

2023-2025 STRATEGIC PLAN



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

As an organization, the Ontario Provincial Police (OPP) strives to always do the right things for the right reasons.

The strength of our 2020-2022 Strategic Plan proved we could adapt to unforeseen challenges, including a global pandemic that impacted the way we all lived, worked and played. By underscoring our commitment to *Our People, Our Work* and *Our Communities*, we were able to remain focused, strengthening our organization's foundation and enhancing the safety and well-being of those we serve.

Setting the course for the 2023-2025 Strategic Plan gives us the space to learn from the past, take responsibility for the present, and create the future. It allows us to design policies, procedures and programs to best serve our province by protecting its citizens, upholding the law and preserving public safety.

The 2023-2025 Strategic Plan not only builds on our past successes and reinvigorates our commitments, it also embraces the evolving landscape of policing.

The nature of crime continues to evolve, giving rise to new and emerging challenges. The path set forward in the Strategic Plan will guide us through ever changing trends in crime, technology and society and will serve as the basis for our decision-making and action. We will look to these priorities as we continue to focus on our mission-critical work: providing frontline policing across Ontario in 330 municipalities; reducing injury and death on our roadways, trails and waterways; protecting critical infrastructure; providing specialized criminal, investigative and technical services; countering the exploitation of children; fighting human trafficking; confronting hate crime and preventing extremism; combating the prevalence of guns and gangs; disrupting and dismantling organized crime and the illicit drug trade; and confronting crime involving digital technologies.

The Strategic Plan serves our members by fostering a shared understanding of priorities and enabling focused collaboration. Our members are faced with innumerable challenges, and they continue to rise to meet them at every opportunity. They have committed to a career where uncertainty can quickly shift into danger, where quick decisions and unwavering resolve can make all the difference. It is in these moments of challenge that we continue to shine the brightest. I commend all Ontario Provincial Police members for their ongoing and unwavering dedication to duty, commitment and professionalism.

While we cannot predict the future – and the last three years have proven that – we can set our organization up for success by continuing to prioritize *Our People, Our Work* and *Our Communities*. Let this Strategic Plan be a testament to our resilience, a roadmap to guide us through the challenges that lay ahead, and a source of inspiration that reminds us of the profound impact we can collectively achieve.



Thomas Carrique, C.O.M.
Commissioner, Ontario Provincial Police

PURPOSE OF THE PLAN

This plan re-affirms the OPP's strategic priorities for the next three years and emphasizes the importance of collaboration, modernization and innovation to build upon previous achievements. It outlines how we will be bold and purposeful as we adapt to emerging trends in crime, technology and society, meet our public safety responsibilities, and preserve the vital policing services we deliver in Ontario.

It defines our responsibility for growth and development.

TARGET AUDIENCE

Foremost, this plan is for each and every member of the OPP; those public servants whose work improves life across the province and safeguards the fundamental rights and freedoms guaranteed by the *Canadian Charter of Rights and Freedoms* and the *Human Rights Code*. The plan also connects us with communities — those that it is our duty to serve, and those with whom we cooperate for public safety.

It is for all of us who share a common responsibility, purpose and vision.

KEY ACCOMPLISHMENTS

With an action-oriented emphasis on long-term outcomes, it delivers clarity of purpose so all OPP employees, stakeholders and communities can understand the intent of our decisions and actions. All members of the OPP support our Strategic Plan with the delivery of values-based, adequate and effective policing in the province.

It outlines our realistic, collective and purposeful responsibilities in the province.



2023-2025 STRATEGIC PLAN

Priorities and Commitments



PEOPLE

A healthy and resilient OPP

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

WORK

A responsive and evolving OPP

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

COMMUNITIES

A collaborative and progressive OPP

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

ALIGNMENT WITH THE VISION, MISSION AND VALUES

Safe Communities... A Secure Ontario is the focus of our plan.

