

**THE CORNWALL
PUBLIC INQUIRY**



**L'ENQUÊTE PUBLIQUE
SUR CORNWALL**

Public Hearing

Audience publique

Commissioner

**The Honourable Justice /
L'honorable juge
G. Normand Glaude**

Commissaire

VOLUME 28

Held at :

Hearings Room
709 Cotton Mill Street
Cornwall, Ontario
K6H 7K7

Monday, May 15, 2006

Tenue à:

Salle des audiences
709, rue de la Fabrique
Cornwall, Ontario
K6H 7K7

Lundi, le 15 mai 2006

Appearances/Comparutions

Mr. Peter Engelmann	Lead Commission Counsel
Ms. Raija Pulkkinen	Commission Counsel
Ms. Louise Mongeon	Registrar
Mr. John E. Callaghan	Cornwall Police Service Board
Mr. Neil Kozloff	Ontario Provincial Police
Actg.Det.Supt.Colleen McQuade	
Ms. Suzanne Costom	
Ms. Diane Lahaie	
Ms. G. Saccoccio Brannan,Q.C.	
Mr. David Rose	Ontario Ministry of Community
Mr. Mike Lawless	and Correctional Services and Adult Community Corrections
Mr. Darrell Kloeze	Attorney General for Ontario
Mr. Peter Chisholm	The Children's Aid Society of the United Counties
Mr. Peter Wardle	Citizens for Community Renewal
Mr. Dallas Lee	Victims Group
Ms. Lauren Schellenberger	
Mr. Jose Hannah-Suarez	Mr. Jacques Leduc
Mr. Mark Wallace	Ontario Provincial Police Association
Ms. Suzanne Costom	Det.Chief Supt. M.F.(Frank)Ryder
Ms. Diane Lahaie	

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1 --- Upon commencing at 2:05 p.m./

2 L'audience débute à 14h05

3 **THE REGISTRAR:** Order. All rise. À
4 l'ordrer. Veuillez vous lever. This hearing of the
5 Cornwall Public Inquiry is now in session. The Honourable
6 Mr. Justice Normand Glaude presiding.

7 Please be seated. Veuillez vous asseoir.

8 **THE COMMISSIONER:** Good afternoon.

9 Mr. Engelmann, how are you today? How are
10 you doing today?

11 **MR. ENGELMANN:** Good, thank you. Good
12 afternoon.

13 And I have with us Frank Ryder who is the
14 first witness for the OPP.

15 **THE COMMISSIONER:** M'hm.

16 **MR. ENGELMANN:** And just before Chief Ryder
17 is sworn, if we could just perhaps deal with a couple of
18 housekeeping matters?

19 **THE COMMISSIONER:** M'hm.

20 **MR. ENGELMANN:** First of all, we have a
21 number of OPP witnesses set to go for this week and this is
22 the background or policy-type evidence that we have led
23 from other public institutions.

24 **THE COMMISSIONER:** M'hm.

25 **MR. ENGELMANN:** And we're starting with

1 Chief Ryder, and then we have Roger Kelly, Staff Sergeant
2 with the OPP, and then after Roger Kelly we're going to be
3 going with Paul Yelle and after Paul Yelle, Ed Medved and
4 then Heather Kewley.

5 I'll be setting out some of what they're
6 doing but, essentially, there are a number of binders that
7 have been prepared by the OPP and its counsel and outlines
8 of evidence, and rather than have a binder for each witness
9 some of the witnesses like Chief Ryder will be referring to
10 multiple binders. So in a moment we'll get him sworn and
11 also just have some of these documents marked.

12 **THE COMMISSIONER:** M'hm.

13 **MR. ENGELMANN:** But just, I wanted to point
14 out that aside from the OPP evidence this week, we had a
15 request late last week from Mr. Sherriff-Scott, counsel for
16 the Diocese, who wished to address the Commission this week
17 with respect to the manner in which his client will be
18 proceeding in light of your decision of May 1st and, in
19 doing so, we'll address issues involving their past and
20 current efforts concerning disclosure.

21 Mr. Sherriff-Scott asked to address the
22 Commission of Inquiry on Wednesday, and he's been notified
23 that he will have an opportunity Wednesday at 10:00 a.m.
24 So we'll take a brief recess from the OPP evidence at that
25 stage to allow Mr. Sherriff-Scott to make his

1 representations.

2 THE COMMISSIONER: Very well.

3 MR. ENGELMANN: So if Chief Frank Ryder
4 could be sworn?

5 THE REGISTRAR: I'm sorry, your name?

6 CHIEF RYDER: Michael Francis Ryder.

7 THE REGISTRAR: Can you spell your last
8 name, please?

9 MR. RYDER: R-Y-D-E-R.

10 DETECTIVE CHIEF SUPT. M.F.(Frank)RYDER, Sworn/Assermenté:

11 MR. ENGELMANN: One last housekeeping
12 matter, if I may, prior -- before we start? Sir, in the
13 past you have asked me to identify counsel ---

14 THE COMMISSIONER: Yes.

15 MR. ENGELMANN: --- who may not be here all
16 the time. You'll note David Rose is here on behalf of ---

17 THE COMMISSIONER: Good afternoon, sir.

18 MR. ENGELMANN: Yes. He's partners with
19 Joseph Neuberger who we've seen before.

20 THE COMMISSIONER: Yes.

21 MR. ENGELMANN: Mr. Wallace is here for the
22 OPPA.

23 THE COMMISSIONER: Yes.

24 MR. LAWLESS: Good afternoon.

25 THE COMMISSIONER: Good afternoon, sir.

1 **MR. ENGELMANN:** And Mr. Hannah-Suarez for
2 Jacques Leduc who was here just this past week. So I think
3 those are ---

4 **THE COMMISSIONER:** Could the rest be
5 mourning the Senators' loss on Saturday?

6 **MR. ENGELMANN:** I don't know if anybody in
7 the room as much as me, but perhaps equally. Anyway, I
8 hope that we get over it.

9 **--- EXAMINATION IN-CHIEF BY /INTERROGATOIRE EN-CHEF PAR MR.**
10 **ENGELMANN:**

11 **MR. ENGELMANN:** Chief Ryder, just as we
12 start your evidence, what I'd like to do is just have some
13 documents marked for exhibit purposes.

14 And I believe our last exhibit, Madam Clerk,
15 was Exhibit 35.

16 So what I'd like to do, Mr. Commissioner,
17 with your permission, is have a number of exhibits --
18 sorry, a number of documents marked as Exhibit 6 with
19 various volume numbers.

20 **THE COMMISSIONER:** How about 36?

21 **MR. ENGELMANN:** Thirty-six (36)? Yes, sorry
22 -- Exhibit 36 starting Volume 1 and those are biographies
23 and CVs for the five OPP witnesses.

24 Chief Ryder, do you have a copy of that?

25 **CHIEF RYDER:** Yes, I do.

1 **MR. ENGELMANN:** And would we find in the
2 first couple of tabs your CV and your biography?

3 **CHIEF RYDER:** That's correct.

4 **MR. ENGELMANN:** All right.

5 So if that could be volume -- if that could
6 be Exhibit 36, Volume 1? Do you have that, sir? It's a
7 thin volume having 10 tabs.

8 **--- EXHIBIT NO./PIECE NO. 36:**

9 BOOK OF DOCUMENTS - Ontario Provincial
10 Police - Witnesses - Volume 1, Tabs 1 to 10.

11 **MR. ENGELMANN:** Yes?

12 If I could, then, the next document I'd like
13 to have marked would be -- it's entitled "Book of
14 Documents, Ontario Provincial Police History and
15 Organizational Structure".

16 And Chief Ryder, do you have a copy of that
17 in front of you?

18 **CHIEF RYDER:** Yes, I do.

19 **MR. ENGELMANN:** And this is one that you'll
20 be addressing, sir?

21 **CHIEF RYDER:** That's correct.

22 **MR. ENGELMANN:** If that could be Exhibit 36,
23 Volume 2, please?

24 **THE COMMISSIONER:** Yes. We are just putting
25 them in order here.

1 MR. ENGELMANN: Yes.

2 --- EXHIBIT NO./PIECE NO. 36:

3 BOOK OF DOCUMENTS - Ontario Provincial
4 Police - History and Organizational
5 Structure - Volume 2 - Tabs 1 to 26.

6 MR. ENGELMANN: Then, the next volume should
7 be a volume on Community ---

8 THE COMMISSIONER: Sorry.

9 MR. ENGELMANN: -- Community Policing. I'm
10 just going to make sure I have that.

11 (PAUSE/COURTE PAUSE)

12 MR. ENGELMANN: And Chief Ryder, for the
13 Community Policing documents for the Ontario Provincial
14 Police you should actually have two books; is that correct,
15 the first book having 16 tabs and then the last book going
16 from Tab 17 to 21?

17 THE REGISTRAR: The witness only has one.

18 CHIEF RYDER: I have one.

19 MR. ENGELMANN: Okay. Oh, okay. They are
20 double sided. So you have 21 tabs?

21 CHIEF RYDER: Yes, I do.

22 MR. ENGELMANN: All righty.

23 So if that could be Exhibit 36, Volume 3?

24 --- EXHIBIT NO./PIECE NO. 36:

25 BOOK OF DOCUMENTS - Ontario Provincial

1 Police - Community Policing - Volume 3 -
2 Tabs 1 to 21.

3 **MR. ENGELMANN:** Then, Mr. Commissioner,
4 there should be a Volume 4. That's Ontario Provincial
5 Police, "Intake Policy and Record Management".

6 Do you have that in front of you, sir?

7 **CHIEF RYDER:** Yes, I do.

8 **MR. ENGELMANN:** I understand that's another
9 volume you'll be speaking to?

10 **CHIEF RYDER:** That's correct.

11 **MR. ENGELMANN:** And you'll also be speaking
12 to Volume 3, the Community Policing volume?

13 **CHIEF RYDER:** I will.

14 **MR. ENGELMANN:** Okay. That then can be the
15 next part of the exhibit?

16 **CHIEF RYDER:** Yes.

17 **--- EXHIBIT NO./PIECE NO. 36:**

18 BOOK OF DOCUMENTS - Ontario Provincial
19 Police - Intake Policy and Record Management
20 - Volume 4, Tabs 1 - 5.

21
22 **MR. ENGELMANN:** Volume 5 should be a volume
23 captioned "Complaints". Do you have that, Chief Ryder?

24 **CHIEF RYDER:** Yes, I do.

25 **MR. ENGELMANN:** And you'll be addressing

1 that briefly, as I understand it?

2 CHIEF RYDER: Yes, I will.

3 MR. ENGELMANN: Okay, if that can be the
4 next part of the exhibit?

5 --- EXHIBIT NO./PIECE NO. 36:

6 BOOK OF DOCUMENTS - Ontario Provincial
7 Police - Complaints - Volume 5, Tabs 1 to
8 13.

9 MR. ENGELMANN: Then, Volume 6,
10 "Investigative Techniques and Standards"?

11 CHIEF RYDER: Yes, sir, I have it here.

12 MR. ENGELMANN: Okay. And that is not one
13 you'll be addressing, sir; one of your colleagues?

14 CHIEF RYDER: That's correct.

15 --- EXHIBIT NO./PIECE NO. 36:

16 BOOK OF DOCUMENTS - Ontario Provincial
17 Police - Investigative Techniques and
18 Standards - Volume 6, Tabs 1 to 23.

19 MR. ENGELMANN: All right.

20 And Volume 7, "Support and Care to Victims"?

21 CHIEF RYDER: I have it here.

22 MR. ENGELMANN: All right.

23 And again, that's not one you'll be
24 addressing, sir?

25 CHIEF RYDER: That's correct.

1 MR. ENGELMANN: All right.

2 --- EXHIBIT NO./PIECE NO. 36:

3 BOOK OF DOCUMENTS - Ontario Provincial
4 Police - Support and Care to Victims -
5 Volume 7, Tabs 1 to 21.

6 MR. ENGELMANN: And then there should be
7 another document entitled "Protocols" Volume 8?

8 CHIEF RYDER: Yes, sir, I have it here.

9 MR. ENGELMANN: Again, that's not one you'll
10 be addressing?

11 CHIEF RYDER: That's correct.

12 --- EXHIBIT NO./PIECE NO. 36:

13 BOOK OF DOCUMENTS - Ontario Provincial
14 Police - Protocols - Volume 8, Tabs 1 to 10.

15 MR. ENGELMANN: And then a Volume 9 on
16 "Training"?

17 CHIEF RYDER: Yes, sir.

18 MR. ENGELMANN: And again, that's not one
19 you'll be addressing?

20 CHIEF RYDER: That's correct.

21 --- EXHIBIT NO./PIECE NO. 36:

22 BOOK OF DOCUMENTS - Ontario Provincial
23 Police - Training - Volume 9, Tabs 1 to 13.

24 MR. ENGELMANN: All right.

25 And lastly, a Volume 10 "Court Case

1 Management"; again, that's not one you'll be dealing with?

2 CHIEF RYDER: That's correct.

3 --- EXHIBIT NO./PIECE NO. 36:

4 BOOK OF DOCUMENTS - Ontario Provincial
5 Police - Complaints - Volume 10, Tabs 1 to
6 4.

7 MR. ENGELMANN: All right.

8 Mr. Commissioner, if all of those volumes
9 could then be marked as Exhibit 36, Volumes 1 through 10,
10 for the record?

11 THE COMMISSIONER: We will. Thank you.

12 MR. ENGELMANN: Chief Ryder, if we could
13 then start with Volume 1, and just looking at it for a
14 moment, we have at Tab 1 a copy of your biography, correct?

15 CHIEF RYDER: I don't have the official
16 document. That was taken away.

17 Thank you.

18 MR. ENGELMANN: I'll just be a moment.

19 (SHORT PAUSE/COURTE PAUSE)

20 CHIEF RYDER: I have it.

21 MR. ENGELMANN: Chief Ryder, if you would
22 just take a look at Volume 1, then, Tab 1?

23 CHIEF RYDER: Yes.

24 MR. ENGELMANN: Can you tell me if that is
25 your biography?

1 CHIEF RYDER: Yes, it is.

2 MR. ENGELMANN: And it's up to date and
3 accurate?

4 CHIEF RYDER: Yes, it is.

5 MR. ENGELMANN: All right.

6 And Volume -- sorry, same volume, Tab 2, is
7 that a copy of your career, essentially?

8 CHIEF RYDER: Yes, it is.

9 MR. ENGELMANN: All right.

10 And it also has, not just positions you have
11 held within the OPP, but your educational background,
12 training and committee involvement?

13 CHIEF RYDER: That's correct.

14 MR. ENGELMANN: And to your knowledge is
15 that accurate and up to date?

16 CHIEF RYDER: Yes, it is accurate and up to
17 date.

18 MR. ENGELMANN: Thank you.

19 So what I'd like to do, sir, is just take
20 you through a few captions, if I may, and go through a bit
21 of your work background and some of the positions you have
22 held within the OPP. And I understand, to begin with, that
23 you have been a member of the OPP since 1975?

