



ONTARIO PROVINCIAL POLICE

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www.OPP.ca

or contact your local
OPP detachment



O.P.P.

PROVINCIAL BUSINESS PLAN

2006

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 service 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.

The 2006 Provincial Business Plan includes the 2005 OPP Annual Report. Copies of this publication are available in both English and French language versions, and on the Internet at www.OPP.ca



ONTARIO PROVINCIAL POLICE



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



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
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

AWARDING OUR EXCELLENCE IN 2005

ACCOLADE AWARDS

Award of Excellence for Valuing and Supporting People

Lynn Nicklin

Enforcement Award

Provincial Constable Ryan Landgraff
Provincial Constable Bryan MacKillop
Provincial Constable Claude Montfort
Provincial Constable Graham Sowydra
Provincial Constable Kevin Veillieux
Provincial Constable David Volgelzang

Innovation and Creativity Award

Provincial Constable Michael Chapman

Dedication Award

Provincial Constable Gerald Dwyer

Team Achievement Award

Michael Kerepesi
Tony Pasquali
Jessie Saunders
Biagia Tassone

Community Service Award

Provincial Constable David Opatovsky

Humanitarian Excellence Award

Provincial Constable Richard Livesey

Award of Merit for Partnership

Staff Sergeant Robert McDonald
Detective Sergeant Jeffrey Dagg
Provincial Constable Rick Tass

Jim Potts Award

Staff Sergeant Terry Wright
Sergeant Stacey Whaley
Provincial Constable Jonathan Bergsma
Provincial Constable Michael Golding
Provincial Constable Ronni Grosenick
Provincial Constable Robert Malone

Provincial Constable Matthew Norlock
Provincial Constable Susan Norris-MacInnis
Provincial Constable Robert Saikkonen
Provincial Constable Todd Smith

Auxiliary Liaison Officer of the Year

Provincial Constable Linda Kennedy

Civilian of the Year

Angela Eke

Officer of the Year

Traffic Sergeant Cam Woolley

Investigation Award

Detective Constable David Brack
Provincial Constable Randy Graham

EXTERNAL AWARDS TO THE OPP

International Association of the Chiefs of Police Civil Rights Award

OPPBound 2004 Aboriginal Peoples
Focus on Professionalism

International Association of Financial Crime Investigators Law Enforcement Officer of the Year

Detective Inspector Bernie Murphy

Canadian Association of Chiefs of Police Order of Merit

Detective Chief Superintendent Frank Ryder
Detective Superintendent Dennis Moore
Inspector Glenn Trivett
Detective Staff Sergeant Brian Adkin
Provincial Constable Dale Kinnear

Mothers Against Drunk Driving Officer of the Year

Sergeant Don Bristow

St. John Ambulance Order of St. John Medal

Detective Sergeant Rick Fraracci

International Outlaws Motorcycle Gang Investigators Association Award for

Exceptional Achievement

Detective Superintendent Mark VanZant
Detective Sergeant Alec Ovenden
Detective Constable Barbara Hoath

Ministry of Citizenship and Immigration

Ontario Medal of Police Bravery

Provincial Constable Todd Bremner
Provincial Constable Guy Harmison

International Order of the Daughters of the Empire

Police Community Relations Award
Sergeant Kevin Murphy

ONTARIO WOMEN IN LAW ENFORCEMENT

Medal of Valour

Provincial Constable Lisa Lambert

Team Endeavours

Sergeant Wayne MacPherson
Provincial Constable Lee Batte
Provincial Constable Paul Connell
Provincial Constable Bonnie Coultis
Provincial Constable Lisa Grieves
Provincial Constable Deb Mineau

Heritage Award

Staff Sergeant Wendy Wilson

MINISTRY OF COMMUNITY SAFETY AND CORRECTIONAL SERVICES' OVATION AWARDS

Dedication & Quality Service

Detective Constable Garry Archer

Partnerships

Internet Safety Project Team
CYBERCOPS

Detective Inspector Robert Goodfellow
Detective Staff Sergeant Robert Longstreet
Detective Staff Sergeant Arni Stinnissen

Innovation & Creativity

Detective Constable Andy Kaknevicus

Valuing & Supporting People

Provincial Constable Eric De Serrano

PUBLIC SECTOR QUALITY FAIR

GOLD

Let's Remember Adam Stop for the School Bus

Staff Sergeant Rob McDonald
Detective Sergeant Jeffrey Dagg
Provincial Constable Rick Tass

BRONZE

An OPP Armament Strategy

Staff Sergeant Clyde Dyck
Sergeant Robert Parry
Provincial Constable Geoff King



I am extremely honoured and proud to be the Commissioner of the Ontario Provincial Police (OPP). This Directional Statement is my opportunity to highlight our way forward and to ensure the OPP is widely recognized for delivering excellence daily in police work throughout Ontario and beyond. This is what makes us proud and helps us excel in so many different aspects of policing, where members of the OPP are recognized as outstanding in their field.

Each year we rise to and so often surpass the myriad of challenges that face this organization. The demands involved in keeping our communities safe are ever evolving and substantial.

The ability of each of our employees to meet the public safety challenges of fighting crime and violence in our communities is a credit to our entire organization. Equally important is that the people who count on our service have confidence in our ability to consistently be fair and professional as we respond to their needs.

