected. We have the capacity and courage to not only succeed, but to flourish. Effective planning and the appropriate allocation of resources demonstrate our strength and dedication to our communities. With an effective business plan and the commitment of our people to carry it out, the OPP is ready for 2007.

Julian Fantino

### THE COMMISSIONER'S PRIORITIES FOR 2007

#### **Our Work - Provide for safe communities and a secure Ontario through high performance policing.**

- Violent and property crime
- Highway, trail and waterway safety
- Illegal drugs
- Child exploitation
- Intelligence-led policing
- Organized crime and terrorism
- Technical investigative support

#### **Our People - Attract, develop, support and maintain a professional workforce and leadership that reflects OPP values and ethics.**

- Professionalism
- Human Resource systems, standards and structure
- Enhanced awareness and training of Aboriginal, diverse and marginalized persons
- Organizational training capacity and delivery methods

#### **Our Relationships - Engage in and strengthen our relationships and trust with the people we serve, our justice sector partners and our stakeholders.**

- Working relationships with Aboriginal leaders, diverse communities and the networks that support marginalized persons
- Transition of Ontario First Nations Policing
- Relationships with municipal stakeholders, governance bodies

#### **Our Infrastructure - Support service delivery through technology, equipment, facilities, business processes and communications.**

- Communications leadership and support
- Operational efficiency of the OPP fleet
- Implementation of Fleetnet Radio System
- Effective government protective services
- Quality assurance systems
- Financial accountability and stewardship





## ABOUT THE OPP

### Commissioner's Committee



**Julian Fantino**  
*Commissioner*

Corporate Communications Bureau  
Professional Standards Bureau  
Risk Management



**John Carson**  
*Provincial Commander*  
Traffic Safety

Highway Safety Division  
Provincial Traffic Operations  
Patrol and Support



**Gwen Strachan**  
*Provincial Commander*  
Corporate Services

Business and Financial Services Bureau  
Career Development  
Communication and Technology Services Bureau  
Operational Policy and Strategic Planning



**Vince Hawkes**  
*Provincial Commander*  
Investigations/Organized Crime

Investigation  
Investigation Support  
Intelligence  
Chief Firearms Office  
Alcohol and Gaming Commission



**Chris Lewis**  
*Acting Provincial Commander*  
Field Operations

Field Support Bureau  
Central Region  
Eastern Region  
Western Region  
North East Region  
North West Region  
First Nations and Contract Policing Bureau  
Aboriginal Liaison - Operations

### VOLUNTEERS FOR A BETTER COMMUNITY

A significant milestone was reached this past year with 209,521 Auxiliary hours logged in 2006.

In the past 10 years the Auxiliary members have dedicated well over 2 million hours of service to the OPP in support of their communities.

In addition to extensive time spent on patrols with members, this past year they assisted in various cash, food and toy drives which totaled \$45,815, plus 86,000 lbs (43 tons) of donated food. An additional 15 cruisers filled to capacity with toys from across the province were collected. These donations went to various organizations in their communities such as Children's Aid Societies, Soup Kitchens, Food Banks, Womens' Shelters, Salvation Army and Hospital Funds to name a few.

The Auxiliary continues to play an integral part in law enforcement and safety initiatives including Child Seat Belt Clinics, assisting at RIDE checks and Safety Programs in schools.

All these activities exemplify their motto "Volunteers for a Better Community".

In the years following the establishment of the Ontario Provincial Police in 1909, the organization included a chief, six inspectors, and 38 constables, many of whom worked in one-person detachments, with no radio communication or motor vehicle transportation. Still steeped in its rich heritage and proud past, the OPP has grown into one of North America's largest deployed police services with more than 5,400 uniformed officers, 2,000 civilian employees and 850 auxiliary officers. Today, OPP members operate out of 165 detachments, six regional headquarters and its General Headquarters, located in Orillia, and are supported by advanced communications technologies and extensive, state-of-the art infrastructure.

The OPP proudly provides a full range of policing services throughout the Province, servicing a population of approximately 12.7 million. One of its core services is ensuring traffic safety on Ontario roadways and, as such, the organization has recently launched a renewed emphasis on education and prevention, combined with an aggressive directed enforcement program designed to alter behaviour of dangerous drivers.

The OPP delivers direct frontline policing services in hundreds of municipalities and First Nations communities across Ontario, working in partnership with municipal leaders,

police services boards, community policing advisory committees and community groups to ensure effective service delivery. The business planning process enables ongoing consultations with these local stakeholders and allows the organization to tailor its services to meet the individual needs of these communities.

The OPP is home to a number of specialized investigative units, including the Provincial Repeat Offender Parole Enforcement Unit, the Biker Enforcement Unit, Guns and Gangs, Missing Persons and Unidentified Bodies/Remains Unit, the Child Pornography Unit, the Illegal Weapons Enforcement Unit and the Illegal Gaming Enforcement Unit. The organization maintains two specialized provincial registries, the Violent Crimes Linkage Analysis System (ViCLAS) and the Ontario Sex Offender Registry. The OPP is the lead on numerous multi-jurisdictional policing initiatives designed to combat organized crime. Specialized units, such as emergency response teams, canine units, and underwater search and rescue and recovery further serve the frontline.

As the OPP approaches its centennial anniversary, it will continue to fulfill the responsibilities entrusted to it by the communities it serves, to deliver effective, efficient and quality policing services, and to ensure that high levels of public safety are maintained throughout the Province of Ontario.



Building on consultations with key stakeholders, both internally and externally, the OPP has identified five cross-command Mission Critical Issues that will continue to influence how our services are delivered. These issues represent key priorities for the organization and are considered long-term business strategies that are integral to how the OPP carries out its core business. All Bureau, Region and Detachment business plans include commitments that are aligned with each of the Mission Critical Issues.