24 CHIEF RYDER: That's correct.

25 MR. ENGELMANN: So some 31 years?

1 CHIEF RYDER: Thirty-one (31) years.

2 MR. ENGELMANN: And during this period I
3 understand you have held a broad range of positions?

4 CHIEF RYDER: Yes, I have.

5 MR. ENGELMANN: And those positions would
6 include work at various detachments of the OPP?

7 CHIEF RYDER: I have worked at one
8 detachment.

9 MR. ENGELMANN: Okay. That was the Bradford
10 Detachment?

11 CHIEF RYDER: That's correct.

12 MR. ENGELMANN: Okay. You have also worked
13 at Headquarters?

14 CHIEF RYDER: I have worked at Headquarters.

15 MR. ENGELMANN: And in particular you have
16 worked in the Criminal Investigations Branch?

17 CHIEF RYDER: That's correct.

18 MR. ENGELMANN: And I understand as well,
19 sir, that you were heavily involved in a major
20 reorganization of the OPP?

21 CHIEF RYDER: That's correct. I was
22 assigned as Implementation Manager of the Organization
23 Renewal Project. The OPP underwent a major reorganization.
24 It took one year to do the review and then there was a two-
25 year implementation and I was Implementation Manager.

1 **MR. ENGELMANN:** And that took place in or
2 about 1993 to 1995?

3 **CHIEF RYDER:** It took place from May 1990 --
4 the review was in 1994 and 1995-96 was implementation.
5 That's the role I played for those two years.

6 **MR. ENGELMANN:** And as mentioned in the
7 third paragraph of your bio, sir, Tab 1?

8 **CHIEF RYDER:** Yes, sir.

9 **MR. ENGELMANN:** So let's just talk a little
10 bit about some of your responsibilities before you went to
11 Headquarters. They're set out briefly on the second page
12 of your CV, Tab 2.

13 **CHIEF RYDER:** Yes, sir.

14 **MR. ENGELMANN:** You describe being a
15 provincial constable at the Bradford Detachment for
16 approximately 10 years.

17 **CHIEF RYDER:** That's correct.

18 **MR. ENGELMANN:** Can you just give us a
19 general description of some of the duties that you held
20 during that period of time?

21 **CHIEF RYDER:** While at Bradford Detachment I
22 was a generalist police officer and answered calls for
23 service. Bradford Detachment was primarily a traffic
24 detachment but we did police eight townships so we did have
25 an opportunity to do criminal investigations, so I did some

1 criminal investigation work.

2 Seven years into my career at Bradford
3 Detachment I was assigned as Court Officer. So for a
4 three-year period I prosecuted provincial offences, court,
5 and sat in and provided assistance to crown attorneys for
6 the criminal files.

7 **MR. ENGELMANN:** And that would have been the
8 latter three to four years of your time at Bradford?

9 **CHIEF RYDER:** That's correct.

10 **MR. ENGELMANN:** And then, it indicates that
11 you spent some brief time at another detachment?

12 **CHIEF RYDER:** Yes.

13 **MR. ENGELMANN:** Downsview?

14 **CHIEF RYDER:** That's correct.

15 **MR. ENGELMANN:** Where's that, sir?

16 **CHIEF RYDER:** That is -- just south of
17 Bradford is Toronto. That was a short assignment three
18 months as a corporal, as in charge of a platoon of 10
19 constables who patrolled, basically, Highway 401 across the
20 top end of Toronto.

21 **MR. ENGELMANN:** Okay. And then in 1985 for
22 about three and a half years we have you listed as a
23 Technical Coordinator.

24 **CHIEF RYDER:** That's correct.

25 **MR. ENGELMANN:** And can you give us some

1 sense as to what you were doing as a technical coordinator
2 and where that was?

3 **CHIEF RYDER:** I worked out of Toronto
4 General Headquarters, Technical Coordinator; was involved
5 in the wiretap world. I was an affiant writer and would
6 manage backrooms for wiretap investigations, collect
7 evidence and assist major crime investigators on serious
8 crimes by way of collecting evidence, audio surveillance.

9 **MR. ENGELMANN:** And I note, sir, in February
10 of 1989 you were promoted to Detective Inspector?

11 **CHIEF RYDER:** That's correct.

12 **MR. ENGELMANN:** And that is a commissioned
13 officer rank?

14 **CHIEF RYDER:** Yes, it is.

15 **MR. ENGELMANN:** And at that time you were
16 assigned to the Criminal Investigations Branch?

17 **CHIEF RYDER:** Yes, at General Headquarters
18 in Toronto.

19 **MR. ENGELMANN:** Okay. So the headquarters
20 at that time was in Toronto?

21 **CHIEF RYDER:** Yes, it was.

22 **MR. ENGELMANN:** All right.

23 So and you were there in your previous
24 capacity, you mentioned to us, as Technical Coordinator and
25 then as Technical Coordination Section Head and then you

1 were promoted to Detective Inspector?

2 CHIEF RYDER: That's correct.

3 MR. ENGELMANN: And at this point you were
4 detective inspector in the Homicide and Major Case
5 Management Section of the Criminal Investigations Branch?

6 CHIEF RYDER: That's correct.

7 MR. ENGELMANN: Give us some sense as to
8 what you did there.

9 CHIEF RYDER: I was assigned to major case
10 investigation. As stated in the title, I was assigned to
11 homicides. I was assigned to high-profile investigations,
12 inquests, anything that was of serious consequence that
13 required the oversight of a detective inspector in CIB.

14 MR. ENGELMANN: As a detective inspector in
15 the CIB, would your work have been at Headquarters or would
16 it have been throughout the province?

17 CHIEF RYDER: I wish it was in Headquarters.
18 I travelled extensively over the entire province, so I
19 would go where my case is, where I would be assigned.

20 MR. ENGELMANN: When you were assigned these
21 cases, you had interaction with constables or others in the
22 OPP in the various regions or districts?

23 CHIEF RYDER: Yes, I did.

24 MR. ENGELMANN: But your home office was at
25 OPP Headquarters?

1 **CHIEF RYDER:** Was at OPP Headquarters in
2 Toronto and then we moved up to Orillia. It was now
3 Orillia.

4 **MR. ENGELMANN:** Okay. And then for
5 approximately six years you worked in various other
6 capacities at OPP Headquarters such as technical support
7 and organizational review and corporate services?

8 **CHIEF RYDER:** Yes, for a one-year period I
9 was an acting superintendent, technical support in advance
10 of the major OPP restructuring and then I was assigned to
11 the two years as implementation manager and organization
12 renewal.

13 **MR. ENGELMANN:** And after that you were a
14 superintendent bureau commander?

15 **CHIEF RYDER:** Yes, I was promoted
16 superintendent and became the commander of Operational
17 Policy and Support Bureau.

18 **MR. ENGELMANN:** And then after that you were
19 promoted to the rank of detective chief superintendent?

20 **CHIEF RYDER:** That's correct.

21 **MR. ENGELMANN:** And that was in the
22 Investigation Support Bureau?

23 **CHIEF RYDER:** Yes.

24 **MR. ENGELMANN:** And you are there still
25 today?

1 **CHIEF RYDER:** No. I then was transferred in
2 April of 2004 to Investigation Bureau.

3 **MR. ENGELMANN:** Okay.

4 **CHIEF RYDER:** So Investigation Support to
5 Investigation Bureau.

6 **MR. ENGELMANN:** All right. Those are two
7 separate branches?

8 **CHIEF RYDER:** Yes, they are.

9 **MR. ENGELMANN:** Can you give us some sense
10 as to what your current bureau is responsible for?

11 **CHIEF RYDER:** Certainly. My current bureau
12 has the responsibility for CIB major cases, for Anti-Racket
13 Section, Organized Crime Section. The Organized Crime
14 Section is made up of several JFOs. It includes the Biker
15 Enforcement Unit, Provincial Auto Theft, Proceeds of Crime
16 and similar JFOs.

17 **MR. ENGELMANN:** Sorry, what are JFOs?

18 **CHIEF RYDER:** Joint Forces. Sorry. Joint
19 forces operations where we have officers working with us
20 from other police agencies, including the RCMP. And I also
21 have a Drug Enforcement Section, Child Pornography Section
22 and Crime Prevention Section.

23 **MR. ENGELMANN:** Approximately how many
24 people are you responsible for then?

25 **CHIEF RYDER:** Approximately a little over

1 500.

2 MR. ENGELMANN: And you said that this work
3 involves coordination efforts with other police forces?

4 CHIEF RYDER: Yes.

5 MR. ENGELMANN: So that would include the
6 RCMP?

7 CHIEF RYDER: Yes.

8 MR. ENGELMANN: Would it also include
9 municipal forces in the province?

10 CHIEF RYDER: Yes.

11 MR. ENGELMANN: And that would depend on
12 what type of issue you were dealing with, whether that was
13 organized crime or ---

14 CHIEF RYDER: Drug enforcement.

15 MR. ENGELMANN: --- drug enforcement.

16 CHIEF RYDER: Yes.

17 MR. ENGELMANN: And that could be anywhere
18 in the Province of Ontario?

19 CHIEF RYDER: That's correct.

20 MR. ENGELMANN: Now, sir, as well you have
21 listed in your CV courses that you've undertaken or
22 training you've undertaken?

23 CHIEF RYDER: Yes, sir.

24 MR. ENGELMANN: Is that training both of an
25 internal and an external type?

1 CHIEF RYDER: Yes, sir, very much so.

2 MR. ENGELMANN: All right.

3 For example, I note back in -- on page 5 of
4 your CV you had a course in January 1986, a criminal
5 investigator's course?

6 CHIEF RYDER: Yes, that's correct.

7 MR. ENGELMANN: Who would have that been
8 with?

9 CHIEF RYDER: Ontario Police College.

10 MR. ENGELMANN: Okay. And as well, sir, in
11 January of '89 a course in interviewing and interrogation.
12 Do you recall who would have provided that training to you?

13 CHIEF RYDER: I seem to think that that was
14 a course that was put on by Peel Regional Police.

15 MR. ENGELMANN: Okay. And in January of '92
16 another course in criminal investigation, advanced
17 specialist course?

18 CHIEF RYDER: That's correct.

19 MR. ENGELMANN: And again, do you know who
20 would have put that on for you?

21 CHIEF RYDER: I can't recall at this time.

22 MR. ENGELMANN: Okay. And you've also had -
23 - you've got a course listed, I note, in 2002, ethical
24 behaviour in policing?

25 CHIEF RYDER: Yes.

1 **MR. ENGELMANN:** You have CACP. Could you
2 explain that acronym ---

3 **CHIEF RYDER:** The CACP ---

4 **MR. ENGELMANN:** --- and who would have put
5 that on?

6 **CHIEF RYDER:** Sorry. The CACP is the
7 Canadian Association of Chiefs of Police and this is one of
8 their executive forums.

9 **MR. ENGELMANN:** Okay. And as well, I note
10 you have the most recent training on October 2005,
11 Unlocking Innocence Seminar?

12 **CHIEF RYDER:** Yes.

13 **MR. ENGELMANN:** Can you tell us who put that
14 on and what that's about?

15 **CHIEF RYDER:** That was put on by Manitoba
16 Justice and it was a seminar that was put on to examine
17 issues of wrongful convictions, miscarriages of justice and
18 we had several speakers that addressed some of the causes,
19 the main causes of wrongful convictions. This conference
20 was not only for police; it was for lawyers, for judges,
21 for victims.

22 **MR. ENGELMANN:** Sir, as well as extensive
23 training, you have also been involved in a number of
24 committees?

25 **CHIEF RYDER:** That's correct.

1 **MR. ENGELMANN:** And in fact, am I right; are
2 these all current committees that you're working on today?
3 I'm looking at page 5.

4 **CHIEF RYDER:** Yes. Yes, they are.

5 **MR. ENGELMANN:** You're a member of all of
6 these committees currently?

7 **CHIEF RYDER:** I am.

8 **MR. ENGELMANN:** Okay. When it says "Chair,
9 Law Amendments Committee, Canadian Association of Chiefs of
10 Police", can you give us some sense of what you do there?

11 **CHIEF RYDER:** Yes. I'm actually a co-chair
12 of that committee with Vince Westwick from the Ottawa
13 Police Department. We are a committee of the Canadian
14 Association of Chiefs of Police and it's a national
15 committee, representation across Canada. We look at --
16 examine issues where potential legislations have become
17 difficult to manage by -- as we conduct police
18 investigations. So we lobby for legislative change. At
19 times, when there is proposed legislation, we are given an
20 opportunity to review same, to establish what kind of
21 impact that that would be on all Canadian police agencies.

22 **MR. ENGELMANN:** Can you tell me a little bit
23 about the item underneath that, "Committee Member, Heads of
24 Prosecution Working Group, Miscarriages of Justice"?

25 **CHIEF RYDER:** Yes.

1 **MR. ENGELMANN:** What organization is that
2 with?

3 **CHIEF RYDER:** That's with Heads of
4 Prosecution. It's a Federal-Provincial-Territorial Group
5 of Heads of Prosecution and they struck a working group to
6 specifically look at miscarriages of justice. I was one of
7 several members of the Law Amendments Committee that had an
8 opportunity to sit on that committee, that prepared a
9 report, that FPT report, Heads of Prosecution Report on the
10 wrongful convictions that has been widely distributed, with
11 recommendations surrounding police practices, joint
12 education with Crowns and police and sort of outlining what
13 the major causes of wrongful convictions are.

14 It was a historic report in one sense
15 because under the leadership of then Assistant Deputy
16 Minister Rob Finlayson from Manitoba Justice who was just
17 recently called to the Bench, this was the first time that
18 police and prosecutors came together to look at this issue.
19 We certainly recognized the fact that there were inquiries
20 like Sophonow and the Morin Inquiry that looked at similar
21 issues but this was the police and the prosecution getting
22 together and authoring a report to come up with these
23 recommendations.

24 **MR. ENGELMANN:** Just a couple others, if I
25 may. There's two listed with the Ontario Association of

1 Chiefs of Police, Organized Crime Committee?

2 CHIEF RYDER: That's correct.

3 MR. ENGELMANN: And Regional Coordinating
4 Committee on Organized Crime?

5 CHIEF RYDER: Yes.

6 MR. ENGELMANN: Can you briefly describe
7 what you were doing there?

8 CHIEF RYDER: The Organized Crime Committee
9 of the Ontario Association of Chiefs of Police has been
10 recently reconstituted. It had been, I guess, stood down
11 for about a year. So we basically restarted our work. So
12 I was looking at issues facing Ontario police agencies in
13 dealing with organized crime.

14 And the Regional Coordinating Committee on
15 Organized Crime, there's also a national committee. We
16 would call this the RCC. There's also a National
17 Coordinating Committee on Organized Crime. So this is the
18 feeder group into that group and that also feeds into the
19 federal-provincial-territorial process that looks
20 specifically at issues relating to organized crime.

