

COMMISSIONER'S DIRECTIONAL STATEMENT 2004



Gwen M. Boniface
Commissioner

In my previous directional statement I talked about the necessity for the Ontario Provincial Police to continually build on our combined strengths and long-standing tradition of personal and organizational integrity. Since that time, I am proud to have witnessed a solid resolve to integrate and live by "The Promise of the OPP" as demonstrated across all areas of command. I'm pleased to see a healthy appreciation of our focus on Our People, Our Work and Our Relationships and that these factors have become mainstays in the way that we carry out our business. It has also become

readily apparent that an impressive degree of professionalism does, indeed, permeate all that we do.

While many examples can be given to celebrate and illustrate the reasons for the public's and government's confidence in our ability to provide highly responsible and excellent policing services, as we forge ahead through 2004 there are also many exceptional challenges that lay ahead. There is no doubt that we will continue to face unprecedented change.

Transparency will be the key to our success and the opportunity for our sustainability as we prepare to meet and move beyond challenging times. To some extent, this will mean having to seriously reflect on traditional policing practices and rethinking how we can make our decisions and accountabilities clearer and publicly visible while simultaneously protecting the security and rights of all people. We will call upon our communities to help us in this desire to find solutions to meet their needs.

First and foremost, we will need to find the optimal balance between openly sharing what drives our accountabilities and ensuring the continued integrity of the justice system as a whole. On the immediate horizon this paramount need for transparency will be noticeably evident as the Ipperwash Inquiry unfolds.

Throughout 2004 we will also be challenged by the need for even greater fiscal accountability, increased awareness and response to the issues of marginalized peoples, and a renewed focus on operational front-line services through Crime Management and Traffic Services Reviews. These are challenges that are certain to provide us with unique opportunities to highlight our commitments to professional excellence, respectful relationships, fairness, courage and caring.

More than ever in all of our 95 years of policing Ontario we need to stand together and challenge ourselves daily to fulfill our obligations to the people of this province. I believe that transparency and increased visibility in the way we conduct ourselves, as well as our business, will help nurture an environment of enhanced public trust and confidence. With your continued dedication and the embodiment of "The Promise", we will be able to work together to successfully meet the challenges before us.

Along with my Provincial Commanders, I thank you for your continued perseverance, loyalty and professionalism during these transient and challenging times. Rest assured that we, as your leaders, remain committed to this organization, its people and the positive relationships that we have forged with our communities. I trust that I can continue to count on each of you to share in our commitment to fulfill our policing, professional and ethical responsibilities to the public we serve. This path we now pave toward our future is the gift we will leave to those that follow us and to the citizens of this great province.

Gwen M. Boniface

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

- ◆ Professionalism
- ◆ Diversity
- ◆ Visible accountability
- ◆ Life-long learning
- ◆ Cultural competence

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

- ◆ Fiscal accountability
- ◆ Alignment
- ◆ Quality emergency planning
- ◆ Enhanced road safety
- ◆ Maximized crime analysis capacity

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

- ◆ Demonstrated commitment to marginalized people
- ◆ Cooperative police-community partnerships
- ◆ Bias-free and value-sensitive policing services
- ◆ Effective strategic relationships

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

- ◆ Effective IT transitional strategies
- ◆ Management and delivery of strategic services
- ◆ Business continuity planning
- ◆ Infrastructure renewal

* For more information on these and other key priorities for 2004, see the OPP Provincial Business Plan 2004 Goals, beginning on page 6.

About the Ontario Provincial Police (OPP)

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. Community safety and provincial security are the foundation upon which the Ontario Provincial Police delivers law enforcement and policing services. The OPP is one of North America's largest deployed police services with more than 5,400 uniformed officers, 2,000 civilian employees and 850 Auxiliary Officers focused on the organization's dual priorities: Safe Communities ... A Secure Ontario.



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. Members of the OPP work collaboratively with municipal leaders, police services boards, community policing advisory committees and community groups to plan and deliver quality, front-line municipal and First Nations' policing and law enforcement at the local level.

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. In support of municipal police services throughout the province, the OPP also maintains 56 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.

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.

OPP Internet Services

The OPP website contains public information such as safety messages, updates and advisories on issues such as missing persons and scam incidents, and it provides an important vehicle through which the public can contact the OPP. The website includes comprehensive information about our organization, our programs and services, our commitment to policing excellence and recruiting.

In addition to the OPP's "public" site, our internal Intranet provides employees of the OPP with a extensive toolbox of information and resources for their use on a daily basis.

Check us out on the Internet – go to www.opp.ca.



The OPP Museum

The OPP Museum preserves and promotes the fascinating heritage of the Ontario Provincial Police. The museum houses artifacts, documents and images related to the history of law enforcement in Ontario since 1791, specializing in the history of the OPP from its formation in 1909 to today.

