



2020-2022 STRATEGIC PLAN

Ontario Provincial Police

OUR VISION

Safe Communities...
A Secure Ontario

OUR MISSION

To serve our province by
protecting its citizens,
upholding the law
and preserving
public safety.

OUR VALUES

Serving with
PRIDE,
PROFESSIONALISM
& **HONOUR**

Interacting with
RESPECT,
COMPASSION
& **FAIRNESS**

Leading with
INTEGRITY,
HONESTY
& **COURAGE**



Always doing the right things for the right reasons

COMMISSIONER'S INTRODUCTION

We must learn from and respect our past, passionately and purposefully engage in the present, and courageously take responsibility for the future of this organization.

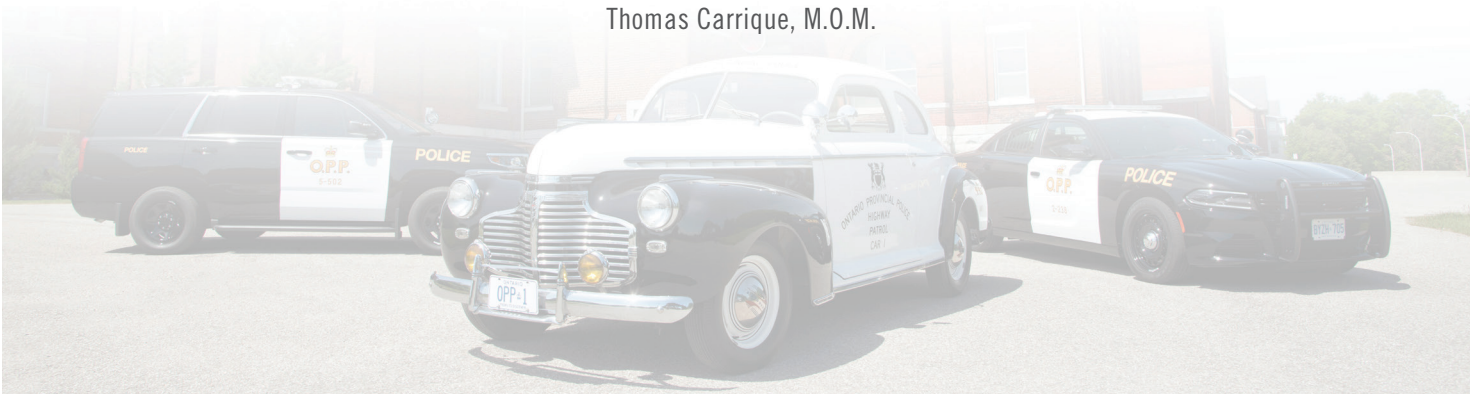
This 2020-2022 OPP Strategic Plan is a bold plan that does just that. This is a plan that focuses on addressing the complexities and scope of contemporary policing and building upon our strengths. It will guide and support us in advancing our frontline capacity and capabilities for *Safe Communities... A Secure Ontario*.

This strategic plan outlines our next steps toward becoming the sort of organization we want to be and determining what and how policing services are delivered. Our efforts to drive strategic change will be managed alongside our mission-critical priorities: frontline policing in the majority of Ontario municipalities; reducing death and injury on our roadways, trails and waterways; providing specialized criminal, investigative and technical services; countering the exploitation of children; fighting human trafficking; combating the prevalence of guns and gangs; disrupting organized crime and the illicit drug trade; and, confronting crime involving digital technologies. We remain mindful however, that perhaps our greatest challenge will be doing this as we strive to deliver on fiscal goals that include a balanced budget.

While ambitious, this plan is about positive change. It will keep us focused on our vision, delivering on our mission and adhering to our values.



Thomas Carrique, M.O.M.



WHAT IS IT FOR?

The OPP Strategic Plan establishes our priorities, states our commitments and outlines our primary areas of strategic focus for the coming years. It describes how we will preserve the vital services we deliver in Ontario by modernizing what we do and how we do it. It provides the structure to frame our decisions and guide our resourcing.

It is our roadmap for change.

WHO IS IT FOR?

Foremost, this plan belongs to each and every member of the OPP. It aims at better outcomes for our people, our work and our communities. It connects us with those we serve and those with whom we share a vision in order to build an understanding of our strengths, our critical issues and our aspirations as Ontario's police service of jurisdiction.

It is for all of us.

WHAT'S IN IT FOR ME?