### PROFESSIONALISM

Professionalism is the cornerstone of the OPP. By living “The Promise” daily, every member of the organization demonstrates and recognizes the value of our professional image and its impact on the quality and effectiveness of OPP services, programs, credibility and public perception.

### RELATIONSHIP BUILDING WITH ABORIGINAL COMMUNITIES

The OPP’s relationship with Aboriginal communities is a key priority for the organization. The OPP, through developing relationships, will continue to provide policing assistance to Aboriginal communities and support First Nations police services.

### MEETING THE NEEDS OF DIVERSE COMMUNITIES

Diversity is about the recognition and respect for the mix of similarities and differences in skills, knowledge, perspectives, backgrounds and experiences that are necessary to meet organizational requirements.

### SUPPORTING MARGINALIZED PERSONS

Marginalized persons are individuals who are isolated, excluded or alienated from mainstream society, often because of personal traits or circumstances considered undesirable by the dominant or majority culture, e.g. mental illness, homelessness.

### RESPONSIBLE FISCAL MANAGEMENT

Fiscal management is the demonstrated commitment to fiscal accountability through compliance with established fiscal policies and procedures while balancing core policing responsibilities, unpredictable demands and advances in technology within the OPP’s fiscal allocation.

## PROVINCIAL ENVIRONMENT SCAN SAFER COMMUNITIES

According to the 2004 General Social Survey, 94% of Canadians were satisfied that they were personally safe from becoming a victim. Over half believed there was no change in the crime rates while 30% felt crime had worsened over the previous five years. Concerns about crime rates tend to be based on perceptions of crime rate rather than actual crime rates. (Our Work Goal #1)

As of 2004, 75% of all Canadians had at least one computer in their home. Approximately 75% surveyed were either concerned or very concerned about privacy and security on the Internet with 57% very concerned about Internet credit card use. The Internet is increasingly a part of younger Canadians’ social environment. By Grade 8, the average Canadian youth spends over an hour a day online talking to friends. Most young people see the Internet as a safe environment with relatively few consequences. (Our Work Goal #4)

### ROAD SAFETY

Nationally, the annual cost of road crashes in terms of health care expenditures, property losses, and related costs exceeds \$25 billion. Individuals polled agreed there is a need for greater enforcement of speed limits and there should be more police spot checks for drunk drivers. (Our Work Goal #2)

The national road safety plan, Road Safety Vision 2010, set the national goal of reducing traffic related deaths and serious injuries by 30% by the year 2010. While the overall fatality rate increased from 8.5 to 9.1 for every 100,000 people, fatal collisions fell from 6.5 to 6.3 per 100,000 in Ontario. (Our Work Goal #2)

### ILLEGAL DRUGS

Addictions to tobacco, alcohol and illegal drugs cost the Canadian economy \$39.8 billion a year. That figure, based on data from 2002, includes the cost of providing health care, losing millions of days of productivity, and handling court cases and jail sentences. (Our Work Goal #3)

### DEMOGRAPHICS

Canada’s population increased to an estimated 32,623,500 in July 2006 with over two thirds of the growth attributed to immigration. The first of the baby boomers turns 65 in 2011. As of 2005, an estimated 3.6 million workers were within 10 years of retirement – 22.1% of the total workforce. In 2000, Ontario’s labour force had the highest proportion of university degrees of all the provinces. (Our Relationships Goal #2 and Our People Goal #2)

### FISCAL CLIMATE

The current government intends to eliminate the provincial fiscal deficit by no later than 2008-09 and is committed to achieving a balanced budget in 2007-08 through a strategy of increasing government spending at a lower rate than increases in government revenues. Spending in the justice sector is expected to remain the same over the next two fiscal years. (Our Infrastructure Goal #6)

### EMERGING TECHNOLOGIES

The growth of the electronic media market, coupled with growing international scope of cybercrime, are leading to an increase in digital DNA (stored and transmitted information relating to criminal acts that can be recovered and presented in court as evidence). (Our Work Goal #7)

Technology (cell phones and Internet phones) is outpacing the ability of emergency services to trace calls and respond to emergency situations. Existing systems will be updated over time to accommodate these changes in technology. (Our Infrastructure Goal #3)



**OUR WORK**

**RESULTS DRIVEN POLICING**

The OPP is implementing Results Driven Policing (RDP) to improve community safety through targeted crime reduction, traffic enforcement, and increased support for field and frontline service delivery.

RDP is a structured accountability framework designed to apply an intelligence-driven approach to crime and traffic enforcement issues and to emphasize problem-solving through regular, scrupulous evaluation of results. Fundamentally, RDP addresses responsibility for producing crime reduction and traffic law enforcement results and accountability for increasing public safety and community confidence in frontline policing. The RDP process is formalized through monthly, structured meetings with the Commissioner at General Headquarters.

RDP is an OPP-specific variation on a successful process used in national and international policing jurisdictions, credited with achieving successful crime and traffic outcomes. The OPP is seeking the same success.

Integrating RDP involves all levels of the organization in changing:

- i) How crime reduction and traffic law enforcement objectives are established and addressed;
- ii) How technology and statistics are used to support frontline policing;
- iii) How resources are allocated and deployed to meet high priority operational issues; and
- iv) How reporting processes and accountability are defined and assessed.

**IDENTITY THEFT**

Identity theft involves illegally using personal information such as name, address, date of birth, and the social insurance number of another person. It is the fastest growing crime in North America. It is global in its scope and implications, is pervasive in its ability to victimize, and is often used as a means to facilitate a range of other serious criminal offences, from fraud to terrorist activities to drug trafficking.