About the Museum exhibit gallery:

- Open year round, Monday to Friday, 8:30am to 4:30pm (except statutory holidays).



- Admission is free and tours are self-guided.
- Major exhibits are featured in our main gallery and smaller displays are created throughout the year.
- A variety of interactive and hands-on elements are available and provide a learning experience for people of all ages.
- Community Service Officers, teachers and group leaders are encouraged to use the museum's exhibit area as a resource.

A self-guided tour brochure is available at the main information desk. To book a self-guided group visit of the museum (for groups of more than 10 people), please call ahead.

Research

If you would like access to the museum's collection for research, please submit your request in writing to:

The Museum Curator Ontario Provincial Police

777 Memorial Avenue,
Orillia, Ontario L3V 7V3
Phone: (705) 329-6889
Fax: (705) 329-6618

or visit select pieces from the collection on the Internet at www.opp.ca.

We are Accountable to the Public

As a result of comprehensive consultation, analysis and planning with our communities, the OPP made a number of commitments in 2003. These demonstrate our commitment to a safe and secure Ontario and reflect the OPP's values and ethics. Significant progress has been made on each of these and has positioned the OPP to respond to the policing challenges in 2004 and beyond.



OUR COMMITMENTS IN 2003

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
- ✓ In partnership with First Nations' communities, continue the 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 planning

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
- ✓ Support the continued high contribution of the Auxiliary and continued alignment of Auxiliary activities with OPP priorities

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

- ✓ Implement Mobile Workstations
- ✓ 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 Provincial Communication Centres
- ✓ Enhance Technical Identification Services

Identifying key issues within the broader environment as well as emerging trends assists in managing strategically for the future. The following represents some of the trends underlying OPP business planning goals.

At a Glance:

- Canada is becoming an increasingly multicultural society.
- Increasingly transparent and participatory forms of governance are evolving federally and provincially.
- The threat of terrorism continues while experts suggest the re-emergence of SARS or another similar health threat.
- Traffic collisions remain the most frequent factor in deaths due to unintentional injuries - they are the number one cause of death for Canadians aged 10 to 44 and accounted for about half (47%) of all major injuries in 2001-2002.
- Technological innovation occurs at an outstanding rate - while we reap the benefits of such innovation, crime has been adept at exploiting the new cyber-space environment.
- With a change in federal leadership and a new provincial government, new legislative initiatives are anticipated.

Accountability

A Leger Marketing survey found that the police remained in the top cluster of trusted professions. A research study undertaken for the RCMP concluded that while confidence levels in police have remained fairly high and stable in Canada compared to most other countries, there is no guarantee this will continue. The study notes that a key challenge for policing organizations will be to



respond to shifts in social structure and changing public attitudes to maintain this confidence. The Landau study "When Police Investigate Police: A View From Complainants" reports civilian involvement playing an important role in police accountability, control, and improving police-community relations.

The new provincial government has indicated its support for a mechanism to allow greater civilian oversight of policing in Ontario. Future government contracts will be more transparent at all stages of the contract process.

Fairness, Courage, Caring

According to research studies, organizations with strong cultures tend to generate self-managed employees. A 1996 federal report, "A Strong Foundation", identified the need for the public service to rediscover its basic values and to recommit to act on these values at work. The report discusses core values in some detail including people values such as openness, fairness and courage. Research found that mission or values statements are especially effective in supporting sound decision making in crisis or tough situations, more than other "corporate tools," such as customer surveys, total quality management, and pay-for-performance.

Respectful Relationships

The Manitoba Aboriginal Justice Implementation Commission's 5th Quarterly Report (2002) found the most frequent complaint to be that police force members were not in touch with the culture and needs of the aboriginal communities they served. The 43% increase in the Canadian Métis population over the last five years (almost doubling in Ontario) is related in part to the political mobilization that has resulted from ongoing efforts to confirm Métis rights in court.

In Ontario the establishment of effective community policing partnerships continues to be a high priority. In the UK, specific legislation places a statutory duty on chief police officers and local authorities to work together to develop strategies to reduce crime and disorder and requires each local authority to take community safety into account in all its work. Policing partnership projects in Europe suggest that it is necessary to build relationships and develop shared understandings of problems and appropriate ways to move forward to develop enduring, working partnerships between police and local ethnic organizations.

