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ONTARIO PROVINCIAL POLICE



Safe Communities – A Secure Ontario

2003 PROVINCIAL BUSINESS PLAN

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 & ETHICS

ACCOUNTABILITY — PROFESSIONAL EXCELLENCE

Projecting a positive, professional image; being accountable for own actions; assuming a rightful share of work; seeking out information; taking a stand on values/principles; ensuring consistency between 'saying' and 'doing'; being honest, courteous, and trustworthy; seeking to understand needs, expectations and priorities of customers; remaining objective and impartial; protecting the rights of all people.

RESPECTFUL RELATIONSHIPS — STRONG AND POSITIVE

Being approachable, friendly, welcoming, sincere; supporting OPP Auxiliary and community volunteers; strengthening relationships with First Nations' communities and policing partners, police services boards, community and justice sector partners; involving the community and agencies in partnerships; being familiar with community resources.

FAIRNESS, COURAGE AND CARING — EMPATHY AND COMPASSION

Having courage to confront violators of democratic, human and civil rights; maintaining an open mind, being impartial, non-judgmental; understanding consequences of words and actions; helping to calm and diffuse emotions in a crisis; helping vulnerable people feel safe and secure; being patient and flexible; treating others with equality; supporting colleagues; exercising humility and self-control/discipline.

CONTINUOUS LEARNING — PROFESSIONAL AND PERSONAL DEVELOPMENT

Taking responsibility for career and professional development; debriefing to learn from successes and failures; encouraging discussion of ethical dilemmas; sharing experiences with others; seeking out experience, knowledge and skills; taking care of self; staying current with changes; looking beyond the status quo to improve skills and knowledge.

DIVERSITY — IN SOCIETY AND THE WORKPLACE

Seeking to understand different perspectives, cultures, lifestyles, creeds; identifying candidates for recruitment to enhance the diversity of the OPP, reflective of our communities; accommodating others' basic human rights; respecting individual dignity and strengths of all people.



In presenting this year's Provincial Business Plan, I am pleased to highlight the OPP's commitment to Safe Communities . . . A Secure Ontario, a commitment that reflects our long standing tradition of service to the people and communities of Ontario.

OPP Regional and Bureau Commanders were actively involved in the development of the provincial goals and objectives, based on community input and a comprehensive review of issues and challenges important to our communities. Individual Regions, Bureaus and Detachments also develop their own business plans – each plan contains a complimentary blend of goals that reflect not only the needs unique to their specific communities, but also considers how strategies which support provincial goals may be applied, customized or tailored to contribute toward their community's safety and security needs. We recognize that planning in this way is essential in delivering effective, quality policing services. The 2003 OPP Provincial Business Plan is a strong statement of our intent to ensure that OPP priorities and action plans are aligned effectively with those of our local and provincial client communities.

The key objectives and activities outlined in this year's Provincial Business Plan underscore our resolve to further this tradition of service by addressing the safety and security needs of our communities pro-actively and responsively. The course of action outlined also reflects our deliberate focus on achieving policing excellence through our people, our work, and our relationships. In this regard, the Provincial Business Plan reflects our commitment to maintain the best and most professional service possible and our continuing efforts to build a culture of trust through open and honest dialogue with the communities we serve and among the people we employ.

I am pleased to present the 2003 Provincial Business Plan. Through action plans developed within the framework of the OPP business planning process, we will continue to work collaboratively to meet the policing and law enforcement needs of our communities and our province.

Gwen M. Boniface

Gwen M. Boniface
Commissioner

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



The OPP fulfills its mandate as one of North America's largest deployed police services with more than 5,400 uniformed officers, 2,000 civilian employees and 850 Auxiliary officers whose day-to-day work is focused on the organization's dual priorities: safe communities and a secure Ontario.

Safe Communities

The OPP maintains 163 local detachment and satellite offices throughout the province, in addition to OPP General Headquarters and six Regional Headquarter locations. The OPP places a significant emphasis on services related to community-level policing and to traffic safety. OPP members work collaboratively with municipal leaders, police services boards, community policing advisory committees and community



groups to plan for and deliver quality, front-line municipal and First Nations' policing and law enforcement at the local level. The focus of this ongoing collaboration is two-fold: crime prevention and crime reduction achieved through focused, effective and accountable service delivery.

More than 400 communities throughout the province receive front-line municipal police services from the OPP. Of these, more than 100 communities have chosen to establish contractual agreements for their policing services. The OPP currently has 92 such contracts throughout the province.

In support of municipal police services throughout the province, the OPP also maintains 54 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 and specialized investigative support services, in addition to traffic management and enforcement services on provincial highways, waterways and trails. The OPP maintains a significant commitment to road safety and to addressing high-risk recreational marine and trail operator behaviours.

The OPP maintains two specialized provincial registries: ViCLAS, the Violent Crimes Linkage Analysis System that tracks and identifies serial offenders and Ontario's Sex Offender Registry. The OPP leads a number of multi-jurisdictional initiatives to coordinate effective investigative and enforcement operations among partner law enforcement agencies. These include the Anti-Terrorism Unit, 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. In addition, 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.



New legislation will affect many different areas of the justice sector.