The Anti-Rackets Section – Identity Crime and Forgery Investigation Unit (ICFI Unit) coordinates and collaborates with multiple representatives of the law enforcement community and other stakeholders in an effort to disrupt and eliminate identity crime operations in Ontario, and to reduce the level of victimization perpetrated by these operations. The Unit has also developed working partnerships with outside agencies to develop crime prevention strategies and investigative approaches to combat these crimes.

In addition to taking on a lead role in investigating organized criminal groups carrying out fraudulent schemes involving identity crimes, the ICFI Unit provides case management and investigative expertise to OPP regional and detachment investigators in regard to forgery investigations. The Unit routinely provides crime prevention presentations on mass marketing scams, payment card forgery and identity crimes to various community groups including seniors, private industry, retailers and frontline police officers.

**OUR PEOPLE**

**OPP – “NOW HIRING”**

As the demand for new recruits continues to increase, the Ontario Provincial Police has been required to proactively and aggressively engage in non-traditional recruitment processes. Throughout the next decade, significant population growth will be realized through immigration, requiring a shift of recruitment efforts to diverse communities in order to sustain a workforce that is representative of the communities served and to provide effective and efficient frontline policing. A projected decline in the population of northern communities may prompt these communities to attract new immigrants to sustain their economy. The OPP’s outreach efforts are directed toward youth, as this group will make up the workforce of the future.

The OPP is committed to hiring the best candidates and never at the exclusion of any group. These are candidates who have integrity, are accountable, are compassionate, demonstrate courage, engage in continuous learning, are fair, and want to make a difference.

The successful recruitment of qualified candidates must be viewed as an organizational responsibility where both uniform and civilian employees work proactively to identify and encourage qualified candidates to view the Ontario Provincial Police as the “Employer of Choice”.

**OPP BOUND**

The OPP strives to attract, hire, and retain a diverse workforce that is not only interested in policing as a career, but considers the OPP as the “Employer of Choice for All”. Besides actively targeting groups who are representative of the diverse communities we serve, outreach initiatives such as Northern Police Experience 2006, Eastern Police Experience 2007, and OPP Bound support Mission Critical Issues and the OPP’s commitment to effective frontline service delivery. Selected candidates receive mentoring sessions with OPP officers who act as organizational ambassadors by sharing personal experiences, answering questions, and describing their careers.

The OPP Bound initiative aims to support effective frontline policing by creating a pool of diverse and qualified candidates from minority and under-represented groups. Although relationship building is a major goal of OPP Bound, this program strives to achieve a greater success rate for qualified candidates who aspire to a career with the OPP.





## OUR RELATIONSHIPS

### INCLUSIVE ABORIGINAL RELATIONSHIPS

The OPP, in partnership with the Anishnabek Police Service, continues to engage in and strengthen relationships with aboriginal youth.

The Youth Group from Nipissing First Nation "Mai'inganag", which translates to "Many Wolves", is an OPP initiative that supports and promotes education, culture and development of Aboriginal youth for healthy lifestyles, healthy communities and the development into optimistic members in their community.

The initiative creates incentives for the youth to lead productive lives in the community. It enhances opportunities to promote team-building skills, job training prospects and to enrich their academics through extra curricular activities, such as organizing formal school dances, student exchange trips, attending Pow-Wows, and workshops.

The youth work alongside elders to gain valuable knowledge, and their volunteer hours are put towards their high school credit.

The initiative allows students to reach new heights in and out of school. The expectations are high, but achievable. This creates a positive, goal-oriented atmosphere for the youths, which reinforces they can achieve anything they set their minds to.

### LEAD

LEAD (Lanark Police and Mental Health, Emergency room staff, Ambulance, Court Diversion) is an innovative new program now in place in East Region, which helps Police and other service providers respond to mentally ill persons in crisis.

Frontline workers for each of these agencies participate in 16 hours of comprehensive joint training. The training focuses on a number of areas, including:

- Understanding and recognizing different forms of mental illness
- Developing specific skills and knowledge in handling people with mental illness
- Detailed knowledge of the Mental Health Act
- Local services available for the mentally ill and their families

The purpose of the team is to provide frontline responders with the specialized tools they need to handle some of the most complex and dangerous calls we face.

**Mission Statement:**  
**The Lanark County LEAD Team is a responsible, sensitive, community based policing partnership with local health care professionals. Our united goal is to facilitate and promote effective compassionate response and care to persons with mental illness and their families.**

This program is an example of how we can partner with other service providers and greatly improve our service to the mentally ill in our communities.

## OUR INFRASTRUCTURE

Government funding announcements for 2006/07 for deteriorating roads, sewers and other community infrastructure include a considerable portion intended to meet the OPP's facilities needs.

### DETACHMENT PROJECTS

Many detachments were simply not designed to meet current policing demands, and with increases in staffing and workload, the OPP has outgrown many facilities.

New detachments in the following locations are expected to be completed sometime in 2007:

- Hearst
- North Grenville
- Greenstone
- Hornepayne
- South Bruce
- Grenville
- Thousand Islands (formerly Gananoque)
- Temagami

Construction will soon begin for new detachment buildings in:

- Prince Edward
- Bruce Peninsula
- Nottawasaga
- Dufferin

Up to 25 new detachments over the next five years will help meet growing demands.

### COMMUNICATION CENTRES

In November 2006, the grand opening for the North Bay PCC was held. The Thunder Bay PCC is now under construction with an anticipated completion in the Fall of 2007.