Diversity

In 2001, visible minority groups comprised 19% of the Ontario population while 27% of the Ontario population was not born in Canada. Central Ontario is expected to grow by three million people over the next 30 years. By mid-century, the Toronto urban region will be the third-largest in North America, with a population of 15 million. Students educated in diverse classrooms are found to benefit by learning to think in deeper and more complex ways, and are better prepared for living in a pluralistic, democratic society. The highest percentage of Canada's Aboriginal population resides in

Ontario. North American cities with the most dramatic economic growth also are found to have high scores on measures of social tolerance and diversity. Police Services across the country are developing strategic recruitment plans to increase representation of women, aboriginals, visible minorities and disabled persons.

Research on workplace diversity has found diverse work teams promote creativity and innovation. Future labour shortages will lead to employers focusing on both productivity and workforce retention.



Continuous Learning

Experts say that more information has been produced in the last 30 years than was produced in the previous 5,000 years. It is estimated that the total body of knowledge now doubles every five years. As Neil Postman stated, "Technological change is not additive; it is ecological. A new technology does not merely add something; it changes everything". Becoming dependent upon the existing skills and capabilities of people is no more sustainable in the knowledge age than allowing rust-out and obsolescence of physical assets would have been in the industrial age. As we move forward, western economies will continue to shift from being primarily labour intensive to becoming knowledge/mind intensive.

As revealed in our environmental scan, traffic collisions and traffic safety issues remain of considerable concern in Canada. Death, injury and financial loss are most often preventable, and policing strategies can effectively compliment a whole host of approaches (e.g. improved highway and recreational vehicle trail design and maintenance, supportive legislation, industry improvements in vehicle and equipment design, increased public education, private and public safety organization involvement) to contribute to increased safety. Here in Ontario, we are continuing to help keep our roadways and recreational vehicle regions safe. Throughout 2004, the OPP will continue to pursue both traditional and creative traffic strategies.

Enhance Road Safety – The Provincial Road Safety Project

The OPP participates in numerous provincial and national initiatives through local and regional activities, which support Canada's Road Safety Vision 2010. "Making Canada's Roads the Safest in the World" – the focus of the Road Safety Vision – incorporates national targets in a variety of areas including a decrease of 30% in the average number of road users killed or seriously injured by the year 2010.



In Eastern Region, the OPP piloted the Road Safety Project. From a comprehensive review of results and "lessons learned", the project is being considered for expansion across the province to form part of the Provincial Road Safety Project (see "Review of OPP Traffic Services").

From detailed analysis of the underlying

factors specific to motor vehicle collision fatalities and serious injuries, two major factors have been consistently identified: non-compliance with occupant restraint (i.e. failing to use seatbelts or using them improperly) and drinking and driving. In addition, a comparative analysis of these factors relative to OPP enforcement activities clearly indicates that to achieve the Road Safety 2010 targets, policing activities must focus to a greater extent on these two areas. Pilot project research completed in 2003 helped us learn a great deal more about statistical analysis and more effective reporting of motor vehicle collisions. Reliable and consistent data reporting leads to more accurate public information and increasingly effective enforcement and education initiatives. Traffic issues remain a significant priority for the communities we serve – the Eastern Region pilot Road Safety Project has provided an excellent opportunity to evaluate our successes and support the development of creative and innovative strategies which can support prevention activities across the province.

In 2004, strategies under development across the province include increased police visibility on the highways, seatbelt enforcement and education activities, targeted RIDE projects focusing on the drinking driver, and concentrated public education strategies to maximize the use of the media to support safer roadways.

The Provincial Road Safety Project will utilize the lessons learned from the Eastern Region pilot project to support the development of mechanisms for local problem solving in order to focus enforcement, education

initiatives and other strategies on high-risk behaviours when and where they occur.

Keeping Highways Open

Collision Response Teams in the Greater Toronto Region respond to the provincial government's Red Tape Reduction Bill. The teams (which provide coverage 24 hours a day, 7 days a week) focus on investigative excellence and expediting the clearing of road closures caused by motor vehicle collisions. In 2004, a comprehensive analysis of this strategy will be undertaken – the results may help support expansion of this approach to other OPP Regions.

Support/Maintain Safer Trails and Waterways

To compliment the success of regular patrols, strategies and activities designed to support safer waterways and trails, specialized SAVE



teams are located in four strategic locations across the province. The teams, which operate in all four seasons, target high-risk behaviours through patrols, education and focused enforcement activities related to Snowmobiles, All-terrain vehicles and Vessels (SAVE). In 2004, the OPP will increase its focus with stakeholders at all levels (e.g. government, other police agencies, private sector and user groups) to

2004 Traffic Initiatives include:

- World Health Day emphasis on Road Traffic Injury Prevention
April 7th, 2004
- Spring Seatbelt Campaign
April 17th - 25th, 2004
- Aggressive Driving Campaign
May 17th - 24th, 2004
- Safe Boating Week
May 21st - 30th, 2004
- Fall Seat Belt Campaign
September 25th - October 3rd, 2004
- Operation Impact
November 8th - 11th, 2004
- Festive RIDE Campaign
November 26th - January 1st, 2005

address issues and develop effective strategies to keep our trails and waterways safe. Manufacturers are committed to making safety a top priority. In addition, the OPP will interact with a number of private sector clubs, associations and organizations offering a variety of training courses and programs to support the responsible use of recreational equipment.

