The Ontario Association of Chiefs of Police (OACP): Ontario’s Police Leaders

During the 1930s, Ontario’s Chiefs of Police determined that the existing standards in policing were inadequate to meet the demands of a modern society. The challenges of emerging technology to law enforcement brought policing standards of the day into sharper focus. Chiefs of Police had played an active role in the Chief Constables’ Association of Canada since its inception in 1905. However, that national association was not meeting the specific needs of provincial Chiefs.

By 1951, Ontario Chiefs of Police identified a need to re-establish themselves as a recognized police interest group on a provincial level and founded the Chief Constables’ Association of Ontario (CCAO). This association gradually evolved, opening membership to senior officers and police managers. The CCAO’s influence was a significant factor in the establishment of the Ontario Police College in 1963, an initiative that enhanced the organization’s prestige and growth. A formal name change to the Ontario Association of Chiefs of Police (OACP) was adopted in 1965.

In 1993-94, the OACP was licensed to deliver the Constable Selection System (CSS) in partnership with the Ministry of Solicitor General, a selection tool now widely used to improve the quality of candidates for the position of constable in Ontario’s police services. Recognizing the need for Executive Training, the OACP cooperated with the Ontario Police College to conduct a police executive “Training Needs Assessment” in 2000. This was followed by the launch of a competency-based executive development “Police Leadership Program” (PLP) with the Joseph L. Rotman School of Management (University of Toronto) in April 2001. The PLP continues to be offered to leaders within police services.

Today, the OACP has more than 1,200 members and represents the RCMP, the OPP, First Nations, and municipal police services. Members are divided into six categories: Active, Honorary, Life, Associate, Associate Retired, and Affiliate. The association’s members maintain a global perspective by going beyond provincial issues to address national and international concerns.
Message from the OACP
Organized Crime Committee

Law enforcement plays a part in countering the effects of crimes perpetrated by those who seek to commit crimes. We have a responsibility to help everyone be safe wherever they live.

Ontario is a great place to live. Diverse workplaces, vibrant communities, safe public spaces, caring neighbourhoods and businesses, amazing natural beauty – these are just some of the things that make Ontario special. As Ontario’s police leaders, members of the Ontario Association of Chiefs of Police (OACP) know that they have a responsibility to help everyone be safe wherever they live. Being a victim of crime takes away from the safety and well-being that every person in Ontario has a right to.

As society evolves to meet the changing needs of Ontarians, our police services also change to meet evolving public safety needs. That’s why crime prevention is so important to us. We also know, that just as police services evolve, so do criminal organizations who prey on vulnerable people, businesses, people groups, etc.

Law enforcement plays a part in countering the effects of crimes perpetrated by those who seek to commit crimes. This document seeks to bring organized crime “Out of the Shadows”. It is our hope that everyone reading this resource document will resolve to play their part in keeping Ontario safe.
Modern organized crime is borderless and capitalizes on vast global networks. It takes a collaborative approach on the part of law enforcement, government, and the community to effectively combat such criminal organizations.
Organized Crime in Ontario

Introduction

Our understanding of organized crime is often influenced by popular culture (films, books, television shows, etc.) and biographies of retired or reformed gangsters. However, we know that popularized accounts of organized crime can desensitize the public to its true nature and impact. Organized crime can erroneously be seen to operate in a world of its own, with little consequence to our communities. Organized crime has real economic and social costs, is present in almost every facet of society, and affects the daily lives of Ontarians.

This report addresses some common misconceptions and beliefs about organized crime, particularly regarding its structure, composition, methods of operation, activities, and motivations. The third section, which forms the bulk of this report, provides an overview of some key organized crime issues. Issue-areas are supplemented by information on associated socio-economic costs, emerging trends, and phenomena, and recent law enforcement investigations and projects. In addition, tips are included on how the public can help identify crimes and how citizens can help further educate themselves about particular criminal markets. The conclusion emphasizes the important role that the public plays in helping Ontario law enforcement mitigate the threat of organized crime.

Through this report, we hope that Ontarians will gain a greater understanding of organized crime so that they can be better equipped to take precautionary measures to keep themselves safe from crime. We also hope individuals will be willing to help Ontario law enforcement fight the types of crimes criminal organizations engage in. Although it cannot likely be eliminated, organized crime and its impacts can be significantly lessened if law enforcement works hand-in-hand with the public.
What is Organized Crime?