21 MR. ENGELMANN: Sir, I note you've been
22 involved in a number of other committees in your past.

23 CHIEF RYDER: That's correct.

24 MR. ENGELMANN: Including a Committee on
25 Police Information Statistics.

1 CHIEF RYDER: That's correct.

2 MR. ENGELMANN: With the Canadian
3 Association of Chiefs of Police.

4 CHIEF RYDER: That's right.

5 MR. ENGELMANN: I understand as well, Chief
6 Ryder, you've been involved in testifying obviously in
7 criminal cases, in prosecutions?

8 CHIEF RYDER: Yes, I have.

9 MR. ENGELMANN: And you've testified before
10 parliamentary committees?

11 CHIEF RYDER: Yes, I have.

12 MR. ENGELMANN: And also the Senate with
13 respect ---

14 CHIEF RYDER: Yes, I have.

15 MR. ENGELMANN: --- to legislative
16 amendments?

17 CHIEF RYDER: That's correct.

18 MR. ENGELMANN: Just before leaving this, in
19 your bio there's a reference to the fact that most recently
20 in 2005 you received the Officer of the Order of Merit for
21 Police Services. Can you explain to us what this award is
22 presented for, what types of work?

23 CHIEF RYDER: Well, I was very honoured to
24 receive that award. It was for my professionalism and
25 integrity and the citation indicated that through my

1 leadership, vision and compassion I contributed an impact
2 on policing in Ontario and Canada and I believe that -- and
3 it was presented to me by Governor General Adrienne
4 Clarkson. And I believe that certainly that medal probably
5 recognized some of my work that I was doing at the national
6 committee levels in advance of policing across Canada. It
7 certainly is not only an honour to me, but it's an honour
8 to the Ontario Provincial Police because it was certainly
9 leadership from the Ontario Provincial Police that allowed
10 me to be engaged in those committees.

11 **MR. ENGELMANN:** Okay. Sir, I would like to
12 then leave that tab, leave that volume, if we can, and I'll
13 just have you go then to what is known as Volume 2, Book of
14 Documents, "Ontario Provincial Police History and
15 Organizational Structure" and at the beginning of the book
16 we have a table of contents. There are a number of tabs.
17 I just want to start you with one, if I can, and that is
18 the Outline of Evidence tab, if I can call it that, which
19 is "Cornwall Public Inquiry, Corporate Presentation,
20 Ontario Provincial Police, History and Organizational
21 Structure."

22 Do you have that in front of you?

23 **CHIEF RYDER:** Yes, I do.

24 **MR. ENGELMANN:** And this was prepared by
25 your counsel with some input from you and others ---

1 **CHIEF RYDER:** That's correct.

2 **MR. ENGELMANN:** --- as I understand it?

3 And I'm going to be taking you through this,
4 sir, and various tabs, but I just want to start -- I note
5 right at the beginning of Tab 1, in the introduction, you
6 mention three things. You mention the vision of the OPP;
7 you mention the mission statement of the OPP and you
8 mention the OPP promise.

9 **CHIEF RYDER:** Yes, sir.

10 **MR. ENGELMANN:** I'm wondering if you could
11 take us -- and I believe they're set out in Tab 2, but
12 perhaps we could just start with the vision and you could
13 tell us what that is and when was it developed and by whom?

14 **CHIEF RYDER:** The vision of the OPP is "Safe
15 Communities, A Secure Ontario" and it was developed in our
16 corporate business planning session in October of 2002.
17 Every year the Commissioner's Committee and Executive
18 Council meet for the corporate business planning session
19 and we examine the current vision and mission and we also
20 have information to assist us in our deliberations,
21 environmental scan that comes in from -- that's prepared by
22 the Business and Financial Planning Bureau to assist us and
23 give us an overview of issues facing policing, facing the
24 OPP. And so at that business planning session in 2002, in
25 the backdrop of post 9/11 world and community fears and

1 also to reflect the government of the day that was now
2 named Ministry of Public Safety and Security, it's through
3 our deliberations that we agreed that this would be a good
4 vision for the OPP.

5 **MR. ENGELMANN:** So it's been the vision for
6 the OPP since 2002?

7 **CHIEF RYDER:** That's correct.

8 **MR. ENGELMANN:** Did it have predecessors as
9 there were previous visions for the OPP?

10 **CHIEF RYDER:** Yes. The mission -- we didn't
11 have a vision; we had a mission statement.

12 **MR. ENGELMANN:** Okay.

13 **CHIEF RYDER:** And it was to provide a
14 sensitive community-oriented and accountable service that
15 promotes an environment in Ontario in which all people will
16 be secure in their pursuit and enjoyment of all lawful
17 activities.

18 **MR. ENGELMANN:** Okay. So that was a
19 previous mission statement of the OPP?

20 **CHIEF RYDER:** Mission statement prior to
21 2002.

22 **MR. ENGELMANN:** And you have a new mission
23 statement today?

24 **CHIEF RYDER:** That's correct. It really --
25 when you talk about the vision, the OPP mission follows.

1 So the -- our mission statement is "Policing excellence
2 through our people, our work and our relationships."

3 **MR. ENGELMANN:** And do you know, sir, when
4 that was developed and by whom?

5 **CHIEF RYDER:** At the same time, same
6 process.

7 **MR. ENGELMANN:** And what does that mean to
8 you, "Policing excellence to our people, our work and our
9 relationships"?

10 **CHIEF RYDER:** It certainly reflects the way
11 that we want to I guess exhibit ourselves as having utmost
12 standards in not only how we deal with our own people but
13 when we do our work and the different relationships that we
14 maintain, enhance or create that we always have excellence
15 at the top end.

16 **MR. ENGELMANN:** Sir, you as well have what
17 is known as the "Promise of the OPP"?

18 **CHIEF RYDER:** That's correct.

19 **MR. ENGELMANN:** And I note that's a much
20 longer statement and if you wish to refer to Tab 2.

21 **CHIEF RYDER:** Yes, I would.

22 **MR. ENGELMANN:** Perhaps you can again tell
23 us when that was developed and by whom?

24 **CHIEF RYDER:** Certainly. The Promise was
25 developed over a long period of time through various

1 consultations and focus groups throughout the entire
2 organization, including community members. And it was --
3 obviously there were discussions at Commission's Committee,
4 Executive Council, but we had a team that did lead the
5 development of the Promise and then the Promise was rolled
6 out through the organization after it was approved.

7 **MR. ENGELMANN:** And that would have been
8 approximately when sir?

9 **CHIEF RYDER:** I don't have the exact date,
10 but it would have been subsequent to 2002.

11 **MR. ENGELMANN:** All right. So after the
12 Mission Statement was amended and you came out in the
13 Vision, all right. And the document we are looking at, at
14 Tab 2, that sets out the Promise, what is this document?
15 What is this an excerpt from?

16 **CHIEF RYDER:** The Promise in this particular
17 tab is embedded into our Ontario Provincial Police Orders
18 in the introduction. It comes right after the statement
19 from the Commissioner, the Commissioner's message, and then
20 the statement of our OPP Vision and our OPP Mission and
21 then there is the discussion around the Promise.

22 **MR. ENGELMANN:** And sir, the Promise, this
23 was developed for the first time in 2003 or thereabouts?

24 **CHIEF RYDER:** That's correct.

25 **MR. ENGELMANN:** It reads, in places at

1 least, a bit like an oath.

2 CHIEF RYDER: Yes, sir. Yes, it is; it is a
3 promise.

4 MR. ENGELMANN: All right. And this is a
5 promise being made by members of the OPP?

6 CHIEF RYDER: Members by the OPP and by the
7 OPP to our communities.

8 MR. ENGELMANN: All right. And would that
9 include civilian members of the OPP or is this uniformed
10 members or ---

11 CHIEF RYDER: It would certainly include our
12 civilians. This is all encompassing all our staff and
13 volunteers.

14 MR. ENGELMANN: Are there times when this
15 Promise is set aloud, either in whole or in part, by
16 members of the OPP?

17 CHIEF RYDER: I do know that when our
18 commissioned officers receive their commission that they
19 swear to this Promise.

20 MR. ENGELMANN: The Promise has several
21 components to it and I just note on the second page in, you
22 have several bullets under the Promise and then they are
23 elaborated upon further.

24 Perhaps we could just go through those one
25 at a time. Let's start with accountability. Give us a

1 sense about what that means and what's being promised there
2 by OPP members and the OPP as an institution to the public.

3 **CHIEF RYDER:** I can give you some examples
4 of promises made from an individual officer point of view
5 and then some examples towards the community.

6 **MR. ENGELMANN:** Yes.

7 **CHIEF RYDER:** So with regard to the officer,
8 one of the bullets says,

9 "To lead by example. Always try to be
10 a good role model. Be accountable for
11 my own actions and those of my staff.
12 Know when to take initiative and be an
13 independent thinker and when to take
14 direction."

15 With regard to the community,

16 "Seek to understand and provide service
17 consistent with the needs, expectations
18 and priorities of my customers, staff
19 and team. Take personal responsibility
20 and initiative; example, follow up on
21 all inquiries, complaints, requests.
22 Provide progress reports, helpful
23 information. Inquiry if there is
24 anything else I can do to be helpful.
25 Go the extra mile. Explain, as

1 appropriate, why certain processes and
2 actions are necessary."

3 **MR. ENGELMANN:** Just before you go on, sir,
4 I note there is also "Presumably this is an individual
5 promise to ensure there is consistency between what I say
6 and do"?

7 **CHIEF RYDER:** That is correct.

8 **MR. ENGELMANN:** That would be of some
9 significance and importance?

10 **CHIEF RYDER:** Yes.

11 **MR. ENGELMANN:** And as well, "Protect the
12 rights of all people in an equal and consistent manner".

13 **CHIEF RYDER:** That's correct.

14 **MR. ENGELMANN:** Sir, these are set out in a
15 promise in, I notice, the section known as Accountability.

16 Before there was a promise, were these
17 points and issues things, to your knowledge, that the OPP
18 and/or its officers would strive to meet?

19 **CHIEF RYDER:** Yes.

20 **MR. ENGELMANN:** And then this was put
21 together in a document known as "The Promise".

22 **CHIEF RYDER:** That's correct.

23 I should explain the focus groups that
24 involved the community involved a cross-sectional number of
25 people from organizations, civilians, volunteers, police

1 officers at all ranks. We really identified what should be
2 our core values and how should we be conducting our
3 business and that's not to say that we weren't conducting
4 our business this way. It was just sort of to reaffirm
5 that these were the values that we wanted to aspire to as
6 an organization and as individuals.

7 **MR. ENGELMANN:** Under the Respectful
8 Relationships part of the Promise, which is next, I note
9 you have, in fact, a bullet that says,

10 "Involve people from the community and
11 concerned agencies in a partnership to
12 prevent, identify and resolve issues of
13 crime, traffic and social order"?

14 **CHIEF RYDER:** That's correct.

15 **MR. ENGELMANN:** Is there a term or phrase
16 for that?

17 **CHIEF RYDER:** Community policing.

18 **MR. ENGELMANN:** And it says as well,
19 "Be familiar with and make appropriate
20 referrals to community resources and
21 agency".

22 **CHIEF RYDER:** That's correct.

23 **MR. ENGELMANN:** That would be an aspect of
24 community policing as well?

25 **CHIEF RYDER:** Yes, sir.

1 **MR. ENGELMANN:** I note in the next section
2 "Fairness, Courage and Caring" you have -- and this may be
3 an individual commitment, but,

4 "Maintain an open mind, try to be
5 impartial and non-judgemental. Be
6 aware of and manage my personal biases
7 or attitudes; example stereotypes."

8 And you've got another bullet there,

9 "Treat all others with equality as I
10 would want my loved ones and myself to
11 be treated, victims and accused, their
12 families and communities, colleagues
13 and staff regardless of gender, race,
14 ethnicity, ability, age, et cetera."

15 **CHIEF RYDER:** That is correct.

16 **MR. ENGELMANN:** Are those, sir, important
17 aspects of the Promise from your perspective?

18 **CHIEF RYDER:** Yes, they all are.

19 **MR. ENGELMANN:** You also have a section
20 under the Promise dealing with Continuous Learning, and
21 there is a requirement that, for example,

22 "To take personal responsibility for my
23 career and personal development; seek
24 out learning opportunities."

25 **CHIEF RYDER:** Yes, sir.

1 **MR. ENGELMANN:** "And encourage discussion
2 of ethical dilemmas, doing the right
3 thing not just doing things right".

4 **CHIEF RYDER:** Yes, sir.

5 **MR. ENGELMANN:** So this is a personal type
6 of commitment, you would see that ---

7 **CHIEF RYDER:** Yes, I would see that as a
8 personal commitment.

9 **MR. ENGELMANN:** Would the OPP take efforts
10 to support officers in making those commitments and making
11 them come true?

12 **CHIEF RYDER:** Yes, sir.

13 **MR. ENGELMANN:** And then, as well, you have
14 a section on Diversity.

15 **CHIEF RYDER:** Yes, sir.

16 **MR. ENGELMANN:** And I note it says, for
17 example,

18 "To seek to understand different
19 perspectives, cultures, lifestyles,
20 creeds and apply that understanding to
21 affect quality policing."

22 **CHIEF RYDER:** Yes, sir.

23 **MR. ENGELMANN:** And there are also
24 provisions dealing with the recruitment and enhancement of
25 a diversified workforce.

1 CHIEF RYDER: Yes, sir.

2 MR. ENGELMANN: Is that, to your knowledge,
3 important to the OPP as an institution?

4 CHIEF RYDER: It's important to the OPP as
5 an institution and certainly to serve our communities as
6 well.

7 MR. ENGELMANN: Lastly, sir, this Order
8 talks about community policing but that's, as I understand,
9 not part of the Promise?

10 CHIEF RYDER: That is correct, but it does
11 follow this section and I think it is a close link because
12 it fits there because as you so rightfully took us through
13 the Promise, you can see there are several commitments to
14 community policing and the community.

15 MR. ENGELMANN: Just a couple of other
16 questions, if I may, on this and maybe we could just turn
17 back to Accountability for a minute, which is at the second
18 page, the comment "Lead by example, always to be a good
19 role model", presumably that would apply to not only non-
20 commissioned officers but also commissioned officers and
21 how they lead by example.

22 CHIEF RYDER: Most definitely.

23 MR. ENGELMANN: Would you agree that
24 leadership and leading by example sets the tone for people
25 that you are responsible for leading?

1 **CHIEF RYDER:** It certainly does and I
2 believe it's essential.

3 **MR. ENGELMANN:** And you see that as a
4 promise that you make yourself with your own actions and
5 those of your staff?

6 **CHIEF RYDER:** That's correct.

7 **MR. ENGELMANN:** Perhaps then we could turn
8 to "History", which is set out at the top of the second
9 page of your Outline of Evidence.

10 **CHIEF RYDER:** Yes, sir.