One of the exciting and appealing aspects of policing is that we never know exactly what we may encounter at the next call for service. High public expectations for accountable service delivery, coupled with the always-present demands for public safety and officer safety, make our profession one that will always be in the public eye. As a result, we must strive to anticipate, understand and meet the diverse needs of all people and all of the communities we serve.

During the past several years, we have focused on Our Work, Our People, Our Infrastructure and Our Relationships as being integral to our service delivery. Within and across these Strategic Objectives we have identified five key areas that will help guide us in making our service even better:

1. Focus on professionalism;
2. Meeting the needs of diverse communities;
3. Responsible fiscal management;
4. Strengthened relationships with aboriginal communities; and
5. Enhanced support for marginalized persons.

Our challenge in the coming months is to effectively integrate each into our daily policing activities. We must continue to build and maintain a strong professional police service that earns and ensures public trust and confidence.

Gwen M. Boniface
Commissioner

The Commissioner's Priorities for 2006

Our Work - Provide for Safe Communities and a Secure Ontario through high performance policing.

- Implement strategies to reduce violent and property crimes in areas of OPP jurisdiction
- Enhance highway, trail and waterway safety
- Reduce the amount of illegal drugs in Ontario
- Reduce child exploitation in the province of Ontario
- Identify organized crime and terrorism intelligence priorities
- Disrupt organized crime activities in Ontario

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

- Enhance professionalism at all levels of the organization through ongoing performance management and recognition of quality service
- Increase knowledge base of OPP employees and organizational training capacity
- Enhance training on Aboriginal awareness and issues related to diversity and marginalized persons
- Review human resource systems, standards and structure for systemic barriers to ensure a welcoming, diverse work environment

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

- Strengthen working relationships with Aboriginal leaders
- Build working relationships with diverse communities and the networks that support marginalized persons
- Enhance relationships with municipal stakeholders and civilian governance with respect to the OPP services
- Support continued transition of Ontario First Nations Policing

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

- Enhance financial accountability and stewardship throughout the OPP
- Establish an effective Quality Assurance system
- Ensure delivery of effective, quality protective services for the Government of Ontario
- Improve operational efficiency of the OPP fleet
- Improve management of information technology resources and continue implementation of the Fleetnet Radio System

ABOUT THE OPP

COMMISSIONER'S COMMITTEE



Gwen Boniface
Commissioner



Maurice Pilon
Provincial Commander
Investigations and
Organized Crime

Intelligence Bureau
Investigation Bureau
Investigation Support Bureau



John Carson
Provincial Commander
Field and Traffic Services

Central Region
Eastern Region
North East Region
North West Region
Western Region
Field Support Bureau
Highway Safety Division



Gwen Strachan
Provincial Commander
Corporate Services

Business and Financial Services Bureau
Chief Firearms Office
Communication and
Technology Services Bureau
Human Resources Bureau
Professional Standards Bureau



Jay Hope
Provincial Commander
Strategic Services

Corporate Communications Bureau
First Nations and Contract Policing Bureau
Operational Research and
Development Bureau
Provincial Police Academy
Risk Management



Community safety and provincial security are the foundation upon which the Ontario Provincial Police plans and delivers law enforcement and policing services throughout the Province. The OPP's mandate is unique in Ontario in that it includes municipal and provincial policing responsibilities.

As one of North America's largest deployed police services, the OPP is responsible for over 922,752 sq. km. of land and 110,398 sq. km. of waterways in the Province of Ontario. More than 5,500 uniformed members, 2,000 civilian employees and 850 Auxiliary members provide services to the province through 165 detachments, six regional headquarter facilities and OPP General Headquarters.

Safe Communities

The OPP places a significant emphasis on services related to community policing and traffic safety. OPP members work collaboratively with municipal leaders, police services boards, community policing advisory committees and other community groups to plan for and deliver quality, front-line policing and law enforcement at the local level through contract and non-contract locations as well as First Nations communities in Ontario. General policing responsibilities include traffic management, enforcement, criminal investigations and responding to calls for service.

In support of municipal police services throughout the province, the OPP maintains framework agreements with police services boards to provide specialized investigative and enforcement services on an "as needed" basis, to ensure service adequacy and efficiency. These agreements cover such services as emergency response, canine support and forensic identification.

A Secure Ontario

The OPP provides policing services to all Ontarians through multi-jurisdictional investigations, anti-terrorism response, provincial emergency assistance, joint forces operations, intelligence units and enforcement on roadways, trails and waterways throughout the province.

The Provincial Repeat Offender Parole Enforcement Unit, the Biker Enforcement Unit, the Child Pornography Unit, the Illegal Weapons Enforcement Unit and the Illegal Gaming Enforcement Unit are all examples of multi-jurisdictional initiatives lead by the OPP to coordinate effective investigative and enforcement expertise among partner law enforcement agencies. In addition, the OPP maintains two specialized provincial registries: ViCLAS (The Violent Crime Linkage Analysis System that tracks and identifies serial offenders) and Ontario's Sex Offender Registry.

The OPP works with a variety of justice sector partners domestically and internationally to respond to the complexity and sophistication of organized criminal activities today.



