



Greater Sudbury Police Service



Business Plan 2008 - 2010



OUR VISION

To be recognized by our members, community and peers as a progressive, innovative leader in policing.

OUR MISSION

All members of the Greater Sudbury Police are dedicated to providing quality service and policing in partnership with the community.

OUR VALUES

These principles guide our members' attitudes, conduct and expected behaviour.

RESPECT

Our actions will demonstrate our respect for the community and our organization.

HONESTY

We are truthful, open and fair.

INTEGRITY

We will perform our duties with high ethical and moral standards.

COMMITMENT

We are dedicated to serving the needs of our community and organization.

COLLECTIVELY WE ARE:

UNITED - We believe that success is achieved by working as a team.

PROFESSIONAL - We are committed to a superior and professional standard of performance.

ACCOUNTABLE - We will be held accountable in all endeavours and actions.

PROUD - We are proud of being a member of our organization and our community.

PROGRESSIVE - We are innovative and have a vision for our future.

EMPATHETIC - We understand the needs of our community and our members.

SAFE - We will do our jobs with our safety and the safety of the community in mind.

Our Community ~ Our Commitment
Notre communauté ~ Notre engagement



TABLE OF CONTENTS

2008 Greater Sudbury Police Services Board	4
A Message from the Chair of the Police Services Board and the Chief of Police	5
City of Greater Sudbury	6
<i>Community Profile</i>	6
<i>Location and Area</i>	7
<i>Diverse Culture</i>	7
Greater Sudbury Police Service - At A Glance	9
<i>Police Resources</i>	9
Our Organizational Structure	10
Our Working Environment	11
<i>Five Year Trends</i>	11
Planning for the Future - Our Business Planning Process	12
<i>Background</i>	12
<i>Our Process</i>	12
Listening to Our Citizens and Our Staff	15
<i>Our Community Views</i>	15
<i>Listening to Our Members</i>	16
Moving Into the Future - Our Foundation	18
Strategic Themes, Directions and Goals	22
Cycle of Implementation, Measurement and Evaluation.....	34
Budget Forecast	35
Acknowledgements	36



2008 GREATER SUDBURY POLICE SERVICES BOARD



*Dr. Rayudu Koka
Chair*



*Ron Dupuis
Vice Chair*



*Russ Thompson
Member*



*Sandra Campbell
Member*



*David Petryna
Member*



A MESSAGE FROM THE CHAIR OF THE POLICE SERVICES BOARD AND THE CHIEF OF POLICE OUR COMMUNITY ~ OUR COMMITMENT

The Greater Sudbury Police Services Board is pleased to present the Greater Sudbury Police Service 2008-2010 Business Plan, a document that will guide our Service's direction for the next three years.

Business planning, as mandated by the *Police Services Act*, is a process of identifying the policing priorities of the community that we serve. In establishing these priorities, extensive consultations were held with members of the community, the Service, and various organizations to ensure that the future direction of the Police Service is reflective of the needs of the City of Greater Sudbury.

The Service Delivery and Service Capacity themes contained in this plan reflect the feedback of residents, community partners and staff members and put the residents of Greater Sudbury first by ensuring that our neighbourhoods, roads, and schools will remain safe for everyone in the years to come. By doing so, our plan reflects and embodies our core value, "Our Community - Our Commitment".

Through the strategic directions set out in the Police Services Board's Business Plan, we will build upon the progress and accomplishments achieved through previous business plans. Given the rapid pace of change in our environment, a continued emphasis will be placed on a planning approach that actively engages Senior Command with mid-level supervisors and managers at the divisional and unit level in developing annual objectives in support of the stated themes, directions and goals of the Business Plan.

Our priority has and will continue to be one of accountability to the community for the quality of policing provided while maintaining the confidence of those we serve. We embrace the challenges before us and make Greater Sudbury a safe place to live, work and go to school



Dr. Rayudu Koka, Chair
Greater Sudbury Police Services Board



Ian Davidson, Chief
Greater Sudbury Police Service



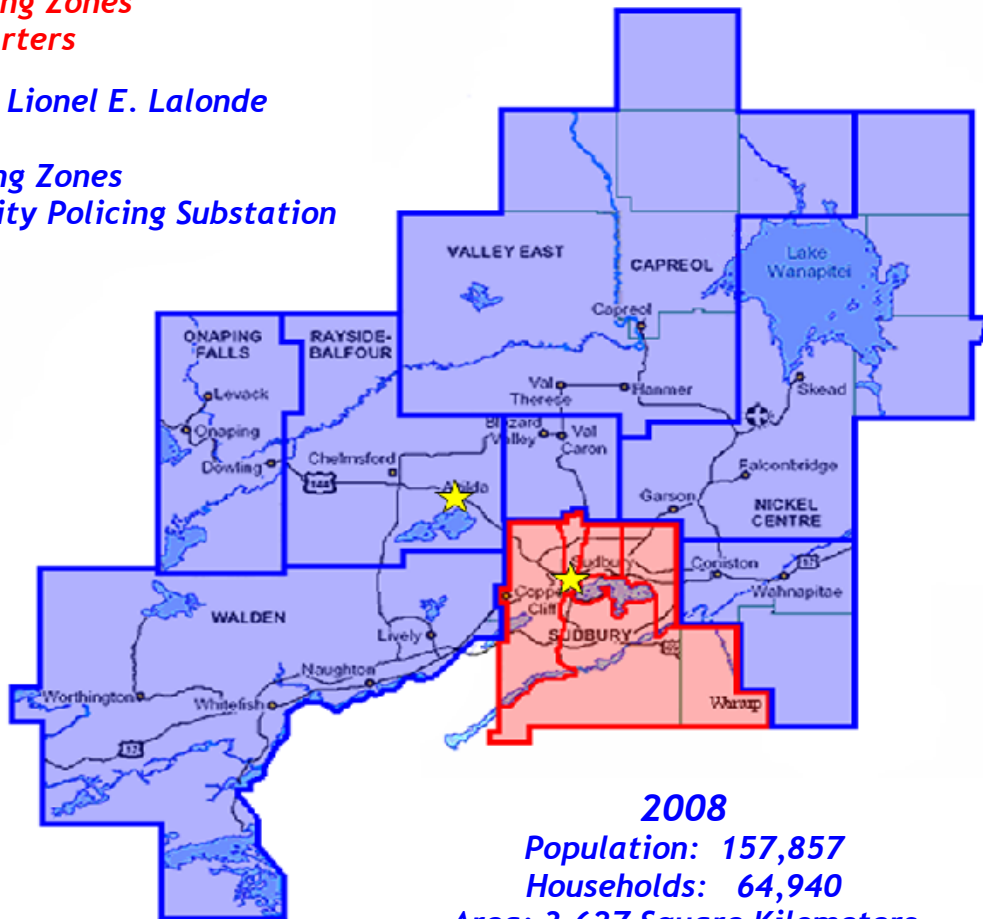
CITY OF GREATER SUDBURY

COMMUNITY PROFILE

Sudbury's origins can be traced back to 1883 and the development of the trans-national railway. As part of the westward expansion of the Canadian Pacific rail line, the Sudbury area was only intended to serve as a temporary work camp for transient railway workers. However, soon after the railway section was completed in November 1884, the discovery of rich minerals embedded in the geological formation known as the Sudbury Basin, would serve as the impetus for a sustained period of growth. Since those early pioneer days, Sudbury has evolved into a dynamic and diverse Regional Capital that functions as the service hub for all of Northeastern Ontario, a market estimated at 550,000 people. While mining remains a major influence on the local economy, the City has diversified significantly in recent years to establish itself as a major centre of financial and business services, tourism, health care and research, education and government.

District #1
Urban Policing Zones
★ **Headquarters**

District #2 - Lionel E. Lalonde
Centre
Rural Policing Zones
★ **Community Policing Substation**





LOCATION AND AREA

The City of Greater Sudbury serves as the Regional Capital of Northeastern Ontario. Located 390 kilometers north of Toronto, 290 kilometers east of Sault Ste. Marie and 483 kilometers west of Ottawa, Greater Sudbury occupies a central location in Ontario at the convergence of two major highways, Highway 69 and Highway 17 (Trans-Canada Highway). Surrounded by the beauty of the Canadian Shield, the City boasts many natural amenities and several provincial parks are within a short drive.