11 **MR. ENGELMANN:** Can you just tell us by way
12 of background where much of this historical background
13 comes from?

14 **CHIEF RYDER:** Certainly. Most of the
15 background history of the OPP came from a publication
16 called The O.P.P., the History of Ontario Provincial Police
17 Force, by author Dahn D. Higley, and it was Queen's Printer
18 Toronto 1984. This book was written in advance of the 75th
19 Anniversary of the OPP and was written by Mr. Higley who
20 served the Ontario Provincial Police for some 27 years.

21 **MR. ENGELMANN:** I believe he retired at the
22 rank of Superintendent or a senior rank?

23 **CHIEF RYDER:** Chief Superintendent. Same
24 rank as me.

25 **MR. ENGELMANN:** Okay. And he worked on this

1 book for a number of years?

2 CHIEF RYDER: Yes, he did.

3 MR. ENGELMANN: And to your knowledge, is
4 there any other book that describes the history of the OPP
5 as this one does?

6 CHIEF RYDER: Not to this extent, I don't
7 believe.

8 MR. ENGELMANN: And I note, and we will come
9 to it in a minute, but your centennial is coming up. Do you
10 know if -- I presume in 2009?

11 CHIEF RYDER: That's correct.

12 MR. ENGELMANN: Do you know if another book
13 of this nature has been undertaken?

14 CHIEF RYDER: I have suggested that we might
15 want to do that, but I don't know if there's any project
16 underway.

17 MR. ENGELMANN: So in any event, what we do
18 have is a fairly large text.

19 CHIEF RYDER: Yes.

20 MR. ENGELMANN: Dealing with the OPP's
21 history up to and including the early 1980s.

22 CHIEF RYDER: That's correct.

23 MR. ENGELMANN: So then, we note at the
24 third bullet, I see that the actual Ontario Provincial
25 Police Force is established by a provincial Order in

1 Council in 1909.

2 CHIEF RYDER: That's correct.

3 MR. ENGELMANN: Before then, there were some
4 police services provided by the provincial government in
5 this province?

6 CHIEF RYDER: Yes, there were. There was a
7 terminology called "Government Detective", and one such
8 detective in 1877 was actually the first provincial
9 constable for the Province of Ontario, and that was John
10 Wilson Murray. And he led what I would say is our current
11 CIB of today. When we actually celebrated our anniversary
12 of the OPP that's based on 1909, you can actually -- we've
13 already had our 125th Anniversary for the CIB because it
14 actually existed in 1877. So we had a celebration a few
15 years back for the 125th Anniversary for the CIB. So this
16 was sort of the predecessor for Criminal Investigation
17 Branch.

18 MR. ENGELMANN: I note that the author sets
19 out that one of the impetuses or the impetus for the
20 formation of the provincial police arose out of lawlessness
21 in Northern Ontario. I don't know if ---

22 THE COMMISSIONER: Now, just a minute!

23 (LAUGHTER/RIRES)

24 MR. ENGELMANN: Anywhere near Sudbury? No!

25 (LAUGHTER/RIRES)

1 **CHIEF RYDER:** I can assure the Commissioner
2 that there certainly was reference to the lawlessness in
3 Northern Ontario, but I can also assure the Commissioner
4 that there were several other examples of lawlessness in
5 Southern Ontario, in particular, in a town called Lucan
6 with regard to the Black Donnellys and some vigilantism
7 that was going on there and sort of out of control
8 citizenry. So I can assure the Commissioner, there was
9 lawlessness happening throughout the province.

10 **THE COMMISSIONER:** I will keep that under
11 advisement.

12 **MR. ENGELMANN:** A long time ago.
13 So approximately how many officers were
14 there initially in the provincial police force?

15 **CHIEF RYDER:** Initially there were 45 that
16 were appointed by the provincial government.

17 **MR. ENGELMANN:** And then as I understand it,
18 through the 1930s, other officers in other forces joined
19 together with the Ontario Provincial Police?

20 **CHIEF RYDER:** That's correct.

21 **MR. ENGELMANN:** And in fact, there were at
22 that time two different types of provincial police
23 officers?

24 **CHIEF RYDER:** Yes, there were. There was
25 the blue uniformed detachment constables that were involved

1 with general police work and investigating various types of
2 criminal activities. And another reference that in the
3 north, more often than not -- these officers travelled on
4 foot or by canoe to remote camps and First Nation
5 communities to do their work and, of course, in addition to
6 those constables, there was the motorcycle patrol called
7 the Riders, and they wore khaki uniforms and were mandated
8 to patrol our highways.

9 **MR. ENGELMANN:** Now, the bottom bullet on
10 page 2, you talk about occasions where the provincial
11 police force was actively sought by local Crown attorney.
12 So already in the 1940s Crown attorneys were calling on the
13 help from the provincial police in certain circumstances?

14 **CHIEF RYDER:** Yes. The information in the
15 book by Mr. Higley suggests that.

16 **MR. ENGELMANN:** And I note it says, "deemed
17 local forces incapable of dealing with some types of
18 crime".

19 **CHIEF RYDER:** That's correct.

20 **MR. ENGELMANN:** So there was some precedent,
21 if I can, for local Crown attorneys calling on the OPP to
22 come and assist?

23 **CHIEF RYDER:** Yes, sir.

24 **MR. ENGELMANN:** You say at the top of the
25 next page, you reference the CIB. Is that in reference to

1 the same issue?

2 CHIEF RYDER: Yes, more serious type of
3 cases.

4 MR. ENGELMANN: All right. Now, there's a
5 reference to the fact that the first *Police Act* is passed
6 in 1946 and then effective in 1947.

7 CHIEF RYDER: Yes, sir.

8 MR. ENGELMANN: What kind of an impact did
9 that have on the size of the OPP and the work that the OPP
10 started to do?

11 CHIEF RYDER: Obviously, it was an impetus
12 to start a growth in the OPP and in fact by the end of
13 1945, we have 510 persons at 171 locations but by 1949, the
14 number of police officers more than doubled to 1,083 at 235
15 locations throughout Ontario.

16 MR. ENGELMANN: Now, you talk about the fact
17 that -- and it says and I'm looking at -- it's the sixth
18 item down:

19 "The concept of contractual policing
20 service offered by the province was so
21 attractive that by 1949 the number of
22 provincial police municipal detachments
23 had increased to 62."

24 CHIEF RYDER: Yes.

25 MR. ENGELMANN: I know we'll get into

1 contract policing soon but what are you saying there?

2 CHIEF RYDER: It would be municipalities
3 that would contract their policing services to the OPP.

4 MR. ENGELMANN: So there would not be a
5 local force. The local force would be the OPP?

6 CHIEF RYDER: That's correct.

7 MR. ENGELMANN: That also talks about
8 additional duties being assigned to the provincial police.

9 CHIEF RYDER: Yes, sir.

10 MR. ENGELMANN: And I note there is a
11 reference to aid local police at the request of the Crown
12 attorney.

13 CHIEF RYDER: Yes, sir.

14 MR. ENGELMANN: And you've told us that was,
15 in effect, already happening.

16 CHIEF RYDER: Yes. This was codified in the
17 *Police Act*.

18 MR. ENGELMANN: All right. What are the
19 King's Highways?

20 CHIEF RYDER: That would be like the Highway
21 401. I mean there was no Highway 401 back then, but it
22 would be the major highways in the province.

23 MR. ENGELMANN: All right. And I note there
24 is a reference to maintaining what you call the CIB.

25 CHIEF RYDER: That's correct.

1 **MR. ENGELMANN:** Now, you talked about some
2 technological changes that come into play after the war?

3 **CHIEF RYDER:** That's correct.

4 **MR. ENGELMANN:** Give us a sense as to how
5 that changes some of your work?

6 **CHIEF RYDER:** Well, certainly we had
7 introduction of a radio system that was considered the
8 largest most modern police technology at the time and so
9 increased communication obviously was a good thing for our
10 police officers, particularly for officer safety issues and
11 be able to more effectively communicate with our officers
12 on the road.

13 And then in 1957, the Teletype was
14 introduced that was able to connect our general
15 headquarters to 15 other districts at the time and then by
16 1960 that Teletype was extended to all 17 districts.

17 **MR. ENGELMANN:** Tell us what that is
18 Teletype?

19 **CHIEF RYDER:** Yes. Well, the Teletype at
20 one location if you needed to send a report from let's say
21 a district to general headquarters or from a detachment to
22 the district, you would sit at a Teletype machine and you
23 would type your report. And of course, as you were typing,
24 it would be coming out on a -- like a ticker tape, if I
25 could describe it, with a bunch of holes in it as you were

1 typing.

2 MR. ENGELMANN: So if you were in Long Sault
3 doing a report to general headquarters, ---

4 CHIEF RYDER: That's correct.

5 MR. ENGELMANN: --- back then presumably in
6 Toronto, ---

7 CHIEF RYDER: That's right.

8 MR. ENGELMANN: --- you're typing your
9 report and it's coming out at headquarters?

10 CHIEF RYDER: No, it's coming out -- where
11 you're typing, it's coming out on a tape where you are.

12 MR. ENGELMANN: Yes.

13 CHIEF RYDER: And then once you have
14 completed your report, then you would take this long ticker
15 tape and then you would dial up headquarters, you would
16 feed this tape into the Teletype and then the tape would
17 run through and while that was running through, it would be
18 typing out at the location you were sending it to. So it
19 effectively cut down long distance telephone time, but it
20 was also sometimes frustrating for officers like myself
21 because we still had Teletype when I joined in 1975. You
22 wanted to make sure that you got through this report
23 without any typos because you'd have to start all over
24 again on this big long tape.

25 MR. ENGELMANN: I was just going to ask you

1 how long that was being used?

2 **CHIEF RYDER:** Well, I know it was still -- I
3 don't know when it was discontinued, but I know it
4 certainly was at Bradford Detachment I think almost until I
5 left.

6 **MR. ENGELMANN:** So mid-'80s.

7 **CHIEF RYDER:** Yes.

8 **MR. ENGELMANN:** Okay. Now, you talk about a
9 large reorganization of the Ontario Provincial Police in
10 the early 1960s. Can you give us some sense as to why that
11 happened or what exactly happened?

12 **CHIEF RYDER:** Certainly. I wasn't involved
13 in that reorganization. I know it was outlined in the
14 book. Certainly, in the book the information was that
15 there was a period of rapid growth through modernization,
16 diversity and training. That was stated as the reason for
17 the reorganization and by way of example, one of the
18 technologies was that the Canadian Police -- we were the
19 first Canadian police force to utilize law enforcement by
20 air patrol.

21 **MR. ENGELMANN:** Then you talk about a two-
22 year study from 1972 to '74.

23 **CHIEF RYDER:** That's correct.

24 **MR. ENGELMANN:** And that involved a number
25 of ministries?

1 CHIEF RYDER: Yes, it did.

2 MR. ENGELMANN: And who was the -- which
3 ministry was the OPP with at that time?

4 CHIEF RYDER: At that particular time, we
5 were part of the Attorney General.

6 MR. ENGELMANN: And did that change at that
7 time and had that changed before?

8 CHIEF RYDER: It changed after that
9 restructuring. The policy fields grouped together,
10 ministries that had allied interests. So the justice
11 policy field had four ministries, Attorney General,
12 Correctional Services, Consumer and Commercial Relations
13 and the Sol Gen. So for the OPP, it was the first
14 departure from the influence of the Attorney General. So
15 we went from playing a small role within a big ministry
16 called the Attorney General to a large role in the
17 portfolio of the Solicitor General.

18 MR. ENGELMANN: And have you been in the
19 Solicitor General or successors to it ever since?

20 CHIEF RYDER: That's correct.

21 MR. ENGELMANN: You make a reference to the
22 fact that in 1974, the first women OPP police officers were
23 hired for active duty.

24 CHIEF RYDER: That's correct.

25 MR. ENGELMANN: I understand there were a

1 group of women in the graduating class in that year?

2 CHIEF RYDER: Yes, the first graduating
3 class I believe had 13.

4 MR. ENGELMANN: Do you have some sense as to
5 how those numbers have grown since then?

6 CHIEF RYDER: The percentage of women in the
7 OPP I believe they're around 18 per cent today.

8 MR. ENGELMANN: All right. Sir, I'd like to
9 then turn to the caption "Organizational Structure" and
10 that's again at Tab 4 of your outline. And I understand
11 the first organizational chart we have is at Tab 3.

12 CHIEF RYDER: Yes, sir.

13 MR. ENGELMANN: And that should be up on the
14 screen.

15 (SHORT PAUSE/COURTE PAUSE)

16 MR. ENGELMANN: Now, you tell us in your
17 outline that this organizational structure stays in place
18 for about nine or 10 years until about 1983; correct?

19 CHIEF RYDER: Yes, sir.

20 MR. ENGELMANN: And we have two sides, an
21 operation side and a services side.

22 CHIEF RYDER: That's correct.

23 MR. ENGELMANN: Can you give us a sense as
24 to what each side is doing and where the bulk of your
25 uniformed members are?

1 **CHIEF RYDER:** The bulk of the uniformed
2 members is on the operation side. If you look under the
3 operation side, if you go directly below, you'll see "Field
4 Division Assistant Commissioner".

5 **MR. ENGELMANN:** Yes.

6 **CHIEF RYDER:** And then you'll see "Chief
7 Superintendent" under that box and then there is "Field
8 Administration Branch", "Auxiliary Police Branch", and then
9 there is "17 District Headquarters". The "17 District
10 Headquarters" would represent the men and women frontline
11 officers that were providing the services at various field
12 locations and detachments.

13 **MR. ENGELMANN:** So the vast majority of your
14 officers would have been in the Field Division?

15 **CHIEF RYDER:** That's correct.

16 **MR. ENGELMANN:** All right. And I'm just
17 looking at the chart and other boxes on your operation
18 side, you have a Special Services Division.

19 **CHIEF RYDER:** Yes, I do.

20 **MR. ENGELMANN:** And it includes both a
21 Criminal Investigation Branch and an Intelligence Branch.

22 **CHIEF RYDER:** That's correct.

23 **MR. ENGELMANN:** And those are both branches
24 at Headquarters. Is that correct?

25 **CHIEF RYDER:** Yes, sir.

1 **MR. ENGELMANN:** And can we just get a sense,
2 I think you've told us about the Criminal Investigations
3 Branch and that they would get called in on major cases.

4 **CHIEF RYDER:** Yes, they would.

5 **MR. ENGELMANN:** By districts or detachments
6 of the OPP?

7 **CHIEF RYDER:** By districts, detachments,
8 also in support of municipal police agencies.

9 **MR. ENGELMANN:** And those would be for more
10 serious crimes?

11 **CHIEF RYDER:** That's correct.

12 **MR. ENGELMANN:** And the Intelligence Branch,
13 what does it do?

14 **CHIEF RYDER:** Basically what it does today,
15 it collects intelligence information, analyses it and
16 provides intelligence to various investigative units.