2005 AWARD WINNERS

**Commissioner
Thomas B. O'Grady**
**OPPA Auxiliary Program
Leadership Award**
Auxiliary Staff Sergeant Keith Stahan
Orillia Auxiliary Unit

**Kruger Family Award for
Excellence in Auxiliary Policing**
Auxiliary Sergeant Robert Beaulne
South Porcupine Auxiliary Unit

**Auxiliary Superintendent
Joseph Judge**
Provincial Liaison Award
Constable Linda Kennedy
Liaison Officer for Caledon Auxiliary Unit

**Auxiliary Chief Superintendent
Terry Harkins**
Contribution Award
Mr. Jacques Riopelle

**Total Auxiliary Members for
2005**
~ 850 ~

**Total Volunteer Hours of
Service for 2005**
~ 204,550 ~



AUXILIARY

The OPP supports a contingent of dedicated civilian volunteers through its Auxiliary Program which receives its mandate from the Ontario Police Services Act.

Since the first Auxiliary member was appointed in November 1964 by (then) Commissioner Eric Silk, the Program has continued to grow to its current strength as a support to front-line OPP members in their communities.

On April 1st, 2005 the OPP Auxiliary Program celebrated its 45th Anniversary. Across the Province, Auxiliary Units in the various Regions hosted events in celebration of this milestone through mass inspections, luncheons, and church parades.

DUTIES

Auxiliary members, as part of their duties, may assist regular OPP members with the following:

- Community policing initiatives and projects,
- Regular patrol,
- Crime and disaster scenes,
- Crowd control for large gatherings or parades, and
- Response to traffic collisions.

INTERNATIONAL AWARDS 2005

Each year the efforts of the OPP are widely recognized and acknowledged by our local, provincial, national and international partners. This past year, the International Association of Chiefs of Police (IACP) honoured the OPP with two civil rights awards. Commissioner Boniface and Provincial Commander Strachan were in attendance at the IACP ceremony to accept the awards on behalf of the OPP for their efforts with the OPPBound 2004 Aboriginal Peoples' program as well as the Focus on Professionalism initiative.



ACCOLADE AWARDS 2005

The "Accolade Awards" have been developed to recognize the diverse and unique work of the OPP. The criteria varies for each award. Common to each however, is exemplary effort and dedication to the OPP's Vision, Mission and The Promise.

The OPP honours both its members and the public regularly at awards ceremonies throughout the province. A variety of successes are recognized, a few of which include:

- Commissioner's Citation for Bravery
- Commissioner's Citation for Lifesaving
- Award of Excellence for Valuing and Supporting People
- Dedication Award
- Team Achievement Award
- Humanitarian Excellence Award
- Jim Potts Award
- Civilian of the Year
- Officer of the Year Award

The OPP also recognizes members of the community for Acts of Bravery, Life Saving, Assisting OPP and Selfless Actions.

ABORIGINAL COMMUNITIES AND DIVERSITY STRATEGIES

INCLUSIVE ABORIGINAL RELATIONSHIPS

The OPP continues to engage in and strengthen relationships with Aboriginal communities. Across the organization, the OPP has embraced opportunities to integrate Aboriginal traditions into events and ceremonies. This is of mutual benefit, demonstrating the OPP's respect for the needs of our Aboriginal employees and the community. This practice enriches the OPP's understanding for Aboriginal culture and teachings of respect. Grandfather Joe Lacroix, a respected elder, attends OPP recruit graduations and provides teachings to the recruits and their families as well as offering prayers to the creator on behalf of the class.

Aboriginal OPP officers are privileged to have been gifted a traditional indigenous peoples' drum. The drum named "Zhowske Miingan", which in English translates to "Blue Wolf", provides teachings through song at many OPP and community events both on and off First Nations Territories.



FIRST NATIONS AWARENESS TRAINING

The OPP remains committed and focused on our relationships with Aboriginal communities through continuing education and personal development. The First

Nations Awareness Training program provides a comprehensive focus on cultural activities and experiential learning. The learning and teaching network of the program is rooted in the culture of the Aboriginal community itself. The training facilitates a better understanding between cultures: Native and non-Native, police and non-police.

Participants receive the following teachings:

- History of Aboriginal People
- Chronology of Aboriginal policing
- Awareness of issues concerning communities relating to treaty rights, Aboriginal rights, land claims and self-government
- Awareness of structure, relationships and affiliations, and an understanding of those roles within the community
- Awareness of biases that hinder effective communications
- Recognition of the challenges facing First Nations communities, and opportunities to work cooperatively within communities to address those issues
- Cultural awareness to support informed and appropriate services and guidance to community members

In 2005, eight training sessions were held. Currently 12 courses are scheduled for 2006. Participants credit the training as an invaluable opportunity in which to develop themselves as well as enrich their capacity to deliver effective and compassionate police services.

"I believe I now have a new appreciation of some of the issues facing the Native people, this course shed so much light on our history and where we are at today."

~ Course participant

OPPBound 2005

The OPP polices varied and diverse municipalities throughout Ontario. OPP service delivery is shaped by the individual crime, safety and community concerns unique to each area.

In order to best serve the people of Ontario, the OPP must reflect its community.

Recruitment will continue to be a challenge for the OPP in light of a competitive market for excellent candidates and our organization's desire to reflect the diversity of Ontario's population.

The five day recruitment initiative OPPBound, provides an opportunity to expose participants to a stimulating and interactive program consisting of mentoring sessions, physical activity, practical exercises and relationship building.

Through programs and initiatives such as OPPBound, the OPP will continue its efforts to attract and hire recruits that reflect the diversity of the people of this province.

"This has changed my entire outlook on the OPP. What an amazing family and wonderful bunch of people. I came here this week with an idea, now I leave with a plan. A goal that I have set for myself to become the best of the best, I will not settle for anything less than the best."

