



Ontario Provincial Police

# 2017 - 2019 STRATEGIC PLAN



# COMMISSIONER'S MESSAGE



On behalf of Commissioner's Committee, I wish to congratulate everyone on the achievements made over the past three years during the strategic and action planning cycles of 2014-2016. I am proud of our progress and accomplishments. The previous Strategic Plan has positioned us for success and it has kept us on track and up-to-date with changing trends. By maintaining our focus on the same five strategic priorities, the Ontario Provincial Police (OPP) will advance with confidence.

The specifics about our accomplishments, activities and anticipated results can be found in this booklet, the 2017-2019 Strategic Plan. The plan is all-encompassing, progressive and achievable. I encourage you to read on to understand where we are going, why and how we will all work toward improved outcomes for community safety and well-being. We know the OPP's greatest strength is its people. The momentum we have already generated will take the OPP's engaged leadership team and dedicated healthy workforce forward to meet challenges on the immediate horizon.

In my role, I meet with many members of the public, government, police and community leaders throughout Ontario, across the country and world-wide. I hear and see concrete evidence that our solid reputation is well deserved. As demonstrated through surveys and evaluation, we know the OPP provides excellent professional policing services to many communities throughout the province. This excellence stems from understanding that there is always the possibility of doing things better. The commitment to continuously improve and find new and innovative ways is imperative for success in the demanding world of today and tomorrow.

J.V.N. (Vince) Hawkes, C.O.M.  
Commissioner

## OPPOSITE PAGE

*From left:* Deputy Commissioner R.W. (Rick) Barnum, Provincial Commander, Investigations and Organized Crime; Deputy Commissioner B.W. (Brad) Blair, Provincial Commander, Traffic Safety and Operational Support; Commissioner J.V.N. (Vince) Hawkes; Deputy Commissioner G. J. (Gary) Couture, Provincial Commander, Field Operations; Mary Silverthorn, Provincial Commander, Corporate Services.



***“By maintaining our focus on the same five strategic priorities, the OPP will advance with confidence.”***

**COMMISSIONER**

# OVERVIEW



As we begin the 2017-2019 Strategic Plan, the evidence is clear that we are headed in the right direction. Feedback from and consultation with our members, senior command and stakeholders all support a continued emphasis on the five strategic priorities: Leadership, Healthy Workforce, Analytics, Technology and Reinvestment. This focus will place the organization in the best possible position to meet future expectations. It is important to understand, the five priorities do not work in isolation. They are all linked and depend on one another. Leadership and a healthy workforce are pivotal to a sustainable future while investing in technology will increase our understanding through analytics and allow us to keep pace with emerging challenges. Reinvestment will help us be more flexible to shift necessary resources where there is the most need. Together, these priorities will prepare the OPP for what is to come.

This Strategic Plan, in conjunction with the Regional, Bureau and Detachment Action Plans, will help us to achieve crime prevention and harm reduction, working in partnership with our communities. We see encouraging results through involvement in more than 39 Situation Tables across the province. Collaborative risk mitigation based on Ontario's Mobilization

and Engagement Model of Community Policing will remain an important framework for OPP partnerships.

We will continue to employ technology and analytics to better understand and meet the needs of the communities we serve. Whether it is proactive programs like focused patrol, engaging in cybercrime counter measures or deploying new technology, through calculated reinvestment we will adjust to the rapid pace of change. Reinvestment is not about having more, it is about making the most effective use of assets to adapt, shift priorities and re-deploy resources.

The OPP remains committed to the professional development of its leaders and the health and well-being of its members and will implement more programs and supports geared to all members across the organization.

The 2017 – 2019 Strategic Plan takes the advances of the last three years and guides us to proactively meet the emerging challenges of the future. Activities and outcomes are defined in the coming pages that outline the OPP's commitment to a shared vision of Safe Communities... A Secure Ontario.