17 **MR. ENGELMANN:** And so its function today is
18 pretty much what it was then?

19 **CHIEF RYDER:** Obviously, it changed ---

20 **MR. ENGELMANN:** I mean some of the
21 sophistication and technology available would change
22 presumably.

23 **CHIEF RYDER:** Well, certainly, and there's
24 other units; like today in Intelligence Branch, we have a
25 provincial Anti-Terrorism Unit, which we didn't have back

1 here, so different functions.

2 MR. ENGELMANN: And how would they assist
3 and who would they assist in the investigation of crimes?

4 CHIEF RYDER: They would be of assistance
5 organization-wide. They would assist Field. They would
6 assist other investigative units, Special Investigation
7 Units and they would certainly have some kind of
8 information sharing with other municipal police services.

9 MR. ENGELMANN: Okay. So they could assist
10 people in the CIB?

11 CHIEF RYDER: Yes.

12 MR. ENGELMANN: They could assist people in
13 a local detachment ---

14 CHIEF RYDER: Yes.

15 MR. ENGELMANN: --- or in fact, as you've
16 said, they could even assist people in municipal forces if
17 called upon.

18 CHIEF RYDER: That's correct.

19 MR. ENGELMANN: And back then were there
20 arrangements from time to time between the OPP and
21 municipal forces for the provision of some of these duties
22 in the '70s?

23 CHIEF RYDER: Formalized arrangements?

24 MR. ENGELMANN: Any arrangements, formal or
25 informal.

1 **CHIEF RYDER:** Well, I'm sure there would be
2 arrangements. I don't know whether or not they'd be
3 formal, but there certainly would be cooperation between
4 police services to that extent working together.

5 **MR. ENGELMANN:** And sir, on the services
6 side in 1974, you have Management Division, Staff Services
7 Division and Staff Development Division.

8 **CHIEF RYDER:** Yes, sir.

9 **MR. ENGELMANN:** And in the middle one, Staff
10 Services Division, you have something known as the
11 Community Services Branch.

12 **CHIEF RYDER:** That's correct.

13 **MR. ENGELMANN:** This was just before you
14 started with the OPP. Do you have some sense as to what
15 they were doing in the mid to late '70s?

16 **CHIEF RYDER:** From my recollection,
17 Community Services Branch were involved with providing
18 materials to detachments, pamphlets, crime prevention
19 information, that kind of outreach.

20 **MR. ENGELMANN:** Now, you've got 17 District
21 Headquarters.

22 **CHIEF RYDER:** That's correct.

23 **MR. ENGELMANN:** And those would be
24 throughout the Province of Ontario?

25 **CHIEF RYDER:** Yes, sir.

1 **MR. ENGELMANN:** And were there in fact 17
2 districts then?

3 **CHIEF RYDER:** There were 17 districts in
4 1974.

5 **MR. ENGELMANN:** And did that number change
6 over time?

7 **CHIEF RYDER:** Yes. On December 31st, 1977,
8 Number 4 District Niagara Falls was dissolved because of a
9 large portion of their service delivery area was taken up
10 by Niagara Regional Police Service with regard to the
11 regionalization of some of the major police services in the
12 GTA, the Greater Toronto Authority.

13 **MR. ENGELMANN:** All right. So then if you
14 could take us to the next phase, I understand that the
15 reason you have an org chart at Tab 4 for 1983 was there
16 was a reorganization at or about that time.

17 **CHIEF RYDER:** That's correct.

18 **MR. ENGELMANN:** Can you tell us about the
19 significance of that reorganization and how that had an
20 impact on how the OPP delivered its services here in the
21 Province of Ontario?

22 **CHIEF RYDER:** Well, certainly there was a
23 realignment that resulted in fewer rank levels, has a
24 broadened structure. They put groups of similar
25 disciplines into an increased number of division and

1 branches and if I can describe what those changes are, back
2 to the 1974 chart, we did have six assistant commissioners.
3 That rank -- and we had two deputy commissioners. We went
4 from six and two to just three deputy commissioners. So we
5 had a reduction at senior ranks.

6 **MR. ENGELMANN:** So you had two deputy
7 commissioners, six assistants and by 1983 then, you're with
8 three deputy commissioners?

9 **CHIEF RYDER:** That's right. So it's a
10 delayering.

11 **MR. ENGELMANN:** All right. So in that
12 sense, less ranks?

13 **CHIEF RYDER:** That's correct.

14 **MR. ENGELMANN:** All right. What else of
15 significance?

16 **CHIEF RYDER:** The other part of significance
17 is that because we had three deputy commissioners, our
18 organization, instead of being services and operations,
19 we're now structured in administration field and
20 investigations under three deputies.

21 **MR. ENGELMANN:** So it looks like your
22 operation splits into field and investigations?

23 **CHIEF RYDER:** That's correct.

24 **MR. ENGELMANN:** What impact does something
25 like that have or what was it intended to have?

1 **CHIEF RYDER:** Once again, not being involved
2 in this restructuring and what the rationale would be, it
3 certainly, looking at it from somebody who is involved in
4 the restructuring, is that it has put our different
5 business areas into, I guess, orderly areas of -- so for
6 example, all our administration is under one, and all the
7 field and all the support, that went under the deputy field
8 and then we've consolidated all our investigations under
9 investigation so that, I guess, clearer lines of
10 accountability for those particular parts of the
11 organization.

12 **MR. ENGELMANN:** All right. You still have
13 your field districts? Now you have 16?

14 **CHIEF RYDER:** Now we have 16.

15 **MR. ENGELMANN:** You still have a Criminal
16 Investigations Branch at Headquarters?

17 **CHIEF RYDER:** Yes, we do.

18 **MR. ENGELMANN:** And you still have an
19 Intelligence Branch?

20 **CHIEF RYDER:** Yes.

21 **MR. ENGELMANN:** But now reporting to a
22 different chief?

23 **CHIEF RYDER:** Yes, that's correct.

24 **MR. ENGELMANN:** And are you still involved
25 in the community services?

1 **CHIEF RYDER:** Yes. The Community Services
2 Branch is now within the Field Support Division and it's
3 now through the Field Support Chief Superintendent reports
4 to a Deputy Commissioner of Field.

5 **MR. ENGELMANN:** Do you know why that was
6 changed to move from the services side to the field side?

7 **CHIEF RYDER:** No, I don't.

8 **MR. ENGELMANN:** Now, Chief Ryder, I
9 understand there were more changes in 1987?

10 **CHIEF RYDER:** That's correct.

11 **MR. ENGELMANN:** Can you just briefly tell us
12 about those changes?

13 **CHIEF RYDER:** In 1987, the Field Deputy
14 Commissioner now had three chief superintendent division
15 heads. So there was a Field A Division, a Field B Division
16 and a Field C Division. So what it really did was it took
17 the 16 districts and grouped them under divisional
18 commanders, chief superintendents who reported direct to
19 the Deputy of Field.

20 **MR. ENGELMANN:** So the -- if we look at that
21 chart at Tab 5, those districts in Eastern Ontario in the
22 main would be found under Field B Division?

23 **CHIEF RYDER:** That's correct; District
24 number 9, Belleville; number 10, District Perth and number
25 11, District Long Sault.

1 **MR. ENGELMANN:** Okay. Anything else about
2 the 1987 reorganization that's of impact?

3 **CHIEF RYDER:** Just since we were talking
4 about community policing, community policing doesn't show
5 up here. It's now incorporated within the Field
6 Coordination Branch which is also still within Field
7 Operations but reporting direct to the Deputy of Field.

8 **MR. ENGELMANN:** Oh, yes, just underneath the
9 Deputy Commissioner, Field Operations.

10 **CHIEF RYDER:** That's correct.

11 **MR. ENGELMANN:** And Criminal Investigations
12 and Intelligence Branch is still at Headquarters reporting
13 to eventually a Deputy Commissioner in charge of
14 investigations?

15 **CHIEF RYDER:** That's correct.

16 **MR. ENGELMANN:** Then, sir, you have two more
17 org charts from the mid-'90s. You have the org chart in
18 1993. Can you just tell us briefly what this chart
19 represents?

20 **CHIEF RYDER:** Nineteen-ninety-three (1993)
21 is the organizational structure just prior to the
22 reorganization of the OPP that we spoke about earlier.

23 **MR. ENGELMANN:** All right. And at that time
24 we still have the three deputy commissioners?

25 **CHIEF RYDER:** That's correct.

1 **MR. ENGELMANN:** And we have a number of
2 division commanders?

3 **CHIEF RYDER:** That's correct.

4 **MR. ENGELMANN:** Including three that are
5 responsible for the various districts of the OPP?

6 **CHIEF RYDER:** That's correct and once again
7 with regard to community policing, it would have been
8 incorporated within the Field Coordination Branch reporting
9 to the Divisional Commander Field Support.

10 **MR. ENGELMANN:** All right. And Criminal
11 Investigations Branch is still reporting to a Division
12 Commander?

13 **CHIEF RYDER:** That's correct.

14 **MR. ENGELMANN:** I note the Intelligence
15 Branch is still there. It's just in a slightly higher box.

16 **CHIEF RYDER:** There was a decision made
17 subsequent -- just prior to 1993, I don't know how many
18 years before, that Intelligence should report direct to the
19 Deputy Commissioner as opposed to through the Chief.

20 **MR. ENGELMANN:** All right. These org charts
21 were prepared recently for the purposes of this hearing but
22 based on information from the time.

23 **CHIEF RYDER:** From the time ---

24 **MR. ENGELMANN:** Is that your understanding?

25 **CHIEF RYDER:** That's correct.

1 **MR. ENGELMANN:** Sir, I was just going to
2 take Chief Ryder to some maps. Do you wish me to do that
3 before we break?

4 **THE COMMISSIONER:** Yes, please.

5 **MR. ENGELMANN:** Okay.

6 At Tab 7A and B, we have a couple of maps.
7 I understand we also have copies of these maps on larger
8 foam boards if people wish to look at them at the break.

9 **CHIEF RYDER:** Yes, sir.

10 **MR. ENGELMANN:** And in fact, the copy on the
11 screen was nicely done in colour for us. Can you tell us
12 what we're looking at, at Tab 7A?

13 **CHIEF RYDER:** This is the eastern -- the
14 Ontario Provincial Police Districts in Eastern Ontario
15 prior to 1995 and you can see that there are -- there's a
16 depiction for 9 District, a depiction for 10 District and
17 11 and there's a very small geographic area around
18 Haliburton that is listed as number 8 District and
19 Nipissing number -- that was part of the number 12
20 District.

21 **MR. ENGELMANN:** Let me just understand this.
22 The outside borders, did they then become the east
23 district?

24 **CHIEF RYDER:** This geography becomes the
25 east region.

1 MR. ENGELMANN: Sorry, east region.

2 CHIEF RYDER: Yes.

3 MR. ENGELMANN: And that's what we see --
4 oh, no. So we have all of District 9, all of District 10,
5 all of District 11 and we have parts of 12 and 8?

6 CHIEF RYDER: That's right; parts of 8 and
7 12.

8 MR. ENGELMANN: All right. So prior to
9 1995, District 8 would expand further to the left?

10 CHIEF RYDER: That's correct.

11 MR. ENGELMANN: And likewise, I assume,
12 District 12?

13 CHIEF RYDER: That's correct.

14 MR. ENGELMANN: All right. And the district
15 that we would be in here in the City of Cornwall and also
16 in the United Counties of Stormont, Dundas and Glengarry is
17 which district?

18 CHIEF RYDER: Number 11.

19 Also depicted on the chart are the various
20 OPP detachments that were in place just prior to 1995.

21 MR. ENGELMANN: All right. Can you tell us
22 the distinction between the blue and the red detachments,
23 sir?

24 CHIEF RYDER: I think someone has got to get
25 my screen up because I don't ---

1 **THE COMMISSIONER:** I'm sorry. Mine's on.

2 **CHIEF RYDER:** I don't have mine.

3 **THE COMMISSIONER:** We're short a -- maybe we
4 should take a short break now and then we can continue this
5 after the break.

6 **MR. ENGELMANN:** Sure.

7 **THE REGISTRAR:** Order; all rise. À l'ordre;
8 veuillez vous lever.

9 The hearing will reconvene at 3:30.

10 --- Upon recessing at 3:14 p.m./

11 L'audience est suspendue à 15h14

12 --- Upon resuming at 3:42 p.m./

13 L'audience est reprise à 15h42

14 **THE REGISTRAR:** This hearing of the Cornwall
15 Public Inquiry is now in session. Please be seated;
16 veuillez vous asseoir.

17 **FRANK RYDER, Resumed/Sous le même serment:**

18 **THE COMMISSIONER:** So we're on the screen?

19 **CHIEF RYDER:** Yes. I felt left out and now
20 I feel inclusive.

21 --- **EXAMINATION IN-CHIEF BY/INTERROGATOIRE EN-CHEF PAR MR.**
22 **ENGELMANN, (CONT'D/SUITE):**

23 **MR. ENGELMANN:** So you're on screen and
24 you're in colour.

25 **CHIEF RYDER:** I'm on screen and I'm in

1 colour.

2 MR. ENGELMANN: Great. So we were looking
3 at Tab 7A.

4 CHIEF RYDER: That's correct.

5 MR. ENGELMANN: Which was a map, the outer
6 portions of which are what is now known as the east region.

7 CHIEF RYDER: That's correct, sir.

8 MR. ENGELMANN: And I understand that came
9 into existence in or about 1995?

10 CHIEF RYDER: Yes. The official
11 organization structure was approved on December 19th, 1995.

12 MR. ENGELMANN: Just prior to that, what is
13 now the east region consisted of 9, 10, 11 and small parts
14 of 8 and 12 Districts?

15 CHIEF RYDER: That's correct.

16 MR. ENGELMANN: When we were trying to look
17 at the screen, what I was asking you to do was to tell us
18 what the blue markers are on the screen and the red
19 markers.

20 CHIEF RYDER: Okay. This chart depicts just
21 prior to 1995. So this would be the locations -- the blue
22 OPP symbol would represent OPP detachments and the red OPP
23 symbol represents OPP district headquarters. So if I was
24 to start at my right of the screen with regard to District
25 number 11, the red symbol would represent Long Sault

1 District Headquarters and with regard to moving to the
2 left, number 10 District, the red symbol for the OPP would
3 represent number 10 District, Perth. And then moving
4 further left, the red symbol OPP would represent Kingston
5 District Headquarters. And the remainder of the
6 detachments would be depicted in the blue OPP marker.

7 **MR. ENGELMANN:** And those were all local
8 detachments of the OPP in those various districts?

9 **CHIEF RYDER:** That's right and within the
10 boundaries as outlined on this chart, the detachments
11 within the boundaries for 11, 10, and 9 would report -- the
12 Detachment Manager would report to the District
13 Headquarters.

14 **MR. ENGELMANN:** All right. And if we want
15 to get just a better sense then of District 11 which would
16 be the district covering the City of Cornwall and the
17 United Counties of Stormont, Dundas and Glengarry and other
18 parts of District 11, we would look at 7B?