The total land area of the City of Greater Sudbury is 3,354.34 square kilometers. When including the 233 named lakes within its municipal boundaries, the total area of the City is 3,627 square kilometers making it the largest municipality in Ontario based on total area (City of Greater Sudbury Web-Site, Key Facts, May 2008). Municipal amalgamation on January 1, 2001 added 73 lakes to the City with Lake Wanapitei becoming the largest city-contained lake in the world.



DIVERSE CULTURE

Greater Sudbury's multicultural and multilingual fabric is shaped by people of many different ethnic origins including Italian, Finnish, Polish, Chinese, Ukrainian and Croatian. As well, it has the third largest francophone population in Canada outside of Quebec. Together, these influences make Sudbury one of Ontario's most culturally diverse centres. As a community we are welcoming of numerous citizens from all corners of the world who choose to visit or make Sudbury their home.

Population by Mother Tongue



Greater Sudbury is known for its rich multicultural history. A breakdown of total population by mother tongue indicates that the City of Greater Sudbury mirrors the diversity of Ontario and Canada as a whole. Mother tongue refers to the first language learned at home in childhood and still understood.



Greater Sudbury can claim to be a truly bilingual community as approximately 27% of the population indicates French as their mother tongue and 38% of the population classify themselves as having knowledge of both official languages (Statistics Canada, 2006 Census). Many companies, government agencies and other service organizations tap into this valuable human resource.

Aboriginal and Visible Minority Population



Greater Sudbury is situated within traditional Ojibway lands and is surrounded by many First Nation communities including Whitefish Lake and Wahnapiatae First Nations. Included in the "Aboriginal Identity Population" are those persons who reported identifying with at least one Aboriginal group, that is, "North American Indian", "Métis", or "Inuit (Eskimo)", and/or who reported being a Treaty Indian or a Registered Indian, as defined by the *Indian Act of Canada*, and/or who reported they were members of an Indian Band or First Nation.

Approximately 6% of the Greater Sudbury population or 9,970 residents are classified as having an "Aboriginal Identity". Comparatively, 2% of the population of Ontario was considered as having an "Aboriginal Identity" (Statistics Canada, 2006 Census).

In addition, approximately 2% of the Greater Sudbury population, or 3,130 residents were visible minorities. Of those visible minorities, 34.3% were Black, 22.8% were Chinese and 16% were South Asian.



According to the *Employment Equity Act* (1986), visible minorities are persons (other than Aboriginal Persons) who are non-Caucasian in race or non-white in color.



GREATER SUDBURY POLICE SERVICE - AT A GLANCE

POLICE RESOURCES

Civilian Placement

CORPORATE SERVICES	
<i>Director</i>	1
<i>Administrative</i>	3
<i>Human Resources/Payroll</i>	3
<i>Planning & Research</i>	1
<i>Uniform Crime Reporting</i>	2
<i>Materials/Resource/Finance</i>	3
<i>Central Records</i>	20
<i>Property</i>	4
<i>Firearms</i>	1
<i>Information Systems</i>	4
<i>Training</i>	1
<i>Fleet</i>	2
SUPPORT SERVICES	
<i>Court Services</i>	18
<i>Communications Centre</i>	29
<i>Crime Prevention</i>	1
<i>False Alarm Program</i>	1
<i>Professional Standards</i>	1
CRIMINAL INVESTIGATIONS	
<i>Administrative</i>	2
<i>Forensic Identification</i>	2
<i>Crime Analysis</i>	1
UNIFORM DIVISION	
<i>Victim Services/Youth Liaison</i>	1
<i>Administrative</i>	1
<i>COPS Coordinator</i>	1
TOTAL	103

Police Officer Ranks

Chief	1
Deputy Chief	1
Superintendent	1
Inspector	4
Staff Sergeant	15
Sergeant	37
Constable	196
TOTAL	255



Total Staffing

Police Officers	255
Civilian Staff	103
TOTAL	358



OUR ORGANIZATIONAL STRUCTURE

POLICE SERVICES BOARD

CHIEF OF POLICE

Superintendent/ Executive Officer

Professional Standards
Courts
Communications Centre
Lions Eye In The Sky
Business Planning
Emergency Planning
Audit / Quality Assurance
Adequacy Standards
Diversity
Crime Stoppers
Media
False Alarm Reduction Program
Research Projects

Deputy Chief Operations

Criminal Investigations
Sexual Assaults
Robbery
General Investigations
Forensic Identification
Cyber Crime
Fraud

Intelligence Services
Intelligence
Street Crime
Drug Enforcement
Biker Enforcement Unit
Provincial Asset Forfeiture
Technical Support

Uniform Division
Patrol
Community Information Officers
Armourer

Uniform Field Support
Domestic Violence
Tactical Unit
Community Services
Citizens on Patrol
Auxiliary
Labour Liaison
Search & Rescue / Public Order Unit

District 2 Community Policing
Community Based Storefronts
Storefront Volunteers
Traffic Management
Collision Reporting Centre
Rural Squad / Community Response Unit

Director Corporate Services

Planning & Research
Uniform Crime Reporting

Human Resources
Recruitment
Benefits Administration
Medical Management
Health & Safety
Payroll

Materials Resources
Financial Services
Purchasing
Fleet Management
Property Management
Quartermaster Stores

Central Records
Property
CPIC
Firearms Registrar
Freedom of Information

Information Systems / Technology

Training / Professional Development

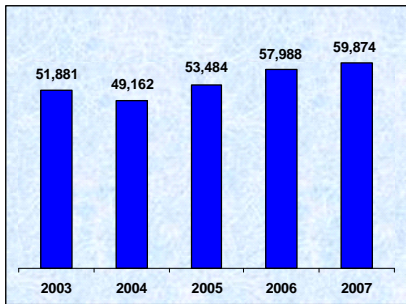


OUR WORKING ENVIRONMENT

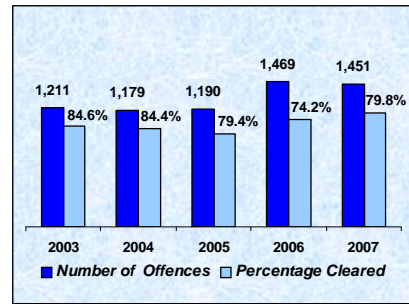
FIVE YEAR TRENDS

The strategic directions and goals articulated in our 2008 - 2010 Business Plan represent our response to an ever evolving community and related trends in our operating environment.

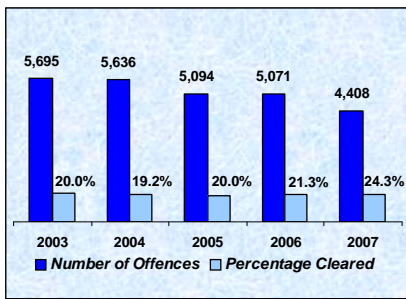
Calls for Service



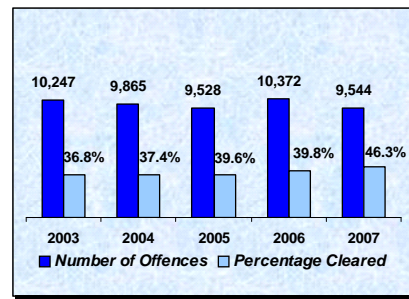
Violent Crime



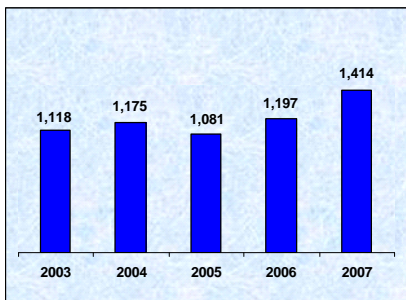
Property Crime



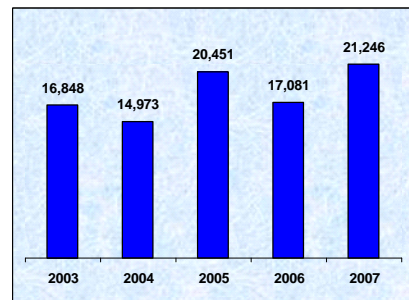
Total Criminal Code Offences



Number of Youth Charged and Cleared Otherwise



Provincial Offence Notices





PLANNING FOR THE FUTURE OUR BUSINESS PLANNING PROCESS

“THE MIDDLE DRIVEN APPROACH”

Background

The *Police Services Act, Regulation 3/99*, section 30(1), requires that all police services prepare a business plan once every three years to assist in guiding program and service delivery decisions over the time period.