To serve our province by protecting its citizens, upholding the law and preserving public safety is how we 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 is the basis for every decision made and action taken when delivering on our mission toward attaining our vision.

It aligns with our responsibility to remain vision focused ~ mission driven ~ values based.

BASIS OF DEVELOPMENT

The examination and analysis of a multitude of inputs, risks, trends and drivers through various lenses, including diversity, inclusion, leadership, accountability and public safety, including:

- Our achievements and progress under the 2020-2022 OPP Strategic Plan;
- Internal and external consultations with partners such as the Provincial Indigenous Advisory Circles, stakeholders, governance entities and subject matter experts;
- Environmental and horizon scanning;
- Current/future state needs assessment;
- OPP Employee Experience Survey results; and,
- OPP Community Satisfaction Survey results.



OUTCOMES AND DETERMINATIONS

Numerous achievements and significant progress were realized through the 2020-2022 OPP Strategic Plan. **Multiple ongoing public and officer safety, victim-centred, investigative, and risk-mitigating strategic-change initiatives remain in key stages of implementation.** This requires a sustained emphasis on our current strategic priorities to optimize results in order to best serve the province, protect its citizens, uphold the law and preserve public safety.

IMPLEMENTATION STRATEGY

The OPP develops a three-year strategic plan to steer organization-wide change initiatives. Implementation is driven by the bureaus and/or program areas with direct accountability for each strategic change initiative, allowing the organization — with its vision-focused strategic plan — to work toward broad scale change. To address day-to-day, mission-oriented program and service delivery, nearly 100 action plans specific to individual detachments, regions, divisions and bureaus are created. Results are reported in the OPP Annual Report and yearly action plan progress reports, to keep our communities apprised and meet our legislated obligations.

PERFORMANCE MEASUREMENT

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

- Ontario Public Service and OPP employee survey results;
- OPP call volume, occurrence and workload data; and
- OPP Community Satisfaction Survey results;
- Other operational and organizational metrics.
- Ongoing dialogue and feedback from our members;





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

PRIORITY AREAS

People – An empowered, respectful and responsible workforce connected to its vision, mission and values



We will be responsible for advancing a culture of belonging that is characterized by leadership, inclusion and well-being.

PRIMARY AREAS OF STRATEGIC FOCUS:

1. People-centred and effective processes
2. Resiliency, physical and mental health, and well-being
3. Member engagement

KEY STRATEGIC CHANGE INITIATIVES:

1. Deliver a modernized, equitable and merit-based talent management and development framework.
2. Integrate the 13 factors of psychological health and safety in the workplace.
3. Engage employees across all ranks and levels to participate in innovation seeking, decision-making and problem-solving.

LONG-TERM OUTCOMES:

1. People processes are free from systemic obstacles resulting in the OPP being a progressive employer of choice.
2. Physical and psychological well-being and safety of employees are prioritized to promote resiliency.
3. Values-driven leadership that is responsible, innovative and collaborative fosters an engaged workforce that participates in positive change.

Expected Outcomes

We will remain focused on a respectful, inclusive and healthy OPP and positive employee experiences as we aim to be a preferred employer and a trusted leader in public safety. This priority is about a renewed emphasis on meaningful actions for our most important resources: our people. It defines the mindsets, programs and capabilities essential to our continued efforts for lasting change; this includes how we recruit and hire and addresses performance, succession and abilities management. It acknowledges the need for our workforce to reflect Ontario's diversity and that a people-first approach remains vital in continuing to shape an organizational culture that is firmly aligned with our vision and mission and defined by our values — a culture that guides *all* that we do and *how* we do it.

PRIORITY AREAS

Work – An enabled organization equipped to meet its policing responsibilities



We will be responsible for enhancing investigative and policing excellence and augmenting decision-making.