***“Lead by example.  
Be the example. Set  
the example.”***

*PLATOON SERGEANT*



# SAFE COMMUNITIES... A SECURE ONTARIO



**LEADERSHIP**



**HEALTHY WORKFORCE**



**TECHNOLOGY**



**ANALYTICS**



**REINVESTMENT**



# LEADERSHIP

*Build trust and confidence through our actions and words*



## WHAT IS LEADERSHIP TO THE OPP?

Leadership, one of the core values and a strategic priority of the OPP, can come from anyone, at any level, in any role. Leadership is proven by the ability to listen, motivate and empower others while providing support and direction. It requires authenticity and openness. Those who lead by example and follow through on goals to achieve positive outcomes are the kinds of leaders needed by the OPP in the coming years. Above all, leadership is about caring for people, both within the OPP and the communities we serve.

## THE LAST THREE YEARS

OPP leadership has demonstrated a consistent record of excellence through the successful delivery of security at major events such as PanAm/Parapan Am Games, the launch of an integrated approach to mental health issues for our people and our communities and by the release of the OPP Cyber Strategy. Through our consistent and focused strategic efforts, we have shown that we are leaders within government and the field of policing.

We have also established processes to identify candidates that are ready to take on new leadership roles across all commands. These processes will be developed and expanded in the coming years so that we ensure the organization has a strong pool of leaders going forward.

## WHAT WE HAVE DONE

*Examples:*

- Development of training and mentorship opportunities to support professional growth for mid-level managers
- Leading in collaboration demonstrated by partnerships and initiatives focused on prevention and intervention for those who are vulnerable or at-risk (Project Journey, The Push for Change)
- Introduction of talent pools to simplify promotional processes for senior leader positions (Commissioned Officer Talent Pools)

## THE NEXT THREE YEARS

The OPP's leaders, whether they work in supervisory positions or not, define who we are and what we stand for as an organization. With recent retirements across the board, the OPP has already seen a significant turnaround of experience in members, and we expect to see more. We must do more to identify, encourage and mentor future leaders. New leaders need support as they take on new responsibilities and as they, in turn, support others. We are committed to find additional methods to facilitate the transfer of knowledge and to expedite professional development opportunities by increasing mentorship and coaching, for as many of our members as possible.