- **Bill C-7 – The Youth Criminal Justice Act** will be proclaimed April 3rd, 2003 and represents a major restructuring of the youth justice system with a new approach to youth justice.
- **Bill C-17 – The Public Safety Act** introduces amendments to a number of other Acts including new offences with respect to terrorist hoaxes, increased control over explosives and prohibitions against the illicit sale or manufacturing of explosives and establishing a process for the Chief of Defense to respond to provincial requests for assistance.
- **Bill C-20 – An Act to Amend the Criminal Code and Amend the Canada Evidence Act** introduces a new category to the offence of child exploitation, re-defines the type of material that constitutes child pornography, increases the penalties for child abuse, neglect and abandonment, clarifies the use of video-recorded testimony, exclusion of public from testimony and publication bans and creates a new offence of voyeurism and distribution of voyeuristic material.
- **Bill 131 – The Ignition Interlock Act** allows drivers convicted of an impaired driving offence as of December 23rd, 2001 to drive, following the court imposed licence suspension, but only in a vehicle equipped with an ignition interlock device.
- **Bill 191 – The Emergency Vehicle Act** will require drivers in Ontario to slow down and, if safe to do so, move to the left when approaching and passing any emergency vehicle parked roadside which has red lights flashing.

The environment police operate in is increasingly complex and challenging with new technology, changing crime trends, new legislation/court rulings and new investigative tools and strategies that may impact on policing. The OPP examines trends and emerging issues using international, national, provincial and local information as well as other internal sources of information including the Legislative Agenda and Policing For Results survey responses. This information enhances the OPP's ability to plan effectively on both a short-term and long-term basis and balance competing priorities.

A Changing Ontario

Ontario continues to grow with its population increase due largely to immigration offsetting an otherwise natural decline in population. Almost one third of the population is under the age of 25 and another one third is age 44 and older. Many areas of the province are growing rapidly in size while other areas are in decline.

Crime trends

In 2001, youth crime rose again slightly for the second year with the greatest increases seen in robbery and auto theft. Sixteen remained the peak age for committing both violent crime and property crime offences. Drug offences increased, as did impaired driving charges for the first time in 20 years. Violent crime increased slightly due to an increase in minor assaults. Property crime was at its lowest rate in 30 years. The overall provincial crime rate in 2001 also rose slightly. Youth remain the most frequent victims of youth crime while seniors are the primary victims of telemarketing and other fraud crimes. Statistics for 2002 are not yet available from Statistics Canada.

Terrorism

Terrorism became a new reality in 2001. It is predicted to remain a public safety issue for many years to come. In addition to groups such as Al Qaeda, there are many other moderate and extremist organizations active across Canada. Some of these groups have been actively investigated. The militancy of some groups has led to the need for police presence at events such as the G8 summit. Acts of terrorism and the potential for copycat acts continue to be a concern.

Emergency Management

The 1998 Ice Storm, Y2K and the possibility of a terrorist attack underscores the need for emergency management plans. The province has provided funding to establish volunteer community emergency response teams. Lessons learned from

emergency responses to crisis around the world continually influence OPP emergency plans.

Cyber-Crime

While police benefit from technological advances, new technology also creates new areas to be exploited by the criminal element. It is estimated that by 2010, there will be 2.2 billion Internet users. Cyber-crime has underscored the need for not only technological skills in police personnel but also the need to partner with other enforcement agencies given traditional jurisdictional boundaries. While child pornography is the best-known type of cyber-crime, electronic money laundering, identity theft, fraud through get-rich quick scams and bogus loan schemes, and hacking or cyber-attacks are also prevalent.

Organized Crime

Organized crime activities are varied including illegal drugs, smuggling, weapons, gambling, loan-sharking, the infiltration of capital markets to launder money and manipulate stocks, and telemarketing fraud. Ontario is considered to be a prime growth area for organized crime activities.

Traffic Safety

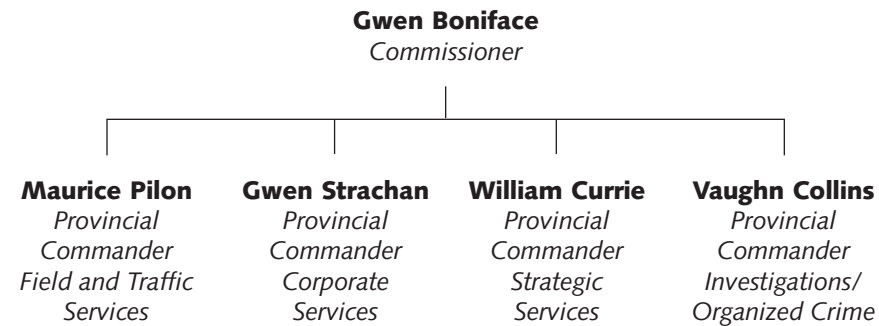
Surveys show Canadians want enhanced traffic enforcement. The public is divided on raising speed limits. More traffic including growth in commercial vehicles has increased public concern about safety on our roads. The OPP targets driver actions identified as factors in serious crashes in a variety of special enforcement initiatives.

In Summary

Organizationally, the OPP continues to face varied challenges. Maintaining public trust and confidence is essential to strong community relationships and providing provincial leadership. Recruitment must reflect Ontario's cultural diversity. Ongoing learning is essential to ensuring highly skilled, professional officers in a changing environment. Our effectiveness will also

rely on our relationships with our varied constituencies built on dialogue and evolving partnerships.