~ 2005 OPPBound participant

DIVERSITY DIALOGUES

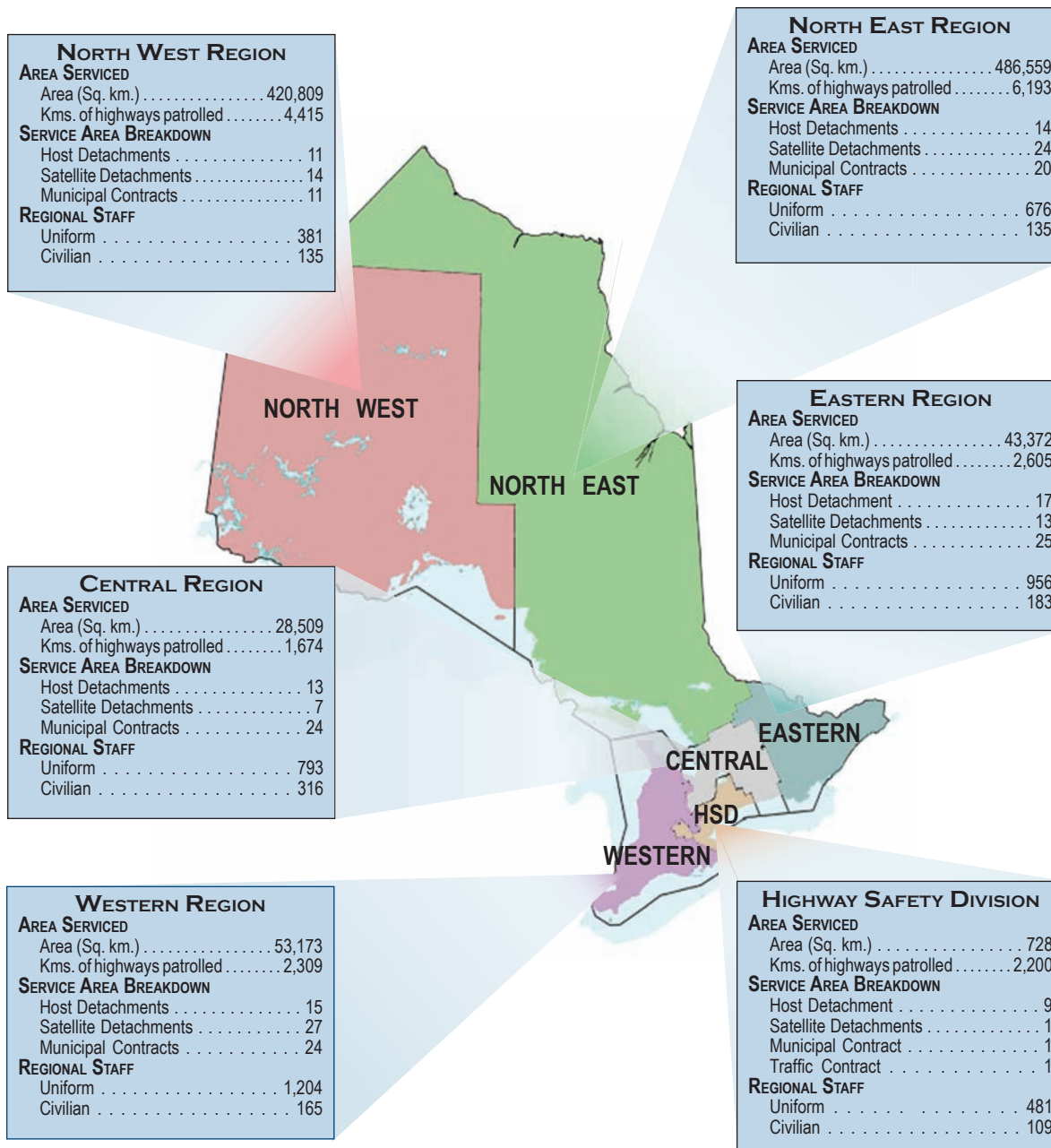
Diversity focus groups were held throughout the organization in 2004. A team was subsequently formed involving all Commands. The mandate of this team



was to review the recommendations of the focus groups, and look at the best way to support our commitment to diversity within the organization. As part of the plan, a DVD was developed that profiles front line uniform and civilian personnel that represent the diversity of the OPP. Participants speak to experiences that they have encountered in our organization and our communities, and their feelings and perceptions on diversity. Along with the DVD, work has been done in developing mentoring programs and other strategies. Diversity dialogue sessions are currently rolling out across the organization for all employees. Facilitators have been trained to deliver sessions throughout 2006 and into 2007.

"The opportunity to be involved with the focus group gave me a chance to express my feelings on the way our organization treats its members who are from diverse backgrounds. I firmly believe that the OPP as an organization has embraced the approach of respect and trust within the communities that we police and we have developed deep rooted bonds with our communities. The professionalism of our members will only be enhanced by participating in the "Valuing Diversity" dialogues and I am proud to have been part of this program."

~ DVD participant



Sources:
 Communications and Technology Services Bureau
 Human Resources Bureau
 First Nations and Contract Policing Bureau
 Highway Safety Division

PROVINCIAL ENVIRONMENTAL SCAN

SAFE COMMUNITIES

- Strengthening the justice system to help protect Canadian families and communities is one of five key priorities of the new federal government. The OPP continues to develop ongoing crime prevention strategies to reduce violent crime and property crime.