19 **CHIEF RYDER:** Seven "B" (7B), yes. And that
20 represents just a blow up of Highway 11 just as I
21 described, just prior to the 1995 reorganization.

22 **MR. ENGELMANN:** All right. So we have a
23 number of detachments.

24 **CHIEF RYDER:** That's correct.

25 **MR. ENGELMANN:** And those detachments that

1 are in Stormont, Dundas and Glengarry are set out -- there
2 appears to be five of them, one of them in red.

3 **CHIEF RYDER:** Yes. There would be five
4 detachments. Just to explain further, when there was a
5 District Headquarters like Long Sault ---

6 **MR. ENGELMANN:** Yes.

7 **CHIEF RYDER:** --- that building also had a
8 detachment. So there would be a detachment of Long Sault
9 plus the District Headquarters also situated at the same
10 location.

11 **MR. ENGELMANN:** All right. So there would
12 have been five detachments ---

13 **CHIEF RYDER:** That's correct.

14 **MR. ENGELMANN:** --- in the United Counties,
15 then?

16 **CHIEF RYDER:** That's correct.

17 **MR. ENGELMANN:** Plus the district
18 headquarters.

19 Now, you then tell us about this
20 reorganization. Now, Chief Ryder, I know you were quite
21 involved in that reorganization.

22 **CHIEF RYDER:** Certainly involved in the two-
23 year implementation phase of that restructuring.

24 **MR. ENGELMANN:** And what we see when the
25 restructuring is complete is the org chart at Tab 8; is

1 that correct?

2 **CHIEF RYDER:** That's correct.

3 **MR. ENGELMANN:** Now, that org chart looks
4 considerably different than the previous org chart we
5 looked at at Tab 6?

6 **CHIEF RYDER:** That's correct.

7 **MR. ENGELMANN:** Can you give us a sense
8 then, sir, about some of what took place during this large
9 reorganization of the Ontario Provincial Police?

10 **CHIEF RYDER:** Certainly. I mentioned a date
11 earlier of December the 19th, 1995. It was the official
12 date of the, I guess, approval of the organizational
13 structure, and at that time the three field divisions and
14 the 16 districts that were included within those divisions
15 were replaced with six regional offices that report to the
16 Deputy Commissioner, Provincial Command Operations and you
17 would also note on that 1995 organizational chart that post
18 restructuring, we reduced the numbers of Deputy
19 Commissioners from three to two. I guess the silos, if I
20 could call it, in the organizations then were corporate
21 support and then there was a Deputy Commissioner in charge
22 of Operations, which included not only field but also
23 investigations.

24 **MR. ENGELMANN:** So we go from 16 districts
25 to six regions?

1 CHIEF RYDER: That's correct.

2 MR. ENGELMANN: And we then have Regional
3 Headquarters in each of those regions?

4 CHIEF RYDER: That's correct.

5 MR. ENGELMANN: As opposed to 16 District
6 Headquarters, you go to six Regional Headquarters?

7 CHIEF RYDER: That's correct.

8 MR. ENGELMANN: And can you give us -- you
9 say, and I'm looking at your outline, page 6, Tab 4, you
10 say, "We're placing four divisions and 17 branches with
11 eight bureaus."

12 CHIEF RYDER: That is correct.

13 MR. ENGELMANN: Tell us a little bit about
14 that side of things and what was going on there.

15 CHIEF RYDER: We moved away from branches
16 and we created a concept of bureaus, and one of the -- I
17 guess the goals of the reorganization was that we ensure
18 that General Headquarters was the centre for strategic
19 leadership. So it was these particular bureaus that were
20 developed and implemented post reorganization of the Force,
21 and you can see on that particular chart, 1995. This is
22 the first time that we've had a Community Policing and
23 Development Centre.

24 MR. ENGELMANN: All right.

25 CHIEF RYDER: That was created.

1 **MR. ENGELMANN:** You also say the
2 reorganization included the restructuring of the
3 detachments ---

4 **CHIEF RYDER:** Yes.

5 **MR. ENGELMANN:** --- so as to establish a
6 critical mass of constables, supervisors and support staff
7 under one detachment commander.

8 So what happened with respect to the numbers
9 of your detachments as a result of this reorganization?

10 **CHIEF RYDER:** They reduced. We underwent a
11 process called detachment right-sizing to achieve that
12 critical mass. So what happened in some particular cases,
13 we had an amalgamation of two or three detachments that
14 were very, very close that we could combine into one.

15 In other areas, for geography purposes, what
16 we did is we did a detachment right-sizing, and it wasn't
17 that we amalgamated, but what we did is we created an
18 administrative centre. So we had administration occurring
19 at one particular detachment and then we ended up with
20 satellite offices where people could report for duty.

21 **MR. ENGELMANN:** So what's the distinction
22 then between a satellite office and a detachment? How are
23 they different?

24 **CHIEF RYDER:** There would be no central
25 administration of a satellite. So there would be no

1 detachment commander, no administrative files. The
2 administration would be at the administrative centre.

3 **MR. ENGELMANN:** Now, you say that this
4 reorganization increased your 24-hour on-duty coverage ---

5 **CHIEF RYDER:** That's correct.

6 **MR. ENGELMANN:** --- from 38 per cent to 81
7 per cent. What do you mean by that and how did that
8 happen?

9 **CHIEF RYDER:** Well, there was -- some
10 detachments, prior to the reorganization, because they did
11 not have a critical mass of staff, were not operating 24
12 hours. They might cease duties at two o'clock in the
13 morning, have somebody on call from two o'clock until six
14 o'clock in the morning, and then if there was an accident
15 or occurrence, we'd call somebody out.

16 But now, by doing the process of detachment
17 right-sizing, we were able to have the shifts covered 24
18 hours because we didn't have that critical mass because we
19 didn't have the small detachments anymore.

20 **MR. ENGELMANN:** All right.

21 So 81 per cent then of your locations have
22 24-hour service?

23 **CHIEF RYDER:** That's correct.

24 **MR. ENGELMANN:** And you also make two other
25 observations in your outline; one, that your headquarters

1 moves?

2 CHIEF RYDER: Yes, the headquarters moved to
3 Orillia.

4 MR. ENGELMANN: Okay. And lastly, you have
5 a new Commissioner?

6 CHIEF RYDER: Yes, Commissioner Gwen
7 Boniface, in May of 1998, became the 12th Commissioner of
8 the OPP and we still benefit from her leadership today.

9 MR. ENGELMANN: Anything ---

10 CHIEF RYDER: And ---

11 MR. ENGELMANN: I'm sorry.

12 CHIEF RYDER: I was just going to mention
13 another reason for the reorganization that was very
14 important to us.

15 MR. ENGELMANN: Yes.

16 CHIEF RYDER: At that particular time of our
17 history, we had a great number of our front-line officers
18 who would be the officers that would respond for service
19 were under seven years of service, and so that was one of
20 the drivers for change.

21 So what we wanted to do was to enhance our
22 supervision, we ended up taking away the administration
23 that would normally be a part of a front-line supervisor
24 sergeant's job at detachment. We took away all their
25 administration so that they could now be part of the front-

1 line service delivery out on the road with the officers so
2 they could provide coaching, training and provide online
3 supervision right at the road.

4 **MR. ENGELMANN:** Where did that
5 administration work go?

6 **CHIEF RYDER:** There was a process
7 reengineering, a process review where we looked at some of
8 the administrative processes and we made a determination of
9 what type of value added did this particular process have,
10 and if we could eliminate it, we did. If we saw there was
11 a duplication, we would eliminate it. If we could reduce
12 the administration, we did, or if we could redirect it to
13 somebody else, we did.

14 **MR. ENGELMANN:** So part of the -- you talked
15 about some of the goals here, more 24-hour service.

16 **CHIEF RYDER:** Yes.

17 **MR. ENGELMANN:** And you talked, I assume,
18 about wanting critical masses of people in detachments?

19 **CHIEF RYDER:** That's correct.

20 **MR. ENGELMANN:** So you had some closures of
21 some detachments?

22 **CHIEF RYDER:** Yes.

23 **MR. ENGELMANN:** Were there some other
24 efficiencies that you were seeking to gain from this?

25 **CHIEF RYDER:** Well, once again, on the

1 reduction of some of the administration, certainly there
2 was some -- I guess looking back now, I would call them
3 bureaucratic processes that were in place that had very
4 little value added. I can give you an example.

5 **MR. ENGELMANN:** Sure.

6 **CHIEF RYDER:** If I can take you to the chart
7 on Tab 6 prior ---

8 **MR. ENGELMANN:** This is the 1993 chart just
9 before the re-org?

10 **CHIEF RYDER:** Just before the re-org.

11 **MR. ENGELMANN:** M'hm.

12 **CHIEF RYDER:** And just a simple request for
13 a polygraph examination that may have come out of -- I'll
14 use 11 District as an example. So if an officer was doing
15 an investigation and wanted the services of a polygraph
16 officer, certainly one of the things that we saw was
17 happening is that there would be a request in writing that
18 would go up through the sergeant at the detachment. That
19 would be footnoted and then sent to the sergeant at the
20 detachment that would be footnoted and sent to 11 District
21 Headquarters. There would be probably a footnote attached
22 to that particular request at that level, and then up to
23 the Divisional Commander of B Division.

24 **MR. ENGELMANN:** That's in Kingston?

25 **CHIEF RYDER:** That's correct.

1 And then up through to the Provincial
2 Commander of Field Operations, and then it would go across
3 to the Deputy Commissioner of Investigations because that's
4 where that service resided.

5 **MR. ENGELMANN:** Right.

6 **CHIEF RYDER:** And then once again, that same
7 process would come down through the Divisional Commander of
8 Investigation Division to Technical Support Branch, where
9 that service was being delivered. That's the kind of
10 process that we looked at to say "Look at all those steps.
11 How many of them are really necessary?" So we could reduce
12 that kind of administration by just saying, "Why not have
13 someone just pick up the phone and call?"

14 **MR. ENGELMANN:** So under the re-org, someone
15 in the Long Sault Detachment needing polygraph services
16 would do what?

17 **CHIEF RYDER:** Would be going -- after re-org
18 or before?

19 **MR. ENGELMANN:** Yes, after.

20 **CHIEF RYDER:** After re-org those
21 administrative processes were deemed no longer necessary
22 and would be just a matter of somebody from the detachment
23 picking up the phone and contacting the service provider
24 direct to have some discussion, because sometimes polygraph
25 services, although someone might deem that they are

1 necessary and would be of value to an investigation, rather
2 than have all that paperwork go up and down, it might just
3 simply be a conversation to determine whether or not that's
4 an appropriate request for service or not.

5 **MR. ENGELMANN:** And the polygraph service
6 after that, is that in the Investigation Support Bureau?

7 **CHIEF RYDER:** That's correct.

8 **MR. ENGELMANN:** It's around that same line?

9 **CHIEF RYDER:** Yes. So there were several of
10 those administrative-type processes that were looked at by
11 a Process Review Committee.

12 **MR. ENGELMANN:** So you've given one example.
13 There may be several others?

14 **CHIEF RYDER:** There were many, many.

15 **MR. ENGELMANN:** All right.

16 So for people in the field who needed
17 Investigative Support Bureau or perhaps the Intelligence
18 Section, there was much more direct access post '95?

19 **CHIEF RYDER:** I would say so, yes. There
20 was a reduced number of layers to go through as well.

21 **MR. ENGELMANN:** And, sir, for background, I
22 note on the '95 chart at Tab 8, you also have the host
23 detachments listed in the east region?

24 **CHIEF RYDER:** Yes.

25 **MR. ENGELMANN:** All right.

1 So, Chief Ryder, there were further changes
2 in or about the year 2000; is that correct?

3 **CHIEF RYDER:** Yes. In 2000 there was a
4 further change at the deputy commissioner level. The
5 number of provincial commands increased from two to four.
6 Three other provincial commander positions were held by
7 individuals who hold the rank of deputy commissioners, with
8 the remaining one being held by a provincial commander who
9 is a civilian.

10 **MR. ENGELMANN:** Were there any other
11 significant changes in the year 2000?

12 **CHIEF RYDER:** The responsibility for field
13 services and field and traffic services were separated from
14 investigation command. So now we had -- as it was depicted
15 on a previous chart, we had a provincial commander that was
16 responsible for investigations and a provincial commander
17 that was responsible for the field.

18 Also in 2000, when there was a
19 reorganization that occurred in 1995, the CIB that was
20 renamed to be Major Cases Section, and there was -- the
21 bureau that Major Cases Section reported to was Criminal
22 Investigation Branch. So that was one of the changes as
23 well.

24 **MR. ENGELMANN:** All right.

25 And they are all under a separate deputy

1 commissioner now?

2 **CHIEF RYDER:** That's correct.

3 And I've also noted that the case manager of
4 the Project Truth investigative team reported to the
5 Director of the Criminal Investigation Branch, a branch of
6 the Investigation Bureau.

7 **MR. ENGELMANN:** All right.

8 And that's over in the right-hand side of
9 Tab 9?

10 **CHIEF RYDER:** That's correct.

11 **MR. ENGELMANN:** In Investigation Bureau.

12 **CHIEF RYDER:** Correct.

13 **MR. ENGELMANN:** So have there been much in
14 the way of changes since you -- I note you have another org
15 chart at Tab 10, setting out what things look like in 2005.
16 My understanding is that's pretty well what it looks like
17 today. There might have been minor changes since?

18 **CHIEF RYDER:** Yes. I don't know if I'd call
19 it minor changes, but there's been some changes. I mean
20 for example, Intelligence Bureau that was once a section
21 within Investigations Report Bureau, once again in a post
22 9/11 world, was made a Bureau. And I guess I should
23 explain the significance of being named a Bureau was that
24 then you had a Bureau Commander who would be sitting at the
25 executive table as part of Executive Council.

1 **MR. ENGELMANN:** And what's the significance
2 of that?

3 **CHIEF RYDER:** The Executive Council is
4 composed of Bureau and Regional Commanders and they meet
5 regularly with Commissioners Committee. So it would be
6 considered the senior executive of the organization and
7 certainly be involved in issues around strategic direction
8 and senior decision-making. So obviously in the post 9/11
9 world, it seemed to make perfect sense that we would have
10 somebody from Intelligence with that kind of focus named as
11 a Bureau Commander so that that person could be at the
12 table.

13 **MR. ENGELMANN:** And sir, you'd be at that
14 table as a Bureau Commander?

15 **CHIEF RYDER:** That's correct. And the other
16 fairly significant recent change was the creation of the
17 Highway Safety Division. And I see, it's on the chart
18 here, it was Greater Toronto Region/Highway Safety
19 Division. I didn't notice that that change had been made.

20 **MR. ENGELMANN:** And that's -- we're looking
21 at Tab 10 in the ---

22 **CHIEF RYDER:** Yes.

23 **MR. ENGELMANN:** --- third column from the
24 left.