2003 OPP STRATEGIC OBJECTIVES

Our Work

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



Our People

Attract, develop, support and retain a professional work force and leadership 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



Our Work

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

- Maintain safe communities
- Ensure quality OPP emergency preparedness
- Ensure safer roadways, waterways and trails
- Provide leadership on organized crime enforcement
- Develop/maintain/enhance programs to address victimization and increase awareness of victimization issues
- Establish quality assurance processes for investigative services
- Enhance focus on prevention education activities with First Nations' communities
- Continue evolution of First Nations' program to provide for safe communities

Our People

Attract, develop, support and retain a professional work force and leadership that reflects OPP values and ethics

- Support entrenchment of OPP ethics and values
- Reflect the diversity of communities the OPP serves
- Focus on building positive internal relationships and ensuring the right forums for communication
- Refine corporate processes to appropriately integrate and reflect OPP values and ethics
- Ensure highest standards of leadership tools and processes are in place – develop leadership skills at all levels
- Broaden Succession Management Plan
- Support the continued high contribution of the Auxiliary and continued alignment of Auxiliary activities with OPP priorities
- Utilize Alternate Dispute Resolution

Our Relationships

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

- Build and strengthen the OPP's external relationships – participate on and lead committees on crime/public safety at the local, provincial and national levels
- Support partnerships and working relationships with First Nations' communities in each region
- Participate in and lead coordinated joint police enforcement efforts
- Establish effective corporate relationships with governance stakeholders and strengthen community relations

Our Infrastructure

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

- Implement Mobile Work Stations
- Increase capacity of e-crime investigations through the effective use of technology
- Develop and implement an Executive Information System across the OPP
- Transition to the new Communication Centres
- Enhance Technical Identification Services

Deputy Commissioner Pilon currently sits as Chair of the Traffic Committee of the Canadian Association of Chiefs of Police (CACCP), and is an active member of the Highway Safety Committee of the International Association of Chiefs of Police (IACP).

In addition to regular day-to-day enforcement and education activities, the OPP participates in a number of provincial initiatives as well as many local and regional activities to support Canada's Road Safety Vision 2010. All of these initiatives are intended to contribute to making Canada's roads the safest in the world. Some current highlights of our work include:

Safety and Enforcement on Major Provincial Highways

Operation Corridor will take place September 10th and 11th, 2003. Operation Corridor has traditionally been a two-day enforcement initiative along the 400-series highways to target both unsafe driving and unsafe vehicles. Its timing reflects the



return to normal traffic patterns following the end of the summer vacation season. Once again the initiative is being spearheaded by the OPP with the support of several other agencies –

Ministry of Transportation, the Royal Canadian Mounted Police, Canada Customs and the Ministry of the Environment. Although 400-series highways are geographically located across Southern and Central Ontario, this year Operation Corridor will be expanded to include OPP North West and North East Regions resulting in a truly "Provincial"

Campaign. These Regions will focus on the Eastern/Western portions of the Trans-Canada Highway.

Operation Corridor includes a significantly increased enforcement presence. Enforcement activities and other safety information will be profiled in



the media to increase public awareness and highlight highway safety issues. While the impact of short-term enforcement on driving behaviour can be time-limited, success will be enhanced by strong media coverage. Maintaining strong partnerships with the media will be important to the marketing of road safety and enforcement programs. Timely media releases which report results, combined with 'enforcement stories', increase awareness of highway safety initiatives.

Road Closure Delays

The OPP's Greater Toronto Region has established Major Highway Response Teams in response to the Provincial Government's Red Tape Reduction Bill. For 2003, the mandate of these teams (which provide 24-7 coverage) will be to focus on expediting the clearing of road closures and on investigative excellence in response to motor vehicle collisions. This intervention will reduce risks to public safety and the environment while minimizing the economic impacts locally, nationally and internationally. For example, Highway 401 through Toronto is the busiest highway in North America used by more than 400,000 vehicles each day and plays an increasingly significant international role as a transportation corridor spurred by both provisions of the North American Free Trade Agreement and the practice of 'just-in-time' delivery by industry.

High Risk Drivers

Operation Impact is a national, coast-to-coast, traffic safety and enforcement program, presented in partnership with the Canadian Association of Chiefs of Police, Police Services of Canada and Transport Canada. Its focus is to identify high-risk behaviours, bring them to public attention and direct intensive enforcement efforts at offenders. This year OPP officers across Ontario will be focusing on three key driving groups:

- those who drink and drive,
- those who do not buckle up, and
- those who are 'at risk' road users (pedestrians, motorcyclists, cyclists).

Operation Impact 2003 will take place on the Thanksgiving long weekend.

Other 2003 Traffic Initiatives include:

Spring Seatbelt	April 12th – April 26th , 2003
Aggressive Driving	May 17th – 30th , 2003
Fall Seat Belt	September 27th – October 10th , 2003
Festive Ride	November 28th , 2003 – January 2nd , 2004

Impaired Drivers



Impaired driving remains the leading criminal cause of death in Canada. Ontario's new Ignition Interlock program will help keep impaired drivers off our roads.

The Ignition Interlock program will involve installing an alcohol breath screening device in the vehicles of convicted drunk drivers who are eligible to have their licences reinstated. Under this initiative, the driver will be required to blow into the ignition interlock device before starting the vehicle. The device is connected to the engine's ignition system. The vehicle will not start if the driver has been drinking. The service provider will install and maintain the interlocks with drivers being responsible for all costs. The OPP remains committed to ongoing Impaired Driving enforcement and educational activities in cooperation with public and private sector partners.

Emergency Workers' Safety



Enforcing the law and providing roadside assistance is inherently dangerous for police, fire and other emergency workers. In the past five years, several members of the OPP have been killed as a direct result of motor vehicle collisions when their cruiser was parked on the

shoulder of the road. In the United States, some 200 police officers have lost their lives in a similar fashion. New legislation (awaiting Proclamation as of December 2002) is designed to enhance the safety of police and other emergency personnel and deter reckless driving. It will require drivers to reduce their speed and move over to a lane that is not adjacent to a stopped vehicle if it is safe to do so when approaching a stopped emergency vehicle with red lights flashing. Contravening the legislation will result in a maximum fine of \$4,000, and/or imprisonment for six months, as well as a two-year driver's licence suspension.