The *Criminal Code of Canada* defines that any group of three or more persons committing a serious offence for the purpose of material gain is considered a “Criminal Organization”. This includes groups with exclusive memberships as well as individuals that work together to facilitate criminal activity. Individuals working within particular criminal networks may not regard themselves as members of a criminal organization, and may not be perceived by outsiders as operating within a criminal organization. Nevertheless, these networks come together in a series of criminal projects and display a measure of organization that allows them to achieve results beyond what each individual could achieve by working alone.

There are hundreds of Organized Crime Groups (OCGs) with a presence in Ontario. These groups often work in tandem with other OCGs to collaborate and achieve a common goal, play a specific role in the illicit activity or outsource roles and activities. Such interconnected networks create larger, intertwined networks, thus increasing the potential of one individual group. Criminals do not need to self-identify to be members of organized crime, and may not be easy to recognize and identify. For example, some Outlaw Motorcycle Gangs (OMGs) wear specific clothing and patches to indicate membership, however, some OCGs are less overt.

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**CLARIFYING THE TERM MAFIA.**

The term ‘mafia’ is often used interchangeably with ‘organized crime.’

Mafia actually refers to the Sicilian Cosa Nostra of Italy, and is also commonly used to describe an American criminal organization comprised of American Sicilians and Americans of Sicilian Heritage.

**WHAT IS ORGANIZED CRIME?**

**Canada’s Criminal Code Definition**

Section 467.1 (1) if the Criminal Code of Canada states that a ‘criminal organization’ means a group, however organized, that:

(a) is composed of three or more persons in or outside of Canada; and

(b) has as one of its main purposes or main activities the facilitation or commission of one or more serious offences that, if committed, would likely result in the direct or indirect receipt of a material benefit, including a financial benefit, by the group or by any of the persons who constitute the group.

It does not include a group of persons that forms randomly for the immediate commission of a single offence.

**United Nations Definition**

Article 2 (a) of the United Nations Convention Against Transnational Organized Crime states that an ‘Organized criminal group’ shall mean a structured group of three or more persons, existing for a period of time and acting in concert with the aim of committing one or more serious crimes or offences established in accordance with this Convention, in order to obtain, directly or indirectly, a financial or other material benefit.

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**ALERT**

Organized Crime Groups know that police are challenged with tremendous fiscal and resource pressures. OCG’s see this as an advantage and capitalize by expanding their operations, networks and influence while Police deal with emerging technology, legal decisions such as R vs Jordan, and privacy rulings which are personnel and resource intensive.
Debunking popular media stereotypes

Popular culture often portrays organized crime members in a positive light to allow viewers to sympathize and relate to the characters to increase viewership and ratings. Characters often have justification for the crimes they commit and the effects of their actions are rarely the focus of the plot. In reality, organized crime has serious implications and detrimental effects on communities.

Impact of Organized Crime in Ontario

There are many different types of illicit activities committed by OCGs. All Ontarians are affected directly or indirectly by organized crime, sometimes without even being aware. An individual may be the victim of fraud and personally affected by monetary loss, or an individual may be affected by an increase in insurance premiums due to an increase in insurance fraud. It is sometimes difficult to identify and recognize all of the impacts of organized crime.

Reported Criminal Activities of Organized Crime

OCGs are often involved in multiple illicit activities, diversifying income streams, and also partaking in opportunistic illicit activities. Although some crime groups have developed a niche in their criminal market, criminals are often seeking the most lucrative avenue with the minimal amount of risk, and can be flexible with their illicit activities.

Some OCGs demonstrate high levels of sophistication which has made the use of traditional law enforcement techniques difficult. Criminals have adapted and developed new techniques, and applied technology to facilitate criminal activity and to evade law enforcement.

Law enforcement agencies, as well as provincial and federal regulatory agencies, employ numerous resources to combat organized crime. Resource allocation committed to combat organized crime adversely affects the ability to fund other programs in Ontario. Other governmental resources are indirectly affected by organized crime such as Emergency Medical Services (EMS), hospitals, and firefighters. An increase in overdoses in a community due to a surge in available illicit drugs, such as fentanyl, can consume emergency and medical resources.
Human Trafficking

Overview

Human Trafficking (HT) has been identified as a priority concern in Canada. HT is an offence under the Criminal Code of Canada, as well as the Immigration and Refugee Protection Act, and it continues to be a significant problem faced by law enforcement in Ontario. HT is defined in the Trafficking Protocol as, “The recruitment, transport, transfer, harboring or receipt of a person by such means as threat of use of force or other forms of coercion, abduction, fraud or deception for the purpose of exploitation”. The three most common types of human trafficking are;

- Sexual Exploitation Human Trafficking (SEHT)
- Domestic Servitude Human Trafficking (DSHT)
- Organ Removal Human Trafficking (ORHT)

Despite the various forms of HT, sexual exploitation is the most predominant form of trafficking within Ontario. Of Ontario’s reported cases, 70 per cent of HT cases are for the purpose of sexual exploitation. Ontario is a hub for HT in Canada, accounting for roughly 65 per cent of police-reported cases nationally.