Review of OPP Traffic Services

To facilitate alignment of traffic service activities, the Commissioner recently announced a comprehensive review of the OPP's traffic services. This review will examine all aspects of our traffic services including policy, practices, training, resources, and service delivery with a particular emphasis on ensuring a strong association between the underlying causes of motor vehicle collisions and enforcement. There will be significant consultation both internally and externally to ensure that the final recommendations of this review (anticipated by mid-2004) will continue to position the OPP as leaders in traffic safety.

LOOKING FORWARD – 2004 BUSINESS PLAN GOALS

Each of the OPP's 2004 Goals reflects the values and ethics of the organization as these are the foundation upon which the OPP delivers its service.

OUR VALUES

- **Accountability**
- **Respectful Relationships**
- **Fairness, Courage, Caring**
- **Continuous Learning**
- **Diversity**

CORPORATE GOALS

- Ongoing entrenchment of principles and core values to support management practices and all operations
- Establish a corporate strategy to address/resolve fiscal pressures and controllership issues
- Develop a strategy to influence stakeholders' confidence in OPP's capacity to provide policing services
- Develop/strengthen relationships with First Nations and all marginalized groups
- Deliver services and programs that are bias-free and sensitive to the values, needs and preferences of all communities and cultural groups served
- Develop leaders with strong cultural awareness



OUR WORK

- Ensure programs and services are aligned with OPP mission, values and OPS policy objectives
- Enhance road safety (Remain on track for 2010 targets set by National Road Safety Vision)
- Support continued safety within our communities
- Support/maintain safer trails and waterways
- Support quality emergency planning support and service delivery
- Implement recommendations of Crime Management Review
- Establish single point of expertise on investigative communication issues
- Increase capacity of OPP to conduct crime and public order analysis
- Effective and timely resolution of public/internal complaints
- Improve the understanding and application of policies, practices and requirements established through French Language Services (FLS) legislation
- Create opportunities for strengthening public confidence in our organization with disadvantaged or marginalized communities
- Enhance exchange of information with governing authorities



Commissioner's Committee



Gwen Boniface
Commissioner

William Currie
Provincial Commander
Strategic Services



First Nations Programs
Quality Assurance
Contract Policing Bureau
Corporate Communications Bureau
Education & Development Services Bureau
Operational Planning and Research Bureau

Gwen Strachan
Provincial Commander
Corporate Services



Business and Financial Services Bureau
Human Resources Bureau
Information Technologies Bureau
Professional Standards Bureau
Chief Firearms Office
Government Mobile Communications Project

Maurice Pilon
Provincial Commander
Field & Traffic Services



Central Region
Eastern Region
Greater Toronto Region
North East Region
North West Region
Western Region
Field and Traffic Support Bureau

Vaughn Collins
Provincial Commander
Investigations/Organized Crime



Intelligence Bureau
Investigation Bureau
Investigation Support Bureau

LOOKING FORWARD – 2004 BUSINESS PLAN GOALS

OUR PEOPLE

- Ensure the OPP reflects the communities we serve
- Develop leadership capacity; leaders with strong people management skills and cultural competence
- Continue with succession planning strategies
- Support professionalism and public expectations for our work with marginalized groups through effective supervision and leadership activities
- Attract, develop, support and retain a professional work force and leadership that reflects OPP values and ethics
- Provide opportunities for life-long learning
- Enhance operational readiness and response
- Continue to develop cultural awareness in all emergency response and conflict resolution by supporting the ongoing election and training of First Nations' OPP officers
- Continue to support the entrenchment of OPP ethics and values as stated in the "Promise of the OPP"



OUR RELATIONSHIPS

- Create communication opportunities to develop and maintain strategic relationships
- Secure and develop municipal partnerships to support Infrastructure Renewal
- Increase First Nations' officers' hands-on knowledge of OPP specialized investigative services
- Engage in and strengthen our relationships and trust with the people we serve, our justice partners and stakeholders
- Support direction of Tripartite First Nations
- Engage ministry and other government officials with our business



OUR INFRASTRUCTURE

- Operationalize a strategy to proactively address financial management issues and/or operational pressures
- Implement and support innovative Information Technology through effective transitional strategies
- Obtain value for money through management and delivery of strategic services to the organization with informed fiscal decision-making
- Support Business Continuity Plans at GHQ to mitigate facility shut-down/disruption events
- Ensure programs are aligned with OPP mission
- Deliver operational expectations within allocated budget



The following pages highlight some of the key goals for 2004 under each of the organization's values, and provide additional detail on the strategic direction of the OPP.