### FORENSIC IDENT

In 1949, OPP Technical Identification Services Units were created to provide basic fingerprint and photography services in support of investigations. Since then, forensic services have evolved into a highly technical and sophisticated specialty, with

advanced evidence gathering analysis, skills and equipment.

Upgraded facilities are required in order to meet modern standards and operational needs. The majority of today's facilities were constructed in the early to mid-1960s and designed as administrative offices. Over the course of the next nine years, the OPP will see funding for 13 new Forensic Identification Unit facilities across the Province to replace outdated and inadequate facilities. This represents an additional \$54 million investment in our infrastructure by the Provincial Government.

Construction will continue this year on five locations - Tillsonburg, Thunder Bay, Orillia, Belleville and Sault Ste. Marie.

Each year will see new construction begin for one or two new facilities. The roll-out strategy will ensure that the OPP's forensic identification capacity builds equitably across the province.

### STRATEGIC INFRASTRUCTURE PLAN

The OPP will be working as part of a team assembled by our Ministry (the Ministry of Community Safety and Correctional Services) to develop a multi-year strategic plan. The Plan will look at our current and anticipated facilities needs, innovative funding options, partnership opportunities and managing accommodation costs while providing improved service to the public. The review will continue through August 2007, with recommendations forming part of our next Infrastructure Plan submission to the government before the end of the year.





## HIGHWAY SAFETY DIVISION

### PROVINCIAL COMMAND TRAFFIC SAFETY "A New Approach"

The creation of the Provincial Command for Traffic Safety within the OPP has provided an unprecedented opportunity to positively impact and mitigate the hundreds of fatalities that occur each year on Ontario's highways, trails and waterways.

The approved recommendations of the Provincial Traffic Review Project (PTRP) in 2004 and the creation of the Highway Safety Division (HSD) in 2005 have provided a strong foundation from which to work. Leadership, Professionalism and Visibility have become the cornerstones of the HSD and will be the touchstone of the Provincial Command for Traffic Safety.

The announcement of the Provincial Command in January 2007 presents many challenges, but with challenges also come additional opportunities for success.

The implementation of the new Command for Traffic Safety will complement the introduction of the Results Driven Policing model and will assist the Regional Commanders in taking a problem-solving approach to regional traffic issues. Best practices and good work in the regions will be shared on a provincial scale. The ultimate goal will be to work together to reduce and prevent serious crashes and fatalities.

The re-introduction of the

distinctive black and white patrol vehicle is an example of our willingness to re-visit our proud heritage and modernize it to match our present day needs. Leadership and our ability to "do the right thing" is a testament to our "New Approach".

Preventability is the common thread that links the hundreds of fatalities that occur each year. Proactive enforcement levels and public education efforts need to be increased. Each member of the OPP can make a difference by doing his/her part. The Provincial Command for Traffic Safety will emphasize the importance of enforcement by adding value to each enforcement contact. Increased overall proactive enforcement is a key to the future objective of reducing fatalities.



The Provincial Traffic Safety Program will be the methodology under which all traffic services are delivered within the OPP. Internal communication strategies as well as external messaging will be developed to operationalize the traffic safety program.

The cooperation and leadership of each member at all levels will be required to ensure success. By working as a team with a renewed focus and a passion for what we do, we are certain to make a difference.

### PROVINCIAL TRAFFIC SAFETY PROGRAM

*"Traffic safety initiatives are the core function and responsibility of every OPP officer, every day, all the time."*

*Commissioner Fantino - November 16, 2006.*

The Provincial Traffic Safety Program is a proactive, sustainable approach to traffic safety directed at high-risk behaviours. Occupant restraint, impaired driving and aggressive driving behaviours represent the major causal factors in fatal and serious injury collisions. The focus of the Provincial

Traffic Safety Program is to reduce injuries and save lives on Ontario's highways, trails and waterways.

The Program incorporates high visibility, measurable outcomes, professional traffic stops and public education. Resources are directed towards identified hot spots for the purpose of reducing or eliminating collisions in a specific geographical area.

These provincial initiatives are adaptable at all levels and support local, provincial and national traffic safety strategies. Each component of the program should be viewed as an overall approach to traffic safety measures.

### METHODOLOGY

Initiatives under the Provincial Traffic Safety Program address high-risk behaviours involving occupant restraint, impaired driving and aggressive driving. The majority of fatalities involve these three factors. This approach ensures a unified methodology focused on reducing injuries and saving lives.

All aspects of the Program will support the following six provincial and national traffic safety strategies: Spring Seat Belt Campaign; Canada Road Safety Week; Operation Corridor; Operation Impact; Fall Seat Belt Campaign; and the Festive R.I.D.E. Program.

The Provincial Traffic Safety Program will provide OPP members with the tools to initiate a cultural shift away from the public's high risk driving behaviours. This will result in saved lives and reduced injuries in Ontario. Targets and objectives are determined at the local level and support the Results Driven Policing measures.





## COMPONENTS OF THE PROVINCIAL TRAFFIC SAFETY PROGRAM

The following components collectively make up the overall framework of the Provincial Traffic Safety Program. Each component represents a return to basic, well-proven measures that will dramatically impact serious injury collisions and fatalities.

### Traffic Safety

The term "Traffic Safety" refers to all facets of traffic and includes all highways, trails and waterways. Pedestrian traffic, urban/rural issues, commuter traffic and cyclists all fall under the umbrella of this program. Initiatives to reduce injuries and save lives on our highways, trails and waterways are developed and delivered through the Provincial Traffic Safety Program.

### High Visibility

Violators who engage in high risk driving behaviours threaten the safety of all motorists and must be detected and dealt with by an active OPP presence. The more visible police officers are as they conduct their everyday duties, the more they create a presence that will lead to the deterrence of both traffic and criminal violations.