In January of 2007, the Greater Sudbury Police Services Board embarked on its business planning process for the development of the 2008 - 2010 Business Plan. This marks the third time since the introduction of Provincial regulatory requirements in 2000 that the Service has undertaken the development of a business plan. As a result, the Service has a well-developed pattern and a set of internal systems to support the undertaking.

As with past business planning processes, the Service engaged the support of a professional consultant/facilitator. This support extended to the preparation of the internal planning team of mid-level supervisors and managers, the development of supporting processes at the unit level, the execution of the primary planning session involving service members, stakeholders and community representatives, and assistance in synthesizing the results of the process into its final communication product.

Our business plan sets the framework, strategic themes and directions, high-priority goals and key indicators of success to achieve our organizational mandate and statutory responsibilities. The Business Plan responds to a number of external and internal challenges, trends, influences, pressures and issues.

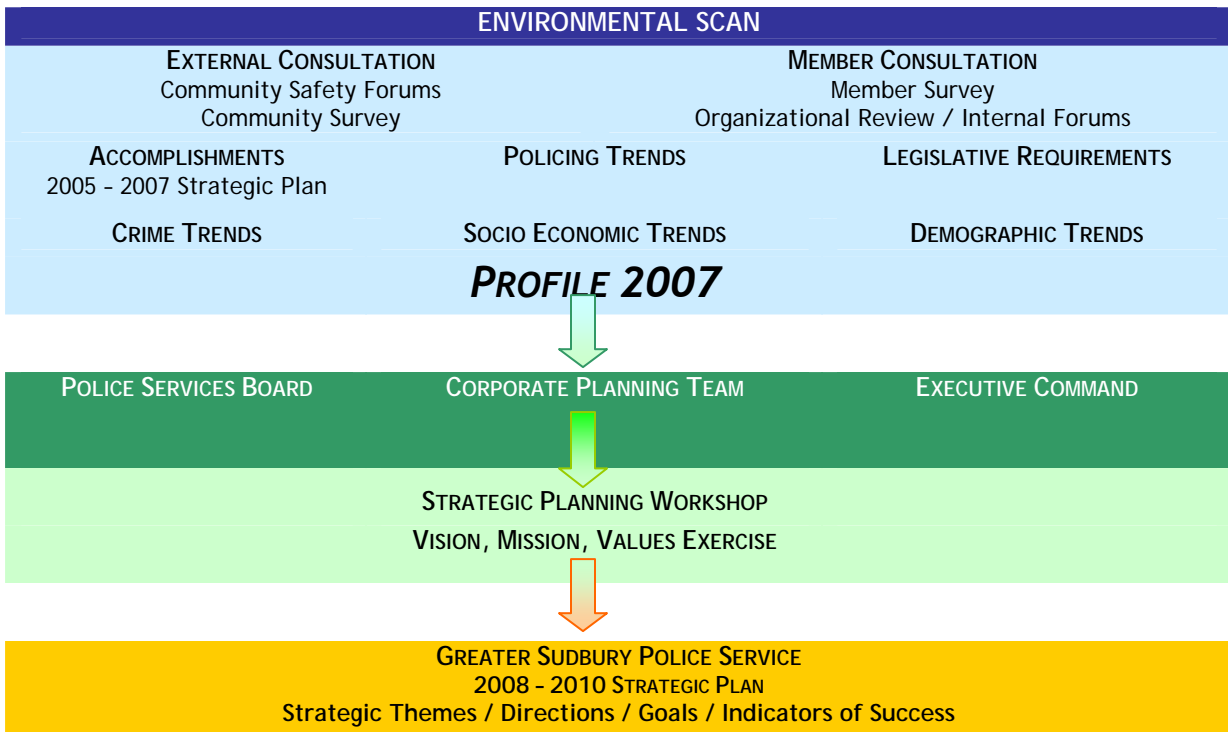
Our Process

With the direction and guidance of the Greater Sudbury Police Services Board during the planning cycle, a greater emphasis was placed on the development of an integrated and ongoing system of goal-setting and measurement in support of the Business Plan.





This "middle-driven developmental" approach was designed to directly engage mid-level supervisors and managers with the Divisional Commanders in the preparation, execution and follow-through from the planning process. While the planning process will produce the usual corporate perspectives from Executive Command, it was also intended to produce the development of additional deliverables at the unit level on an annual basis in support of the Corporate Business Plan.



The Business Planning process followed an established set of steps and built upon a number of ongoing and periodic planning and reporting initiatives that can be considered core, or service-level inputs to the process.

- The Corporate Planning Team monitored and reported against previous goals and objectives from the prior business planning process, and the related annual operational planning conducted by Divisional Commanders and Unit Supervisors. The cumulative data from this measurement process was a valuable source of history and helped to map the trajectory of the Service's key priorities.
- A process of community consultation was initiated and included a series of Community Safety Forums and a Community Survey on Policing, which were conducted in the months leading up to the planning cycle. Information collected through these forums was vital to ensuring that the Service remained connected with the needs and priorities of the Community



- A process of organizational consultation was initiated which included a Member Survey, an Organizational Review and a series of Internal Forums that contributed to an assessment of our strengths, weaknesses, opportunities and threats. This process of consultation helped to isolate the key issues and challenges facing the Service and our members.
- These internal inputs, in addition to the results of a comprehensive external environment assessment of strengths, weaknesses opportunities and threats, were then synthesized into *Profile 2007* which became a core input to the Business Planning Workshop.
- Through a combined learning-and-working session in advance of the Business Planning Workshop, members of the Corporate Planning Team (CPT) were introduced to a process designed to assist them in anticipating the place and direction of their specific unit and its members within the context of the Corporate Business Plan. The CPT members were then tasked with developing a preliminary framework for their own Unit-Level Business Plan.
- The Business Planning Workshop brought together the CPT with members of Executive Command, the Police Services Board, Unit Supervisors and Managers, and Community Partners to discuss and further enrich the Service's corporate level strategic direction for the 2008-2010 business planning cycle.



During the Business Planning Workshop, the CPT believed there was a general sense that the organization's Vision, Mission and Values statements should be reviewed and further, that the language used did not adequately conform to the emerging realities of the Police Service. As such, a small group of sworn and civilian members were tasked with reviewing the Vision, Mission and Values Statements and subsequently developed a clear, compelling and unifying expression of organizational direction, purpose and culture. The changes made to our Vision, Mission and Values are incorporated into the 2008 - 2010 Business Plan.



LISTENING TO OUR CITIZENS AND OUR STAFF

OUR COMMUNITY VIEWS

Community Safety Forums and a Community Survey on Policing were used to gain a better understanding of citizens' specific concerns about crime and their views about public safety and the Police Service. These results were utilized to identify citizen concerns - where we were doing well and where we could do better - in order to determine police service priorities and, ultimately, to help improve the quality of our services.