ACCOUNTABILITY

Increasing Capacity to Conduct Crime and Public Order Analysis

In 2004, the OPP will be enhancing Crime and Public Order Analysis capabilities in the organization. Research and work will lead to considering how to maximize the ability of the police to obtain increasingly accurate and timely crime analysis to support and target specific areas of crime concern, prioritize services, and identify resourcing needs. In addition, the ability of the organization to determine quickly and accurately comparative data at the national, provincial and local levels is becoming increasingly valuable in crime and public order issues. Ultimately, three levels of analysis will be explored - organizational, strategic and tactical. Increased capacity to track



investigative progress, follow-up on investigative leads and corresponding activities within the law enforcement community, and the ability to access current trend data will be invaluable for the OPP in the future.

Fiscal Accountability

Commissioner's Committee has been continually reviewing organizational priorities, in particular the need to sustain core capabilities in balance with current demands and pressures.

New public safety and government priorities may have an impact on the organization and the OPP must be in a position to adjust. Fiscal accountability remains of paramount importance – accountable to the taxpayers of the province and municipalities, the OPP must operate within its allocated budget while delivering services it is mandated/contracted to deliver. The Commissioner has directed that an ongoing fiscal strategy be developed. The OPP will immediately undertake a detailed examination of all spending to assess opportunities for efficiencies.

The ability to sustain front-line service delivery is a priority. The OPP will renew its focus on generalist policing carried out through front-line service delivery and community policing principles and practices. How resources can be organized to satisfy the increasing challenge of appropriately responding to calls for service while continuing to meet contractual commitments to communities will also be examined.

A number of ongoing studies will also support this renewal. An interim report from the Crime Management Review made a number of recommendations that will be implemented in 2004. Lessons learned from our pilot Road Safety Project in Eastern Region and the traffic services review will help with the development of strategies in support of our delivery of effective traffic services.

Effective and Timely Resolution of Public/Internal Complaints

The OPP's Professional Standards Bureau administers programs to ensure the highest standard of professionalism within the Ontario Provincial Police. Internal and external concerns pertaining to members' conduct and service are monitored, appropriate investigations generated and recommendations provided for senior management decision making. The Bureau also provides proactive input to other areas of the OPP on related issues such as training and policy. Investigating public, internal, service delivery and Workplace Discrimination and Harassment Prevention

Policy complaints, administering the complaints process, coordinating and actively pursuing litigation in the form of discipline action pursuant to the *Police Services Act*, and coordinating the response to all civil actions against the OPP are among the responsibilities the Bureau is accountable for.

Ensuring the professionalism of the OPP through its front-line officers, employees, and our policing services is an important element of accountability. Effectively dealing with public and internal complaints is critically important but remains only one part of the equation. Doing everything the organization can do to prevent the activity or behaviour that might become the focus of a complaint in the first place is also a fundamental aspect of maintaining professionalism. Using problem solving methods to develop best-practice strategies, the Bureau promotes a proactive

approach to the reduction of complaints.

Recently, the Bureau has further developed its ability to analyse trends that might indicate a higher potential for officer conduct and police service complaints. Throughout 2004, the Bureau will continue to build the skills, actions and processes which will help



managers and commanders across the OPP to deal more effectively and proactively in "early warning" situations. Technology has been developed in the OPP to support the identification of trends and provide early warning notice to management and employees.

Included is the continuing analysis of trends in civil litigation on police actions to determine areas of high risk for the future. As trends are revealed, they will be communicated across the organization through such avenues as in-service training to all members. In addition, managers at all levels will be provided with timely communication, information on early warning signs, and tools to support their ability to remain cognizant, proactive, and intervene before an activity or behaviour becomes worthy of a complaint.

Supporting Direction of Tripartite First Nations

The issues of Canadian Aboriginal Peoples and the challenges facing First Nations' communities are topics of international concern. These communities have identified the core principles of respectful government and police relationships with First Nations and Aboriginal People. (These issues are examined in many forums, the most significant being the Royal Commission on Aboriginal Peoples.) The principles are simple but at the same time require patient attention to the values of fairness, courage and caring in the face of adversity:

1. Make friends first.
2. Develop relationships based on trust.
3. Help communities develop their own vision.
4. Support our partners to lead sustainable community-based development.



Community development comes from within. In communities that have experienced legislated control of their

everyday lives and where outside organizations attempt to introduce strategies to deal with their issues without consultation, this premise of taking charge of one's own development is particularly poignant. In order to be optimally effective in delivering equitable service to all facets of the community, the OPP must have strong respectful relationships with Aboriginal organizations and First Nations as their leaders seek partners that support their vision. For an organization such as the OPP dedicated to safe communities, our primary partner in this mission must be front-line organizations such as First Nations' police agencies.