Human Trafficking in the Criminal Market

Globally, it is estimated that HT is among the most lucrative of criminal activities within organized crime. It is the fastest growing criminal enterprise with the lowest risk and highest profit margins. Human beings do not function as expendable resources. Thus, they are one of the few commodities that do not lose value, regardless of how many times they, as victims, are trafficked. Successful involvement in the HT market is not dependent on having a complex criminal operation. All one needs is a credit card, smart phone, and a victim. Recruitment and exploitation of trafficked persons is typically done through the Internet.

Traffickers extensive use of hotels, motels and increasingly short term residential apartments/condos makes it easy for them to conduct illegal activities with much more anonymity. Utilizing these technologies have made it more difficult to track criminals and their illegal activities, especially in the HT market.

Key Issues

Government and Law Enforcements Response

In recognition of the importance in combating the issues of HT in its various forms, the Ontario Ministry of Community Safety and Correctional Services (MCSCS) and Ministry of The Status of Women launched Ontario’s Strategy to End Human Trafficking in June 2016. The strategy focuses on providing support services to victims with enhanced support for law enforcement in identifying and investigating HT. After its first year of operation, the strategy has identified that:

- Ontario is responsible for approximately two-thirds of all reported HT cases in Canada;
- Indigenous women are statistically over-represented as victims of human traffickers; and
- Most women trafficked in Ontario are Canadian citizens or permanent residents.

Although men and children fall victim to this crime, women represent the majority of victims in Canada to date. Traffickers and/or pimps commonly recruit potential victims who are either socially, mentally or economically vulnerable. Victims are often lured and groomed by pimps, and then trapped with threats of violence and distorted love. With that being the case, law enforcement is challenged to identify victims of sex trafficking, since the nature of the crime is insidious and difficult to detect. Victims usually do not come forward. They are controlled through fear tactics, violence and threat of violence to themselves or their families. They often develop bonds with their abusers and are psychologically manipulated to believe their pimps love and care for them. Once women and girls become involved in the sex trafficking industry, it becomes very difficult for them to escape and, consequently, difficult for law enforcement to intervene.
Operation Northern Spotlight

Operation Northern Spotlight is an on-going coordinated effort from police agencies across Canada to proactively prevent vulnerable persons working in the sex trade from becoming victims of HT. Operation Northern Spotlight took place in October 2018. Over a seven-day period, 45 police services across Ontario participated in the operation. Forty-five charges were laid against 15 people. A total of 317 police officers, support staff, and victim services professionals engaged with 218 potential victims, as part of a joint effort coordinated by the Ontario Provincial Police (OPP). Collaboration among police services is extremely important due to the multi-jurisdictional nature of human trafficking.

Ontario’s Anti-Human Trafficking Act

In May 2017, the Ontario legislature passed the Anti-Human Trafficking Act to increase protection for survivors of HT and make it easier for survivors to pursue compensation. The Act enables people affected by HT to apply for a restraining order to protect themselves and/or their children from traffickers. It also makes it possible for survivors to sue their traffickers for compensations through civil court, in order to rebuild their lives. Moreover, the Act declares February 22 of each year as “Human Trafficking Awareness Day” in Ontario to help build public focus on this deplorable crime, and encourage existing victims to seek help.¹ This initiative also encourages Canadians to recognize and report potential cases. Fundamentally, various community efforts are underway to counter trafficking in the province.

The Ontario Government and law enforcement agencies continue to make every effort to combat and prevent all forms of trafficking. These efforts include protecting victims of HT, raising awareness, bringing perpetrators to justice and building partnerships both domestically and internationally.

Cybercrime

For legitimate businesses, the Internet has provided broader capabilities and opportunities to many of their activities, amplifying the speed, ease and range with which many transactions can be conducted while also lowering costs. However, the continuing growth of the technology offers enormous new prospects for illicit activities, such as social and privacy intrusion, identity theft, financial crimes, fraud, and numerous other other criminal acts that may have a direct impact on personal and community safety.

