



**BUSINESS PLAN**

**FOR**

**LONDON – ELGIN - MIDDLESEX**

**CRIME STOPPERS**

**2009- 2010**

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# Our Mission

London - Elgin - Middlesex Crime Stoppers is a partnership of the public, police and media which provides the community with a proactive, non profit charitable program to anonymously assist in solving crime and contributing to an improved quality of life

## I BACKGROUND

### **Introduction**

London Elgin Middlesex Crime Stoppers has been recognized as a leader by OACS, the provincial Crime Stoppers body. To further that role London Elgin Middlesex Crime Stoppers held a two stage Strategic Planning Session in January and February of 2009. The purpose was to find out where we are presently, then map out our program goals, community initiatives, various fund raising events, provide board governance - including but not limited to structure, committees, finance and succession planning, and other items deemed important to the mission of our Crime Stoppers program. The resulting Business Plan will give our board, general members, coordinators, sponsors and contributors and especially our working partners our vision and working plan for the upcoming months.

Producing revenue to support our community programs, especially our Rewards segment –*a major factor of any Crime Stoppers program*- is an important task. As we are a charitable organization, run by a totally volunteer board of directors and receive no

operational funding from government for our day to day operations, it is important that we wisely utilize our resources, including revenue, in kind services, sponsorships and our important volunteer time commitments. It is equally important that our Community of Partners be recognized as an integral part of our mission and goals and they are included in our plan. As our coordinators are a continuing important resource and key tactical elements of our program they participated in all facets of our planning sessions. A final note: As much as we believe in the fundamental mission of Crime Stoppers, and we work hard and successfully; what we do needs to provide some internal satisfaction to each of us involved, it has to have a “fun” element to each of us. Let’s keep that in mind as we move forward.

### **Planning Session Stage One: Investigation & Key Focus Areas**

The planning session used the following analysis model on the focus areas.

- SWOT Analysis- Strengths, Weaknesses, Opportunities and Threats

#### **KEY FOCUS AREAS**

- Events- Revenue Producing
- Events- Revenue Neutral/At cost
- Business/Governance Model Update

The following question was asked to four breakout groups, the mix of which changed from question to question.

- What are the **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats to our overall program and board?

Keeping in mind our SWOT analysis:

- What events can we undertake to raise money?
- What events can we undertake that are community outreach and revenue neutral/at cost?
- How will we improve our business/governance model?

### **Planning Session Stage Two: Defining Goals**

From the data collected and before the next board meeting:

- Collate the raw data
- Distribute it to all board members for familiarization
- Give them two weeks to form opinions and develop feedback
- Be ready at the next meeting to finalize decisions

When the decisions are finalized the final step is the development of the Business Plan. While firm attainable goals are important, we need to structure some flexibility into our plan to take advantage of opportunities, partnerships and other mutually beneficial occurrences. The plan will provide benchmarks to measure our program, our initiatives and our success in the community.

## II PLANNING SESSION RESULTS

With great input and discussion at the next meeting the following reflects the board's goals for the next twelve month period, with some initiatives carrying further into 2010.

### Key Focus Areas

From our stage one SWOT analysis and drawing on our history the board discussed and identified items under the key focus areas of Revenue Producing, Revenue Neutral/at Cost and Business/Governance Model Update areas for the next twelve months. The following is a main list of events and business/governance updates that flow from those discussions. Appropriate committees will be struck with a commitment from each to choose (co)chairs; develop a budget, a plan of action and timeline for their task. They will report regularly to the full board and will utilize resources as determined in their respective plans. Our events are also a marketing tool for Crime Stoppers and will be used to further our exposure in our community. However, we will be flexible and initiate other important events that are available and fit into our overall plan. Our coordinators will continue to take Crime Stoppers to the community as part of their mandate. The business update will focus on ways to best utilize our resources and cash flow and maintain or exceed governance standards.

- Jailathon- Masonville Place
- Murder Mystery
- Bowling
- LPS/LPA Golf Tournament Volunteer Assistance 2009
- Special Olympics Assistance 2010
- Community Outreach/Education - Board and Coordinators- see calendar and org. chart
- Governance/Financial – Audit, Procurement, Board Training & Membership
- Jailathon- TURKEYFEST in Strathroy
- Golf Tournament
- Student Symposium
- Host Regional Crime Stoppers Zone Meeting

# **III BUSINESS PLAN**

## **INTRODUCTION**

Before detailing our plan it is important to recognize those who assist us in making our program a leader in the community, the province and beyond. Our board is a group of diverse, hard working individuals who have a keen interest in safe communities. They help manage our initiatives and are our main fundraising and community outreach team. It is this commitment that helps our program excel. Our various sponsors and partners give us great support through donations, in kind services, access to meeting rooms and other things that support our work.

It is important that we have the support of our local police services and we have had that for many years. The London Police Service and the Ontario Provincial Police are to be commended for their continuing top level support of Crime Stoppers. They contribute resources, the primary being a coordinator each. These people are key to our program as they take tips, disseminate information to the appropriate law enforcement agencies, re-enact crimes, promote our cause and support community initiatives and are usually our first link to the public. They do an outstanding job with Crime Stoppers and in linking with our partners. Further, senior management in both services have shown a continuing involvement and support for Crime Stoppers. It shows a common link through all levels to Crime Stoppers.

The major media outlets - the Free Press, Rogers, and A Channel continue their support in many ways. Consistent coverage, access to venues for meetings and events, airing re-enactments, Crime Stopper newspaper updates etc. allow us to align our resources to our initiatives. Fresh FM airs our Crime Stopper bulletins. The media is vital in getting our message to the public and is an important partner.