### Result Driven Policing (RDP) – "Intelligence-Led"

The Provincial Traffic Safety Program will complement the following principles of the RDP model:

1. Focused Traffic Initiatives
2. Timely and accurate statistical information
3. Effective police strategies and tactics
4. Rapid deployment of personnel and resources
5. Relentless follow-up, reaction and assessment

### Professional Traffic Stop

Officers are encouraged to patiently deal with members of the public and to make sure motorists understand exactly why they were stopped, what they are being charged with, and what is required of them. Whether the contact is a ticket or a warning, officers are expected to use every opportunity to communicate the strategic goal – to reduce injuries and save lives.

### Criminal Traffic Interdiction – "Looking Beyond the Plate"

All frontline members must look beyond the initial violation and take the appropriate action when faced with circumstances that indicate inappropriate or criminal activity. This is especially pertinent in the relentless pursuit of detecting and apprehending impaired and drug induced drivers, and removing dangerous criminals from our midst in an all-out effort to make our communities safe.

### Partnerships / Stakeholders

Multi-disciplinary resources will be focused on a common goal of reducing injuries and saving lives – delivering multi-faceted traffic safety initiatives to provide maximum results.

### Data Integrity

Proper investigation, coupled with relentless follow-up and accurate reports will ensure that traffic hotspots are identified in a timely and precise manner.

### Planning Process

All planning in relation to the Provincial Traffic Safety Program will be based on an intelligence-led approach, focused on reducing injuries and saving lives. Targets and objectives will be focused on the Results Driven Policing Model and aligned

with Business Planning priorities at the Command, Region and Detachment levels.

### Measures / Targets / Objectives

Measures should be directly associated to the desired outcomes and related to the focus of the initiative. All strategies should be focused on engaging member's activities and relating them directly to a desired outcome.

### DELIVERABLES

The Provincial Traffic Safety Program provides a framework for traffic safety that:

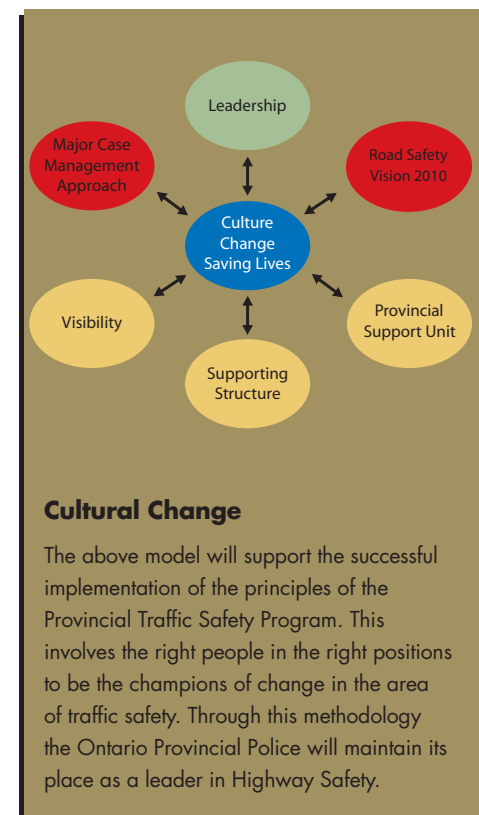
- Focuses on reducing injuries and saving lives
- Is directed towards high risk driving behaviours - occupant restraint, impaired driving and aggressive driving behaviours
- Is aligned with the Results Driven Policing Model - "Intelligence-led"
- Targets Canada's Road Safety Vision 2010
- Promotes/supports visibility strategies
- Recognizes local requirements
- Is able to be stepped-up during long weekends with saturated patrol strategies

### CONCLUSION

The OPP is recognized throughout North America as a leader in traffic safety. The OPP will continue to demonstrate true leadership by embracing and incorporating the principles of the Provincial Traffic Safety Program into the core functions of every OPP member saving more lives. It is imperative that this important message

be conveyed across the organization in a clear and understandable manner - from the Commissioner to the frontline constable.

The Provincial Traffic Safety Program will provide a long-term, robust, sustainable plan for the OPP to deliver traffic services. It is difficult to quantify the lives saved in the past, but with a renewed focus and a strategic forward-looking provincial plan for highway safety, future successes will be significant and positive.