With an emphasis on long-term outcomes, our employees, stakeholders and communities can see how this plan will work for them. Although not everyone has a direct role or responsibility in meeting our commitments, we all support these efforts through working to be as effective and efficient as possible, in turn, ensuring that everyone will benefit from our successes.

It is our collective direction.



2020-2022 STRATEGIC PLAN

Priorities and Commitments



OUR PEOPLE

A healthy and resilient OPP

We will strive to support all members in achieving their professional and personal best.

OUR WORK

A responsive and evolving OPP

We will empower our members to ensure the best possible policing services are delivered to Ontarians.

OUR COMMUNITIES

A collaborative and progressive OPP

We will partner and build relationships with a shared vision for safety and well-being.



Committed to our
VISION, MISSION and **VALUES**

WHAT ARE THE PRIORITIES?

Our People – A healthy and resilient OPP



Commitment: We will strive to support all members in achieving their professional and personal best.

PRIMARY AREAS OF STRATEGIC FOCUS:

1. Employee health and well-being.
2. Promotion, selection and performance management processes.
3. Leadership and professional development.

LONG-TERM OUTCOMES:

1. Members are supported in developing the resiliency and capabilities necessary to mitigate the psychological and physical demands of their work.
2. Sustainable people-centred processes, policies and programs that are fair, equitable, transparent and inclusive.
3. Members are valued and empowered with the skills essential to their work.

STRATEGIC CHANGE INITIATIVES:

1. Embed meaningful and people-centred solutions for workplace health and well-being.
2. Redesign people-centred processes, policies and programs to be values-based and meet emerging workplace needs.
3. Deliver relevant and current training and education to promote the development of essential skills and leadership.

What does it mean?

This priority is about actively promoting resiliency and a healthy workplace to mitigate the challenges that are consistent across the policing community and other similar environments. This includes normalizing mental health and reducing stigma in our organization and in our communities. It is about supporting members in fulfilling their roles and equipping them with the knowledge to do so. In addition, this priority is about ensuring the OPP and its leaders are characterized by trust, compassion and integrity.

WHAT ARE THE PRIORITIES?

Our Work – A responsive and evolving OPP



Commitment: We will empower our members to ensure the best possible policing services are delivered to Ontarians.

PRIMARY AREAS OF STRATEGIC FOCUS:

1. Staffing and deployment.
2. Frontline operations and investigations.
3. Information and technology.

LONG-TERM OUTCOMES:

1. Modern and alternative scheduling, deployment, operational and service delivery models are developed that meet demands and balance operational and employee well-being benefits.
2. Excellence in frontline operations and investigations is sustained and opportunities to enhance cooperation, information-sharing and decision-making are actioned.
3. The best available evidence is at hand to inform program development; systems and processes are streamlined and the greatest possible efficiencies are realized.

STRATEGIC CHANGE INITIATIVES:

1. Modernize staffing, deployment and operations to optimize resources.
2. Streamline the organization to support effective and timely decision-making.
3. Advance information, digital and technological solutions to support the frontline and achieve optimum effectiveness.

What does it mean?

Looking ahead, this is about maximizing what we have, to achieve what we must. This focuses on smart solutions to systems and operations. Furthermore, this means opportunities to realign or reallocate resources will be leveraged to manage and balance the increasing volume and complexity of investigations. This includes evaluating programs and services, who delivers them, and how. Finally, it is about renewal, to facilitate cooperation and information-sharing.

WHAT ARE THE PRIORITIES?

Our Communities – A collaborative and progressive OPP



Commitment: We will partner and build relationships with a shared vision for safety and well-being.

PRIMARY AREAS OF STRATEGIC FOCUS:

1. Community engagement.
2. Integrated response models.
3. Victim assistance.

LONG-TERM OUTCOMES:

1. Public and private sectors and community stakeholders come together in a coordinated way and are increasingly effective at sharing information and devising solutions for positive outcomes.
2. A decreased demand for police response to non-police/social disorder issues as we build upon and expand new and existing partnerships to develop alternate approaches to service delivery.
3. A trusted and victim-centric approach is entrenched in processes, policies and programs.

STRATEGIC CHANGE INITIATIVES:

1. Cultivate and preserve relationships and engagements that are inclusive, meaningful and valued.
2. Build and promote integrated response models for issues of operational and strategic importance.
3. Enhance programs and service delivery to better understand and assist victims.

What does it mean?