Ontario has experienced an unprecedented cooperation with the federal government in the area of First Nations' policing over the past few years. The fiduciary relationship between the federal government and Aboriginal Peoples creates an opportunity for unique tripartite approaches with the provinces and Aboriginal organizations on the core issues of safety and social development. First Nations' police services, because of their relative stability and their strong relationships with other agencies dedicated to community safety, are leaders and agents of change for the people they serve. At the same time, they are challenged by resource, legislative and quality assurance issues that require the support of organizations with the courage to help them and not wrestle away control. The OPP will work closely with and in support of First Nations' police services to develop and implement their vision.

Friendships, trusting relationships, community vision and sustainable development in First Nations' communities require varied approaches.

Throughout 2004 the OPP will continue to strive in the areas of:

- dynamic education and awareness for members,
- the development of multi-faceted partnerships with First Nations' policing partners,
- the support of Aboriginal members of the OPP in the area of continuous learning, and
- the exploration of opportunities to participate, design and develop unique strategies to address sustainable community-led social development, particularly with respect to Aboriginal youth.

Delivering Bias-Free and Value-Sensitive Services and Programs

This past year saw the development of the Integrated Support Services Unit, a joint initiative with the First Nations' Chiefs of Police and the RCMP, dedicated to the development and support of sustainable community-based safety and wellness strategies. In 2004, a community consultative phase will be finalized and the roll-out of action plans will occur specific to the needs of communities and police agencies who serve them.

The Nishnawbe-Aski Police (NAPS) Investigative Support Unit enters a new phase in its partnership with the Chief of Police and his team. In an area challenged by logistical and resource issues, NAPS has partnered with the governments of Canada and Ontario to fund the development of the future leaders of the police service. The OPP's Integrated Support Services Unit has been given the lead on the implementation of this initiative in 2004.

The OPP, First Nations' policing and community partners have brought an

ambitious agenda to the Canadian Association of Chiefs of Police "Policing with Aboriginal Peoples Committee". This year the communication of the Committee's recommended Missing Persons Policy will be undertaken along with ongoing implementation and development of operational strategies designed to assist police agencies in the delivery of effective and compassionate service.



The OPP has made a progressively stronger commitment to the delivery of training to its employees with respect to aboriginal, cultural, legal and historic issues. In addition to increased offerings of its award winning Native Awareness Course, First Nations' programs and its regional partners will enhance the delivery when appropriate with detachment based workshops to reach as many members as possible. An ambitious schedule of training in the areas of Aboriginal community wellness programming is planned for OPP, RCMP and First Nations' police officers. In a commitment to strengthening our relationships with Aboriginal People, several OPP regions and bureaus will conduct workshops to increase awareness of their respective functions amongst First Nations' police officers and OPP members of Aboriginal descent.

RESPECTFUL RELATIONSHIPS

Marginalized Groups

In 2004, a number of OPP strategies will be pursued which support our relationship with and policing response to marginalized groups. Canada is a country that has traditionally valued diversity. We are fortunate to live in a place where we can have meaningful dialogue about our record in this regard. We are also fortunate in policing to have a significant trust with broad sections of the people we serve. For this reason we must work hard to ensure that we are accountable and worthy of such trust.

There are people and segments of society who are disadvantaged. Although a challenge to define – for the process of defining in and of itself tends to exclude – marginalized groups can be broadly regarded as people who experience patterns of direct and/or systemic disadvantage in society because of their social, economic, political or educational standing. This could include many elements of society from time-to-time, and sometimes differs dependant upon societal and other



circumstances. Their situation is sometimes, but not always, related to those prohibited grounds found in the *Ontario Human Rights Code*. Inequitable treatment of disadvantaged people or groups by those people or groups

in positions of advantage can result in systemic discrimination or marginalization.



As you would expect, all people have biases. Most are not harmful. OPP employees have an obligation to ensure that any personal biases they bring to the workplace do not affect the provision of service to the public. Through vigilance, education and development, effective supervision, and leaders who embody the value of diversity, the OPP can demonstrate commitment to marginalized people, work with them to eliminate systemic barriers and provide increasingly effective policing services to all our communities.

Strengthening Our Relationships

Since the very nature of police work is providing a service to the community, it is essential for a police service to develop cooperative police-community relationships with a variety of stakeholders to enable officers to do their jobs effectively. Working in partnerships, with common goals and complimentary strategies, the police and the community can deal more effectively and efficiently with crime, traffic and social order problems than either can do on its own.