ROAD SAFETY

- On OPP policed roads in 2005, over 50% of fatal collisions involved speeding or failure to wear seatbelts. Approximately 19% of fatal collisions involved drinking and driving.
- Highway 401 is widely considered to be North America's busiest highway, with an estimated Annual Daily Traffic (ADT) of over 425,000 vehicles. Due to its use as the main trade, commuting and recreational corridor in Ontario, the ADT often rises to well beyond 500,000 vehicles.

ILLEGAL DRUGS

- The 2005 Ontario Student Drug Use Survey reports that 46% of Grade 12 students had used marijuana at least once in the past year. One third of the students surveyed reported that someone had tried to sell them drugs in the past year.
- The OPP has experienced a 600% increase in the past few years in the incidence of methamphetamine labs.

DEMOGRAPHICS

- It is expected that by the year 2014, immigration will add 1.1 million people to the population of Ontario, accounting for 70% of Ontario's total population increase.
- With Ontario's age "75-plus" population projected to increase by 21% over the next decade and by 66% over the next two decades, police services must be prepared to respond to a significant increase in the demand for services related to this age group.

FISCAL CLIMATE

- The Ontario Government continues to review all government programs, including policing services, to ensure that services are delivered in a cost effective manner.

EMERGING TECHNOLOGIES

- Given the advances in technology in recent years, standard personal computers, laptops and portable digital media are becoming increasingly more visible or important in some form of criminal occurrences including: criminal harassment; organized crime; homicide; fraud; and child pornography. In response to this trend, police investigators will be required to continue to upgrade their knowledge of modern technology and related investigative techniques to remain current and effective.

MISSION CRITICAL ISSUES

Building on consultations with key stakeholders, both internally and externally, the Ontario Provincial Police has identified five cross-command Mission Critical Issues that will continue to significantly influence how our services are delivered. These issues represent key priorities for the organization and will continue to focus activities and policing strategies in the coming years. Strategies supporting each of these Mission Critical Issues will help realize “Policing Excellence through Our People, Our Work and Our Relationships”. The Mission Critical Issues are considered long-term business strategies that support and are integral to how the OPP carries out its core business. Each of these priorities are supported at all levels of the organization. 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 core business of the organization. The OPP, through developing relationships, will continue providing policing assistance to Aboriginal communities and supporting 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, perspective, background and experience 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.

What Will Success Look Like?	What Will Success Look Like?	What Will Success Look Like?	What Will Success Look Like?	What Will Success Look Like?
<ul style="list-style-type: none"> Demonstrating “professionalism” is the default behavior for all OPP employees and volunteers. The public perceives there is no gap between what the OPP says are its core values and the demonstrated attitudes and behaviors of all OPP employees. All members of the OPP will understand, demonstrate, protect, and defend professionalism as the foundation of pride within the organization. Professionalism is part of every leader’s conversation with employees during performance reviews. 	<p>Aboriginal communities view the OPP as:</p> <ul style="list-style-type: none"> A respectful, sensitive Police Service worthy of trust. Having made a commitment to understanding Aboriginal communities and issues. Understanding the distinction between Aboriginal rights and civil rights. A partner in their community safety initiatives. An organization that is increasingly reflective of the communities it polices. <p>All members of the OPP understand the commitment required by them and the organization to contribute towards building relationships with Aboriginal communities.</p>	<p>The OPP:</p> <ul style="list-style-type: none"> Is a leader in diversity strategies, encouraging all members to develop and demonstrate valuing diversity while serving the people of Ontario. Is demonstrating, internally and externally, commitment to diversifying the workforce to better reflect the changing demographics in Ontario. Is seen by current and potential employees as a welcoming environment. Seeks out and benefits from diversity within its workforce. Demonstrates policing excellence in responding to the needs of ever increasing diverse communities. 	<p>The OPP is recognized as a leader and a partner in providing support to marginalized persons by:</p> <ul style="list-style-type: none"> Understanding the experience of people who may be oppressed and/or face systemic barriers within our society. Responding to needs within their communities with fairness, courage and caring. Serving all members of the community fairly and equitably with dignity and respect. Enhancing public confidence that all OPP employees understand the needs of marginalized persons and will respond professionally. All levels of the OPP understand the importance of this mission critical issue and its relevance to their work. 	<ul style="list-style-type: none"> The OPP will demonstrate compliance with all corporate fiscal policies, procedures and best practices. External stakeholders will acknowledge and recognize the OPP as a leader in fiscal management and accountability. All members of the OPP have an understanding of why and how they need to contribute to the overall financial accountability of the organization. The OPP will optimize its deployment of resources and reallocate according to organizational priorities.

2006 BUSINESS PLAN COMMITMENTS • STRATEGIC SERVICES COMMAND

The following commitments are excerpts from the Strategic Services Command Plan:

GOAL: Enhance Aboriginal, diversity and marginalized persons awareness training and support for OPP employees.