Cryptocurrency

Cryptocurrencies are a digital currency that works as a medium of exchange using cryptography to secure financial transactions, control the creation of additional units, and verify the transfer of assets. Canada allows the use of digital currencies, including cryptocurrencies. However, cryptocurrencies are not considered legal tender in Canada. Canada’s tax laws and rules, including the Income Tax Act, also apply to cryptocurrency transactions. The Canada Revenue Agency (CRA) has characterized cryptocurrency as a commodity and maintains that the use of cryptocurrency to pay for goods or services should be treated as a barter transaction.

Cryptocurrencies are attractive because of their anonymity that is designed to put transactions beyond the reach of normal government regulation. But a lack of government oversight means that cryptocurrency can be vulnerable to fraud. For example, in Edmonton, police reported that 111 people were victims to the CRA scam from January 2017 to February 2018, that took more than $300,000 from victims. More than 75 per cent of the cash that went to the perpetrators during that time was sent using Bitcoin.

Malware

Malicious software (or malware) is used or programmed by attackers to disrupt computer operations (networks, a computer or even smartphones), obtain personal and sensitive information, and sometimes used as a form of corporate espionage.

In recent years, individuals or criminal groups have begun extorting business operations using ransomware, which is malicious software that locks down computers until a ransom is paid. One notable example of ransomware was WannaCry. It was released globally in May 2017 and infected many public networks, including parts of United Kingdom’s National Health Service (NHS) and Spain’s Telefónica (Spain’s multinational

broadband and telecommunications provider). The ransomware targeted systems by encrypting data and demanding ransom payment in Bitcoin® cryptocurrency. The attack likely provided the intruder or intruders’ access to confidential data and potentially caused affected businesses huge losses of revenue.

**Phishing**

There are several ways that the IoT facilitates identity theft. One common method is called “phishing”, a term that refers to email messages that lure individuals to reveal detailed personal, financial, or password data. The Canadian Anti-Fraud Centre (CAFC) continues to see an increase in reported incidents of phishing. CAFC also reports that in addition to traditional phishing schemes of collecting private and financial information, similar schemes are designed to infect victim computers with malware. Between 2015 and September 2017, there were 6,171 reported incidents. Out of the 6,171 incidents, 2,401 had identified victims who incurred a total reported loss of $729,399.

**Forgery**

As technology advances, the counterfeiting of currency notes, credit cards, (credit cards skimmers and programmers and high end printers), diploma and degree certificates, and other official documents can easily be forged by using sophisticated computers, scanners and printers. This illicit business activity will likely increase due to the ability of criminals to produce documents and currency that appear authentic due to new technological advances.

**Online Gambling**

There are millions of websites that offer online gambling. Many of these websites are hosted on servers located abroad. It is believed that many of these websites are actually a front for money laundering activities.

As Ontarians spend more time online, cybercrime will continue to be an area of increasing concern.

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**ALERT**

Incidents of identity theft continue to rise with nearly 1 in 10 Canadians being affected. Yet cybercrimes are vastly underreported to law enforcement. Ensure your devices are not vulnerable to unwanted external threats. Make sure you understand online threats, protect your password, ensure your personal information is not compromised, and report cyber crimes to you local police service.

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Cannabis Legalization and Organized Crime

Overview

The Federal Government’s decision to legalize cannabis in 2018 was based on two goals: (1) to keep marijuana out of the hands of children, and (2) the profits of illegal cannabis sales out of the hands of criminals. This would be accomplished through a model of legalization, regulation and restriction. The Canadian Parliament passed Bill C-45, An Act respecting cannabis and to amend the Controlled Drugs and Substances Act, the Criminal Code and other Acts, which works alongside the current regulations and Federal Court decisions that guide access to medical cannabis. Health Canada (HC) was the regulator of access to and production of medical cannabis from 2001 to 2013 when this changed into an oversight role. That oversight role has evolved to what it is today and medical cannabis is now guided by the Access to Cannabis for Medical Purposes Regulations (ACMPR). Of note, the Liberal Government initially deferred to spelling “marijuana” with a “j” in its documentation. From 2001 – 2016, HC deferred to spelling “marihuana” with an “h” in all regulations and documentation. Currently all branches and agencies of government now refer to cannabis/marijuana as cannabis.