All-Terrain Vehicles – A Growing Issue

The number of ATVs registered in Ontario is increasing at a rate of more than 7% per year – from 111,570 vehicles in 1996 to 155,570 vehicles in 2000. Their intended use is also changing – originally obtained primarily for utility

purposes (e.g. farming, work sites, hunting), an increasing number of owners now purchase their ATVs strictly for recreational riding. Unfortunately with this rapid growth fatalities and injuries in ATV-related collisions have also increased. In 2001, nine people lost their lives in ATV incidents in Ontario – in 2002 that number rose to 16.

To address this emerging issue the OPP has developed resources for front-line officers to support ATV-specific education and enforcement initiatives. Detachments have also been provided with new equipment and ongoing training for officers to complement the efforts of SAVE (Snowmobile All-Terrain Vehicle Enforcement) Teams.

New Equipment Initiatives

The current rollout of mobile workstations and improvements to OPP telecommunications enhance our abilities in traffic enforcement and collision response. (See 'Technology' section, page 16.)



Since speed continues to be a major contributing factor in the severity of collisions, Spectre Microwave Receivers – which assist in the discovery of radar detectors - have recently been acquired. This state of the art piece of equipment will be in use by OPP units across the province throughout 2003. The ability of a small sector of the motoring public to thwart enforcement initiatives through the use of radar detectors has been dealt a significant blow with this new equipment.





North West Region

Support the safe use of our highway by promoting Highway Safety & Education Committees, promoting safe commercial vehicle operation and targeting aggressive drivers.

Ensure safe and lawful border activities through our 'Operation Safe Border' initiative.

Support and enhance our relationships with First Nations' communities through cultural awareness training and recruitment programs.



Western Region

Increase hours of police visibility on highways and within the communities throughout Western Region.

Provide training to Community Policing groups to ensure and support the development of safer communities.

Enhance emergency preparedness through utilization of Emergency Response Management Group.



North East Region

Implement initiatives to ensure safer roadways, waterways and trails.

Emphasize proactive policing initiatives, directed at high crime areas.

Continue to improve Regional infrastructure to ensure the ongoing delivery of a quality policing service to the citizens of North Eastern Ontario.



Central Region

Commit to safe communities, roadways, waterways and trails for our local citizens and visitors.

Promote initiatives supporting crime reduction and community involvement, such as Cottage Watch, Operational Auto Theft and Neighbourhood Watch.

Recognize our OPP employees for their contributions to building and strengthening our partnerships both internally and externally: externally through involvement with service, community and volunteer organizations; and internally through joint projects with other Bureaus, Regions and Corporate initiatives such as OPP Youth Summer Camp.



Eastern Region

Develop, maintain and enhance programs to address road safety, victimization of youths, seniors, and to reduce crime with respect to youth, drug, violent and property crimes.

Explore, use and maximize available technology and equipment to facilitate a standardized approach to Emergency Management.

Continue supporting partnerships with First Nations' Communities in Eastern Region.



Greater Toronto Region

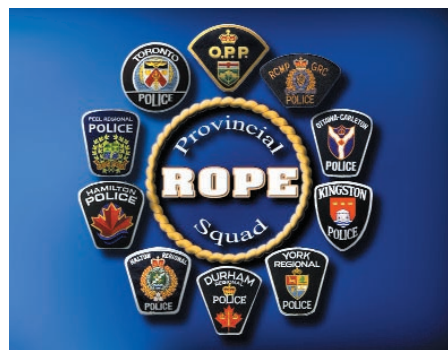
Reduce number of deaths and speed on our highways by targeting aggressive drivers, impaired drivers and drivers not using safety equipment.

Target violent crime and property crime within Caledon Detachment area through the expansion of the Citizens on Patrol Program.

Work with our communities to develop and implement new enhanced traffic team initiatives (expanded Highway Rangers team, and Provincial Highway Safety and Education Committee) that address community needs.

The Provincial Repeat Offender and Parole Enforcement Squad

Since its inception the Provincial ROPE Squad has had significant achievements in the apprehension of individuals deemed a risk to society. In 2002, the Provincial ROPE Squad has been directly responsible for the apprehension of over two hundred and fifteen (215) unlawfully at large individuals.



The Provincial Repeat Offender and Parole Enforcement Squad (ROPE) is a collaborative province-wide initiative that provides a focused and dedicated approach to pursuing and apprehending fugitives hiding in Ontario. In March 2002, in response to terrorist activities, the Provincial Repeat Offender and Parole Enforcement (ROPE) Squad was expanded to allow for a focused and dedicated pursuit and apprehension of high-risk fugitives who are identified as being unlawfully at large or are an escapee from a correctional facility, or have an outstanding immigration warrant for their arrest. The Squad is strategically located throughout Ontario and is comprised of members of municipal, regional, provincial and federal Police Services.

In 2003, the Provincial ROPE Squad will continue to utilize an awareness strategy that not only promotes the Squad and its role nationally but also uses proactive media coverage to ensure the public is alerted to offenders who are unlawfully at large and pose a high-risk to public safety. The strategy will also solicit leads to help locate and apprehend wanted persons. An enhanced partnership with Crime Stoppers is also underway to encourage reporting from the public.

Behavioural Sciences - Research Unit

The OPP Behavioural Sciences Section provides training and investigative support services of a psychological and behavioural nature to the OPP, other police services and any criminal justice agency when requested. The Research Unit is one of eight Units in the Behavioural Sciences Section.