## OUR WORK

### ***Our Work: Provide for safe communities and a secure Ontario through high performance policing.***

*In 2007 the OPP will:*

<b>GOALS</b>	<b>ACTIVITIES</b>	<b>OUTCOME</b>
1. Implement strategies to reduce and respond effectively to acts of violence toward persons and property.	1.1 Conduct/confirm violent and property crime analysis, identifying/confirming "hotspots" and directing strategies to areas of greatest concern. 1.2 Develop/implement appropriate community problem-solving and strategies with stakeholders in areas of violent crime, drug investigations, property crime, terrorism activities and emergency response activities. Support public education programs relating to crime prevention. 1.3 Ongoing monitoring of emergency preparedness plans to incorporate lessons learned.	<ul style="list-style-type: none"> <li>• Restrain levels of violent and property crimes affecting sense of community safety.</li> <li>• Community confidence in OPP response to acts of violence against persons and property.</li> </ul>
2. Enhance safety on OPP patrolled highways, recreational trails and waterways.	2.1 Include community/problem-solving principles in Traffic and Trail/Waterway Management Planning. 2.2 Develop and implement patrol and visibility strategies in each Region. 2.3 Conduct coordinated seatbelt activities, including child restraint systems enforcement and education activities. 2.4 Targeted/Coordinated RIDE focused on drinking and driving in each Region. 2.5 Develop partnership strategies with stakeholders and communities.	<ul style="list-style-type: none"> <li>• The OPP recognized as a leader in public awareness campaigns regarding coordinated enforcement activities and safety programs.</li> <li>• OPP patrolled areas are safe through the reduction in the number of death and injuries on highways, waterways and trails.</li> </ul>
3. Reduce the amount of illegal drugs in Ontario.	3.1 Continue to participate in the Green Tide Working Group - a partnership of police and non-police stakeholders with a vested interest in the reduction of indoor/outdoor marijuana grow operations. 3.2 Conduct educational awareness presentations regarding marijuana grow and crystal methamphetamine operations. 3.3 Contribute to the development of a provincial strategy to combat the increase in usage and officer safety dangers associated with the use of crystal methamphetamine.	<ul style="list-style-type: none"> <li>• Reduction in marijuana grow and crystal methamphetamine operations in Ontario.</li> <li>• Increase public awareness regarding the dangers associated with indoor marijuana grow operations and the use of crystal methamphetamines.</li> </ul>
4. Reduce the incidence of child exploitation in the province of Ontario.	4.1 Continue to actively lead child pornography investigations through "Project P." 4.2 Participation in victim advocacy groups dedicated to the safety of children and the eradication of child pornography; Roll out the Internet safety program (Cybercops).	<ul style="list-style-type: none"> <li>• Cooperative and consistent approach to child pornography investigations.</li> </ul>
5. Ensure OPP is intelligence-led through establishment of organized crime and terrorism intelligence priorities.	5.1 Continue to play a key role on working groups to establish provincial intelligence priorities. 5.2 Continuous partner consultations and feedback to ensure ongoing accuracy of strategic and tactical intelligence products. 5.3 Continuous evaluation of information and feedback to OPP detachments/communities to ensure awareness of terrorism related issues.	<ul style="list-style-type: none"> <li>• Successful partnerships with other police and intelligence agencies to determine provincial organized crime and terrorism intelligence priorities.</li> <li>• Effective internal/external communication of provincial threat assessments.</li> </ul>
6. Ensure a safe and secure Ontario by disrupting organized crime activity in Ontario.	6.1 Participation in committees and community groups dedicated to the detection and eradication of organized crime groups and develop an education strategy for public and internal awareness. 6.2 In conjunction with our law enforcement partners, develop and implement targeted projects related to organized crime investigation.	<ul style="list-style-type: none"> <li>• Increased public awareness of the scope of organized crime activity.</li> <li>• Reduced victimization at the hands of organized crime.</li> </ul>
7. Ensure high quality and effective leading edge behavioural, electronic and technical investigative support.	7.1 Continue to play a key role in Joint Forces committees and inter-ministerial committees; conduct research in an effort to reduce victimization and domestic violence and to support the National Sex Offender Registry (NSOR).	<ul style="list-style-type: none"> <li>• Recognized as leaders in providing quality, specialized investigation support services across the province related to the prevention and detection of crime.</li> </ul>



***Our People: Attract, develop, support and retain a professional workforce that reflects OPP values and ethics.***

*In 2007 the OPP will:*

GOALS	ACTIVITIES	OUTCOME
<p>1. Enhance professionalism at all levels of the organization and recognize members for quality service.</p>	<p>1.1 Develop 'best practice' materials including professionalism policies on a number of activities such as conduct, recruitment, etc.                      1.2 Promote strategic communications with consistent key messages including a focus on professionalism and 'good news stories' on the OPP Intranet.                      1.3 Identify and address high-risk areas by monitoring and analyzing WDHP complaints and EAP statistics to determine trends and "hot spots".                      1.4 Provide education regarding performance plan/learning plan development and promotional process.                      1.5 Every Bureau/Region maintains an awards committee to ensure that recognition is given and publicized when appropriate.</p>	<ul style="list-style-type: none"> <li>• A professional workforce supported by effective tools, policies and strategic communications.</li> <li>• Positive internal morale reflective of OPP values.</li> </ul>
<p>2. Review Human Resource systems, standards and structure regarding systemic barriers to ensure the OPP is seen as a welcoming, diverse working environment.</p>	<p>2.1 Continue to conduct and refine Outreach programs and proactively recruit from diverse communities.                      2.2 Build an evaluation mechanism into the recruitment process in order to measure candidate satisfaction with recruitment services.                      2.3 Evaluate group mentoring pilot and consider options for expanding across the province.                      2.4 Implement enhanced leadership development program.                      2.5 Examine HR processes to identify any overt and systemic barriers and practices requiring change.</p>	<ul style="list-style-type: none"> <li>• Human Resources are focused on key priorities, programs and core business.</li> <li>• Workforce reflects communities served at all levels.</li> <li>• Enhanced understanding, awareness and organizational ability to provide appropriate services to diverse communities.</li> </ul>
<p>3. Enhance Aboriginal awareness, diversity issues and marginalized persons training and support for OPP employees.</p>	<p>3.1 Explore opportunities to integrate Aboriginal awareness and diversity training into learning activities within the OPP and enhance the overall capacity to share this knowledge and information.                      3.2 Develop, communicate and promote opportunities to build awareness and understanding regarding all of the OPP Mission Critical Issues.</p>	<ul style="list-style-type: none"> <li>• Organization-wide awareness of Ontario's Aboriginal context and understanding of local issues.</li> <li>• Enhanced employee ability to effectively provide service to the communities and individuals we serve.</li> </ul>
<p>4. Increase the knowledgebase of OPP employees and organizational training capacity by reviewing training-delivery methods offered within the OPP.</p>	<p>4.1 Address policy and training implications that arise from inquests/ inquiries.                      4.2 Establish/design on-line policy/Police Orders that maximize usability.                      4.3 Assess and define organizational needs and expectations, in order to determine the areas where e-learning would be most valuable and most likely to succeed.                      4.4 Develop on-line/DVD learning materials on specific content/topics (Mentally ill, First Nations awareness, Contract Policing, Crystal Meth) which are pre-requisites for participation in courses.</p>	<ul style="list-style-type: none"> <li>• The OPP is recognized as a leading edge policing service, with access to both internal and external training and education opportunities through the use of modern technology.</li> </ul>