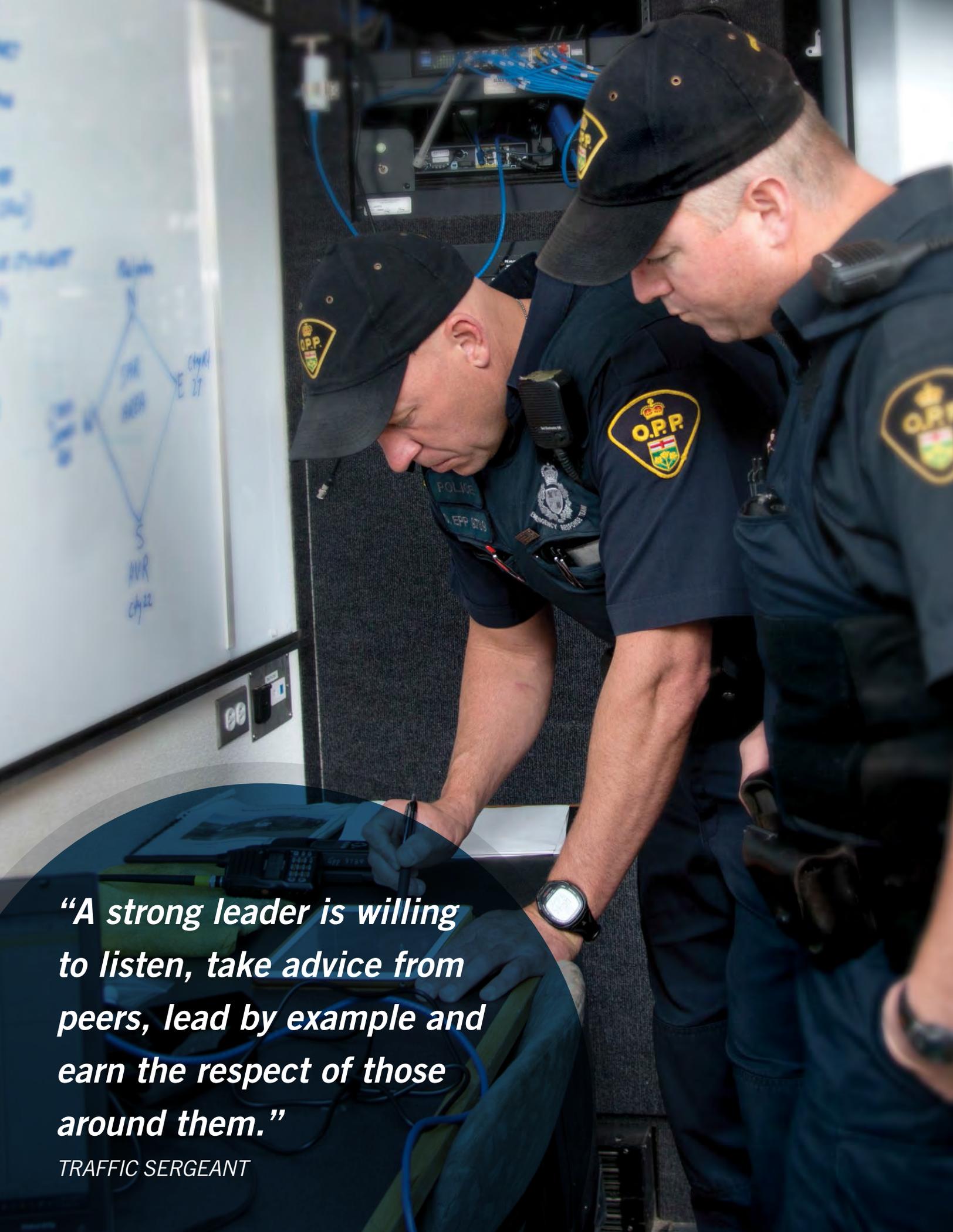
## WHAT WE WILL DO

*Examples:*

- Expand mentorship, coaching and temporary assignment opportunities championed by leadership
- Enhance Non-Commissioned Officers (NCO) promotional processes to ensure sergeants are well-equipped with knowledge, skills and support to lead frontline members
- Redesign leadership courses (Supervisors' Course, Leadership Coaching Program)
- Continue partnerships with stakeholders and communities to learn and develop and improve delivery of policing services

## WHAT WILL SUCCESS LOOK LIKE?

The goal of OPP leadership is to build trust and confidence through our actions and words, day-in and day-out. A strong foundation has been established and will allow us to grow. We should see confidence increase in OPP leadership across the spectrum through the focus on leadership development. We will achieve success with an increase in investment in leadership. Everyone must engage and seek opportunities to improve and challenge ourselves and others to look for new and/or better ways to police.



***“A strong leader is willing to listen, take advice from peers, lead by example and earn the respect of those around them.”***

**TRAFFIC SERGEANT**



# HEALTHY WORKFORCE

*Support and sustain a vital work culture*



## WHAT IS A HEALTHY WORKFORCE TO THE OPP?

A healthy workforce needs a supportive work environment that has the necessary resources, supports and opportunities in place so members can enjoy the best possible physical, mental and spiritual health. By addressing the well-being of our members, we can effectively respond to and support people in our communities.

## THE LAST THREE YEARS

The health and well-being of members has long been a priority for the OPP – a responsibility that is shared across the organization. Our fully-integrated Wellness Unit provides comprehensive targeted programming such as the Critical Incident Stress Response/Peer Support Program, fitness and wellness supports as well as employee and family supports.

The OPP launched its integrated, comprehensive Mental Health Strategy: *Our People, Our Communities* in 2015 laying the ground work both within our organization and within our communities. We have made considerable progress applying early intervention and preventative solutions, profoundly changing how we think about mental health as the basis for overall health and well-being.

## WHAT WE HAVE DONE

*Examples:*

- Launched *Mental Health Strategy: Our People, Our Communities* – a comprehensive and integrated approach to support mental health needs of members and people in our communities
- Expanded the Mental Health Strategy to include a Total Health Reinvestment (THRIVE) Strategy – a holistic health and fitness strategy
- Enhanced the Wellness Unit to include qualified Fitness Liaisons to address employee well-being and fitness, and the physical aspects of policing
- Established community situation tables with mental health partners to further understand mental health issues
- Building on inclusion and diversity programs, introduced Respectful Workplace programs and policy including sexual harassment prevention, anti-racism, and gender transitioning in the workforce

## THE NEXT THREE YEARS

The OPP is committed to a complete and holistic approach to health and well-being. We will build on our recent accomplishments with individually-tailored coaching and ensure the necessary supports, programs and education are in place. We will continue to apply early intervention and preventative solutions to sustain a vital work culture.