It is dedicated to supporting investigations and crime prevention by: carrying out quality research for the purpose of advancing the knowledge of offender behaviour and characteristics; promoting research partnerships with other OPP sections, external police services, other public agencies and academic institutions; and disseminating research findings and recommendations through training initiatives and publications. The Unit has collaborative partnerships to develop risk assessment tools for domestic violence; examine domestic murder and the murder of children; and to study child pornography offenders. These studies will provide information useful for the investigation of these offences and information potentially helpful in understanding and preventing these types of violent crimes.

The Ontario Provincial Police Behavioural Sciences Section has the only Research Unit that is attached full time to a police service with the main goal of furthering investigative capabilities through scientific research. It has close partnerships with other police agencies, mental health institutions, universities and community groups.

Fighting Organized Drug Producers

In 2002, indoor marihuana growing connected to organized crime rose to an unprecedented level. The enormous profit derived from the commercial production of marihuana continues to fund organized crime activities in Ontario.

The hazards posed to the police, public and environment by marihuana growing operations is alarming. Theft of hydro is a common practice which can cause an electrocution hazard with high voltages of hydro leeching into the ground. In addition, potent chemical solutions and fertilizers used in production are routinely dumped into wells or urban sewers.

In addition to its investigative role, the Drug Enforcement Section will continue to take an aggressive, proactive role to educate and protect the public and the services that come in contact with grow houses.

Biker Enforcement Unit

Since its inception in 1988, the Biker Enforcement Unit (BEU) has taken the leadership role in the active investigation of Outlaw Motorcycle Gangs in Ontario, providing expertise and assistance to intra-provincial law enforcement personnel, as well as other agencies throughout Canada and the United States.

In 2002, the unit expanded to more than double its size, and significantly increased its membership to include 17 municipal and other policing partners.

A deployed model has been developed to strategically place enforcement units in areas throughout the province where there is an established Outlaw Motorcycle Gang presence. The unit will continue to serve as an investigative team, complementing and providing assistance to projects province-wide.

An in-house analytical component has also been added to the unit comprised of tactical analysts to service the BEU's project needs and a strategic analyst to assess and analyze the impact of international and domestic trends in criminal activity among Outlaw Motorcycle Gangs.

Provincial Anti-Terrorism Unit

In response to the events of September 11th, 2001 and in support of the province's strategy to combat terrorism, the OPP has established and implemented the Provincial Anti-Terrorism Unit (PATU).

The PATU is an OPP-led Joint Forces Operation mandated to conduct multi-jurisdictional strategic intelligence operations to proactively address terrorism and extremism in Ontario. The Unit is comprised of a twenty-one member intelligence team from municipal, provincial, and federal agencies, and a seven member OPP surveillance team focused on working proactively and collaboratively with other OPP units and police and intelligence services. It is anticipated participation from other federal agencies will occur in the future.

In an effort to anticipate and prevent criminal acts this unit:

- Collects, evaluates, analyzes, and disseminates intelligence information across the province, across the nation, and across borders,
- Identifies and monitors suspected terrorists, terrorist groups, and individuals suspected of providing logistical and financial support for terrorist operations, and
- Provides investigative support to police agencies involved in terrorism related investigations.

The Provincial Anti-Terrorism Unit is centrally located in Toronto with members strategically deployed in the following six locations:

- Thunder Bay
- Sault Ste. Marie
- Ottawa
- Niagara Falls
- London
- Windsor

The Unit is responsible for conducting intelligence operations on matters involving International Terrorism, Domestic Terrorism, and Issue Specific Terrorism.

The PATU is committed to keeping our communities secure through its continued cooperation and working relationships established with other agencies, ministries, community members, and organizations that are involved in combating terrorism both within Canada and the United States.

The Unit is planning for a variety of formats/forums designed to assist front-line members and police leaders in Ontario in identifying, documenting and differentiating relevant information pertaining to terrorism and potential terrorist threats.

In addition to the work with PATU, OPP Intelligence Section has members seconded to the RCMP's Integrated National Security Enforcement Teams (INSET) and Integrated Border Enforcement Teams (IBET) to support anti-terrorism and border initiatives.

Hate Crime/Extremism Unit

Since the terrorist related events of September 11th, 2001, Hate Crime and Extremism occurrences have significantly increased across the province. The OPP's Hate Crime/Extremism Unit conducts multi-jurisdictional, strategic and tactical intelligence operations targeting individuals or organized groups involved in hate crime activity and/or criminal extremism. Intelligence information is collected on persons or groups involved in such activity in an effort to anticipate, prevent and monitor possible criminal activity. The Unit has dedicated investigators who perform an intelligence function to combat hate crimes and criminal extremism, including the distribution and promotion of hate literature. It also provides investigative support to OPP detachments and municipal police services that require additional resources or the expertise to conduct hate crime/extremism investigations.

Provincial Emergency Response Team

The newly created Provincial Emergency Response Team (PERT) is comprised of 32 OPP officers selected from across the province and centrally located to respond to high level emergencies. The Team will respond to terrorist incidents involving Chemical, Biological, Radiological or Nuclear (CBRN) threats and Explosive Disposal incidents involving CBRN agents. PERT will also respond to Heavy Urban Search and Rescue incidents resulting from terrorist activities or natural disasters.

Working closely with other ministries, agencies and organizations will ensure a tightly knit relationship and process that will assist in protecting the citizens of Ontario. The Team will assist Regional Emergency Response Teams in the areas of: Public Order, Search and Rescue, Containment, Evidence Search, VIP Security, Canine Backup, Witness Protection and Prisoner Escorts. The team's mandate also includes providing support to specialized OPP units in order to counter terrorist threats and assisting the OPP and other agencies in emergency planning for large-scale disasters or major incidents.