Community Survey

- When residents were asked what they considered to be the most important issue related to crime and policing in Greater Sudbury they responded with the following, in order of preference:

- Police visibility
- Break and enters/thefts (property crime)
- Safety/safety on the streets
- Drugs
- Youth crime
- Traffic-related issues



- When residents were asked to gauge their level of concern with crime related issues, their main concerns were:
 - Aggressive driving and driving related issues
 - Property damage
 - Drug related activity
 - Break and enters
- Residents also indicated that the following areas could be improved:
 - Better service when calling the police by telephone to report an incident or to get in touch with a specific officer or department for assistance
 - Better service when visiting Police Headquarters and attending one of our service counters
 - Better service in following up with residents after the initial investigation to provide additional information or updates on the status of the investigation



Community Safety Forums

An extensive series of Community Safety Forums were conducted with the residents of our Community. Consistently, the same themes and issues were identified:

- Traffic safety/road safety (including recreational vehicle usage)
- Property crime (break and enters, mischief, vandalism)
- Police visibility (more foot patrols, more officers)
- Enhanced deployment of officers assigned to outlying and rural areas
- Response times to calls for service (improvements required)
- Youth crime and related youth disorder issues
- Graffiti
- Drugs and drug related activities



LISTENING TO OUR MEMBERS



In preparation for the development of the 2008 - 2010 Business Plan, members were consulted in a number of ways. Information and ideas were exchanged through a series of Internal Forums with staff, and a Member Survey was distributed to members during the fall of 2007.

The top issues identified by members included:

- Enhanced opportunities for personal growth and development within their jobs
- Professional or career opportunities need to be made available
- Employee morale
- Supervisors need to do a better job helping members develop their careers, provide more regular feedback on member performance, and be more supportive personally and professionally
- Internal training sessions need to be directly related to the job
- Better internal communications in relation to organizational issues and decisions
- Better internal communications in relation to communicating new ideas and information to Senior Staff
- Relationship between sworn and civilian members can be improved



- Additional recognition for individual and/or unit accomplishments is required
- Cleanliness of the building has deteriorated

Members also expressed the following:

- They take pride in being a member of the Police Service
- They believe that the work that they do is important
- They have a high level of job satisfaction
- They have a high level of respect for other members in their respective work units
- They will pursue personal opportunities to develop their skills to enhance their careers
- They have a high level of loyalty to the Police Service





MOVING INTO THE FUTURE - OUR FOUNDATION SERVICE DELIVERY AND SERVICE CAPACITY

The strategic directions and related goals in the 2008 - 2010 Business Plan are categorized into two main Strategic Themes - Service Delivery and Service Capacity. These two themes are the foundation for what we will accomplish over the next three years.

Service Delivery - To Continue to Provide Quality Policing to Greater Sudbury

Business Planning involves identifying the policing priorities of the Community that we serve and then developing appropriate responses to satisfy these priorities. Once community needs and expectations in relation to public safety are identified, the business plan can then prescribe our organization's course of action for the next three-year business cycle. The Business Plan is used to guide service delivery decisions and emphasizes the strategic thinking and annual operational planning required for the development of specific initiatives and programs that support our vision while ensuring that we meet the public safety needs of the Community. The Greater Sudbury Police Service will ensure that the provision of police services continues to be effective, efficient, and responsive to the evolving needs of our citizens.

With a focus on five key service delivery areas, the Police Service will proactively manage organizational outcomes while continuing to provide quality policing to the citizens of Greater Sudbury.

PUBLIC SAFETY ENFORCEMENT

The Greater Sudbury Police Service remains committed to fulfilling its core law enforcement mandate which includes the detection and suppression of crime, enforcement of the law, the apprehension of law-breakers, response to emergencies, the maintenance and protection of public order in our communities and the safety of our streets and highways.





CRIME PREVENTION

Police Services play many roles in the prevention of crime, all of which require identifying, understanding and responding to the root social causes of crime, environmental circumstances and global trends. The Greater Sudbury Police Service is committed to enhancing its on-going work with citizens, community and partner agencies in a variety of crime prevention programs and initiatives. As well, crime prevention initiatives aimed at vulnerable members of our community, such as youth and the elderly, are an important component of our crime prevention programming.

INVESTIGATIONS AND THE PROSECUTION OF CRIME

Complexities in the nature of crime and the Canadian justice system demand a continuing focus by the Greater Sudbury Police Service on enhanced investigative techniques, case management and preparation, and support for the victims of crime. In addition, the Service will continue to participate in programs and committees aimed at judicial advocacy and reform, while continuing to collaborate with the Crown Attorney's Office to develop the necessary support for the successful prosecution of criminal charges.

POLICE AND COMMUNITY

The Greater Sudbury Police Service will continue to build upon its valued and effective working relationships with citizens, cultural groups and a multitude of community partners in an effort to reduce fear and advance feelings of security and safety throughout Greater Sudbury.



TECHNOLOGY IN CRIME AND ENFORCEMENT

The Greater Sudbury Police Service is committed to facing the many challenges that the information age continues to introduce, affecting patterns of crime from Internet luring and bullying to global banking frauds. These challenges are placing new demands upon enforcement, investigation, and prosecution practices.



Service Capacity - To continue to Meet Member Needs and Stakeholders Accountability

Business Planning also involves a process of identifying our members and our organization's priorities while determining a course of action for the three-year business cycle. Strategic thinking and annual business planning aimed at the development of specific initiatives will be used to guide the Service in program and service capacity issues. By understanding public perceptions, member perceptions, the culture of the Organization and by focusing on Police Service resources and practices, the organization will continue to build on its capacity to provide quality policing to Greater Sudbury.

With a focus on five key areas, the Greater Sudbury Police Service will strive to enhance service capacity while continuing to meet our members' needs and stakeholder accountabilities.

STAFFING AND TRAINING

The Greater Sudbury Police Service is a young organization with approximately twenty-five percent of its members having served less than five years and, approximately forty-eight percent of its members having served less than ten years with the Greater Sudbury Police Service. Our young workforce, coupled with on-going retirements among experienced members, will continue to present new challenges to the Service's ability to recruit, train, and safely deploy its members in the coming years.

ALIGNMENT OF PRIORITIES AND RESOURCES

With the growing pressure of greater fiscal and operational accountability, escalating police costs, expanding demands, shrinking budgets and limited human resources, the Service will strive to find ways to improve productivity and provide value-added services. The Greater Sudbury Police Service is committed to optimizing its efforts and to aligning its resources in the most efficient and effective manner to meet the changing circumstances in our community.



MEMBER GROWTH AND SATISFACTION

Our members are the most vital element in the achievement of our mission, and their personal safety, wellness, growth and job satisfaction are among the primary concerns for the Greater Sudbury Police Service. We remain committed to attracting and retaining the best and to ensuring them a fulfilling career in a first class workplace.



SUPERVISION, MANAGEMENT AND COMMUNICATIONS

Maintaining a healthy and productive work environment demands that the Greater Sudbury Police Service Leadership continues to adapt and apply best practices at all levels of management and supervision while fostering a positive workplace culture that ensures the effective flow of information.

SYSTEMS, RESOURCES AND SUPPORT

For their safety and effectiveness, our members depend upon the availability of the right tools for the job. The Greater Sudbury Police Service will continue to research, develop, acquire and deploy the most effective systems and technologies to support modern practices locally, regionally, and nationally in a fiscally responsible manner.





2008 - 2010 BUSINESS PLAN STRATEGIC THEMES, DIRECTIONS AND GOALS

A. SERVICE DELIVERY

A.1 PUBLIC SAFETY ENFORCEMENT

A.1.1 Emergency Calls For Service

Goal: *To ensure a safe, prompt and professional response to emergency calls for service.*

Focus	Performance Indicators
<p>Providing emergency response is one of the five core functions of every police service in Ontario. Rapid response to priority calls is an essential component of service delivery for the Greater Sudbury Police Service and is a critical component contributing to public safety. Adequate front line resources must be utilized to maintain emergency response capability requirements.</p>	<ul style="list-style-type: none"> ▪ Assessment of current emergency response procedures and identification of areas for improvement ▪ Minimum staffing requirements and compliance ▪ Completion of a Calls for Service analysis ▪ Maintain or improve measures of response times to calls for service

A.1.2 Community Patrol

Goal: *To continue to enhance police visibility in our community through a continued commitment to community patrol initiatives.*

Focus	Performance Indicators
<p>The general patrol function is the foundation of police work. Despite significant efforts and successes with increasing police visibility during the last business cycle, high visibility policing is consistently mentioned as a priority in successive public surveys and during Community Safety Forums.</p>	<ul style="list-style-type: none"> ▪ Improved patrol deployment strategies ▪ Increased satisfaction of citizens with police visibility ▪ Increased number of hours devoted to proactive patrol responsibilities and targeted patrol initiatives ▪ Increased level of police presence and visibility in all areas ▪ Improved levels of perceived neighbourhood safety ▪ Completion of a review of designated patrol zones