Our support from the community at large continues. When we are out in the community we are always approached by citizens positively commenting on our programs, outreach and our contribution to community safety.

Our mission statement says that Crime Stoppers is a partnership of the public, media and police. The above certainly supports that mission and we thank all of our partners in helping to make Crime Stoppers a success.

Many hours were dedicated to this task of formulating a map for London Elgin Middlesex Crime Stoppers. Discussions were held from January to February involving our board and coordinators. It is important to note that there were many ideas during the planning/brainstorming sessions. It indicates that our volunteer members and support resources have great ideas, a vision for the future and a willingness to enhance the program. The mission statement was a key in deciding these goals. **Supporting this mission ensures that we will maintain the London-Elgin- Middlesex community component of our Crime Stoppers program.**

The following components from the main list highlight the key initiatives and events chosen by the board. Others, noted elsewhere, will occur as we move through 2009 and beyond.

## **REVENUE PRODUCING**

We are a charitable entity, and as such get no government funding. We rely on fundraising to give us cash flow to support our program. From time to time, as other organizations do, we will apply for grants for special one time projects that fall under our mission statement and community involvement initiatives. The first three below are our major fundraising initiatives.

- **JAILATHONS**

Our premier fundraising event, they will continue in 2009 on May 22 at Masonville Place. We will continue with our second Jailathon in conjunction with TurkeyFest in Strathroy. The date and time will be determined to best suit our involvement with the Town of Strathroy. As Strathroy Caradoc Police Service is a signatory of the L-E-M Crime Stoppers agreement we will work with them in developing plans for this successful event.

- **MURDER MYSTERY**

This popular event accompanied by a silent auction will held in the fall.

- **GOLF**

We will hold a Tournament in August. Site to be determined

- **OTHER EVENTS AS OCCURRING**

## **COMMUNITY OUTREACH/EDUCATION**

- **STUDENT SYMPOSIUM**

This annual event will bring students from all area school boards to the Four Points Sheraton. We will have prominent speakers who will present material relevant to today's teenagers concerning Crime Stoppers and events and conditions surrounding their lives. There will be interactive sessions where the students can discuss things that affect their lives.

- **LPS/LPA SPECIAL OLYMPICS GOLF TOURNAMENT**

We will volunteer to assist in making this event a success. It gives us an opportunity to help one of our joint partners in raising money for this worthwhile cause and maintain our mission statement.

- **EMDC LAUNCH**

We will introduce a new program into the Elgin Middlesex Detention Centre. It will raise our profile and market to a group that may have information that could assist in solving area crime. We will supply basketballs, paper, pencils and other suitable items to EMDC. These items will have our logo and phone number for those who wish to phone in a tip. This pilot will run for six months.

- **OTHER OPPORTUNISTIC EVENTS**

- OPP Western Region Family Day
- Strathroy Caradoc Emergency Services Day
- Seniors Seminars- Fraud, Crime Stoppers Info Nights

## **SPONSORSHIPS/PARTNERSHIPS**

We have many long term partners and sponsors who support our message and the Crime Stoppers program in the community. They are a valuable resource to us. We recognize the value these individuals and organizations add to our program. They are highlighted in our running banner on the website. We will continue to source out new sponsors and partners in our entire London, Elgin and Middlesex area. They are important in our mission within the community and in keeping our program viable. As vacancies occur on the board and to increase our diversity we will proactively search out new board members from our joint and partner police services areas. Representation from the Ministry of

Natural Resources and RCMP is important and we will grow those relationships. The community is an integral component of the success of Crime Stoppers, our mission defines it, and our program depends on it.

## **GOVERNANCE/FINANCIAL**

### **BYLAWS**

Our Articles of Incorporation, including bylaws, policies and procedures will be reviewed. A governance review task force will report and those changes, deletions and additions to all areas will be implemented and ratified at our next AGM. They will be current to our needs and will reflect a high standard of governance. They will mirror those bylaws of the Ontario Association of Crime Stoppers and the Canadian Crime Stoppers Association where applicable.

### **FINANCE**

Our general operating and event specific budget(s) will reflect continuing needs analysis and will fulfill our obligation to be prudent in exercising due diligence in our financial affairs. Our financial operation will follow Generally Accepted Accounting Principles. An audit group will be formed to act as an oversight committee to assist the treasurer in maintaining sound business and financial practices. It will also be used as a mentoring/educational tool in preparing future executive members. It will report at least quarterly and will have the mandate to look at all financial documents, transactions and other items required to maintain compliance with our bylaws, the Canada Revenue Agency and any other agencies we may need to report to from time to time. The audit committee will advise the board on any issues arising that would put us in non compliance.

## ASSETS

London Elgin Middlesex Crime Stoppers has assets used in the regular course of business. A list of these assets will be current, with a means of identification, description, and who has control and/or use. They include, but are not limited to, vehicles, computers, communication devices, audio visual and office equipment. Our insurer(s) will be provided with this list for their records.

Our main assets are our vehicles. They are used by our two coordinators while doing their respective duties. They are also used during regular events by our board and for transportation to regional Crime Stoppers events. We thank the London Police Service and the Ontario Provincial Police for their contributions toward these vehicles as detailed in the partnership agreement. We will contact these partners before the procurement of any new vehicles to ensure they meet the standards as required by these police services.

### Asset and Other Procurements

London Elgin Middlesex Crime Stoppers has a large catchment area. We will strive to use equitable business practices in obtaining assets, consumable goods and other items and will continue to utilize our business partnerships/sponsorships. We will explore opportunities that will optimize our cash flow and budget. We will initiate policies to ensure that our catchment area has opportunities for involvement and be included in Crime Stoppers as a sponsor, supplier or partner.

## **IV APPENDIX FOLLOWS**



