



## MESSAGE FROM THE DURHAM REGIONAL POLICE ASSOCIATION

The job of a police officer has changed dramatically over the years – we now must be part lawyer, part scientist, part psychologist and part social worker, it seems!

The job has become more complex and certainly the expectations of and scrutiny from the public have also intensified.

In this complex and changing environment, you must pause to consider where you have been, where you are and where you should be going. We hope this Strategic Business Plan identifies a framework that will help our members succeed in the future. It should help us focus on our primary responsibilities and reminds us of what we need to concentrate on.

A great police service is built on the shoulders of the men and women in the frontline. It involves individual officers making good decisions in the field, based on evidence, facts, clear policies and past experiences.

This Plan recognizes this critical role and will call on frontline officers and civilians to take a more active role in finding long-term solutions to ongoing community safety problems. We will do what we can to ensure that our members have the tools they need and minimize the stresses as the changes are implemented.

We look forward to working with the Police Services Board and the leadership team of the Durham Regional Police Service as they implement this Plan.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Doug Cavanaugh'. The signature is fluid and cursive.

Doug Cavanaugh  
President  
Durham Regional Police Association