Government Cannabis Retailers

The Federal government believes that by taking control of the legal cannabis market it will eliminate the ability for criminals, especially organized crime groups to profit from illicit production and trafficking. In order for legal cannabis to be successful, availability and pricing must be such that consumers reap a benefit by switching to a legal retail model. This includes the ability to purchase cannabis when desired and at a competitive price. Cannabis, like any retail commodity, will have to be sound in its business model in order to be successful. Much like the illicit tobacco market, many consumers will purchase legally for fear of consequences from using an illegal retailer. However, those already seeking out cannabis, like tobacco, from the black market will have little reason to switch unless they see a benefit in cost and convenience. This type of consumer will carry on using the supply chain that they have currently relied on, continuing to create a demand for an illicit market to supply.

Although there are many checks and balances built into the federal schematic for large scale cannabis producers, organized crime groups are experienced in subverting rules and regulations. An applicant(s) for a production facility may insulate themselves in a way that the application on its face is for all intents and purposes, legal and above board. However, behind the scenes it may be financed either partially or wholly by organized crime groups or individuals in a group.

Current Illegal Cannabis Retailers

Cannabis retailing across Canada varies province-by-province:
• British Columbia has set the age of consumption at 19. Retail sales are allowed through public and private stores, but retail licences aren’t approved without the support of local governments. Retailers are not be permitted to sell cannabis in stores that sell liquor or tobacco.
• Alberta controls the online sale of pot, but leaves over-the-counter sales to private operators, who are subject to background checks.
• Saskatchewan allows sales to be handled by the private sector, with about 60 retail permits awarded to private operators in as many as 40 municipalities and First Nations communities. The Saskatchewan Liquor and Gaming Authority regulates cannabis sales and municipalities have the option to ban sales.
• Manitoba’s Liquor and Gaming Authority of Manitoba regulated the sale of cannabis and municipal governments have the option to ban sales by referendum.
• Ontario sells cannabis through a government-run online retail channel and will introduce private retail stores by April 1, 2019.
• Quebec has mandated that cannabis will be sold through a subsidiary of the provincially run liquor board. Quebec also plans to control sales online.
• New Brunswick will sell cannabis through a subsidiary of the province’s liquor commission.
• Prince Edward Island sells marijuana at stand-alone outlets run separately by its liquor commission.
• Nova Scotia sells cannabis alongside alcohol in nine provincial liquor commission stores, as well as through online sales.
• Newfoundland & Labrador will allow sales in private stores. It is expected that provinces will modify their laws and regulations concerning the retailing of cannabis as the

market evolves. Law enforcement will need to be vigilant regarding public safety issues in provinces where private retail stores sell cannabis, including for incursions by organized crime organizations into the legal cannabis market. Because these types of retailers are illegal, so then is the supply they are selling. HC licensed producers are only allowed to supply cannabis by mail to authorized medical cannabis patients. This ensures that the cannabis the client is consuming is regulated and produced in an environment free of mold or other contaminants. Illegal retailers are being supplied by illicit market producers. There are no controls in place with regard to quality or cleanliness of these production environments.

Cross contamination of drugs is common within the illicit market giving no assurances as to the content and strength of the cannabis the consumer is actually purchasing. Organized crime groups’ work on the same principles as ordinary commodity based markets, as long as the demand for a product exists with the ability to generate a profit with low risk of penalty (either monetary or criminal) the supply will be created to meet that demand. The federal governments’ intentions and goals to eliminate the participation of organized crime groups in the cannabis industry are well intended however, there is still reason to believe that this type of activity will continue regardless of the plans in place due to the high profitability of cannabis and the overwhelming demand.

Fraud and Commercial Crime

Extortion

According to the Canadian Anti-Fraud Centre (CAFC), in 2017 complaints about extortion were the number one type of fraud with more than 5,500 complaints received. Today, there are many types of extortion scams. Two of the most common extortion scams are the Canada Revenue Agency (CRA) Scam and sextortion.

1. CRA Scam
   The most common scam is the Canada Revenue Agency (CRA) Scam. In most instances someone will call an individual claiming to be from CRA, stating that the individual owes taxes to the CRA. They demand that the amount must be paid immediately by credit card over the phone otherwise they are threatened with court charges, jail or deportation. If the individual does not have a credit card they are instructed to purchase an Apple iTunes card, other gift cards or prepaid credit card immediately and to call back with the information.