A.1.3 Road Safety

Goal: *To continue to increase road safety in the City of Greater Sudbury.*

Focus	Performance Indicators
<p>Through community consultation it was determined that road safety continues to be a significant concern to the residents of Greater Sudbury. Traffic related issues such as aggressive driving, speeding and impaired driving are a priority for the Police Service. The Traffic Management Unit continues to deliver effective and efficient traffic services aimed at reducing collisions and incidents of poor driving behaviour. We are committed to improving our "Traffic Management, Enforcement, and Road Safety Plan" and in collaboration with the City of Greater Sudbury, the public, private agencies, service groups and other law enforcement agencies, the Greater Sudbury Police Service is committed to proactively responding to traffic related matters.</p>	<ul style="list-style-type: none"> ▪ Implementation of Innovative enforcement strategies ▪ Development of Innovative awareness and education strategies ▪ Decrease in motor vehicle collision related fatalities ▪ Decrease in the number of chronic traffic complaint and problem areas ▪ Increase in the number of traffic related media announcements ▪ Update of the Traffic Management, Enforcement and Road Safety Plan as required ▪ Evaluation of community concerns with road safety ▪ Ongoing tracking of enforcement statistics



A.1.4 Recreational Vehicle Safety

Goal: *To continue to work towards reducing accidents and complaints involving recreational vehicles.*

Focus	Performance Indicators
Community consultation reveals a level of frustration with recreational vehicle usage throughout the City, specifically in our more rural areas. Trespassing, noise and the inappropriate use of public roadways with recreational vehicles topped the list of concerns by residents. Every year, serious accidents and death result from the unsafe operation of these vehicles. Therefore, recreational vehicle safety will remain a key component of the "Traffic Management, Enforcement, and Road Safety Plan".	<ul style="list-style-type: none"> ▪ Implementation of innovative enforcement strategies ▪ Development of innovative awareness and education strategies ▪ Decrease in the number of recreational vehicle fatalities ▪ Decrease in recreational vehicle collisions ▪ Decrease in the number of chronic traffic complaint and problem areas ▪ Increase in the number of traffic related media announcements ▪ Update of the Traffic Management, Enforcement and Road Safety Plan as required ▪ Evaluation of community concerns with recreational vehicle safety ▪ Increased hours assigned to proactive and targeted recreational vehicle

A. 2 CRIME PREVENTION

A.2.1 Crime Prevention

Goal: *To continue to develop and implement innovative and progressive crime prevention strategies in collaboration with our community partners.*

Focus	Performance Indicators
Community-based crime prevention initiatives are essential to community safety and are an important component of our service delivery model. We will continue to work with our community partners to reduce the incidence of crime and disorder and work towards creating a safer and more secure community.	<ul style="list-style-type: none"> ▪ Enhanced community mobilization in crime prevention initiatives ▪ Evaluation of citizen satisfaction with crime prevention programs ▪ Evaluation of the effectiveness of existing crime prevention programs ▪ Enhanced level of citizen awareness of crime information in their neighbourhoods

A.2.2 Youth Crime

Goal: *To reduce youth crime and to address the community's concern with youth issues.*

Focus	Performance Indicators
Crime and disorder issues involving youth, as well as youth violence, continues to be a significant concern to the residents of Greater Sudbury. As such, the Greater Sudbury Police Service through its Youth Liaison Officer, will continue to develop and implement initiatives that comply with the <i>Youth Criminal Justice Act</i> . We will continue to work in partnership with our community and justice partners to develop awareness, education and prevention strategies in relation to youth crime.	<ul style="list-style-type: none"> ▪ Monitor youth crime rates and recidivism rates for youth ▪ Evaluation of youth crime clearance rates ▪ Increase in the number of awareness and education campaigns relative to youth crime ▪ Increase in the number of YCJA youth program initiatives and community partnerships ▪ Development of crime prevention programs designed to target youth ▪ Increase in the number of partnerships with youth, community groups and agencies aimed at decreasing involvement of youth in criminal activities



A.2.3 Crimes Against the Elderly

Goal: *To effectively respond to the safety and security issues of the elderly.*

Focus

An analysis of the demographics, specifically the age cohorts of our community, indicates that proportionally the “seniors cohort” of the Greater Sudbury population continues to grow. As a result, our Police Service recognizes the need to respond to the specific needs and issues that are inherent with this growing segment of our population. We also recognize that our Police Service must act in collaboration with other community agencies to adequately address crimes against the elderly, while at the same time developing awareness, education and prevention strategies.

Performance Indicators

- Enhance the number of community partnerships with agencies regarding seniors issues
- Identification of key safety and security issues for seniors
- Evaluation of crime prevention programs designed for seniors
- Monitor the rates of crime against the elderly
- Monitor the clearance rates for crimes against the elderly
- Number of presentations provided by the Seniors Liaison Officer

A.3 INVESTIGATIONS AND THE PROSECUTION OF CRIME

A.3.1 Criminal Investigation Services

Goal: *To ensure that criminal investigations are conducted in an efficient and effective manner by highly skilled investigators in accordance with all legislated requirements.*

Focus

The investigation and prosecution of criminal offences has become increasingly complex, and as such, presents a challenge to the Service to ensure that the knowledge, skills, and competencies of our criminal investigators are sufficient to meet this challenge. It is imperative that criminal investigations be pursued, processed, and prosecuted in an efficient, effective and timely manner. The Service is committed to ensuring that the highest standard of training and experiential learning is available for all criminal investigators in order to meet legislated requirements and to provide excellence in criminal investigations.

Performance Indicators

- Completion of a training inventory for assigned CID investigators and Domestic Violence investigators
- Maintenance of the Skills Development and Learning Plan for required training for criminal investigators assigned to CID
- Development of a quality control system for case preparation, and implementation of Crown Brief Standards
- Mentoring program for patrol officers in Criminal Investigation Division is maintained
- Enhanced use of available technology in the investigation and prosecution of crime
- Continued consultation with the Crown Attorney’s Office in relation to criminal investigations

A.3.2 Drugs and Organized Crime

Goal: *To continue to effectively target illegal drug use, organized crime and related criminal activities in our community.*

Focus

Drugs and organized crime are closely linked and collectively impact on a wide array of other criminal activities. We will continue to focus our efforts on gathering intelligence, enforcing the laws, and increasing community awareness to combat illegal drug use and organized crime. The Service remains committed to participating in strategies with community and law enforcement partners to combat illegal drug use and organized crime.

Performance Indicators

- Enhanced use of crime analysis in addressing drugs and organized crime
- Ongoing assessment of Joint Forces Operations and improved outcomes
- Analysis of drug related charges
- Monitor types and quantity of drug seizures
- Increase in the number of proactive drug and organized crime initiatives
- Monitor incidents of violent crime and property crime



A.3.3 Violent Crime

Goal: *To collaboratively improve our response to the investigation and prosecution of violent crime while improving the violent crime clearance rate.*

Focus

Crimes of violence generally refer to homicides, attempted homicides, sexual assaults, assaults and robberies. Our Service recognizes the need to effectively respond to violent crime and to the victims of violent crime. In addition to investigating violent crime, the Service recognizes that both prevention and enforcement strategies are necessary if we want to reduce the incidence of violent crime in our community. By continued collaboration with community agencies, collectively we will enhance our ability to effectively investigate and prosecute violent crime; while at the same time examine ways to reduce violent crime in the City of Greater Sudbury.