This is about underscoring our commitment to building and maintaining relationships and partnerships that share a common vision for public safety, countering exploitation and victimization, and protecting those most vulnerable in our communities. This includes a coordinated approach to defining policing issues and shaping solutions to meet the unique and evolving needs of our communities. It means renewing our focus on core policing responsibilities and working in collaboration to address the social disorder and root cause issues of crime. Ultimately, partnerships are mutually and culturally sensitive and founded upon trust, information-sharing and cooperation.

How do our vision, mission and values relate to it?

It is vision focused – mission driven – values based



Safe Communities... A Secure Ontario reflects our unique and dual policing mandate. As the OPP's vision statement, it captures our goal as a provider of frontline policing for the majority of Ontario's municipalities, roadways, trails and waterways in remote northern and Indigenous communities and rural and urban centres. It is our aim as leaders of a vast array of province-wide public safety programs. Simply, it is the focus of our strategic plan.

To serve our province by protecting its citizens, upholding the law and preserving public safety defines what we do each and every day to deliver our provincial policing mandate. It states our purpose — what we do to meet our legislated obligations. Our mission is what we do to create *Safe Communities... A Secure Ontario*.



Serving with pride, professionalism and honour; interacting with respect, compassion and fairness; and leading with integrity, honesty and courage are our cultural cornerstones. They guide all behaviours and communicate what we stand for, and believe in. These values form the basis for every decision made and action taken when delivering on our mission toward attaining our vision.

How does it link to action plans and legislation?

Ensuring that our mission is met

The OPP planning process is unique in order to meet our obligations under legislation that governs policing in Ontario. The Strategic Plan is about organization-wide change initiatives, whereas our nearly 100 action plans for each detachment, region, division and bureau are about continuous improvement and operational priorities — the provision of adequate and effective policing in accordance with the needs of the population of the areas for which we have policing responsibility. Action plans are mission-oriented and about the day-to-day effective and efficient delivery of programs and services that comply with our prescribed objectives, priorities and core functions under legislation. Strategic change initiatives only appear in the action plans of those program areas with direct responsibility for strategic change initiatives. The provisions for reporting our achievements under legislation are met annually through the OPP Annual Report and action plan progress reports. By ensuring that our mission is met, the organization, with its vision-focused strategic plan, can work toward broad scale change initiatives.

It is about meeting our mission to achieve our vision

What helped inform the plan?

The examination and analysis of a multitude of inputs, risks and trends informed the development of critical strategic issues for the OPP; these included:

- Environmental and horizon scanning
- Current/future state and needs assessment
- Analysis of strengths, weaknesses, opportunities and threats
- 45 engagement sessions with employees, civilian and uniform, at all levels
- Over 3,000 responses to the all-member OPP Core Values Survey
- Internal and external consultations with stakeholders and subject matter experts
- A review of the OPP vision, mission and values
- Recommendations and findings of the three OPP-led internal reviews
- The Report of the Expert Panel on Police Officer Deaths by Suicide
- The Report of the Independent Review Panel on OPP Workplace Culture

How will we measure our success?

We will track, measure and monitor our progress using a variety of qualitative and quantitative indicators including:

- Public trust and satisfaction with police services indicated through the OPP Community Satisfaction Survey
- Employee experience obtained through Ontario Public Service (OPS) and OPP employee surveys
- Ongoing dialogue and feedback from members
- Various OPP call volume, occurrence and workload data
- Clearance statuses
- Other operational and organizational data

Contact the OPP

Reach the OPP by phone

- Call 9-1-1 for emergencies
- Call 1-888-310-1122 for non-emergency calls
- Don't hang up, stay on the line
- TTY 1-888-310-1133 (for the Deaf, Hard of Hearing and Speech Impaired)

Speak with an officer in person

- To arrange to meet an officer at a detachment, go to www.opp.ca to use the Local Detachment Finder and follow the prompts

Provide an anonymous tip

- Call Crime Stoppers at 1-800-222-8477 (TIPS)
- Visit www.crimestoppers.ca

Report online

You now have the option to report select occurrences to police from the convenience of a computer.

Visit www.opp.ca/reporting to use the online reporting system. Specific incidents can be reported online at your convenience without attending a detachment or waiting for an officer. You can use this system to report:

- Lost/missing property under \$5,000
- Stolen license plates or validation stickers
- Theft from a vehicle under \$5,000
- Mischief to a vehicle under \$5,000
- Mischief (damage to property other than a vehicle, including graffiti) under \$5,000
- Theft under \$5,000
- Driving Complaints

**Do not use this system if this is an emergency!
If it is, call 9-1-1.**



ONTARIO PROVINCIAL POLICE
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1-888-310-1122 // opp.ca