2. Sextortion
   People become victims of sextortion when they meet someone over social media or pornographic websites. They develop a relationship and eventually share sexually explicit photos or videos with this person. The new friend then threatens to distribute these items to the victim’s family, friends, co-workers or employers unless they send more images or videos.

Identity Fraud

A person becomes a victim of identity fraud when a third party uses the victim’s identity to conduct fraud, such as, theft. Theft from motor vehicles for personal documents, including vehicle ownership, insurance slips, drivers licenses, SIN Cards, and passports. For example, opening credit cards in someone else’s name, making fraudulent withdrawals from someone else’s bank account. This type of scam can have a lasting effect on a victim as it can take a significant amount of time and effort to clear up the negative impact on their credit report.

Merchandise

For 2017, the CAFC reports that the purchasing of merchandise has the highest loss amount by dollar volume, which is in excess of $7.7 million. In this type of fraud the victim purchases goods, either over the phone or by the internet, which never arrive as they never existed.

![Image]

ALERT

The Canada Revenue Agency advises that taxpayers should be vigilant when they receive, either by telephone, mail, text message or email, a fraudulent communication that claims to be from the CRA requesting personal information such as a social insurance number, credit card number, bank account number, or passport number. Find out more: https://bit.ly/2CB5M6n
Romance

The internet has become the primary way people make connections with others, which includes looking for love and companionship. Criminal organizations target lonely people and build “relationships” with them over time, showering them with attention and affection that they are looking for. They are always located far away from the victim and hold a good job. Eventually the scammer will request money from them to cover travel costs, help pay medical bills, or a variety of other reasons. The victim holds on to the pretense of a real relationship that never comes to fruition.

Auto Insurance Fraud

Auto insurance fraud costs Ontario drivers $116 and $236 per average premium paid in Ontario per year. There are many different types of auto insurance fraud which include staged accidents, conspiring with health care providers or other professionals to exaggerate injuries in order to receive payments for health treatments not received and filing fraudulent automobile accident or damage claims.

Illegal Tobacco

The demand for black market tobacco continues to be high in Ontario. Illegal tobacco is tobacco on which applicable taxes and duties have not been paid, or if it hasn't been marked as required by law. This includes smuggled cigarettes as well as counterfeit cigarettes, both of which are sold illegally in stores and on the street. A study conducted by the Ontario Convenience Stores Association found almost 33% of cigarette butts collected from across Ontario were from illegal sources.

Theft

Small and large scale theft continue to be routine activities for organized crime. These include cargo theft, vehicle theft and merchandise theft. These items may be used by organized crime or sold on the black market, which in turn fund other criminal activities.

Street Gangs & Outlaw Motorcycle Gangs

Street Gangs

A common distinction between street gangs and other forms of organized crime is that street gangs are often identified with specific communities or territories. Street gangs claim control of their respective communities or territories to engage in illegal and for profit activity and violent behaviour in those areas. These groups are often self-formed and can be either loosely knit or well organized with established codes of conduct.

Street gangs have proliferated across Ontario’s major cities and regions and continue to pose significant public safety concerns. Increasingly law enforcement agencies are seeing street gangs expanding their illegal operations into smaller Ontario communities, including participating in street-level drug trafficking, illegal firearms, human trafficking, assault, weapons offences, robberies, and homicide.

Violence is the primary tool used by street gangs to perpetuate their criminal activity, exert control and intimidate rival gangs. Of particular concern is the malicious, careless and impulsive manner by which street gangs use violence. Although the general public is not usually the target of such violence, there is a substantive risk of the general public becoming victims to the often reckless nature by which street gangs operate.

**ALERT**

Street Gangs are increasingly working with organized crime groups and OMG’s to expand their illegal operations and are being “hired” out to commit crimes as part of this partnership.
Outlaw Motorcycle Gangs

Outlaw motorcycle gangs (OMGs) are organized groups of individuals who ride motorcycles and participate in criminal activity for monetary gains. Some OMGs openly consider themselves “one percenters” referring to public statements made after the 1947 Hollister, California riots which stated that 99% of motorcycle riders were law-abiding citizens. OMGs often have rigid chains of command and strict codes of conduct. OMG members self-identify as being part of a particular motorcycle club (MC) vis-à-vis an insignia or emblem.

Such OMGs have demonstrated an ability and propensity towards violence and other forms of criminal activity, such as drug and human trafficking, weapons offences, extortion and money laundering. Consequently, OMGs are a growing concern for law enforcement in Ontario as there has been a significant expansion of both the number of groups and individuals associating with OMGs over the past decade. This growing trend of OMGs in Ontario is likely to lead to conflict between the various groups operating in Ontario as they vie for control over criminal markets and territory.