## WHAT WE WILL DO

*Examples:*

- Complete analysis of the psychological health and well-being research baseline to determine how best to refine and build wellness programs
- Develop an early intervention system that identifies member well-being to improve overall member performance
- Implement and integrate THRIVE's holistic approach to lifelong health and well-being
- Implement improvements to the framework to support our members in their return to work

## WHAT WILL SUCCESS LOOK LIKE?

Members will believe their physical and mental health and well-being are a priority for the OPP. All members will feel supported and have access to a holistic approach to lifelong well-being aimed at improving work/life balance. We are equally committed to keeping our members healthy as we are committed to keeping our communities safe.



***“Good health is a process  
not a destination. Getting  
involved at any stage is the  
most important part.”***

WELLNESS UNIT FITNESS LIAISON



# TECHNOLOGY

*Acquire and use technology to advance our capabilities*



## WHAT IS TECHNOLOGY TO THE OPP?

Technology is a vital part of our day-to-day operations. The OPP uses technology in sophisticated and strategic ways, such as crime trend analysis/prediction and major case management and this trend will only continue to grow. While police are tasked with increasingly complicated criminal challenges as technology evolves, we also face new challenges to acquire the right expertise and training. We must keep pace with, and take advantage of, rapid and specialized advancements.

## THE LAST THREE YEARS

Virtually every core policing process has become dependent on technology to varying degrees, for example: arrest and investigation, case preparation, collision reporting and policing administration. Mobile Workstations, Electronic Collision Reporting System, Live Scan digital fingerprinting and Civilian Data Entry are ways in which frontline officers use technology throughout their daily activities.

## WHAT WE HAVE DONE

*Examples:*

- Released the Cyber Strategy to build partnerships, expand investigative capacity and share intelligence
- Acquired 11 new Unmanned Aerial Systems (UASs) throughout the province reducing the time to map serious crash scenes and locate missing individuals
- Utilized new intelligence gathering/sharing technology for all municipal and provincial partners to collaborate to fight human trafficking
- Increased number of SUVs to 40 per cent which will result in additional Immediate Rapid Deployment equipment across the province

## THE NEXT THREE YEARS

We have made significant progress, but we must continue to look toward the future with further technological improvements and efficiencies. We will develop innovative programs and creatively utilize our existing technology to ensure Ontario is a safe place to live and work. Building on our previous plan, now we will integrate and consolidate our current systems, employ and apply expertise and get faster access to needed technology.

## WHAT WE WILL DO

*Examples:*

- Transition to new handgun and weapon-mounted light to ensure equipment is in a constant state of readiness
- Evaluate current and future technological systems to streamline and integrate processes and databases
- Capitalize on technology by integrating and promoting policy and social media and by increasing usage
- Expand training and recruit expertise for application design, support and programming, and to improve technological solutions and acquire technology faster

## WHAT WILL SUCCESS LOOK LIKE?

Usability and adoption will be the keys to success as we move forward. All frontline officers will work with modern tools and equipment and use streamlined processes and intelligence-gathering techniques. We will continue to boost the technology resources we deploy throughout the province.



*“We had a man with dementia who left his residence and a UAS found him 1.7km away. It could have taken several hours without that technology.”*

*UAS PROGRAM COORDINATOR*



# ANALYTICS

*Interpret and understand data to inform decisions*



## WHAT IS ANALYTICS TO THE OPP?

Analytics is the process of gathering reliable data, looking for meaningful patterns, analyzing the information and using it effectively. It is through careful collection and interpretation of data that we can make informed decisions about tactical and strategic priorities. We can identify trends in every aspect of our work, whether in crime or traffic data, to help us predict future needs, deploy resources and improve services.

## THE LAST THREE YEARS

The collection and analysis of data requires sophisticated technology as well as trained expertise. Employing analysts in detachments and regions has already generated focused patrol strategies and supported the development of community-specific crime prevention initiatives. These enhancements have positioned the OPP for the critical shift to fully utilize its data. Analytics informs the Organized Crime Situational Assessment (OCSA) which identifies targets for investigations or disrupts/prevents threats to public safety.