OUTCOME	MEASURES	ACTIVITY
<p>Organization wide awareness of Ontario's Aboriginal historical context and understanding of local issues</p> <p>Enhance employee diversity and marginalized persons awareness and ability to effectively deal with local issues</p> <p>Effective working relationships with marginalized persons, diverse communities and Aboriginal partners, communities and constituents</p>	<ul style="list-style-type: none"> • Increase number of OPP employees who have received training in Aboriginal Awareness • Increase content within OPP training relating to the five Mission Critical Issues 	<p>1.1 Explore and examine means to enhance the overall capacity for Aboriginal Awareness Training</p> <p>1.2 Pursue opportunities to increase and incorporate the Mission Critical Issues into OPP training delivered through the Provincial Police Academy</p> <p>1.3 Explore opportunities to integrate Aboriginal awareness and diversity training into learning activities within the OPP, including cultural issues and training of Emergency Response Team and Tactics and Rescue Unit members</p>

GOAL: Increase the knowledge base of OPP employees and organizational training capacity by reviewing training delivery methods offered within the Ontario Provincial Police.

OUTCOME	MEASURES	ACTIVITY
<p>The OPP recognized as a leading edge policing service, with access to both internal and external training and education opportunities through the use of modern technology</p>	<ul style="list-style-type: none"> • Integration of e-learning into the OPP's overall learning strategy 	<p>2.1 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</p> <p>2.2 Develop an e-learning model for implementation</p>

2005 REPORT CARD

PUBLIC PERCEPTION - SAFETY

The OPP conducts regular "Policing for Results" community surveys across the province. The following are highlights of the results of the most recent surveys, as of February 2006:

PERCEPTION & SATISFACTION	RESPONDENT RESULTS	OPP STRATEGIES
<p>Crime Perception</p> <p>Violent crime Property crime Drugs in schools Violence in schools Youth gangs</p>	<p>93% said this was a slight problem or not a problem</p> <p>79% said this was a slight problem or not a problem</p> <p>58% said this was a problem</p> <p>19% said this was a problem</p> <p>19% said this was a problem</p>	<p>At the provincial, regional and local detachment level, specific business plan goals for 2006 have been developed to respond to crime, traffic and social order issues as revealed through occurrence and statistics analysis as well as in response to public perception and satisfaction results as raised through the Policing for Results Survey.</p>
<p>Satisfaction With Services</p> <p>Investigation of violent crime Investigation of property crime Enforcement of aggressive driving laws Enforcement of drunk driving laws Dealing with traffic accidents</p>	<p>93% were satisfied or very satisfied</p> <p>90% were satisfied or very satisfied</p> <p>84% were satisfied or very satisfied</p> <p>90% were satisfied or very satisfied</p> <p>96% were satisfied or very satisfied</p>	

FIRST NATIONS TRAINING HOURS - In 2005, 3,680 person-days of training were delivered to First Nations community members, police officers and other stakeholders working with Ontario First Nations Policing Agreement Communities.



2006 BUSINESS PLAN COMMITMENTS • CORPORATE SERVICES COMMAND

The following commitments are excerpts from the Corporate Services Command Plan:

GOAL: Support employees in living "The Promise of the OPP" through the use of ongoing performance management practices.

OUTCOME	MEASURES	ACTIVITY
<p>Enhanced level of professionalism amongst all OPP employees through a greater level of awareness and commitment to the OPP values and ethics outlined in "The Promise"</p> <p>Employees have a stronger understanding of how their performance and learning plans support their ability to demonstrate their commitment to the principles of "The Promise"</p>	<ul style="list-style-type: none"> • Increase compliance in the completion of meaningful performance evaluations 	<ol style="list-style-type: none"> 1.1 Provide education regarding performance plan development and the promotional process 1.2 Create a Human Resources system to track compliance of performance evaluation completion across the organization

GOAL: Enhance financial accountability and stewardship of OPP resources.

OUTCOME	MEASURES	ACTIVITY
<p>Demonstrated individual and organizational responsibility in the management and use of OPP resources</p> <p>Improved operational efficiency of the OPP fleet</p> <p>Sound management of OPP information technology resources</p>	<ul style="list-style-type: none"> • Enhance individual and organizational compliance with fiscal policies and procedures • Reduce maintenance and collision expenditures while enhancing officer safety • Increase efficiency savings related to information technology spending and maintenance 	<ol style="list-style-type: none"> 2.1 Continue to proactively identify opportunities to increase employee awareness of financial controllership processes and enhance financial competence across the organization 2.2 Develop strategic plan relating to officer safety and collision reduction 2.3 Continue to centralize inventory management and funding for all information technology resources



2005 REPORT CARD

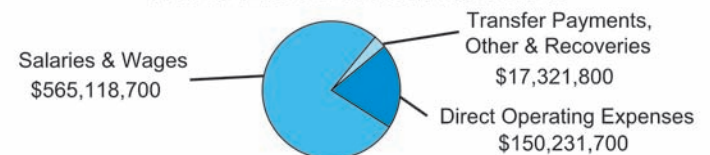
OPP OPERATING BUDGET

Total Budget – 2004/05 \$732,672,200

PUBLIC COMPLAINTS

Any member of the public may make a complaint about the policies of the services provided by a police service or about the conduct of a police officer. Each complaint is dealt with in accordance with the Police Services Act Part V. In 2005, the complaint rate was less than 1% of the total calls for service.

2004/2005 BUDGET ACTUALS



2005 COMMUNITY SUCCESSES

INTERNET SAFETY INITIATIVE "CYBERCOPS"

One of the goals of the OPP has been to develop and implement an Internet Safety strategy targeting "at risk users". In 2005, a partnership between the OPP, the Ministry of the Attorney General, the Ministry of Education, the Ontario Physical Health Education Association (OPHEA) and LiveWires (a private vendor), was formed resulting in the development of two educational internet safety games. All grade seven and eight classes across Ontario will benefit from this community partnership. The games are designed to prevent youth victimization through an entertaining and interactive educational learning forum.