Drugs

Cocaine

Cocaine is the most prolific drug trafficked by organized crime in Ontario, largely due to its profitability and demand across the province. Consequently, most OCGs in the province are involved in the trafficking/distribution of cocaine. However, very few groups are involved in the importation of the drug – which requires significant resources and logistical planning. Cocaine is made from the leaves of the South American coca bush, thus it is an imported commodity and not domestically produced in North America. Cocaine enters Ontario largely via land border crossings, but is also often smuggled through air travel.

Cocaine is a stimulant that is most commonly snorted but can also be injected. Crack cocaine is a common derivative of cocaine and is found in a rock like form. Crack cocaine reaches the brain faster and when consumed in higher doses is also more addictive than regular cocaine. Cocaine and crack cocaine’s psychological properties vary from individual to individual, but can include a sense of euphoria, energy, anxiety, paranoia and panic.6

Cocaine is often supplemented (i.e., cut) with other filling agents like phenacetin which would reduce the potency, but increase its profitability. Cocaine has been found to contain traces of fentanyl which is believed to have occurred as a result of cross contamination.

**Heroin**

Heroin is a highly addictive opioid drug made from the resin of specific varieties of poppy plants, which are commonly grown in Southwest Asia, Southeast Asia, South America, and Africa. The importation of heroin is common by OCGs, and although the demands for heroin are relatively low and steady, there has been an increasing number of reports of heroin in Northern Ontario. This is likely due to the removal of OxyContin® from the pharmaceutical industry in 2012.

In order to stretch supply and increase profits, OCGs usually cut heroin with other filling agents such as white sugar, baking soda, powdered milk, starch, and talcum powder. However, it may also be cut with other drugs, such as fentanyl, in order to give the drug user a better high.

**Fentanyl**

Fentanyl is a synthetic opioid drug that is estimated to be 80-100 times more powerful than morphine, and roughly 40 times more powerful than heroin. It is commonly used in hospitals post-surgery, or to treat extreme pain. Fentanyl abuse and trafficking has been on the rise since the removal of OxyContin® from the Canadian pharmaceutical industry in 2012. As fentanyl is a synthetic opioid that produces heroin-like effects, it is often cut into heroin in order to enhance the drug’s effect and increase the scope of its supply. Fentanyl use has been spreading across Ontario at an alarming rate, and in many areas has been replacing heroin as the drug of choice for intravenous drug users.

Fentanyl enters the illicit market from one of two sources: pharma-diverted or through illicit production. Pharma-diverted refers to pharmaceutically produced fentanyl, patches or injection grades that are diverted from the medical stream to be sold on the black market. However, illicitly produced fentanyl refers to the non-pharmaceutical version of the drug that is manufactured in illicit labs. It is believed that fentanyl, fentanyl analogues and its precursors are easily being purchased over the internet from China, India, and Hong Kong.

There are a number of different fentanyl analogues which are becoming more commonly trafficked. One of these analogues is Carfentanil, 10,000 times stronger than morphine and intended to be used as a large animal tranquilizer.

Fentanyl is a highly profitable drug. One kilogram of pure fentanyl when cut for street sale can result in a profit of up to $10 million, making it very appealing for OCGs to manufacture, traffic or sell.

Many police services are now providing their officers with Naloxone as a result of this growing opioid crisis. Naloxone is a countermeasure emergency medication to treat opioid overdose and is available as either a nasal spray or in injectable form. Although the RCMP in British Colombia were among the first to receive naloxone in October 2016, Ontario is expanding access to naloxone by providing it free of charge to anyone in need in 260 cities and towns across Ontario. As of September 2017, more than 55,000 free naloxone kits have been dispensed through 2,010 participating pharmacies, and more than 40,000 kits distributed through provincial jails, hospitals and local health units.