In 2002, the Ontario Provincial Police set out to build on its solid foundation of personal and organizational integrity. Last year, that meant integrating a high performance theme into the way the Ontario Provincial Police reached its business objectives.

The OPP is committed to working to continually earn the public's trust by demonstrating the highest degree of professionalism. This commitment is reflected in the Commissioner's Directional Statement for 2002-2003 and is increasingly evident in every aspect of how the organization conducts its wide-ranging businesses, manages its dedicated and multi-skilled workforce and serves many, diverse communities.



Four hundred members of the public and front-line employees, volunteers and supervisors recently helped to create *The Promise* of the OPP which:

- articulates the values and ethics that best characterize what the OPP stands for and strives to achieve, and
- defines the ideal behaviours and qualities of internal and external relationships that are essential to effective policing.

The new Professionalism policy:

- clarifies accountabilities and processes for creating and sustaining a positive workplace environment, and
- describes how each person can help to protect human rights, prevent discrimination and harassment, and be proactive in resolving workplace disputes.



To reinforce our position as leaders in the police community, our people will uphold our values of

accountability, respectful relationships, fairness, courage, caring, continuous learning and diversity.

A new 'Focus on Professionalism' Intranet web-site allows all OPP employees and volunteers easy access to information, presentations, best practices and newsletters about professionalism.

A significant focus on *The Promise* and the *Professionalism* policy has been included in all training at the OPP Provincial Police Academy. The Supervisors' course has been significantly updated to include a strong emphasis on building "people management" skills.

New approaches have been undertaken to develop an OPP workforce that reflects all communities served, including advertising in minority newspapers, diversifying recruiters, and establishing mentoring programs.

We will continue to reward our people in innovative ways, such as providing opportunities for further learning, engaging them in more challenging work, and participating in conferences or other professional meetings. Over the past year, our people have benefited from a variety of perspectives – from civic leaders, advocates, experts in leadership and academics. Diversity became a common theme at conferences across the organization in 2002. The Lincoln Alexander Speaker Series on Diversity was initiated and a new Community Advisory Committee comprised of leaders from diverse communities was established. Through these avenues we will continue to explore opportunities to learn from others and to dialogue on timely issues, by featuring stimulating individuals offering insights on such global themes as diversity and leadership.



Work to improve conflict resolution processes began with greater emphasis on early, local resolution and streamlining of investigation processes. A new tracking system will allow better analysis of trends in the area of misconduct to enable more effective, preventive action.



Looking forward to 2003, all Region, Bureau and Detachment Business Plans will include goals and measures to:

- entrench OPP values and ethics in all operations, and
- build positive relationships and forums for communication.

A review of all human resources management systems will help ensure consistency with *The Promise*, e.g. enhancements to the selection and promotional processes. The performance plans of Commissioned Officers, managers and supervisors will



require specific commitments pertaining to *The Promise* and the *Professionalism* policy. With their supervisor, all employees will be required to "sign off" that they have discussed how

The Promise is reflected in the quality of their performance, relationships with others and service to customers, at the time of their annual appraisal.

In 2003, every Block Training session will include a half-day on professionalism. New recognition programs will be implemented to acknowledge and reward those whose performance exemplifies excellence and professionalism.

The OPP will continue to pursue the establishment of progressive partnerships in policing and community development at the local, national and international levels. Constant attention to professionalism and ethics will ensure the OPP is a police service that is second-to-none.

A Reflection on Our People

In 2002, our people continued to excel and achieve both personal and professional successes. The influence of their good work and dedication to policing issues has been felt at the community, provincial and national levels.

The Ontario Medal for Police Bravery



The Ontario Medal for Police Bravery recognizes acts of superlative courage and bravery performed in the line of duty by members of Ontario's Police Forces. The award was presented in December 2002 to Prov. Cst. Brian Halfpenny – for his rescue of a distressed woman from a steel girder 70m above the St. Clair River.

The Queen's Golden Jubilee Medal



The Queen's Golden Jubilee Medal was struck to commemorate the 50th Anniversary of the accession to the throne of Queen Elizabeth II. It is awarded to Canadians who have made a significant contribution to their fellow citizens, their community or Canada.

A total of 117 uniform and civilian members of the OPP received this prestigious honour.

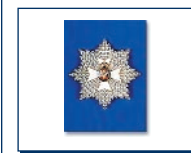
Canadian Association of Chiefs of Police



Commissioner Boniface, as President of the *Canadian Association of Chiefs of Police* (CACP) continues to lead progressive change in policing at the national level. Much of the work in pursuit of these goals is accomplished through the activities and special projects of a number of committees and through active liaison with various

levels of government having legislative and executive responsibility in law and policing.

The Royal Victorian Order



The Royal Victorian Order was founded in April 1896 by Queen Victoria as a way of rewarding personal service to Her or the Monarchy, on Her own initiative rather than by ministerial recommendation. The Order may be conferred on foreigners, and it is often awarded by the Sovereign during official tours overseas.

Detective Cst. Rick Savage was distinguished with this honour for his consistent hard work and dedication to duty in security service to the Royal Family during the Queen's visit in 2002 as well as 18 previous Royal Visits.

Ontario Medal for Good Citizenship



The Ontario Medal for Good Citizenship is an official award of the province, and recognizes and encourages the virtues of good citizenship. In 2002, OPP Auxiliary Chief Supt. Terry Harkins was awarded the medal for his

decades of voluntary service with the OPP Auxiliary.