PHONE THREAT?
Be Extremely Cautious If:

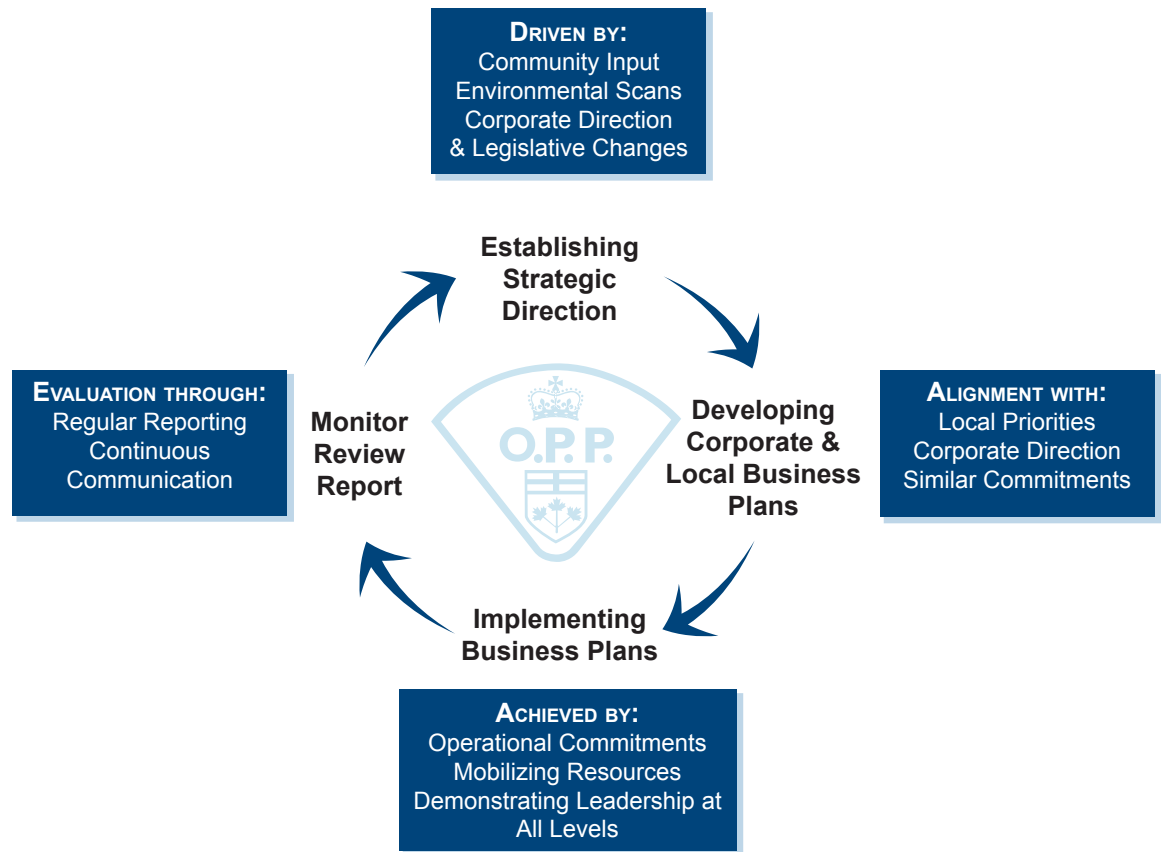
- Caller Asks You For Personal Information...
- Don't Give It Over The Phone!
- Caller Is Requesting A Donation ...
- Get The Facts Before You Give!
- Caller Has Something Special To Offer, You Have Won A Prize ...
- Don't Believe It!
- Caller Says, Act Now, They're Doing You A Favour ...
- Refuse Immediately, You Are Not Obligated!
- If It Sounds Too Good To Be True, It Probably Is! Not Sure ... Hang Up!

PhoneBusters
1-888-495-8501
(Hours: Mon.- Fri. 8 am to 6 pm)
www.phonebusters.com

SENIORS ASSISTANCE TEAM "SENIORS TAKE CHARGE"

The Seniors Assistance Team partnered with the Caledon Detachment to develop "Seniors Take Charge". It is an educational program that produced safety messages on a double-sided door card, designed to hang on a doorknob or telephone cord. The card identifies specific areas of concern and appropriate action for the senior to take if confronted with a telemarketer or door-to-door salesperson. Over 36,000 door cards with the safety messages have been distributed. The popularity of the program prompted an additional order of 40,000 more.

BUSINESS PLANNING PROCESS



OPP BUSINESS PLANNING

The OPP business planning process is the fundamental process by which our organization operates and it underlies every activity in the delivery of our services. Business planning promotes:

- Effective service delivery by ensuring that all levels of the organization are aligned with strategic priorities;
- Efficiency of operations by linking activities and sharing resources; and,
- Greater accountability both within the organization as well as to our external stakeholders.

The process spans a three-year planning horizon allowing commitments to be evaluated and revised on an annual basis.

2006 BUSINESS PLAN COMMITMENTS • FIELD & TRAFFIC SERVICES COMMAND

The following commitments are excerpts from the Field and Traffic Services Command Plan:

GOAL: Implement strategies to reduce and respond effectively to acts of violence toward persons and property (violent crime, domestic crime, property crime, terrorism).