Performance Indicators

- Decrease in violent crime rates
- Increase in violent crime clearance rates
- Utilization of public awareness and education programs to address violent crime
- Enhanced use of crime analysis in addressing violent crime
- Enhanced community mobilization against violent crime
- Evaluation of the number of firearms and weapons related offences
- Monitoring of crime rates and clearance rates for homicides, sexual assaults, assaults, robberies
- Enhancement of current high risk offender management processes

A.3.4 Property Crime

Goal: *To collaboratively improve our response to the investigation and prosecution of property crime while improving the property crime clearance rate.*

Focus

Break and enters, thefts, vandalism, and fraud form the core of property related crime. Successive community consultations continue to indicate that property crime remains a very significant concern for Greater Sudbury residents. Collaboration with community partners will enhance our ability to effectively investigate and prosecute property crimes. The Service recognizes that both prevention and enforcement strategies are necessary if we want to reduce the incidence of property crime in our community.

Performance Indicators

- Decrease in property crime rate
- Increase in property crime clearance rate
- Increased utilization of public awareness and education programs to address property crime
- Enhanced use of crime analysis in addressing property crime
- Enhanced community mobilization in relation to property crime
- Increased number of projects and initiatives targeting property crime

A.3.5 Assistance to Victims of Crime

Goal: *To continually improve the standard of service and care provided to victims of crime and to enhance our collaborative partnerships that assist us in the provision of assistance to victims.*

Focus

Providing assistance to victims of crime is one of the core functions of policing in the Province of Ontario and a key priority for the Greater Sudbury Police Service. Sensitivity and support to victims is a necessary component of our service delivery and with our partners we will continue to develop strategies to assist victims of crime.

Performance Indicators

- Comprehensive evaluation of service delivery and assessment of in house service model
- Evaluation of current community partnerships with victim services groups
- Assessment of satisfaction of victims with police services
- Analysis of re-victimization rates
- Consideration of Victims of Crime Grant Funding to enhance service delivery in this area



A.4 POLICE AND COMMUNITY

A.4.1 Community Partnerships

Goal: *To continue to deliver pro-active policing strategies and initiatives in partnership with the community that support the needs of our community.*

Focus	Performance Indicators
The Greater Sudbury Police recognizes the need to work with our existing community partners and to develop new relationships with the intent of collaboratively and proactively reducing the incidence of crime and disorder while working towards a safer and more secure community.	<ul style="list-style-type: none"> Inventory of current community partnerships Development of new programs / initiatives Community satisfaction with existing community partnerships Number of GSPS representatives on external Boards and Committees

A.4.2 Community Problem Solving

Goal: *To further enhance our organizational problem solving capacity.*

Focus	Performance Indicators
Since establishing the Community Response Unit, the Greater Sudbury Police Service has continued to develop and implement a problem-solving model of policing throughout Greater Sudbury. Participants at our Community Safety Forums emphasize the need for the Police Service to work closely with various community groups in an effort to address the problems unique to their respective areas. By doing so, we enhance our capacity to work creatively with community leaders, citizens and organizations to address identified community problems.	<ul style="list-style-type: none"> Increase the number and effectiveness of problem solving initiatives and outcomes Implement problem solving training for front line members Number of Crime Prevention through Environmental Design (CPTED) audits for businesses and/or residential areas

A.4.3 Community Diversity

Goal: *To ensure that the diversity in our community is considered in all consultations and partnership efforts thereby resulting in a more responsive police service.*

Focus	Performance Indicators
Greater Sudbury is known for its rich history of cultural, racial and linguistic diversity. The Greater Sudbury Police Service supports a culturally diverse community that is based on tolerance, understanding and mutual respect for the dignity and worth of every citizen. The Service has maintained a respectful and cooperative relationship with the Aboriginal Community and other multi-cultural groups striving to ensure that our Police Service is reflective of the community it serves. The Service has put in place mechanisms to promote and facilitate meaningful participation with the community, including Aboriginal people and visible minorities in the planning of police services.	<ul style="list-style-type: none"> Maintenance of Aboriginal Community Police Advisory Committee Maintenance of Advisory Committee to the Greater Sudbury Police Services Board on Multicultural and Racial Issues Completion of Workforce Census - current demographic of GSPS members Diverse communities report satisfaction with the Police Service Enhance the level of staff awareness and understanding of different cultural and religious groups Number of diverse candidates in the application pool Development of a Hate/Bias Awareness and Education Program for Youth



A.4.4 Professional Policing

Goal: *To ensure that our officers conduct their daily duties and interactions with the public in a professional, non-biased and ethical manner with a focus on customer service.*

Focus

Effective policing depends greatly on the level of confidence, respect and cooperation that the police officers and civilian members attract from the public. Our community must be assured that they can count on receiving fair, prompt and professional service in all their interactions with the police.

Performance Indicators

- Assessment of community satisfaction with police services each business cycle
- Completion of analysis of public complaints annually
- Implementation of customer service training for members
- Development and implementation of customer service initiatives
- Number of letters of recognition received for officers / civilian members
- Number of Chief's Commendations issued to officers / staff
- Development of a Code of Professional Conduct
- Focus on making quality service delivery a main priority

A.4.5 Community Satisfaction

Goal: *To reduce the fear of crime and to increase public satisfaction with police services.*

Focus

The past two Oraclepoll community surveys on policing have indicated an increasing level of satisfaction with the Police Service. The Service recognizes that community satisfaction cannot be taken for granted and that continued and on-going efforts are required to ensure that we are responsive to our community's needs. Further, the Service believes that community satisfaction is affected by several factors including the fear of crime, and to this end, the Service will endeavor to reduce the fear of crime of its citizens. The Greater Sudbury Police Service is committed to providing the residents of Greater Sudbury with the best policing possible, ensuring maximum value is achieved with the resources available.

Performance Indicators

- Assessment of community satisfaction with police services each business cycle
- Completion of an analysis of public complaints
- Development and Implementation of customer service initiatives

A.4.6 External Communications

Goal: *To improve the effectiveness of our external communication process.*

Focus

Effective communication with the Community is an essential component of quality service delivery. Police services need to consult, engage and mobilize their community while continually communicating with their citizens to encourage the on-going and open exchange of ideas, information and opinions.

Indicators of Success

- Annual meeting with media outlets to address issues
- Enhanced use of website for the communication of information
- Number of website hits is tracked
- Communication of the Business Plan, Annual Reports and Community Survey to the community
- Level of public awareness of policing issues is enhanced
- Number of public service announcements and news releases



A.5 TECHNOLOGY IN CRIME AND ENFORCEMENT

A.5.1 Computer Crime Investigations

Goal: *To enhance our ability to effectively and efficiently investigate computer related crimes.*

Focus

With the increasing popularity of Internet use and technological advances in relation to computers and peripheral equipment, opportunities have been created for individuals to utilize this new avenue to commit various crimes. The Greater Sudbury Police Service recognizes the need to further develop its capabilities to investigate criminal acts involving or utilizing advanced technology.

Performance Indicators

- Completion of a workload assessment of computer crime investigations
- Continued participation in the Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet
- Acquire state of the art technology to assist in the investigation and prosecution of crimes
- Increase in the number of investigations and charges related to the Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet
- Increase in the number of investigations and charges related to Internet based crimes
- Development of an awareness and education program in relation to Internet safety

A.5.2 Technology in Investigations

Goal: *To continue to utilize available technologies to assist in the enforcement, investigation and prosecution of crime.*

Focus

In the information age we continue to see technological advances in relation to computers, peripheral equipment and the Internet. These advances need to be utilized by the Service to enhance our investigative and enforcement abilities, while at the same time assist in the prosecution of crime. As well, technology can be utilized to promote enhanced information sharing within the organization and between law enforcement partners and criminal justice system participants.

Performance Indicators

- Enhanced use of technology to facilitate investigations and prosecutions
- Electronic disclosure of criminal cases
- Mobile Data Terminals (MDT's) in police vehicles
- Ensure efficiency of the Records Management System with operational needs





B. SERVICE CAPACITY

B.1 STAFFING AND TRAINING

B.1.1 Recruiting and Training

Goal: *To identify, attract, and retain the best possible personnel and to ensure our ongoing commitment to legislated training.*

Focus

Human resource management is critical to the effective and efficient functioning of the Service. The goal of human resource management is to ensure that human resource requirements are anticipated in order to effectively manage the recruitment, retention and the initial training of highly skilled and competent staff.