25 **CHIEF RYDER:** That's correct.

1 **MR. ENGELMANN:** Now, sir, you give some
2 information about the profile of the Ontario Provincial
3 Police as at 2005?

4 **CHIEF RYDER:** Yes, sir.

5 **MR. ENGELMANN:** In your outline.

6 **CHIEF RYDER:** Yes, sir.

7 **MR. ENGELMANN:** Can you tell us a little bit
8 about that?

9 **CHIEF RYDER:** First, I'd like to start off
10 to indicate that the OPP is responsible for providing
11 services for over 1.08 million square kilometres of land
12 and 113,731 square kilometres of water. We police over 400
13 communities throughout the province of Ontario, more than
14 100 of what's established formal policing contracts for
15 service delivery.

16 **MR. ENGELMANN:** Okay. So if we want to get
17 a sense as to the size of some of those areas and those
18 communities, we have a map at Tab 11, correct?

19 **CHIEF RYDER:** That's correct.

20 **MR. ENGELMANN:** That sets out the regions.
21 It also sets out the waterways that you're policing.

22 **CHIEF RYDER:** That's correct.

23 **MR. ENGELMANN:** Those portions of them.

24 **CHIEF RYDER:** And you can see the magnitude
25 of the size of Ontario when you look at, for example, if

1 you highlight the Stormont Dundas area, how small that
2 looks like in relation to the entire province.

3 **MR. ENGELMANN:** And a bit further to the
4 right.

5 **CHIEF RYDER:** Right, yes. So what that
6 particular area just depicts a small corner of the entire
7 province, and I just highlight that because the OPP not
8 only provides service to some 400 communities throughout
9 the province, but we also provide investigative services to
10 assist other municipalities, homicide services. So it is
11 quite a large province that we must deliver that service
12 in.

13 **MR. ENGELMANN:** We're looking just on the
14 screen now at the eastern ---

15 **CHIEF RYDER:** That's correct.

16 **MR. ENGELMANN:** --- region in the far right.
17 Is that correct?

18 **CHIEF RYDER:** That's correct.

19 **MR. ENGELMANN:** Sir, you talk also about
20 number of officers.

21 **CHIEF RYDER:** Yes.

22 **MR. ENGELMANN:** And you talked to us about
23 both uniformed and non-uniformed or civilian officers.
24 Have those numbers changed over time?

25 **CHIEF RYDER:** They have changed, but they go

1 up and down, I guess, based on attrition, but they're
2 relatively -- the information in here is relatively
3 accurate, as of this particular point in time. And that's
4 there's 5,500 uniformed officers and 1,800 civilian
5 personnel.

6 **MR. ENGELMANN:** And are you seeing some
7 increase in the number of civilian personnel?

8 **CHIEF RYDER:** Yes, because we're also taking
9 on some new business that, for example, the OPP in recent
10 times have been taking on offender transportation duties
11 and it's provided by civilian special constables.

12 **MR. ENGELMANN:** All right. There's a
13 reference to 820 auxiliary.

14 **CHIEF RYDER:** Yes. That is ---

15 **MR. ENGELMANN:** Are those individuals?

16 **CHIEF RYDER:** Those are 820 individual
17 auxiliary police officers. It's a program we're extremely
18 proud of. They are volunteers. They come from many walks
19 of life, funeral directors, insurance salespeople, aspiring
20 police officers and they provide volunteer hours of
21 assistance to the OPP and just as an example, in 2004,
22 there was some 214,000 hours. And I guess to give it a bit
23 of a local flair, there were 39,000 hours of volunteer
24 service delivered here in east region by 867 auxiliary
25 volunteers.

1 **MR. ENGELMANN:** What kind of work do they
2 do? Maybe better, what kind of work are they allowed to
3 do?

4 **CHIEF RYDER:** They get involved in community
5 events. They do ride-alongs with our officers. They are
6 not there to do frontline policing duties, but they are
7 certainly there to assist our officers as they do their
8 work. They attend events. Part of their hours is the fact
9 that they have mandatory training, firearms training, use-
10 of-force training, first aid training that they do on a
11 monthly basis. In the case of an emergency, they could be
12 sworn in.

13 **MR. ENGELMANN:** Okay. So to some extent,
14 similar to reservists in the military?

15 **CHIEF RYDER:** To some extent.

16 **MR. ENGELMANN:** Okay. And they've been
17 around historically in Ontario and, in particular, in
18 Eastern Ontario?

19 **CHIEF RYDER:** Yes, the entire province.

20 **MR. ENGELMANN:** Right, and I understand
21 since about 1960.

22 **CHIEF RYDER:** That's correct.

23 **MR. ENGELMANN:** Now, you talk next in your
24 outline about the deployment of the OPP and in particular
25 Eastern Ontario. And again, perhaps we could take a look

1 at a couple of maps. At Tab 12, you have a map depicting
2 the regions.

3 **CHIEF RYDER:** That's correct. That's after
4 the reorganization. This is how the province was
5 structured into the six regions.

6 **MR. ENGELMANN:** All right. So the two
7 regions in the north and then what is the GTR?

8 **CHIEF RYDER:** Greater Toronto Region.

9 **MR. ENGELMANN:** And you have some
10 information then for us on statistics and numbers from the
11 east region where we are today.

12 **CHIEF RYDER:** Yes. It's on the east region
13 that was depicted on the map. The area serviced by the OPP
14 totals 47,535 square kilometres and it has a stretch of
15 2,687 kilometres of highways that are patrolled in the east
16 region.

17 **MR. ENGELMANN:** And for more information on
18 the east region, you've set out a message from the Regional
19 Commander of the East Region in Tab 13?

20 **CHIEF RYDER:** This is in fact a copy of the
21 Business Plan submitted by the east region.

22 **MR. ENGELMANN:** And how often are those
23 plans submitted, sir, and for what purpose?

24 **CHIEF RYDER:** Yearly; and it's a requirement
25 of the regions and bureaus to submit yearly business plans

1 as well as the OPP.

2 MR. ENGELMANN: Okay. Just noticing in the
3 message, it says at the first tab on -- first page on Tab
4 13, "pleased to present the 2005 to 2007 Regional Business
5 Plan".

6 CHIEF RYDER: Yes.

7 MR. ENGELMANN: Could that be a three-year
8 plan then or ---

9 CHIEF RYDER: It could be, but my
10 understanding is that what happens is that every year they
11 look at their plan and update ---

12 MR. ENGELMANN: So it may roll for three
13 years?

14 CHIEF RYDER: That's right.

15 MR. ENGELMANN: Okay. Do you know how long
16 that has been done, business plans?

17 CHIEF RYDER: Well, I know when I was the
18 Policy Commander of Operational Policy and Support from
19 1997 to 2000, we were starting to work on a business
20 planning process; so sometime in that timeframe.

21 MR. ENGELMANN: All right. So presumably
22 business plans for the regions would postdate the re-org in
23 the mid-'90s in any event?

24 CHIEF RYDER: That's correct.

25 MR. ENGELMANN: Do you know if there were

1 such instruments earlier from different districts?

2 CHIEF RYDER: I wouldn't have that
3 information.

4 MR. ENGELMANN: All right. Then you have a
5 map at Tab 14.

6 CHIEF RYDER: Yes, I do.

7 MR. ENGELMANN: And you have some
8 information about 17 host detachments?

9 CHIEF RYDER: That's correct.

10 MR. ENGELMANN: And you've used brackets at
11 administrative centres.

12 CHIEF RYDER: Yes.

13 MR. ENGELMANN: That's because some -- is
14 that because you have these satellite offices as well that
15 don't have administrative centres?

16 CHIEF RYDER: That's correct.

17 MR. ENGELMANN: And that's the number in the
18 east region or eastern region?

19 CHIEF RYDER: That's correct.

20 MR. ENGELMANN: Okay. So if we take a look
21 at Tab 14, do we have a Regional Headquarters listed on
22 that ---

23 CHIEF RYDER: I don't see a Regional
24 Headquarters, but the Regional Headquarters would be in
25 Smiths Falls.

1 **MR. ENGELMANN:** That's presumably the blue
2 square in Lanark County?

3 **CHIEF RYDER:** Hard to say.

4 **MR. ENGELMANN:** Okay. Shouldn't guess. So
5 you've got a number of detachments.

6 **CHIEF RYDER:** Yes.

7 **MR. ENGELMANN:** And the detachment listed
8 here for Stormont, Dundas and Glengarry, that will show up
9 on our next tab. Is that correct?

10 **CHIEF RYDER:** That's correct.

11 **MR. ENGELMANN:** So what do we see at Tab 15?

12 **CHIEF RYDER:** This the geographical
13 boundaries of Stormont, Dundas and Glengarry and what this
14 depicts is the host administrative centre that's at
15 Stormont, Dundas and Glengarry. And what's also depicted
16 are four satellite detachments that are located, starting
17 off to the right, Lancaster, then Alexandria, Morrisburg
18 and Winchester. Those would have been standalone, if I
19 could call them, detachments prior to the reorganization of
20 the OPP.

21 **MR. ENGELMANN:** I was just going to ask
22 that. Prior to the reorganization, those were full
23 detachments?

24 **CHIEF RYDER:** That's correct.

25 **MR. ENGELMANN:** So they have lost -- they

1 lose their administration staff.

2 **CHIEF RYDER:** That's right.

3 **MR. ENGELMANN:** Everything rolls into Long
4 Sault?

5 **CHIEF RYDER:** Yes. This is the process
6 indicated about rightsizing detachments, obtaining a
7 critical mass.

8 **MR. ENGELMANN:** Okay. And this occurs right
9 at 1995, just to put this in time?

10 **CHIEF RYDER:** I wouldn't say right at 1995,
11 but the organizational structures were approved December
12 the 19th, 1995 and the Bureau and Regional Commanders when
13 they submitted their plans for approval, then there would
14 have been a period of implementation. So the process of
15 detachment rightsizing and depicting where your regional
16 office was going to be located, that would have occurred --
17 just like I indicated, I was involved as the Implementation
18 Manager for a two-year period. So it would be a phased-in
19 implementation when certain detachments could be
20 efficiently right-sized.

21 **MR. ENGELMANN:** All right. And to get some
22 sense as to the numbers of people working in this area, at
23 page 9 of your outline, you have some information about the
24 Stormont, Dundas and Glengarry area?

25 **CHIEF RYDER:** Yes. The OPP in that

1 particular area was responsible for providing policing
2 services for 3,218 square kilometres of land along the St.
3 Lawrence River area and Lake St. Francis. And to police
4 that area, we have 108 uniformed officers and 50 civilian
5 personnel who provide policing services to the people of
6 Stormont, Dundas and Glengarry.

7 **MR. ENGELMANN:** All right. So in this
8 detachment then, sometime post-1995, we have just over 100
9 uniformed officers.

10 **CHIEF RYDER:** That's correct.

11 **MR. ENGELMANN:** Now, you say 50 civilian
12 officers. Were there also some auxiliary personnel?

13 **CHIEF RYDER:** There would have been
14 auxiliary personnel as well.

15 **MR. ENGELMANN:** Okay. If we just go back to
16 that map for a moment; the Long Sault Detachment
17 Headquarters then is just outside the City of Cornwall to
18 the west.

19 **CHIEF RYDER:** That's correct.

20 **MR. ENGELMANN:** Now, the next part of your
21 outline, Chief Ryder, deals with some of the services that
22 are provided by the Ontario Provincial Police. And we see
23 some of those services set out in the *Police Services Act*,
24 those requirements for services. Is that correct?

25 **CHIEF RYDER:** That's correct.

1 **MR. ENGELMANN:** And you set some of those
2 out at the bottom of page 9.

3 **CHIEF RYDER:** That's right.

4 **MR. ENGELMANN:** I think you told us a little
5 bit about this already. For example, King's highways are,
6 you description, major highways in the Province of Ontario?

7 **CHIEF RYDER:** Yes, I would probably say 400
8 series highways, but there are major highways that are not
9 considered 400 series.

10 **MR. ENGELMANN:** And we say, "navigable
11 bodies in courses of water in Ontario". Some of that
12 possibly include the St. Lawrence River?

13 **CHIEF RYDER:** That's correct.

14 **MR. ENGELMANN:** And you talk about providing
15 police services in respect to parts of Ontario that do not
16 have municipal police forces other than municipal law
17 enforcement officers.

18 So presumably, some smaller centres might
19 have Bylaw Enforcement Officers, things of that nature?

20 **CHIEF RYDER:** That's correct.

21 **MR. ENGELMANN:** But may have OPP officers as
22 the local Force?

23 **CHIEF RYDER:** That's right.

24 **MR. ENGELMANN:** And you do have a reference
25 at the top of page 10 to:

1 "...maintaining investigative
2 services to assist municipal
3 police forces on the Solicitor
4 General's direction or the Crown
5 attorney's request."

6 **CHIEF RYDER:** Yes, sir.

7 **MR. ENGELMANN:** Do you have a sense as to
8 how often this happens or if this is something that is
9 regularly required?

10 **CHIEF RYDER:** I don't think that's regularly
11 required. There are many times that we get a request
12 direct from the municipal police service; not very often
13 that we get called in at the request of the Crown attorney,
14 but that does happen.

15 **MR. ENGELMANN:** Chief Ryder, you talk a
16 little bit about contract policing. Can you tell us how
17 this is provided for in the *Police Services Act* and how the
18 OPP would enter into these arrangements?

19 **CHIEF RYDER:** Well, the authority comes from
20 Section 5(1) of the *Police Services Act*, which permits the
21 municipality to discharge its policing responsibilities in
22 a number of ways and one of the ways is that they can enter
23 an agreement alone or jointly with another municipal
24 council to have police services provided by the OPP.
25 Section 10 of the *Police Services Act* also provides that

1 municipal agreements for the provision of police services
2 by the OPP must be entered between the Solicitor General
3 and the council of that municipality.

4 **MR. ENGELMANN:** Can you give us a sense as
5 to the size of some of these cities or towns that might
6 have the OPP as their local Force?

7 **CHIEF RYDER:** I think it varies. There are
8 some that are small, smaller contract locations, and there
9 are others that are of significant size like Wellington
10 County, like Haldimand-Norfolk, for example, is a large
11 contract location.

12 **MR. ENGELMANN:** Okay. So the size of
13 population could vary quite extensively?

14 **CHIEF RYDER:** That's correct. Yes.

15 **MR. ENGELMANN:** Sir, you also have, I note,
16 a reference under "Contract Policing" to providing some
17 police services. Can you talk about that distinction?
18 That's at your fourth bullet.

19 **CHIEF RYDER:** Yes.

20 **MR. ENGELMANN:** Under "Contract Policing".

21 **CHIEF RYDER:** That would be specialized
22 services agreements, for example.

23 **MR. ENGELMANN:** And I think we are going to
24 come to one or more of those, but they might be providing
25 services to a municipality that wouldn't otherwise have

1 those specialized services?