## WHAT WE HAVE DONE

*Examples:*

- Planned for development of an Information Management Strategy with key components including Data Sources, Records Management, Enterprise Information Management and Data Architecture and Technology
- Gathered a comprehensive data inventory through frontline and field outreach for the Data Project
  - Created an outline for corporate and operational data needs to effectively promote strong data governance, structured analytics and organization-wide data standards
- Introduced the Detachment Analyst Program across the regions

## THE NEXT THREE YEARS

Looking ahead to the future, we will accelerate efforts and implement the comprehensive Information Management Strategy. We will continue to examine our data usage needs as well as develop architecture to upload, manage and integrate all data to improve OPP analytics.

## WHAT WE WILL DO

*Examples:*

- Establish consistency of and governance in the Detachment Analyst Program across the province
- Implement a comprehensive Information Management Strategy to:
  - Identify data gaps and opportunities for data and system integration
  - Minimize redundancy and improve data management practices
  - Fulfill the requirements of the Ontario Government's Open Data Directive
- Increase confidence in our data by enhancing data quality processes

## WHAT WILL SUCCESS LOOK LIKE?

The long-term benefits of advanced analytics will impact every member of the OPP and our communities. The rigorous use of analytics will improve public safety with tools and supports to form our reinvestment strategies. Quality analytics will help the OPP meet its operational and strategic priorities.





# REINVESTMENT

*Strategically redirect resources to meet evolving needs*



## WHAT IS REINVESTMENT WITHIN THE OPP?

Reinvestment is the OPP's approach to meet the complex challenges of policing in a dynamic world. It involves redeployment, reallocation, retraining or realignment, all designed to meet growing demands. Our resources are finite and precious. Public safety needs are paramount. So we must re-think and re-evaluate policing activities both on a continuous and strategic basis.

## THE LAST THREE YEARS

The OPP has made significant progress over the past three years on all of its interconnected strategic priorities. Positioning the organization for reinvestment is tied directly to our technological capacity and the OPP's ability to be analytical. By assessing the investments we have made in our people and technology, we can respond swiftly to future service requirements such as cybercrime, human trafficking or anti-terrorism and more.

## WHAT WE HAVE DONE

*Examples:*

- Applied savings realized through the Fuel Reduction Strategy to facilitate the procurement of assets needed for frontline operations
- Realigned and expanded the Provincial Anti-Terrorism Section to address radicalization and potential threats
- Saved over 19,000 hours of officer time in the first ten months of the Collision Reporting Centre initiative, demonstrating the potential for future reinvestment strategies

## THE NEXT THREE YEARS

As we progress, reinvestment becomes increasingly important to meet immediate and long-term needs. The organization will reassess its activities on an on-going basis and evaluate reinvestment options within a broad context. Work will continue as we build our technological and analytical capacities.

## WHAT WE WILL DO

*Examples:*

- Support the OPP Cyber Strategy in its capacity to respond to the unprecedented growth in cyber technologies and its impact on policing
- Improve efforts to increase our flexibility and readiness as we prepare for legislated and societal changes
- Develop a Reinvestment Advisory Committee to make recommendations for decision-making regarding the allocation of limited resources to meet changing priorities
- Formalize a process to streamline and better manage strategic projects tied to reinvestment

## WHAT WILL SUCCESS LOOK LIKE?

The OPP will continue to explore alternatives and fresh approaches in how we deliver services to our communities. We will assess investments made in technology and expand our understanding through analytics to make the most of resources. The OPP will maintain an organization-wide perspective and be more flexible and responsive to changing circumstances while we continue to provide core services. The long-lasting results of the Strategic Plan will depend on OPP leaders and members to look for ways to reinvest and support the organization's evolution.



***“Reinvestment allows us to redirect our activities to the areas of greatest need where we can make the most impact on public safety.”***

*CHIEF SUPERINTENDENT*

A dark, dimly lit locker room with wooden lockers. The lockers are filled with police gear, including jackets, bags, and a police hat. The lighting is low, creating a somber and professional atmosphere.

# OUR VISION

Safe Communities... A Secure Ontario

# OUR MISSION

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

# OUR VALUES

Professionalism, Accountability, Diversity,  
Respect, Excellence, Leadership





# Ontario Provincial Police

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