OUTCOME	MEASURES	ACTIVITY
Restrain levels of violent and property crimes that affect the sense of community safety	<ul style="list-style-type: none"> Violent Crime Clearance Rate at or below the <i>three-year average</i> Property Crime Clearance Rate at or below the <i>three-year average</i> 	<ol style="list-style-type: none"> Develop and implement appropriate community problem solving and other partnership 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

GOAL: Enhance safety on OPP patrolled highways, recreation trails and waterways.

OUTCOME	MEASURES	ACTIVITY
<p>OPP patrolled areas are safe through the reduction in the number of deaths and injuries on highways, waterways and trails</p> <p>The OPP is recognized as a leader in public awareness campaigns regarding coordinated enforcement activities and safety programs</p> <p>The OPP is recognized as a successful partner in the 2010 target set by the National Road Safety Vision</p>	<ul style="list-style-type: none"> Seatbelt compliance rate at or above the <i>95% annual provincial average</i> Increase number of patrol and visibility strategies targeted towards reducing deaths and injuries on highways, waterways and trails 	<ol style="list-style-type: none"> Targeted, coordinated RIDE program focused on drinking and driving in each Region for highways, waterways and trails Conduct trail and waterway problem-solving planning involving the community Develop and implement patrol and visibility strategies in each Region for highways, waterways and trails Conduct coordinated seatbelt usage activities, including child restraint systems enforcement and education activities



2005 REPORT CARD

CALLS FOR SERVICE

The OPP responded to 719,877 calls for service in 2005, which is an increase of 6% over the three-year average.

MOTOR VEHICLE COLLISION INVESTIGATIONS

The OPP responded to 74,585 collisions in 2005 - 902 more collisions than in the previous year. Despite the increase in total number of collisions, the total number of injuries and deaths as a result of collisions dropped (36 fewer persons killed; 50 fewer persons injured).

ROAD SAFETY

While increasing seatbelt usage has been a challenge, there has been a decrease in the number of fatalities as a result of motor vehicle collisions over the previous three-year average. Awareness, education and enforcement strategies will continue in an effort to increase seatbelt compliance.

SEASONAL VEHICLE SAFETY

Marine - There were 29 fatalities in 2005 - a decrease of five fatalities over the previous year.

Snowmobile - there were 20 fatalities in 2005 - a decrease of seven fatalities over the previous year.

2006 BUSINESS PLAN COMMITMENTS • INVESTIGATION & ORGANIZED CRIME COMMAND

The following commitments are excerpts from the Investigation and Organized Crime Command Plan:

GOAL: Reduce the amount of illegal drugs in Ontario.

OUTCOME	MEASURES	ACTIVITY
<p>Increase public awareness regarding the dangers associated with indoor marijuana grow operations and the use of crystal methamphetamines</p> <p>Reduction in marijuana grow and crystal methamphetamine operations in Ontario</p>	<ul style="list-style-type: none"> Decrease supply through seizures: <ul style="list-style-type: none"> Exceed three-year average of number of marijuana plants seized Increase in weapon and proceeds of crime seizures related to marijuana grow operations and clandestine labs: <ul style="list-style-type: none"> Exceed three-year average of number of weapons seized 	<ol style="list-style-type: none"> Conduct educational awareness presentations regarding marijuana grow and crystal methamphetamine operations with a focus on enforcement, building public awareness, officer safety and crime prevention Contribute to the development of a Provincial strategy to combat the increased usage of crystal methamphetamines

GOAL: Ensure a safe and secure Ontario by disrupting organized crime activity in Ontario.

OUTCOME	MEASURES	ACTIVITY
<p>Reduce victimization at the hands of organized crime</p> <p>Increase the understanding of the magnitude of organized crime in the province</p>	<ul style="list-style-type: none"> Increase in the number of criminal organization charges laid: <ul style="list-style-type: none"> Establish a baseline number of charges resulting from new legislation (member of criminal organization) Increase in proceeds of crime and weapon seizures related to organized crime activity: <ul style="list-style-type: none"> Exceed three-year average of seizures 	<ol style="list-style-type: none"> In conjunction with our law enforcement partners, develop and implement targeted projects related to organized crime investigations Participate in committee and community groups dedicated to the detection and eradication of organized crime Develop strategic reports to identify organized crime trends in the Province

2005 REPORT CARD

HOMICIDE INVESTIGATIONS - In 2005, the OPP investigated 35 homicides, 27 within OPP service areas. All nine homicides that involved firearms were cleared.

DRUG INVESTIGATIONS - 2005 was the fourth consecutive record year for drug seizures for the OPP's Drug Enforcement Section. As a result of 2,754 investigations, \$421.8 million in drugs, 508 weapons, \$8.3 million in property, \$1 million in Canadian currency and \$109,000 in U.S. currency were seized. A total of 6,340 charges were laid.

PROCEEDS OF CRIME - The OPP is the lead agency in the joint forces Provincial Asset Forfeiture Unit. This unit, comprised of 13 police services, investigates and provides assistance province-wide relating to proceeds of crime. In 2005, the unit conducted 247 investigations and seized almost \$22 million in currency and \$4 million in property.

WEAPONS SEIZURES - The Provincial Weapons Enforcement Unit (PWEU) is a joint forces operation under the direction of the OPP. This investigative unit also provides assistance to all law enforcement agencies pertaining to firearms investigations. In 2005, PWEU seized a total of 1,689 firearms resulting in 1,641 charges being laid against 341 people.