PRIMARY AREAS OF STRATEGIC FOCUS:	<ol style="list-style-type: none">1. Staffing and deployment2. Investigations and frontline operations3. Evidence-based decision making
KEY STRATEGIC CHANGE INITIATIVES:	<ol style="list-style-type: none">1. Apply data-driven and member-informed deployment and modernized scheduling practices.2. Deliver modernized scalable, adaptable and flexible investigative and service delivery options.3. Implement effective, accountable and transparent public safety solutions and evaluate outcomes.
LONG-TERM OUTCOMES:	<ol style="list-style-type: none">1. Resources are optimized and balanced alongside operational demand and employee well-being to meet public and stakeholder expectations.2. The OPP is adequately equipped to manage the scope, volume and complexity of investigations and operations.3. The best-available evidence is readily accessible to demonstrate transparency and enhance public and officer safety.

Expected Outcomes

We will remain focused on adapting to the current and future realities of policing by developing evidence-based and actionable solutions to prevent, respond to and solve crime. It is about sustaining our emphasis on effective operational outcomes for mission delivery. It prioritizes the newly developed OPP Service Delivery Model and scheduling modernization tool to better support our members and enhance our service delivery for our communities. This is also about accelerating the integration of technology and advancing technological solutions while continuing to explore alternative call management strategies and pioneer new approaches to ensure the safety and security of all persons and property in Ontario.

PRIORITY AREAS

Communities – An engaged organization positioned to co-create meaningful public safety solutions for Ontarians



We will be responsible for building and enriching trusted relationships and partnerships.

PRIMARY AREAS OF STRATEGIC FOCUS:

1. Community engagement
2. Victim-centred programs and services
3. Collaboration across justice, law enforcement, human and social sectors

KEY STRATEGIC CHANGE INITIATIVES:

1. Seek and amplify Indigenous and diverse voices and experiences to inform and design relevant policing programs and services.
2. Embed trauma-informed approaches.
3. Lead operational and strategic policing and community safety initiatives in accordance with the needs of the population and having regard for the diversity of the population.

LONG-TERM OUTCOMES:

1. Inclusive and equitable public safety solutions are co-created and delivered to meet the needs of communities.
2. Public trust and confidence and community satisfaction are reflective of our efforts and intended outcomes.
3. Cooperation exists for the inclusive response to a complex range of public safety and societal issues present across the policing landscape.

Expected Outcomes

We will remain focused on engaging with communities and seeking to understand their unique needs to further build and demonstrate cultural competence. This is about all members being involved in developing relationships as the catalyst for cooperative partnerships with a common vision for *Safe Communities... A Secure Ontario*. It recognizes the importance of our collective leadership role in advancing community partnerships that also include the social, health and justice sectors, and in leveraging collaborative response opportunities to fulfill our policing mandate. It is about meeting the needs of our communities and imparts the importance of respect for victims of crime and understanding of their needs. This priority aligns with the legislated principles by which policing services shall be provided throughout Ontario.

911

is for police,
fire, or medical
emergencies only.

Every time an accidental or hang-up 911 call is received, an OPP communicator must complete a follow up process, which may include dispatching police officers to ensure there is no emergency in progress. If you've dialed 911 in error, stay on the line and speak with the communicator. This will ensure emergency resources are allocated to actual emergent situations and not accidental 911 calls.

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

Reach the OPP by phone

- Call 911 for emergencies
- Don't hang up, stay on the line
- Call 1-888-310-1122 for non-emergency calls
- TTY 1-888-310-1133
(for the Deaf, Hard of Hearing and Speech Impaired)
- Know your location

Report online

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

Visit www.opp.ca/reporting for Online Reporting. This system allows you to submit a report from your computer or mobile device without going to an OPP detachment.

You can use this system to report:

- Driving Complaints
- Lost/missing property
- Mischief/damage to property including graffiti
- Mischief to vehicle
- Stolen licence plate(s) and/or validation sticker
- Theft from vehicle
- Theft
- Gas theft

Do not use online reporting for emergencies, call 911.

WWW.OPP.CA



ONTARIO PROVINCIAL POLICE

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