The commitment to our relationships with First Nations' communities and First Nations' police services is an important component of the OPP's focus on partnerships and policing excellence.



Commissioner Boniface's Aboriginal Advisory Council puts her in touch with issues as they develop and provides a vehicle for effective community consultation at the highest corporate

level. The Policing with Aboriginal Peoples Committee of the Canadian Association of Chiefs of Police, led by Deputy Commissioner Bill Currie and Anishinabek Police Service Chief Glen Bannon, is partnering with diverse community representatives to tackle issues affecting the quality of service provided to aboriginal people by the policing sector. This year the tragedy of missing persons is the focus of the Committee.

First Nations' Programs will build on its current successes and expand its focus in 2003. In addition to the administration of policing in 36 First Nations and the design and delivery of training for officers serving aboriginal communities, First Nations' Programs leads the organization

Police Ethnic and Cultural Exchange Program

For its work with First Nations' communities, the OPP received a gold medal for outstanding contribution to the promotion of race relations, in which young people from First Nations' communities were provided developmental opportunities at detachments during a summer placement. In turn, the young people provided our employees with a rich learning experience about issues impacting on First Nations' communities and youth.

First Nations' Programs will oversee the inception of two new units. The Nishnawbe-Aski Investigative Support Unit will bring together police officers from the OPP and Nishnawbe-Aski Police Service to highlight the investigative strengths of each service. The Integrated Support Services Unit will partner with the Ontario Provincial Police, First Nations' police services and the Royal Canadian Mounted Police in deployed units. The Unit's focus



will be on community policing objectives consistent with community development and strengthening relationships with our First Nations' Policing partners.



First Nations' leaders make a strong contribution to youth initiatives through our community partnerships. Programs such as **Walking the Path**, **Aboriginal Shield** and **Healthy Relationships** will be expanded to encompass more communities that are interested in becoming a partner with the police. Ongoing efforts in suicide prevention issues is an important part of our work with youth.



The OPP manages the contract policing process through proposal development, implementation, maintenance and renewal of full policing agreements and specialized services agreements.

Since Bill 105 brought equitable police financing to Ontario the number of OPP policing agreements has almost tripled, increasing from 35 in 1998, to 92 in 2002. The 92 agreements represent 123 municipalities (79 in individual contracts, 25 joint, 17 county contracts, one regional municipality contract and one First Nation Policing agreement). Due to municipal restructuring in the post Bill 105 era, and the movement by some municipalities from non-contract to contract policing arrangements with the OPP, the number of non-contract municipalities policed by the OPP continues to decline, from 576 in 1998 to 199 at the end of 2002.

The OPP continues to prepare policing proposals tailored to the diverse needs of Ontario's municipalities. As 2002 came

The OPP provides contract policing services to a wide variety of municipalities, both rural and urban, upper and lower tier, in northern and southern Ontario. The population range of these municipalities is quite striking!

e.g. **The North Shore – 576**
Orillia – 28,388
Caledon – 44,820
County of Wellington – 73,195

to a close the OPP was involved in 24 costing requests, three of which involve municipalities that maintain municipal police services. Additionally, six municipalities that maintained municipal police services are in various stages of transition to full

OPP service delivery. In 2003, the OPP will experience a shift in focus as a result of the large increase in contract development that occurred in 1997 and 1998, as it negotiates the renewal of 37 policing contracts.

The OPP also coordinates and invoices 54 specialized and support service agreements (these include 911 CERB - Central Emergency Reporting Bureau, police and fire dispatch contracts). Additionally, 32 costing requests for support services are at various stages of the costing process.

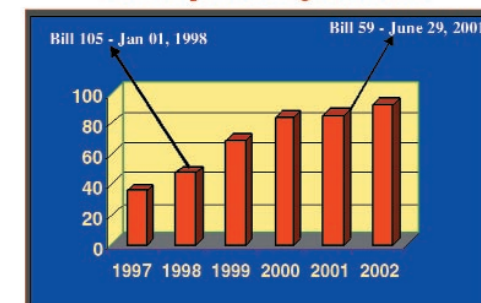
A significant legislative milestone was the passage of Bill 59 on June 29, 2001. Bill 59 created an additional option for municipalities pursuant to the Police Services Act, permitting hybrid-policing arrangements for geographical and historical reasons. Prior to Bill 59 municipalities were limited to one

police service provider in a municipality. In combination with reduced municipal restructuring, and the new hybrid policing option, it is anticipated that significant police restructuring activity has largely run its course.

At the Federation of Northern Municipalities annual conference in the late spring of 2001, Commissioner Gwen Boniface committed to consulting with municipalities on issues related to the costing and delivery of OPP services. In early 2002, 286 municipalities (from a total of 298 municipalities invited to partake) participated in the consultation phase of the Costing Review Project, headed by Superintendent Dana Ostrom and former president of the Association of Municipalities of Ontario, Mr. Michael Power. A number of common themes emerged during the consultation phase of the project, leading to several recommendations for action. The OPP is reviewing the recommendations internally and with stakeholders in government. The OPP will continue to communicate the status of these recommendations to all affected municipalities in 2003.



Municipal Policing Contracts



Finally, the OPP continues its partnership with the Ontario Association of Police Services Boards (OAPSB). A growing number of OPP contract boards are joining this association, and taking advantage of information provided by this resource through their annual conference, and other means. The OPP continues to participate in annual conference planning, and is currently involved in the development of the 'OAPSB - Board Training Project', as we collectively work to foster excellence in civilian governance in Ontario.