Performance Indicators

- Increase in the number of recruiting campaigns and job fairs attended
- Maintenance of the Skills Development and Learning Plan
- Maintenance of an ongoing resource-planning methodology
- Increased member participation in continuing education programs
- Preparation of succession plans for critical areas
- Number of coach officers trained
- Evaluation of the current orientation program for newly hired officers and civilian members
- Number and type of e-learning opportunities implemented

B.2 ALIGNMENT OF PRIORITIES AND RESOURCES

B.2.1 Service Delivery Model

Goal: *To improve the efficiency and effectiveness of service delivery through continuous review, innovation and the adoption of best practices.*

Focus

The Greater Sudbury Police Service is committed to the continuous review and implementation of best practices. By doing so, the Service will optimize operational capabilities to meet the needs of the community. Through the use of various analytical tools and measures, we will examine the delivery of police services and implement innovative strategies designed to achieve quality results in service delivery. In addition, our organizational structure must be responsive to the needs of the organization and be compatible with our service delivery model while facilitating our efforts to meet the needs of the community.

Performance Indicators

- Review of current service delivery model and incorporation of best practices
- Review of calls for service, prioritization of calls for service and alternative response options
- Improve measures of response times for calls for service
- Development of public awareness programs in relation to available services, alternative response mechanisms and incident response
- Evolution of organizational structure that supports current and future service delivery and program needs



B.2.2 Workload Assessment

Goal: *To improve the efficiency and effectiveness of the use of human resources within the Service through ongoing workload assessment, appropriate workload assignment, and the flexible deployment of resources.*

Focus

Workload management and appropriate human resource deployment are essential to meeting organizational and community needs. In consulting with our members, they indicate a need to reduce and balance the workload of the patrol officer. In this process of assessment, it is also essential to review front-line deployment strategies to ensure adequate resources are present to address calls for service while retaining expertise and knowledge in specialized units.

Performance Indicators

- Evaluation of workload in core service and functional areas
- Evaluate the effective and efficient deployment of human resources
- Evaluate the effective use of accommodated duty officers and civilian members

B.3 MEMBER GROWTH AND SATISFACTION

B.3.1 Member Growth

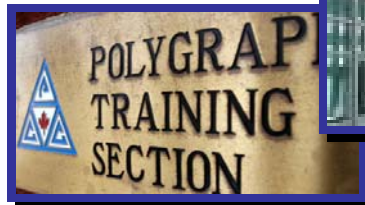
Goal: *To ensure the continued personal and professional growth and development of all members.*

Focus

Human resource management is critical to the effective and efficient functioning of the Service. In addition to the recruitment and retention of skilled and competent staff, effective human resource management includes the utilization of training and the development of opportunities to optimize employee growth and development, thereby maximizing a member's contribution to the organization.

Performance Indicators

- Evaluate current in-service training program to ensure that it addresses members' needs
- Performance appraisal process for members
- Assess employee satisfaction with training and professional development opportunities every business cycle
- Increase in member participation in continuing education programs
- Maintenance of the Skills, Development and Learning Plan
- Assess member feedback at exit interviews
- Job descriptions (sworn / civilian) available electronically
- Assess member initiated enrollment in professional development opportunities
- Assess member participation in community volunteer initiatives
- Enhance the number and type of e-learning opportunities available to members
- Creation of a Career Development Program





B.3.2 Employee Health and Wellness

Goal: *To ensure that appropriate supports are in place to enhance the health, wellness and level of job satisfaction of our members.*

Focus	Performance Indicators
-------	------------------------

Optimizing job satisfaction is one of the keys to the success of any organization. Meeting and exceeding members' expectations is a key element in sustaining job satisfaction. In light of increasing job related demands being placed upon our members we will continue to help them address family, personal development and work issues.



- Assess employee satisfaction every business cycle
- Assess employee awareness and usage of the Employee Assistance Program
- Member feedback at exit interview
- Tracking of member attendance - effectiveness of the attendance management program
- Number of long term illnesses
- Number of members receiving their fitness pin
- Decrease in the number of work related injuries
- Information on procedures and available support during illness, injury and pregnancy made available to members
- Maintenance and results of the Wellness Plan
- Implementation of a Member Recognition Program
- Implementation of a Health Risk Assessment Program

B.4 SUPERVISION, MANAGEMENT AND COMMUNICATIONS

B.4.1 Training and Development of Supervisors and Managers

Goal: *To ensure our ongoing commitment to legislated training, as well as the personal and professional growth and development of all supervisors and managers.*

Focus	Performance Indicators
-------	------------------------

As the Greater Sudbury Police Service is a young organization both at front-line and within the ranks of supervisors and managers, the training and ongoing development of these individuals is critical to the effective and efficient functioning of the Service. In this regard, the effective human resource management for our supervisors and managers involves the utilization of training and the development of opportunities to optimize supervisor and manager growth and development.

- Enhance in-service training opportunities for supervisors and managers
- Development of training program for newly appointed/promoted supervisors and managers
- Performance appraisals for supervisors and managers
- Enhance participation in continuing education programs
- Assessment of member initiated enrollment in professional development opportunities
- Assessment of training inventory / records for supervisors and managers
- Ongoing maintenance of Skills Development and Learning Plan
- Increase in the number and type of e-learning opportunities
- Design a Career Development Program



B.4.2 Internal Communications

Goal: *To improve our internal communication process.*

Focus	Performance Indicators
<p>Open and consultative communication should be encouraged at all levels of the organization as effective communication within the Service is essential for quality improvement. If management continually communicates with members and encourages the ongoing and open exchange of ideas, information, and opinions, this will ultimately have a positive impact on our information sharing, problem solving, and decision making processes.</p>	<ul style="list-style-type: none"> ▪ Assess member satisfaction and recommendations in relation to internal communications and the dissemination of information ▪ Improve information sharing opportunities across units and functions within the organization ▪ Implementation of electronic line-up between District Headquarters and District #2 ▪ Implementation of Member Recognition Program ▪ Enhanced level of member awareness of organizational activities and processes ▪ Increased use of Intranet for dissemination of information ▪ Increase opportunities to communicate strategic directions throughout the organization

B.5 SYSTEMS, RESOURCES AND SUPPORT

B.5.1 Information Technology

Goal: *To optimize the effective and efficient delivery of police services through the application of technology.*

Focus	Performance Indicators
<p>The appropriate use of information technology represents an area of opportunity for advancement in our service delivery. Information technology directly impacts our ability to assemble, analyze and communicate information that is critical to the effectiveness of our operational and administrative processes. In these times of dramatic change we need to continually assess our information technology needs and determine the most appropriate ways to upgrade our systems. We must ensure that information technology is integrated with all operational and administrative functions and that information technology initiatives are business driven, adequately funded and support the key priorities of the Service. The Information Technology Plan will address these needs.</p>	<ul style="list-style-type: none"> ▪ Development and implementation of an Information Technology Plan ▪ Mobile Data Terminals in police vehicles ▪ Enhanced use of information technology for operational and administrative processes ▪ Enhance information sharing methods internally and between organizations ▪ E-learning opportunities developed ▪ State of the art technology utilized to investigate and prosecute crime ▪ Enhanced capacity for electronic disclosure to Crown Attorney ▪ Identification and incorporation of business intelligence tools



B.5.2 Facilities Management

Goal: *To identify, plan and manage short term and long term facilities needs.*

Focus

As we evolve and modify our service delivery model to respond to the changes in our community and in our organization we need to forecast our facilities' needs and develop a long-term facilities plan. It is critical that we conduct careful scanning and analysis to ensure that our facilities plan is responsive to anticipated future growth and changes in our operating environment.

Performance Indicators

- Development and implementation of the Facilities Management Plan
- Ongoing assessment of facility requirements
- Assessment of the relationship between facilities and service delivery

B.5.3 Infrastructure and Material Resource Management

Goal: *To identify, plan and manage short term and long term infrastructure and material resource needs.*

Focus

As the organization continues to evolve, we also need the capacity to forecast our infrastructure and material resource needs, and develop an infrastructure and resource management plan that is both operationally and fiscally responsible. In this process, it is critical that our analysis and decisions ensure that our infrastructure and resource plan is responsive to anticipated future growth and operational requirements.