## OUR RELATIONSHIPS

***Our Relationships – Engage in and strengthen our relationships and trust with the people we serve, our justice sector partners and our stakeholders.***

*In 2007 the OPP will:*

GOALS	ACTIVITIES	OUTCOME
1. Strengthen professional work relationships with Aboriginal leaders.	1.1 Ensure meaningful professional work relationships with Aboriginal leaders, including the establishment of working protocols. 1.2 Support officer exchange and training for Auxiliary Officers with First Nations police services. 1.3 Continue ongoing liaison and specific outreach recruitment activities with First Nations communities.	<ul style="list-style-type: none"> <li>Professional relationships with Aboriginal leaders enabling the OPP to serve the communities vision for policing.</li> </ul>
2. Build working relationships with diverse communities.	2.1 Ensure ongoing liaison with leaders/organizations within diverse communities. 2.2 Support participation of officers and Auxiliaries in community events within diverse communities. 2.3 Undertake specific outreach recruitment activities with diverse communities. 2.4 Engage community PSBs, CPACs, etc. in discussions in relation to our diversity initiatives.	<ul style="list-style-type: none"> <li>Strong, established relationships with diverse communities.</li> </ul>
3. Build working relationships with the networks that supports marginalized persons.	3.1 Support awareness for members on issues related to marginalized persons. 3.2 Continue to encourage members to participate/volunteer in community. 3.3 Participate in the Human Services Justice Coordinating Committee.	<ul style="list-style-type: none"> <li>Established professional relationships with networks and resources that support marginalized persons.</li> </ul>
4. Support First Nations police services in the transformation to stand-alone policing.	4.1 Provide support (training, etc) and assistance in the transition of First Nations police services to stand-alone IT infrastructure and continue to explore partnership opportunities regarding joint initiatives such as combined PCC. 4.2 Work closely with the Ontario and Federal Negotiators as well as First Nations community leaders during the ongoing development of the transition, in line with the needs of stakeholders. 4.3 Explore avenues to participate in meaningful succession planning via secondments with Aboriginal police services.	<ul style="list-style-type: none"> <li>First Nations communities receive effective, high quality and comprehensive policing services.</li> </ul>
5. Enhance relationships with municipal stakeholders and civilian governance with respect to the delivery of OPP services.	5.1 Assess success of enhanced communication strategy, delivering consistent information exchange in a timely and accurate manner. 5.2 Build on relationships with Ontario Police Services Boards, through the communication of best practices and reciprocal training. 5.3 Continue development of simplified methodology to meet the needs of stakeholders.	<ul style="list-style-type: none"> <li>Efficient administration of and renewal of municipal contracts.</li> </ul>




***Our Infrastructure – Support service delivery through technology, equipment, facilities, business processes and communications.***

*In 2007 the OPP will:*

GOALS	ACTIVITIES	OUTCOME
1. Provide communications leadership and support.	1.1 Be prepared to respond to inquiries/inquests. 1.2 Enhance the dissemination of timely information to OPP employees through implementing approved technological enhancements to the OPP Intranet, including case law decisions. 1.3 Build relationships with media in diverse communities.	<ul style="list-style-type: none"> <li>The organization is properly positioned to respond to emerging and contentious issues.</li> </ul>
2. Enhance operational efficiency of the OPP fleet.	2.1 Conduct annual refresh of fleet selector list. 2.2 Confirmation of the on call status annually with follow-up at Bureau and Regional Command level. 2.3 Analysis of maintenance repairs with specific follow-up to determine areas for reduction.	<ul style="list-style-type: none"> <li>Savings realized in fleet.</li> </ul>
3. Continue implementation and enhancement of the Fleetnet Radio System across the province.	3.1 Plan and implement Fleetnet Radio System in North West Region. Complete the design and commence construction of the new facility in Thunder Bay; Transition two current Communication Centre facilities (Kenora and Thunder Bay) into new facility in Thunder Bay.	<ul style="list-style-type: none"> <li>The establishment of state-of-the-art communications facilities with enhanced operability and more effective call taking and dispatching services to support public and officer safety.</li> </ul>
4. Ensure delivery of quality and effective protective services for the Government of Ontario.	4.1 Ensure continued safety of all domestic and foreign VIP's while in the protection of the OPP in the Province of Ontario. 4.2 Ongoing delivery of offender transportation system. 4.3 Continue to work with the government to ensure continued safety of OPS personnel and facilities. 4.4 Conduct security assessments of government facilities within the justice sector.	<ul style="list-style-type: none"> <li>OPP is seen as a high quality provider of protective services.</li> </ul>
5. Efficient and effective OPP-wide Quality Assurance system in compliance with legislative responsibility.	5.1 Review and refine the current OPP Quality Assurance processes: Management Inspection Program, Self Assessment Workbook & Inspections and defining Detachment accountabilities.	<ul style="list-style-type: none"> <li>The OPP is identified as a credible, compliant and transparent organization supported by an effective and comprehensive quality assurance system.</li> </ul>
6. Enhance financial accountability and stewardship throughout the OPP.	6.1 Continue to proactively identify opportunities to increase employee awareness on financial controllership processes to build financial competence across the organization. 6.2 Establish and maintain appropriate fiscal accountability model with alignments with Human Resource systems. 6.3 Develop and implement fiscal communication strategy that ensures consistent messaging regarding fiscal policies and procedures and highlights discrepancies and areas for ongoing improvement. 6.4 Ongoing review and monitoring of overtime across organization. 6.5 Ongoing compliance with fiscal policies and procedures, procurement plans and established accountability mechanisms.	<ul style="list-style-type: none"> <li>Demonstrated individual and organizational responsibility in the management and use of OPP resources.</li> </ul>