Mobile Workstations

In recent years, there has been an increased emphasis placed upon safety and security issues within Ontario communities. As a consequence, the OPP has recently implemented a Computer Aided Dispatch System and Records Management System, and over the next year will be installing Mobile Workstations (commonly referred to as "in-car computers") in OPP vehicles.



By providing this technology directly to front-line OPP officers, Mobile Workstations (MWS) will enable greater officer independence by supporting many direct queries of persons, vehicles, and property encountered during the course of an investigation or in a regular tour of duty,

without having to rely on the Communications Centre for additional support.

Simple police presence is one deterrent to illegal acts and traffic violations. MWS will result in greater police visibility in the communities serviced by the OPP. The impact of this becomes much more significant when one considers the geography that the OPP polices.

In the future, this technology has the potential to support other innovative approaches to law enforcement, including:

- the introduction of global position systems to support the more efficient and strategic deployment of resources, and enhance officer safety, and
- the transmission of photographs of wanted/missing persons direct to the in-car computer.

result in increased officer availability for calls for service and proactive policing initiatives as well as improving officer and public safety.

The proposed MWS has all of the software applications currently available to officers at detachment. MWS will increase officer visibility and improve OPP response time to calls, as officers will no longer have to leave their patrol areas to attend a detachment simply to complete paperwork. The addition of magnetic swipe equipment (for use with Driver's Licences and other identification) and in-car printers will facilitate the production of court-related documents. Enabling officers to deal with individuals in a more timely fashion will also

Beginning in 2003 and over the next two years, MWS will roll-out in stages beginning in Eastern Ontario and moving west along 400-series highways. Technical and logistical issues will be explored for possible future deployment of MWS in the OPP's North East and North West Regions.

Provincial Communications Centres - Government Mobile Communications Project

Officer safety continues to be the driving force behind any operational changes that have been made or will be made to the OPP's communications systems. The same rationale applies to service delivery to the general public. The new communications centres have been designed to ensure that service delivery both to the public and front-line members is seamless and uninterrupted.

The OPP is well on its way to providing personnel with the latest in communications technologies. The first detachment (Essex) began being dispatched from the new Provincial Communications Centre – London (PCC - London) on September 5th, 2002. Since that time, the OPP has continued to transition detachments to the new radio system.

With PCC - London now fully functional, the focus is on the continued transition. From Windsor to Orillia to Tobermory, all OPP members will soon be using new radio system equipment and technologies.

Transitioning of operations within the PCC - Smiths Falls facility will occur following a phased-in approach. The Smiths Falls facility is projected to be fully operational in early 2004.

Implementation of the new communications system requires significant commitment and planning given the complexity of the amalgamation process. Logistical issues include ensuring that all OPP vehicles receive new equipment, and scheduling front-line personnel to receive training with the system and equipment.

With the assistance of Regional Command staff, the Government Mobile Communications office, our business partners and the project team, the OPP has not only been able to implement this system but has addressed numerous unforeseen matters that present themselves with such a large scale implementation.



Service	Detachment	Region	General HQ	Available to Other Agencies
24 Hour Proactive & Reactive Policing	•	•		
Auto Theft			•	•
Auxiliary Policing Program	•			
Aviation Services			•	•
Behavioural Sciences			•	•
Business Planning	•	•	•	
Canine		•	•	Mutual Agreements
Child Pornography Investigation			•	•
Communications		•	•	•
Community Policing	•	•	•	Mutual Agreements
Complaint Investigation	•	•	•	On Request
Court Case Management	•			Mutual Agreements
Crime Prevention	•	•	•	Mutual Agreements
Crime Stoppers Program	•	•	•	Mutual Agreements
Differential Response	•	•		
Drug Enforcement	•	•	•	•
Emergency Response	•	•	•	•
Employee Counselling	•	•	•	
Explosives Disposal	•	•	•	•
Forensic Identification		•	•	•
Hate Crimes/Extremism			•	•
Hostage Negotiation		•	•	•
Illegal Gaming			•	•
Incident Command	•	•	•	•
Intelligence			•	•
Major Case Management			•	•
Major Criminal Investigation	•	•	•	•
Marine/Snowmobile/ATV	•	•		•
Media Relations	•	•	•	
R.I.D.E.	•	•		Mutual Agreements
Search and Rescue	•	•		Mutual Agreements
Sex Offender Registry			•	•
Surveillance (Electronic & Physical)			•	•
Tactics and Rescue			•	•
Technical Traffic Collision Investigation	•	•		•
Threat Assessment			•	•
Traffic	•	•		Mutual Agreements
Training		•	•	Mutual Agreements
Underwater Search and Rescue		•		•
ViCLAS (Violent Crime Linkage Analysis System)			•	•
Victims Assistance (VCARS)	•	•	•	Mutual Agreements
VIP Security			•	•

The OPP has developed the following approved approach to the provision of services to assist municipalities in complying with Adequacy Standards:

The Ontario Provincial Police will continue to provide provincially mandated services at no direct cost to the municipal police services of Ontario.

In addition, the OPP will provide specialized services to municipal police services within the Province of Ontario in the following manner:

1. To police services policing populations in excess of 150,000, the OPP will provide specialized services through cooperative policing agreements.

2. Service contracts with associated costs will be entered into with police services in municipalities of populations less than 150,000 in the following circumstances:

a. Requests for basic police services – those basic public safety activities that form the foundation of policing;

b. Request for a specialized service that the police force was providing and chooses to discontinue;

c. Provision of any specialized service that is requested or results in a dedicated service.

3. In all other circumstances, OPP specialized services will be provided at no cost within the terms and conditions of locally-negotiated service contracts, which will take into consideration availability of resources and service delivery standards.