7. www.facethefentanyl.ca/faq/
8. www.facethefentanyl.ca/faq/
Ontario’s Mobilization and Engagement Model of Community Policing

Organized Crime Context

In 2010, Ontario’s Mobilization and Engagement Model of Community Policing was introduced. This model addresses the cycle identified above and is grounded in strengthening partnerships with citizens, community agencies as well as various levels of government to collaboratively move towards safer and healthy communities. The model takes community policing from community relations and adds an operational purpose to all that we do. It recognizes that even the most traditional “law enforcement” roles require collaboration to truly achieve the desired outcomes and that the desired outcomes are communities and community members who are engaged in the business of keeping themselves safe. The model takes community policing from community relations and adds an operational purpose to all that we do. It recognizes that even the most traditional “law enforcement” roles require collaboration to truly achieve the desired outcomes and that the desired outcomes are communities and community members who are engaged in the business of keeping themselves safe. When community members, social service providers, and police engage in information sharing, they gain a shared understanding of the context of community realities and risks through multiple lenses. Furthermore, they leverage how each partner can contribute to the vision of driving sustainable community-led mobilization and engagement with data-informed designs and solutions. It is, in essence, the next iteration of Intelligence-Led Policing, based on the concept that almost all forms of intelligence comes from the communities we serve.

In the very centre of the model is the vehicle for the diagnosis. It suggests an on-going process of ASSESSMENT, PLANNING AND ACTION in collaboration with the community and the police. The model looks at community safety and well-being throughout four stages on a continuum of service, but starts at the point assessed as being most appropriate. From enforcement, engagement, mobilization and consultation, police and community will work collaboratively to identify risks, develop supports and increase community safety and well-being. Ontario’s Mobilization & Engagement Model of Community Policing defines the collaborative roles for communities across a spectrum of levels of Community Safety and Well-being ranging from communities that have a low need for police assistance to communities experiencing high levels of insecurity. Perhaps a community doesn’t have a pressing need for enforcement, in the world of Organized Crime there isn’t evidence of enforceable criminal offences; instead what might be needed is mobilized and engaged citizens who can pass along information about suspicious activity that can serve as the intelligence required for a further probe.

The goal of this report is to support broader understanding of the prevalence and impact of organized crime throughout Ontario and to engage and mobilize all community members to work together against organized crime. Within Policing there is exceptional commitment to protect the public from those who endanger community safety. No matter the competence, passion and commitment of police agencies, police alone cannot deliver the ultimate outcome of community safety and well-being. This is not a defeatist approach; it is a realization that without collaboration across sectors there are minimal opportunities to deliver on individual sector mandates. Within all communities there are many agencies, organizations and community members working towards improving the overall safety of their community, in silos, without often times being supported by the other efforts that share the common goal. All of the work is well intentioned but does not take advantage of the opportunity to magnify the efforts through inter-connected actions.

9. Organized Crime: Section 467.1 (1) of the Criminal Code of Canada states that a “criminal organization means a group, however organized that:
   a) is composed of three or more persons in or outside Canada; and
   b) has as one of its main purposes or main activities the facilitation or commission of one or more serious offences that, if committed, would likely result in the direct or indirect receipt of a material benefit including a financial benefit, by the group or by any of the persons who constitute the group. It does not include a group of persons that forms randomly for the immediate commission of a single offence.”
You can play a role in combatting organized crime.

Organized crime continues to present significant challenges for all law enforcement organizations in the Province of Ontario. The crimes perpetrated by organized crime group challenge the resources and capabilities of police services to not just react to crime, but to work actively to prevent crimes from taking place.

The nature of organized crime means that it is fluid, global, and interconnected. Organized crime is finding new ways to operate in a 21st century context, especially by using technology and social media. Police know that they need to work with government and other law enforcement organizations here and abroad to be effective in countering organized crime. As important, we need the public to better understand the true nature of organized crime organizations and how they can protect themselves, their families, and their businesses and workplaces against such organizations.

How can the public assist Ontario law enforcement in the fight against organized crime? Ontarians should never take police matters into their own hands. Instead, the public can help law enforcements by reporting criminal and suspicious activities and by cooperating with law enforcement in its investigations. There is no such thing as too minor a piece of information. We’re committed to mobilizing and engaging our communities in promoting community safety. Remember that street-level crime is often connected, at some level, to organized crime. On-line crimes can lead police to a web of criminal activity far beyond your local community.

So, commit to being vigilant, being informed, and being proactive in working with police when it comes to finding and stopping organized crime, especially if you believe you may be targeted through on-line fraud, scams, or other crimes. You hold the power.

If You See a Crime, Call 911 or Crime Stoppers. Crime Stoppers provides citizens with a vehicle to anonymously supply the police with information about a crime or potential crime of which they have knowledge. Cash rewards are offered to people who call the program and their information leads to an arrest. Visit Crime Stoppers at www.canadiancrimestoppers.org or 1-888-222-8477.