# THE OPP AROUND THE PROVINCE

HIGHWAY SAFETY DIVISION		<p><b>Area Served</b></p> <p>Area (Sq. Km.) . . . . . 728 Kms. of highways patrolled . . . . . 2,922</p> <p><b>Service Area Breakdown</b></p> <p>Host Detachments . . . . . 9 Satellite Detachments . . . . . 2 Traffic Contract . . . . . 1</p> <p><b>Regional Staff</b></p> <p>Uniform . . . . . 509 Civilian . . . . . 45</p>
WESTERN REGION		<p><b>Area Served</b></p> <p>Area (Sq. Km.) . . . . . 53,755 Kms. of highways patrolled . . . . . 2,366</p> <p><b>Service Area Breakdown</b></p> <p>Host Detachments . . . . . 15 Satellite Detachments . . . . . 26 Municipal Contracts . . . . . 25</p> <p><b>Regional Staff</b></p> <p>Uniform . . . . . 1,278 Civilian . . . . . 208</p>
NORTH WEST REGION		<p><b>Area Served</b></p> <p>Area (Sq. Km.) . . . . . 420,792 Kms. of highways patrolled . . . . . 4,415</p> <p><b>Service Area Breakdown</b></p> <p>Host Detachments . . . . . 11 Satellite Detachments . . . . . 13 Municipal Contracts . . . . . 10</p> <p><b>Regional Staff</b></p> <p>Uniform . . . . . 415 Civilian . . . . . 188</p>
NORTH EAST REGION		<p><b>Area Served</b></p> <p>Area (Sq. Km.) . . . . . 486,800 Kms. of highways patrolled . . . . . 6,226</p> <p><b>Service Area Breakdown</b></p> <p>Host Detachments . . . . . 14 Satellite Detachments . . . . . 24 Municipal Contracts . . . . . 20</p> <p><b>Regional Staff</b></p> <p>Uniform . . . . . 688 Civilian . . . . . 193</p>
CENTRAL REGION		<p><b>Area Served</b></p> <p>Area (Sq. Km.) . . . . . 28,400 Kms. of highways patrolled . . . . . 1,075</p> <p><b>Service Area Breakdown</b></p> <p>Host Detachments . . . . . 14 Satellite Detachments . . . . . 7 Municipal Contracts . . . . . 26</p> <p><b>Regional Staff</b></p> <p>Uniform . . . . . 843 Civilian . . . . . 223</p>
EASTERN REGION		<p><b>Area Served</b></p> <p>Area (Sq. Km.) . . . . . 43,539 Kms. of highways patrolled . . . . . 2,349</p> <p><b>Service Area Breakdown</b></p> <p>Host Detachments . . . . . 17 Satellite Detachments . . . . . 13 Municipal Contracts . . . . . 25</p> <p><b>Regional Staff</b></p> <p>Uniform . . . . . 960 Civilian . . . . . 216</p>







## OUR VALUES

Accountability ~ Professional Excellence  
Respectful Relationships ~ Strong and Positive  
Fairness, Courage and Caring ~ Empathy and Compassion  
Continuous Learning ~ Professional and Personal Development  
Diversity ~ In Society and the Workplace



Connecting the past with the present, the OPP Museum specializes in the unique history of the Ontario Provincial Police. Created to "serve all active and retired OPP personnel, recruits and the general public", the Museum has assembled a unique collection which spans the OPP from its creation in 1909 through to today. Admission is free and is open 8:30 a.m. to 4:30 p.m., Monday to Friday.

The Museum is located in the OPP General Headquarters Building, 777 Memorial Ave., Orillia. Call (705) 329-6889 for further information.

## OPP SERVICES

24-Hour Proactive and Reactive Policing  
Auto-Theft  
Auxiliary Policing Program  
Aviation Services  
Behavioural Sciences  
Business Planning  
Canine  
Child Pornography Investigation  
Communications  
Community Policing  
Complaint Investigation  
Court Case Management  
Crime Prevention  
Crime Stoppers Program  
Differential Response  
Drug Enforcement  
Electronic Crime (E-Crime)  
Emergency Response  
Employee Counselling  
Explosive Disposal  
Forensic Identification  
Hate Crimes/Extremism  
Illegal Gaming  
Incident Command  
Intelligence  
Major Case Management  
Major Case Investigation  
Marine/Snowmobile/ATV  
Media Relations  
R.I.D.E.  
Search and Rescue  
Sex Offender Registry  
Surveillance - Electronic and Physical  
Tactics and Rescue  
Technical Traffic Collision Investigation  
Threat Assessment  
Traffic  
Training  
Underwater Search and Recovery  
ViCLAS - Violent Crime Linkage Analysis System  
Victims Assistance  
VIP Security



## **Ontario Provincial Police**

777 Memorial Avenue / Orillia / Ontario / L3V 7V3

(705) 329-6950 / **www.OPP.ca**

or contact your local OPP Detachment