Performance Indicators

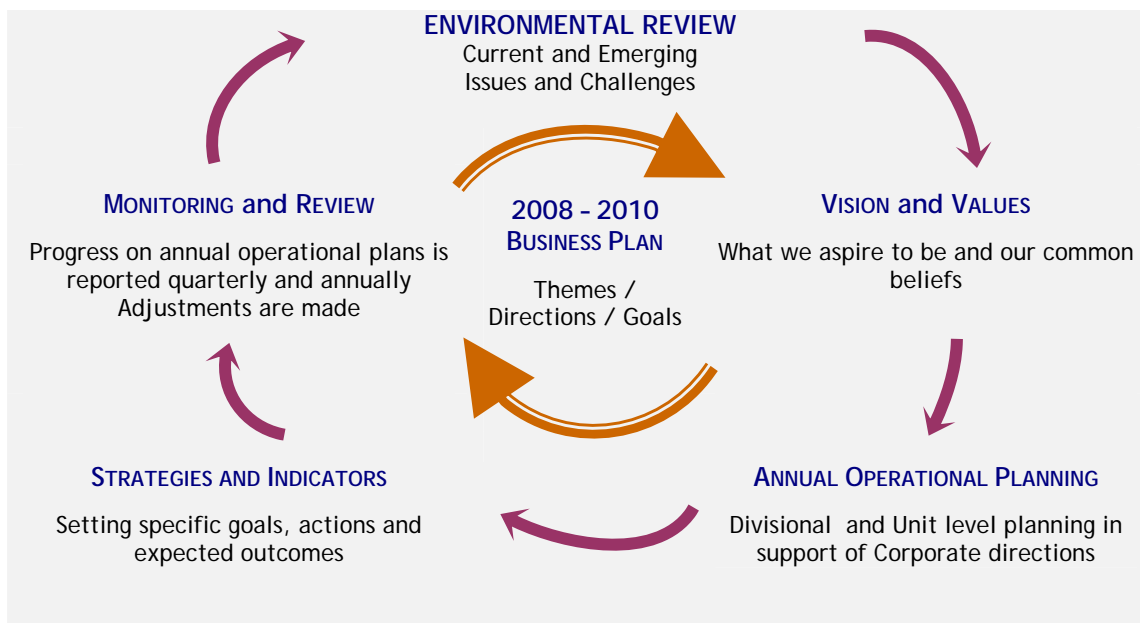
- Development and implementation of Infrastructure and Material Resource Plan
- Ongoing assessment of infrastructure and material resource requirements





CYCLE OF IMPLEMENTATION, MEASUREMENT AND EVALUATION

Our Business Plan and related annual Divisional Operational Planning is a dynamic and interactive process. Given the rapid pace of change in our environment, it is necessary to regularly monitor our progress and conduct reviews and evaluation to make necessary adjustments. We integrate our Business Plan with annual operational planning and budgeting processes in support of our priorities and we are committed to aligning our organizational processes to our shared vision and values.



The development of annual operational plans at the Divisional and Unit levels are designed to develop annual deliverables in support of the stated themes, directions and goals of the 2008-2010 Business Plan. The process of annual operational planning mobilizes and engages unit supervisors, managers, and members along with their respective divisional commanders and the Executive Command. Unit and divisional level goals, objectives, action plans, timelines, accountabilities, outcomes and indicators encompass all ten of the strategic directions articulated in the Business Plan. The attainment of the articulated strategic directions and goals becomes the responsibility of commanders, supervisors and managers across the organization.



To monitor implementation and track progress, we will meet on a quarterly basis to evaluate our progress towards stated annual Divisional and Unit goals, objectives, action plans and timelines. Further, we will also develop goals and objectives in a timely fashion in response to emerging external and internal needs and/or demands. We will report on our progress in meeting our goals and objectives annually to the Greater Sudbury Police Services Board. By continually assessing our performance, we assure quality service to our community.

We understand that quality service can be subjective, and as such, we further believe that our performance should not be judged solely on the basis of whether crime rates are rising or falling. Rather, we believe that our performance can more accurately be assessed on whether our citizens feel safe in their community and are satisfied that we are visible, accessible, and are professional in the performance of our duties. Therefore, we will continue to monitor community satisfaction through continued consultation.

BUDGET FORECAST

The following three year budget forecast will provide the estimated operating and capital costs to implement our business plan initiatives and to provide adequate and effective policing in Greater Sudbury. Additional costs of implementing this plan, above and beyond the estimated budget forecast will be identified during the annual budget process.

Year	Capital Budget	Operating Budget	Projected Change from Previous Year
2008	\$ 1,652,713.00	\$ 40,676,725.00	--
2009	\$ 1,257,967.00	\$ 42,393,809.00	4.2%
2010	\$ 1,024,427.00	\$ 44,039,060.00	3.9%



ACKNOWLEDGEMENTS

In the development of this Business Plan, the Greater Sudbury Police Services Board consulted with local municipal councillors, School Boards, representatives from the business community, citizens including representatives from the Community Police Advisory Committees, Community Action Networks and our sworn and civilian members.

The Board gratefully acknowledges the valuable contribution of the many individuals who contributed to the development of the 2008 - 2010 Business Plan, including:

- The many citizens and groups who attended Community Safety Forums and provided valuable input into our Business Plan
- The citizens who participated in the Community Survey on Policing Services conducted by Oraclepoll Research Limited
- The Police Service members who participated in the internal survey and series of organizational consultation sessions
- Norm Taylor, the lead facilitator for the business planning workshop;
- The Corporate Planning Team members
- The Business Planning Workshop participants





CORPORATE PLANNING TEAM MEMBERS & WORKSHOP PARTICIPANTS

CONSULTANT / FACILITATOR

Norm Taylor

EXECUTIVE COMMAND

Ian Davidson, Chief of Police

Allan Lekun, Superintendent

Frank Elsner, Deputy Chief of Police

Sharon Baiden, Director of Corporate Services

DIVISIONAL COMMANDERS

Robert Keetch, Acting Inspector

Todd Zimmerman, Inspector

MEMBERS

Allan Asunmaa, Intelligence Services

Melissa Bamberger, Materials/Resources

Tim Burt, Cyber Crime

Michael Chapman, Intelligence Services

Garry Davidson, Community Policing

Denise Fraser, Crime Prevention

James Gibson, Sudbury Police Association

Laurie Kaelas, Property

Judy Lariviere, Human Resources

Gary Lavoie, Traffic Management

Craig Maki, Uniform Patrol

Elizabeth Mazza, Planning & Research

Janice Moore, Communications

Shelby Pen, Central Records

Terry Rumford, Uniform Patrol

Kevin Santi, Youth Liaison

Glen Sonier, Communications

Robert Thirkill, Courts Branch

David Treitz, Uniform Patrol

Richard Waugh, Uniform Patrol

David West, Forensics

Marie Baker, Communications

Barry Brett, (retired) Sudbury Police Association

Anna Cerilli, Courts Branch

Natalie Corcoran, Administration

Shelly Dixon, Quartermaster Stores

Sandy Favret, Information Systems

Lise Hebert, Central Records

Jeff Kuhn, Human Resources

Brett Lavigne, Information Systems

Barbara Makela, Victim Services

Lori Marconato, Sudbury Police Association

Irene McCormick, Fleet

Margaret O'Callaghan, Materials/Resources

Robin Tiplady, Uniform Support

Eric Sanderson, Uniform Patrol

John Somerset, Street Crime

John Teed, Courts Branch

Valerie Tiplady, Uniform Patrol

John Valtonen, Uniform Patrol

Sheilah Weber, Criminal Investigations

Joseph Williams, Emergency Response

COMMUNITY MEMBERS

Aline Desormeaux, Probation and Parole

Jim Eshkawkogan, Aboriginal Community Police Advisory Committee

Marlene Gorman, Sudbury Action Centre for Youth

Debbie Langelier, Correctional Service of Canada

John Luczak, Regional Crown Attorney

Josée Miljours, Ontario Network for the Prevention of Elder Abuse

Bela Ravi, Multicultural Community