Working with the community is not simply an

exercise in public relations – it is an important tool for the police to use in order to successfully do their job. There is enormous value in pursuing partnerships with a variety of partners and stakeholders.

Across the province, OPP locations are involved in partnerships with over 350 Community Policing Committees – volunteers and key stakeholders who work with the police at the community level identifying problems and issues and developing and implementing strategies intended to resolve them.

At the local or municipal government level, the OPP provides policing services to over 400 communities and works closely with municipal councils, officials, community policing advisory committees (where established) and public and private agencies in identifying local issues and developing appropriate response strategies. In close to 100 other communities the OPP provides policing services under municipal contract (formalized agreements under section 10 of the Police Services Act), working cooperatively with Police Services Boards to develop business plans much like this one and determine the strategic direction of policing services at the municipal level. Police Services Boards provide important oversight and guidance to OPP detachment commanders at the local level pursuant to the legislation and the terms of the agreement.

Bureaus and regions are working in increasingly integrated ways to develop innovative response strategies for issues of common concern. In 2004, strategies developed for effectively responding to the

needs of marginalized groups touch literally every Command and will require cooperative partnerships to be most effective.

Joint Forces Operations continue in partnerships with other police forces to deliver a variety of specialized and investigative services. ROPE (Repeat Offender and Parole Enforcement Squad) is a collaborative province-wide initiative that



provides a focused and dedicated approach to pursuing and apprehending fugitives hiding in Ontario. PATU (Provincial Anti-Terrorism Unit) – an OPP-led Joint Forces Operation – supports the province's strategy to combat terrorism, and is mandated to conduct multi-jurisdictional strategic intelligence operations to proactively address terrorism and extremism in Ontario.

Throughout 2004 we will continue to work with our Ministry and other areas of the provincial government to support the day-to-day complexities of our business and the challenges faced in policing in Ontario today, and to partner with them to help address our distinct needs to support our vision "Safe Communities ... A Secure Ontario".

Reflecting the Communities We Serve – Targeted Outreach

In order to best serve the people of Ontario, the OPP must reflect our community. In 2004, the OPP will continue its efforts to attract and hire recruits that reflect the diversity of the people of this province and to remove barriers to recruitment for marginalized groups.

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 Ontario Provincial Police selected 102 women from across the province from over 2,500 applicants to attend OPP Bound from July 6th-10th, 2003 at OPP General Headquarters in Orillia. This new and



exciting initiative was created to deliver information in a stimulating and interactive way to women who have not considered a career in policing in the past. This five-day OPP "recruit camp", held at the OPP Provincial Police Academy, consisted of mentoring sessions, physical activity, practical exercises and relationship building. The "recruits" were exposed to the unique world of policing as a career while having a great



Some of the key demographic trends impacting the OPP today include:

- 27% of Ontario's population was born outside Canada; 19% are visible minorities.
- 70% of Canadians view intolerance as a serious problem.
- First Nations' people make up an increasing proportion of the Ontario population.



deal of fun. On Friday, July 11th, 2003, 78 of the 102 "OPP Bounders" began the selection process to pursue being hired as an OPP constable.

In 2004, the OPP will continue targeted outreach activities including a second OPP Bound.

Supporting, Developing, Monitoring and Improving Our French Language Services Strategy

The *French Language Services (FLS) Act* guarantees the right to communicate and receive government services in French in 23 designated regions of the province. A requirement of the Act is that government ministries and agencies are required to provide services in French that are equivalent to those provided in English.

French Language Services

The OPP's French Language Services Strategy was developed as a result of a meeting with the Association of Francophone Municipalities (AFMO) representatives in May 2003 where delivery of policing services by the OPP in the designated French Language Services areas in Ontario was discussed. Although francophones in Ontario are generally pleased with the policing services provided overall, Commissioner Gwen Boniface seized the partnership opportunity to further enhance the professional policing services we provide.

On September 26th, 2003 at the 14th Annual Conference of AFMO, Commissioner Boniface signed a new protocol agreement detailing an OPP strategy for the delivery of services in the French language with the

AFMO. Other partners to the agreement include the Association des juristes d'expression (AJEFO) and Action ontarienne contre la violence faites aux femmes (AocVF). The Ministry's Office of the Coordinator for French Language Services will play a pivotal role in managing this relationship.

As part of the implementation, a two-day workshop was held in Morrisburg in November, 2003 for 60 bilingual officers, including four members of the OPP Auxiliary from across the province. Several issues were discussed including police testimony in French, francophone cultural issues and domestic violence.

The OPP's French Language Services Strategy will be consistent with the requirements as set out by the *FLS Act*. Additionally, an annual "report card" will be provided to various community stakeholders in the province, as a means of tracking the performance and measuring the success of the strategy.