2 **CHIEF RYDER:** Yes. For example, canine
3 services is a good example.

4 **MR. ENGELMANN:** All right. And in those
5 examples where there is contract policing and the OPP is
6 actually providing policing, as in Haldimand-Norfolk, what
7 is the significance of the title of Detachment Commander in
8 those circumstances?

9 **CHIEF RYDER:** I would liken it to the Chief
10 of Police. The Detachment Commander would be reporting
11 direct to the Police Services Board.

12 **MR. ENGELMANN:** Now, you also have
13 referenced in your outline the concept of non-contract
14 policing. Can you tell us how this is different from the
15 contract policing that you've referred to already?

16 **CHIEF RYDER:** Well, if the municipality does
17 not provide policing services, then Section 5.1(1) requires
18 that the OPP provide that police service to that
19 municipality. It's what we would call a 5.1(1) policing
20 contract for us.

21 **MR. ENGELMANN:** All right. So if they just
22 don't have a police force or just won't continue with a
23 police force ---

24 **CHIEF RYDER:** That's right.

25 **MR. ENGELMANN:** --- then *de facto* you're the

1 default?

2 **CHIEF RYDER:** The OPP has that
3 responsibility.

4 **MR. ENGELMANN:** Right. And what about when
5 a municipal force runs into some trouble? Can there be
6 situations where a local or a municipal police force could
7 be shut down?

8 **CHIEF RYDER:** It has happened and the
9 Ontario Civilian Commission on Police Services may request
10 the OPP give assistance in those types of circumstances.

11 **MR. ENGELMANN:** So there have been
12 circumstances where that has happened?

13 **CHIEF RYDER:** That's correct.

14 **MR. ENGELMANN:** Now, sir, at the bottom of
15 that page of your outline, you talk about some of the roles
16 and responsibilities of the OPP?

17 **CHIEF RYDER:** Yes.

18 **MR. ENGELMANN:** You say it can be divided
19 into four components and the first one is "provincial
20 policing services".

21 **CHIEF RYDER:** Yes, sir.

22 **MR. ENGELMANN:** Can you just elaborate for
23 us briefly on the second point? You say:
24 "investigative services pursuant to Section 19 of the
25 *Police Services Act* providing investigative expertise and

1 assistance to municipal police services."

2 **CHIEF RYDER:** Well, an example of that would
3 be our Criminal Investigation Branch, Major Case Section
4 and Homicide Investigations. We would provide
5 investigative services upon request if there was not the
6 capacity within that police service to do their own
7 investigations.

8 **MR. ENGELMANN:** Okay. And that
9 investigative service, would that be coming out of your
10 headquarters and your CIB?

11 **CHIEF RYDER:** It would come out of our
12 headquarters, but I guess just to make it clear, not all
13 our CIB officers are in headquarters Orillia. We have
14 deployed offices, so they may come from an area closer than
15 Orillia. For example, our CIB have some deployed officers
16 in the Kingston area. So if it was a request for
17 investigative service from a municipal police service in
18 Eastern Ontario, if there's an officer available from the
19 Kingston deployed office, we'd probably send somebody from
20 Kingston.

21 **MR. ENGELMANN:** So the OPP has CIB officers
22 in Kingston?

23 **CHIEF RYDER:** Yes.

24 **MR. ENGELMANN:** And they're locally
25 deployed?

1 CHIEF RYDER: That's correct.

2 MR. ENGELMANN: Would there be other areas
3 in the province where the OPP would have CIB officers?

4 CHIEF RYDER: Yes, London, North Bay,
5 Thunder Bay, Kenora.

6 MR. ENGELMANN: And again, can you give us a
7 sense as to the frequency of OPP investigative services
8 being asked for by municipal Forces?

9 CHIEF RYDER: No, I don't have any
10 statistics.

11 MR. ENGELMANN: But just whether or not this
12 is a regular occurrence or whether it's quite infrequent.

13 CHIEF RYDER: I think it's a regular
14 occurrence. I wouldn't call it irregular.

15 MR. ENGELMANN: Okay. You also have a
16 reference to direct policing services ---

17 CHIEF RYDER: That's correct.

18 MR. ENGELMANN: --- as one of the four
19 components of the services that the OPP provides. Is that
20 the contract policing that you've talked about earlier
21 essentially?

22 CHIEF RYDER: No, these are provided by the
23 OPP to 182 municipalities not policed by any other police
24 service.

25 MR. ENGELMANN: All right. So that's the

1 non-contract that you've talked about?

2 **CHIEF RYDER:** Well, there's direct police
3 services to both those areas and then policing services
4 under contract to 130 municipalities. So as direct
5 policing, what that means is we are actually the police
6 agency that will be responding to the calls in those
7 communities, whether it's under a contract or whether it's
8 under 5.1(1).

9 **MR. ENGELMANN:** All right. So whether it's
10 contract policing or non-contract policing, you're
11 providing a direct policing service to those
12 municipalities?

13 **CHIEF RYDER:** That's correct.

14 **MR. ENGELMANN:** And you also talk about the
15 fact that you provide those services to some First Nations
16 in this province?

17 **CHIEF RYDER:** Yes, for 19 or more First
18 Nations communities.

19 **MR. ENGELMANN:** You then talk about a
20 component of your work being provincial leadership in
21 coordination. What does that mean?

22 **CHIEF RYDER:** Well, our provincial police
23 force, the Government has funded us to establish some
24 support programs; for example, the Ontario Sex Offender
25 Registry, which we maintain, and the Provincial Violent

1 Crime Linkage Analysis System, which we maintain. Both of
2 those are maintained out of our Orillia headquarters.

3 **MR. ENGELMANN:** The Provincial Violent Crime
4 Linkage Analysis System, is that known as ViCLAS?

5 **CHIEF RYDER:** Yes, it is.

6 **MR. ENGELMANN:** And those are systems that
7 you maintain, but they are used by whom?

8 **CHIEF RYDER:** They're used by all police
9 services in the province, and I would probably say that if
10 we would get requests for information outside the province,
11 we provide assistance, but generally it's a service within
12 the Province of Ontario.

13 **MR. ENGELMANN:** Those services would be
14 utilized when municipal police forces or OPP detachments
15 are dealing with sexual offences?

16 **CHIEF RYDER:** That's correct.

17 **MR. ENGELMANN:** Including child sexual
18 offences?

19 **CHIEF RYDER:** Yes.

20 **MR. ENGELMANN:** And lastly, another
21 component you've listed is the delivery of specialized
22 police services. Could you elaborate on that briefly?

23 **CHIEF RYDER:** These would be -- there's
24 approximately 135 specialized service framework agreements,
25 and these could come to the OPP, the request for those

1 types of agreements, from the Crown attorney, the Police
2 Services Board, the Chief of Police or from Ontario
3 Civilian Commission on Police Services. This is really --
4 in some cases, the agreements are mutual aid agreements and
5 in some cases it's an agreement to provide certain services
6 and set out some protocols how you acquire OPP services.
7 It's just to ensure that police services can work well
8 together to make sure that all the specialized type
9 investigative aids can be brought to bear on a particular
10 investigation.

11 **MR. ENGELMANN:** Are these situations where
12 municipal forces are providing specialized services to the
13 OPP or is the OPP providing it another way or does it just
14 depend?

15 **CHIEF RYDER:** I think it would depend.
16 Primarily, it would be of benefit to the smaller police
17 services because -- obviously because of the size of our
18 organization, we can have many of the specialized services
19 because they obviously require expensive training,
20 resourcing, et cetera. So a smaller police service may not
21 be able to provide those services. But there are other
22 services which I would call day-to-day services, like
23 breathalyser testing, where if our officer is not
24 available, then we might have an agreement or mutual aid
25 and set out that we can use the services of a municipal

1 service, like, this how we do it; this is who we call. And
2 they provide service for us; we provide service for them
3 when -- on an as-needed basis.

4 **MR. ENGELMANN:** So in that circumstance, it
5 might be more reciprocal?

6 **CHIEF RYDER:** It's like a mutual aid.

7 **MR. ENGELMANN:** When you talked about the
8 provision of investigative services, when you have
9 specialized investigators from your CIB, ---

10 **CHIEF RYDER:** Yes.

11 **MR. ENGELMANN:** --- whether they're from
12 headquarters or deployed more locally, would that be a
13 specialized service on one of these agreements or is that
14 something different?

15 **CHIEF RYDER:** I would call Homicide
16 Investigation a provincial service.

17 **MR. ENGELMANN:** What about if it's not a
18 homicide but it's a serious crime like multiple victims or
19 multiple offenders?

20 **CHIEF RYDER:** Once again, I would say that
21 that would be a -- if it's a multi-jurisdictional, very
22 complex investigation, it may be deemed to be a provincial
23 service.

24 **MR. ENGELMANN:** And that's over and above
25 the specialized services agreements that you would enter

1 into with different police forces?

2 CHIEF RYDER: That's correct.

3 MR. ENGELMANN: I note at the bottom of page
4 11 and then on to page 12 of your outline, you refer first
5 of all to a protocol agreement that the OPP entered into
6 with the Cornwall Police Service?

7 CHIEF RYDER: That's correct.

8 MR. ENGELMANN: You quoted at the top of the
9 page:

10 "...to provide for 'a mutual use of
11 resources when required during an
12 emergency situation or any other
13 circumstances identified by their
14 officer in charge of the
15 respective police force.'"

16 CHIEF RYDER: Yes, sir.

17 MR. ENGELMANN: And that's taken from Tab
18 17?

19 CHIEF RYDER: That's correct.

20 And that language that you just indicated is listed in
21 the body of the agreement itself.

22 MR. ENGELMANN: Now, we had some evidence
23 from Deputy Chief Aikman of the Cornwall Police Service
24 about this protocol, and this is called a non-contractual
25 agreement. So this isn't one of these -- and I believe

1 you've used the acronym JFO?

2 **CHIEF RYDER:** This is not a Joint -- I
3 wouldn't consider this a Joint Forces Operation. I would
4 describe a Joint Forces Operation as an operation in that
5 we had an objective to do some kind of an investigation and
6 a mandate. This is more -- my reading of this is a
7 protocol agreement for how we are going to deal with each
8 other with regard to the services that we both have and how
9 can we assist each other.

10 **MR. ENGELMANN:** This agreement was from
11 1994.

12 Do you have any particular knowledge about
13 this, other than just having read it?

14 **CHIEF RYDER:** No.

15 **MR. ENGELMANN:** So you wouldn't be able to
16 tell us, for example, whether there were agreements of this
17 nature prior to 1994 with the Cornwall Police?

18 **CHIEF RYDER:** No, I would not.

19 **MR. ENGELMANN:** So the purpose of an
20 agreement of this nature, just generically, when it says
21 "joint flexible non-contractual agreement", what's sort of
22 the general purpose of an agreement like this?

23 **CHIEF RYDER:** Well once again I think this
24 lays out a framework for how we are going to work together.
25 I mean, obviously Cornwall and the OPP in this jurisdiction

1 are neighbouring police agencies and so I see in the stated
2 principle on this particular one, "each service will
3 normally utilize its own resources when available."

4 So it starts off with that premise but then
5 there's a suggestion, well, maybe there's going to be
6 opportunities when we're not going to be able to provide
7 service or they're not going to have the ability to provide
8 a particular service, and in some cases like the
9 breathalyser, it's -- well, if you have somebody, you know,
10 who would like to use your breathalyser technician and
11 there's a framework with regard to that agreement that we
12 can request each other's breathalysers to come assist. A
13 statement on training. A statement on how to share
14 personnel for the transportation of prisoners. Once again,
15 rather than duplicate the costs involved with transporting
16 the prisoners, this is an opportunity for the two police
17 agencies, the way I read it, to share resources in relation
18 to a common service that they need.

19 **MR. ENGELMANN:** All right. So this is what
20 they call flexible non-contract agreement.

21 **CHIEF RYDER:** Yes.

22 **MR. ENGELMANN:** Then at the following tab we
23 have a framework agreement for services and this one is
24 quite recent. There may well have been predecessors but
25 how does something like this differ from what we were

1 looking at before, other than obviously its length and
2 increased detail?

3 **CHIEF RYDER:** Well, this framework agreement
4 certainly would be in response to adequacy of regulation.

5 **MR. ENGELMANN:** So let me just stop you
6 there. Would this be required by the adequacy regulations;
7 to have these types of agreements with Forces?

8 **CHIEF RYDER:** Yes. If you -- there are
9 certain provisions to meet adequacy that you need to
10 provide certain types of services and it doesn't state that
11 you have to personally provide those services. You can
12 provide those services if you wish to, but there's another
13 way you can provide those services and that's by way of
14 coming into an agreement with another joint municipality to
15 provide those services.

16 So at least you can be able to say that
17 although you may not have a canine, for example, that you
18 could then at least have an arrangement with a neighbouring
19 police agency to have them provide that canine service for
20 your community.

21 **MR. ENGELMANN:** All right. And some of the
22 various services -- and you've just referred to some, but
23 Schedule A at page 10.

24 **CHIEF RYDER:** Yes, sir.

25 **MR. ENGELMANN:** Is that some of the services

1 that might be provided by the OPP ---

2 CHIEF RYDER: That's correct.

3 MR. ENGELMANN: --- in this arrangement with
4 the Cornwall Police Services?

5 CHIEF RYDER: Yes, sir. Now, you'll note
6 that on Schedule A they listed those as provincial
7 services.

8 MR. ENGELMANN: Yes. So those would then be
9 services you would be providing to the Cornwall Police
10 Service?

11 CHIEF RYDER: Well, certainly some of these
12 come under my command.

13 MR. ENGELMANN: And what do you mean by
14 provincial services as opposed to Schedule B which has
15 specialized services?

16 CHIEF RYDER: I think this is just to
17 differentiate the authority for this because of the
18 investigative services as outlined on section 19 of the
19 *Police Services Act*. That's the distinction.

20 MR. ENGELMANN: We did go through this, Mr.
21 Commissioner, in some detail with Deputy Aikman so I don't
22 think that I'm going to go through it any further. It's
23 here and Chief Ryder has taken it to some extent.

24 Would this be an appropriate time to stop
25 for the day?

1 **THE COMMISSIONER:** Yes, it is. We'll resume
2 at 10:00 tomorrow morning.

3 Thank you.

4 **THE REGISTRAR:** Order; all rise. À l'ordre;
5 veuillez vous lever.

6 The hearing is now adjourned. L'audience
7 est ajournée.

8 --- Upon adjourning at 4:36 p.m./

9 L'audience est ajournée à 16h36

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C E R T I F I C A T I O N

I, Sean Prouse a certified court reporter in the Province of Ontario, hereby certify the foregoing pages to be an accurate transcription of my notes/records to the best of my skill and ability, and I so swear.

Je, Sean Prouse, un sténographe officiel dans la province de l'Ontario, certifie que les pages ci-hautes sont une transcription conforme de mes notes/enregistrements au meilleur de mes capacités, et je le jure.



Sean Prouse, CVR-CM