The initial strategy will be carried out through 2004 until the end of 2005. It addresses five key areas of priority in the delivery of French Language Services by the OPP:

- Staffing and recruitment, including outreach to French language secondary and post secondary schools.
- Core training for OPP members to enhance French language capability.
- Communications centre and general inquiry telephone French language services.
- Specification of linguistic service levels in municipal policing contracts.
- Community relations and public education program materials developed simultaneously in both languages.

The complete strategy can be viewed in English and in French at www.opp.ca.

Transitional Strategies for Information Technology

In recent years, the OPP has successfully positioned itself as a leader in the area of technology. It is important for an organization such as the OPP to understand the critical role information technology plays in its future. The development and implementation of a leading edge IT strategy will ensure new IT products and services are incorporated and aligned with the OPP's business goals.

The introduction of CAD (Computer Aided Dispatch), RMS (Records Management System), Business Intelligence, Mobile Computing, Fleet Net and Public Key Infrastructure, serve as just some examples where the Information Technologies Bureau has been required to shift its focus from legacy technologies to innovative solutions that fit within a complex police environment today. Clearly one of the challenges of increasing technological growth throughout a large, deployed organization such as the OPP is the need to assess the capacity of employees to learn those new technologies.



The rapidity of technological change globally suggests that this will be an ongoing requirement, and not simply a phase that we will eventually be able to put behind us. Knowledge transfer, on the technology front,

will need to be specific, client-centred and achievable utilizing our available resources.

Anticipating evolving technologies that may have an impact on our operations and business processes and learning how to prepare for them will help support and ease implementation and transition activities. Tracking and monitoring other police agencies' use of current and emerging technologies will allow the OPP to leverage the successes of other implementation efforts and proactively address technical and learning issues that have been experienced elsewhere.

In 2004, the Information Technologies Bureau will be exploring and identifying venues or opportunities to connect with technology providers, stakeholders, partners and others. The pursuit of leading-edge technologies and services will support a variety of OPP policing needs. Relationships and partnerships will be pursued to support all stakeholders. While historically more "traditional" policing expertise has received the attention and profile of recognition activities, the area of policing technologies will only continue to grow in value in support of Ontario police services. Within the OPP we will place an increasing emphasis on the notable use, application, and development of policing-related technologies.

As new technologies emerge, the support required for staff utilizing the technology must change. Recently, during the initial implementation phase, CAD and RMS Support Section personnel relied on a number of tools in an attempt to communicate ongoing updates of new information to end-users. These included the operation of a central website, help desk support, e-mail broadcasts, on-line manuals, attendance at Regional meetings, facilitating workshops, and providing additional training

where warranted. In 2004, many activities the Bureau supports will receive increased promotion and profile in the coming months. With more CAD and RMS enhancements on the horizon over the next few years, an evaluation of these practices will help to validate whether the most effective 'knowledge transfer' strategies are being utilized, and identify potential alternatives.

Continued Entrenchment of OPP Values and Ethics as Stated in "The Promise of the OPP"

In September 2002, Commissioner Gwen Boniface announced the Ontario Provincial Police Vision – **Safe Communities ... A Secure Ontario**. The Commissioner described our organizational priorities with considerable emphasis on our policing responsibilities, building strong relationships, and continuing to strengthen our ethical foundation. On this last point, Commissioner Boniface indicated that her first priority was the entrenchment of ethics and professionalism at all levels of the organization – after all, public confidence is at the heart of who we are and what we do. It often can be the sole determinant in achieving organizational success.

"The Promise of the OPP" has become the OPP's public affirmation of a continuing commitment to professionalism. Since 1909, ours is an enduring organization whose success has been earned by achieving public confidence. Underpinning this is our longstanding commitment to professionalism.

A variety of activities to share our learnings are being pursued. This year, our business plans clearly illustrate key values that each and every piece of our business reflects. Facilitated by senior managers, all uniformed

and civilian personnel as well as the OPP Auxiliary in each region and bureau are participating in a dialogue on the "Promise of the OPP". In addition, many other things are happening on a variety of fronts to further the goals of The Promise. Just to name a few:



- Our Intranet and Internet sites reflect our values and ethics by detailing "The Promise of the OPP".
- Professionalism continues to be enhanced or integrated into all Provincial Police Academy programs including recruit, supervision, and management courses.
- We have implemented province-wide "Accolade Awards" to further recognize our personnel for their excellent and professional work.
- Human resources practices in the areas of recruitment and retention have been evaluated and enhancements will continue throughout 2004. Outreach programs will be pursued to ensure we maintain and enhance our diversity across the OPP.

We will continue to learn as we "live the Promise". For more on the "The Promise of the OPP", check out www.opp.ca.